

**Commerce 4KF3
“Project Management”
Fall 2019 Course Outline – Sections C01 and C02**

**Information Systems Area
DeGroote School of Business
McMaster University**

COURSE OBJECTIVE

The objective of this course is to explore both the technical and social components of project management. The course introduces students to the fundamentals of project management and provides an opportunity to apply those fundamentals via hands-on use of project management software and the planning of a small project of students’ own choosing. The course provides several opportunities to explore and understand project management concepts and issues through examples, online material, and in-class discussions.

CONTACT INFORMATION AND COURSE LOCATION DETAILS

Dr. Brian Detlor (Instructor)
detlorb@mcmaster.ca
Office: DSB-A201
Office Hours: By Appointment
Tel: (905) 525-9140 x23949

Zeynep Ozmen Tokcan (Teaching Assistant)
ozmentoz@mcmaster.ca
Mona Nasery (Teaching Assistant)
naserym@mcmaster.ca

Course Website: <http://avenue.mcmaster.ca>. Please check this website regularly.

Students are **required** to use their **McMaster email** information when registering for the Connect product. Once registered, students can simply click on the links to the Connect online readings and exercises directly from the content area in Avenue.

Course Meeting Time & Location: [students meet face-to-face approximately every other week]

- C01: Mondays (2:30 pm – 5:20 pm) Engineering Technology Building (ETB-238)
- C02: Thursdays (11:30 am – 2:20 pm) University Hall (UH-112)

COURSE ELEMENTS

Credit Value:	3	Leadership:	Yes	IT skills:	Yes	Global view:	Yes
A2L:	Yes	Ethics:	Yes	Numeracy:	Yes	Written skills:	Yes
Participation:	Yes	Innovation:	Yes	Group work:	Yes	Oral skills:	Yes
Evidence-based:	Yes	Experiential:	Yes	Final Exam:	No	Guest speaker(s):	Yes

COURSE DESCRIPTION

This course covers the basic functions and concepts of project management and integrates them into a project management framework. This course incorporates a variety of teaching and learning methods including lectures, individual assignments, group work, presentations, reports, readings, and the use of project management software.

Topics covered include project selection, project organization structures, life cycles, planning, estimation, budgeting, resource allocation, contracting, project management software, reporting and controlling issues, and conflict management.

The course places equal emphasis on the management and control of projects using both qualitative and quantitative methods. The nine project management knowledge areas (integration, scope, time, cost, quality, human resources, communications, risk, and procurement) identified in the Project Management Book of Knowledge (PMBOK) are all covered in this course.

Following this course, students could pursue the Certified Associate in Project Management (CAPM) certification or eventually a Project Management Professional (PMP) certification.

LEARNING OUTCOMES

Upon completion of this course, students will be able to complete the following key tasks:

- Assist a Project Officer in developing a project plan, scheduling activities, tracking progress, and managing change.
- Discuss and apply project management processes, knowledge areas, concepts, tools, and techniques covered in PMBOK.
- Use and understand specific project management software (MS Project) to manage projects at a beginner to intermediate level.
- Perform the duties of a Junior Project Analyst in a corporate Project Management Office.
- Plan and manage a small project as a Project Manager or Project Team Member.

COURSE MATERIALS AND READINGS

Required *Project Management: The Managerial Process, 7th edition*, Larson & Gray
McGraw-Hill Education. Loose-leaf print copy plus Connect access card
ISBN: 9781260149661
Suggested list price: CAD \$169.95

Alternative (Optional) *Project Management: The Managerial Process, 7th edition*, Larson & Gray
McGraw-Hill Education. Connect access (all digital)
ISBN: 9781259924484
Suggested List Price: CAD \$99

EVALUATION

Learning in this course results from attending lectures, viewing online material, participating in course discussions and exercises, using project management software, and working in small project teams. There is a blend of individual and group work. For work done in groups, evaluation will be made so that all team members share the same grade. *If problems arise in team activities, it is the responsibility of the students involved to inform the instructor sufficiently ahead of time prior to the due date of the team's course deliverables.* The instructor will help resolve team conflicts, which may entail disbandment of the group itself, or a re-assignment of the particular course deliverable in question. Your final grade will be calculated as follows:

Components and Weights

Online Chapter Readings	McGraw-Hill Connect Smartbook Chapter Readings (individual)	4%
Online Exercises	McGraw-Hill Connect Exercises (individual)	12%
Online Discussions	Online Discussions (individual)	10%
MS Project	Software Assignment (individual)	10%
Midterm	In-Class Test (individual)	30%
Term Project	Term Project Management Assignment (group)	
	Contract	1.5%
	Proposal	3.5%
	Check-In #1	1%
	Check-In #2	1%
	Presentation	12%
	Report	15%
Total		100%

NOTE: This course is delivered in a *blended learning* format. That is, the class will not meet physically each week. For those weeks where there is no face-to-face traditional classroom lecture, learning will occur online.

