

**Commerce 4KF3
Project Management
Fall 2023 Course Outline – Sections C01 and C02**

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

COURSE OBJECTIVE

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

Instructor

Misara Elgammal
elgamm@mcmaster.ca
Office Hours: By Appointment

Teaching Assistant

Raghad Elgamal
elgamalr@mcmaster.ca

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

Course Meeting Time & Location:

Section 01: Wednesday	Time: 11:30 am – 2:20 pm	Location: BSB – B156
Section 02: Thursday	Time: 11:30 am – 2:20 pm	Location: BSB – B103

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:	Yes	Guest speaker(s):	No

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, 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. All project management knowledge areas identified in the Project Management Book of Knowledge (PMBOK) are 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

Project Management: The Managerial Process, 8th edition, Larson & Gray
McGraw-Hill Education. Connect only product
ISBN: 9781260242379

Project Management: The Managerial Process, 8th edition, Larson & Gray
McGraw-Hill Education. Connect product with full print textbook
ISBN: 9781260884661

EVALUATION

Components and Weights

COMPONENT	DESCRIPTION	WEIGHT
Midterm Exam	<i>Material from Week 1 to Week 3</i>	35%
Final Exam	<i>Material from Week 5 to Week 7</i>	35%
PM Project	<i>Group Project with Four Deliverables & Presentation</i>	20%
MS Project Exercise	<i>Individual Assignment</i>	10%
Total		100%

PM Project Deliverables

All Deliverables are due in the Dropbox at the Time of your Group’s Scheduled Presentation

1. **Project Initiation** *Template Provided on Avenue*
2. **Project NPV** *Template Provided on Avenue*
3. **Project WBS and Risk** *Template Provided on Avenue*
4. **Gantt Chart** *via Microsoft Project or Provided Excel Sample Templates*

Access **Microsoft Project** from: [Azure Dev Tools for Teaching \(microsoft.com\)](https://microsoft.com/azure-dev-tools-for-teaching)

1. *Sign In with McMaster ID and Fill Out the Pop-Up Form*
2. *You should be directed to “Education”, if not, click on “Education”*
3. *Click on “Software” tab under “Learning Resources*
4. *Search Project and Download “Project Professional 2021”*
5. *Also in Azure, Click on “View Key” and Copy the Product ID to Activate MS Project*

COURSE SCHEDULE	
TOPICS	
<p>Week 1 Sept. 5th</p>	<p>Course Introduction</p> <ul style="list-style-type: none"> • Review Course Outline <p>Introduction to Project Management</p> <ul style="list-style-type: none"> • Project Management and its Elements • Why are Project Important? • Project vs. Program vs. Portfolio • Project Life Cycles • Project Management Processes • Project Triple Constraint
<p>Week 2 Sept. 11th</p>	<p>Initiating the Project & Project Management Framework</p> <ul style="list-style-type: none"> • Project Selection Methods • Project Financial Models • Project Business Case • Project Stakeholder Analysis • Developing a Project Charter • Governance Framework and Organizational Structures <p>PM Project Deliverables</p> <ol style="list-style-type: none"> 1. Project Initiation: SWOT, Stakeholder Registry, and Project Charter 2. Project NPV: Net Present Value Analysis and Payback
<p>Week 3 Sept. 18th</p>	<p>Scope Management and Risk Management</p> <ul style="list-style-type: none"> • Collecting Requirements • Project Scope Statement • Work Breakdown Structure (WBS) • Managing and Measuring Risk • Risk Mitigation Strategies <p>PM Project Deliverables</p> <ol style="list-style-type: none"> 3. Project WBS and Risk: Work Breakdown Structure and Risk Management Log
<p>Week 4 Sept. 25th</p>	<p style="text-align: center;"><i>Midterm Exam on Material from Week 1 to Week 3 In-Class</i></p>
<p>Week 5 Oct. 2nd</p>	<p>Time Management</p> <ul style="list-style-type: none"> • Creating a Network Diagram • Estimating Activity Duration • Network Diagram Critical Path • Activity Relationships: Leads and