4KF3 – Fall 2019

NOTE: All assignments and written reports, unless otherwise stated, must be handed in electronically through the Avenue course website by the deadline date and time specified for each deliverable in the course schedule below and on the Avenue course website.

NOTE: The use of a McMaster standard calculator is allowed during examinations in this course. See McMaster calculator policy at the following URL:

<http://www.mcmaster.ca/policy/Students-AcademicStudies/UndergraduateExaminationsPolicy.pdf>

Grade Conversion

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme.

LETTER GRADE	PERCENT	LETTER GRADE	PERCENT
A+	90 - 100	C+	67 - 69
A	85 - 89	C	63 - 66
A-	80 - 84	C-	60 - 62
B+	77 - 79	D+	57 - 59
B	73 - 76	D	53 - 56
B-	70 - 72	D-	50 - 52
		F	00 - 49

Communication and Feedback

Students who wish to correspond with the instructor or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Email regarding course issues should NOT be sent to Area Administrative Assistants. Instructors are required to provide evaluation feedback for at least 10% of the final grade to students prior to Week 9 in the term.

Course Deliverables

Online Chapter Readings

Value: 4% of a student's final grade.

For the weeks of the course where content is delivered online, students are asked to read the assigned chapters for each particular week using the McGraw-Hill Connect Smartbook product. As students read the assigned chapters, Smartbook will automatically present questions about the chapter content to assess student understanding of the learning items selected by the instructor for that chapter. To obtain full marks for reading an assigned chapter using Smartbook, students must demonstrate understanding of all learning items selected by the instructor for a chapter (i.e., answer all questions presented in "Practice" mode for your Smartbook assignment). If students do not demonstrate understanding of all learning items assigned to a chapter, part marks will be awarded.

Each assigned Smartbook chapter is worth 0.5% of a student's final grade. There are 8 assigned chapters throughout the course

4KF3 – Fall 2019

Assign chapter readings with the Smartbook product will be available on Tuesday noon of the week *prior* to when the assigned chapter reading is due (see the course schedule below). Students are required to complete the chapter no later than 11:59 pm on the Monday night of when the chapter reading is due. The Smartbook assigned chapter will not be available after this time.

Information on how to read SmartBook chapters can be found here:

https://www.youtube.com/watch?v=PTOr6clmkyo&list=PLqmcJVdRMoi371pyeElfjcX_a08MAo1X

Online Exercises

Value: 12% of a student's final grade.

For the weeks of the course where the content is delivered online, students are asked to complete a series of online exercises for that week using the McGraw-Hill Connect product. The online exercises will pertain to the assigned chapters for that week. Exercise questions may involve submitting text-based answers (which will be manually graded by the TAs for the course) or numeric answers (which will be automatically marked by Connect). Questions requiring numeric answers will be “algorithmic” in nature where Connect will randomly replace numeric values in the question so that each student's answer to the question will be different.

Each series of online exercises set up for an assigned chapter is worth 1.5% of a student's final grade. Part marks can be earned. There will be 8 assigned series of online exercises throughout the course. Each series of online exercises will pertain to one assigned chapter.

Online exercises will be available by Tuesday noon of the week *prior* to when the exercise is due (see the course schedule below). Students are asked to complete the online exercises no later than 11:59 pm on the Monday night of when the exercise is due. The exercises will not be available after this time.

Students can attempt the online exercises as many times as they like while the exercises are available. The “best attempt” mark achieved on the online exercises will be the one used for grading purposes.

Online Discussions

Value: 10% of a student's final grade.

Students will have the opportunity to participate in *three* online discussions. However, *only the best 2 out of 3* online discussions will be used to calculate a student's grade for this component of the course. *Each of the 2 scores will contribute 5% towards a student's final grade.*

Discussions will be posted by Tuesday noon of the week *prior* to when the online discussion is due (see the course schedule below). Discussion questions will pertain to some combination of lecture material, assigned readings, Lynda.com videos, as well as to current events and happenings in the project management marketplace.

Students are asked to respond to the posted questions no later than Friday noon prior to when the discussion is due, and to comment on at least two other students' responses no later than 11:59 pm

4KF3 – Fall 2019

on the Monday night in the week when the discussion is due. Responses contributed by students after this time will not be marked.

Online discussions must be respectful. There will be zero tolerance with respect to the use of inappropriate, derogatory or hateful language.

Evaluation of online discussions will be based on the following criteria:

- *Relevance* (i.e., responses directly address key issues asked or questions raised; responses apply to course learnings);
- *Insight* (i.e., responses offer original or thoughtful insight, analysis or observations that demonstrate a firm grasp of concepts and ideas pertaining to the discussion post);
- *Support* (i.e., postings support all claims and opinions with either rational argument or evidence);
- *Number of responses* (i.e., the extent to which a student meets the expected number of responses to the discussions posted in a given week);
- *Grammar and spelling*.

Evaluation will use the following 10-point grade scale:

- 0 (poor)
- 5 (fair)
- 7 (good)
- 8 (very good)
- 10 (excellent)

MS Project

Value: 10% of a student's final grade.

The assignment is to be completed individually. This assignment is designed to improve students' analytical skills and provide the experience of planning a project with Microsoft Project. This assignment will have students carry out basic tasks such as creating network diagrams, understanding GANTT charts, modifying calendar settings, and managing activities.

An instruction sheet for the assignment will be posted on Avenue. All answers to the assignment must be uploaded to Avenue as per the assignment instruction sheet. Assignments will be accepted after the due date but a late penalty will apply where 10% will be deducted off the assignment for each day late. It is each student's responsibility to submit the assignment in advance of the deadline. Note that work-in-progress can be uploaded to Avenue – the last version uploaded only will be marked.

Midterm

Value: 30% of a student's final grade.

There is one exam for the course and it will take place *in class in Week 9*. The exam will be closed-book. The mid-term will be some mixture of true/false, multiple choice, problems, and short answer questions. It will cover all material, concepts, and techniques covered in class and in the textbook up to the date of the exam.

Term Project

Value: 34% of a student's final grade.

The term project is to be completed in groups. All group members are expected to contribute to the assignment and will share the same grade.

The term project is designed to give students the experience of working on a small project team and planning a project on their own. This project will demonstrate understanding of project management processes learned in class, including initiating, planning, executing and controlling a project using project management tools.

The details of the term project requirements will be posted on Avenue. In general, groups need to:

- Establish a ***contract*** of roles and responsibilities for team members that stipulate each person's contributions, deliverables, timelines, including dates/times when groups will meet. The contract is worth 1.5% of a student's final grade.
- Submit a ***proposal*** to the instructor for the project they wish to manage that describes and justifies the project topic. The proposal is worth 3.5% of a student's final grade. Once approved, students are to apply what they learned in class to develop and manage the project.
- ***Check-in*** with the class instructor during class time on the status of the group project. All group members are expected to be present at the check-in and ready to show the instructor work done to date and discuss any issues/concerns the group is facing in terms of conducting the project. Check-ins occur in Week 3 and Week 8. Each check-in is worth 1% of a student's final grade.
- Deliver an in-class ***presentation*** on the project in either Week 11 or Week 12. The presentation is worth 12% of a student's final grade. All project team members will deliver the presentation. Team members will be judged on their depth of analysis, content, delivery, and presentation skills. See the course schedule below for the weeks when project presentations will occur.
- Write a 20-page ***report*** consisting of professional quality writing is to be submitted on the project The report is worth 15% of a student's final grade.

A late penalty will be applied for each deliverable of the term project. That is, 10% will be deducted off the deliverable for each day late. It is each student's responsibility to submit the deliverable in advance of the deadline. Note that work-in-progress can be uploaded to Avenue – the last version uploaded only will be marked.

BONUS MARKS

Students can earn a 1% bonus on their final marks if they are present in both Week 11 and Week 12 and fill out the evaluation forms for other groups' presentations. More details about this will be given in class and/or posted on Avenue prior to Week 11.

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results in, or could result in, unearned academic credit or advantage. This behaviour can result in serious consequences (e.g., the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university).

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty, please refer to the Academic Integrity Policy located at:

www.mcmaster.ca/academicintegrity

The following illustrates only three forms of academic dishonesty:

1. Plagiarism (e.g., the submission of work that is not one’s own or for which other credit has been obtained).
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations

ONLINE COURSE COMPONENTS

In this course we will be using email, Avenue-2-Learn, Lynda.com, vlab, and McGraw-Hill’s Connect product. Students should be aware that when they access the electronic components of this course, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure.

If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

Students may request relief from a regularly scheduled midterm, test, assignment or other course components. Please refer to the policy and procedure on the DeGroote website at the link below:

<http://ug.degroote.mcmaster.ca/forms-and-resources/missed-course-work-policy/>

STUDENT ACCESSIBILITY SERVICES

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students who require academic accommodation must contact Student Accessibility Services (SAS) to make arrangements with a Program Coordinator. Academic accommodations must be arranged for each term of study. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or e-mail sas@mcmaster.ca

For further information, consult McMaster University's Policy for Academic Accommodation of Students with Disabilities:

<http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicAccommodation-StudentsWithDisabilities.pdf>

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy. Students requiring a RISO accommodation should submit their request, including the dates/times needing to be accommodated and the courses which will be impacted, to their Faculty Office normally within 10 days of the beginning of term or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests. See <https://multifaith.mcmaster.ca/riso>.

POTENTIAL MODIFICATIONS TO THE COURSE

The instructor reserves the right to modify elements of the course during the term. There may be changes to the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce 4KF3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

COURSE SCHEDULE

**Commerce 4KF3
“Project Management”
Information Systems Area
Fall 2019 Course Schedule – Blended Learning Format**

WEEK	READINGS / LECTURES	ONLINE VS. IN-CLASS	DELIVERABLES
1 (Sept 5 or Sept 9)	<ul style="list-style-type: none"> • CH 1: “Modern Project Management” • Overview of the course • Distribute Term Project • Overview of McGraw-Hill Connect 	In-Class	
2	<ul style="list-style-type: none"> • CH 2: “Organization Strategy and Project Selection” • CH 3: “Organization: Structure and Culture” 	Online	Finalize Term Project Groups <u>Due Sept 16 @ 11:59 pm:</u> <ul style="list-style-type: none"> • Chapter 2 – Smartbook Reading • Chapter 2 – Online Exercises • Chapter 3 – Smartbook Reading • Chapter 3 – Online Exercises
3 (Sept 19 or Sept 23)	<ul style="list-style-type: none"> • CH 4: “Defining the Project” • CH 5: “Estimating Project Times and Costs” 	In-Class	Group Project Check-In <u>Due Sept 23 @ 11:59 pm:</u> <ul style="list-style-type: none"> • Term Project Contracts Online Discussion #1 commences Sept 24
4	<ul style="list-style-type: none"> • CH 6: “Developing a Project Plan” • CH 8 “Scheduling Resources and Costs” 	Online	<u>Due Sept 30 @ 11:59 pm:</u> <ul style="list-style-type: none"> • Chapter 6 – Smartbook Reading • Chapter 6 – Online Exercises • Chapter 8 – Smartbook Reading • Chapter 8 – Online Exercises • Online Discussion #1

4KF3 – Fall 2019

WEEK	READINGS / LECTURES	ONLINE VS. IN-CLASS	DELIVERABLES
5 (Oct 3 or Oct 7)	<ul style="list-style-type: none"> Distribute the MS Project Assignment Introduction to MS Project MS Project Demo 	In-Class	<u>Due Oct 7 @ 11:59 pm:</u> <ul style="list-style-type: none"> Term Project Proposals
6 Section C02 only (Oct 10)	<ul style="list-style-type: none"> CH 9: “Reducing Project Duration” CH 7: “Managing Risk” 	In-Class	
	NO CLASS – Reading Week		<u>Due Oct 21 @ 11:59 pm:</u> <ul style="list-style-type: none"> MS Project Assignment <p>Online Discussion #2 commences Oct 22</p>
7	<ul style="list-style-type: none"> CH 13: Progress and Performance Measurement and Evaluation” CH 14 “Project Closure” 	Online	<u>Due Oct 28 @ 11:59 pm:</u> <ul style="list-style-type: none"> Chapter 13 – Smartbook Reading Chapter 13 – Online Exercises Chapter 14 – Smartbook Reading Chapter 14 – Online Exercises Online Discussion #2
6 Section C01 only (Oct 28)	<ul style="list-style-type: none"> CH 9: “Reducing Project Duration” CH 7: “Managing Risk” 	In-Class	
8 (Oct 31 or Nov 4)	<ul style="list-style-type: none"> Exercises Review for mid-term 	In-Class	Group Project Check-In
9 (Nov 7 or Nov 11)	<ul style="list-style-type: none"> MIDTERM 	In-Class	<p>Midterm</p> <p>Online Discussion #3 commences Nov 12</p>

4KF3 – Fall 2019

WEEK	READINGS / LECTURES	ONLINE VS. IN-CLASS	DELIVERABLES
10	<ul style="list-style-type: none"> • CH 10: “Being an Effective Project Manager” • CH 11: “Managing Project Teams” 	Online	<p><u>Due Nov 18 @ 11:59 pm:</u></p> <ul style="list-style-type: none"> • Chapter 10 – Smartbook Reading • Chapter 10 – Online Exercises • Chapter 11 – Smartbook Reading • Chapter 11 – Online Exercises • Online Discussion #3
11 (Nov 21 or Nov 25)	<ul style="list-style-type: none"> • Term Project Presentations • Student Evaluations will take place this day 	In-Class	<p><u>Due:</u> Those giving presentations on this day will have their presentation slides due by 9 AM</p>
12 (Nov 28 or Dec 2)	<ul style="list-style-type: none"> • Term Project Presentations 	In-Class	<p><u>Due:</u> Those giving presentations on this day will have their presentation slides due by 9 AM</p> <p><u>Due:</u> Term Project Reports are due by Dec 9 @ 11:59 pm</p>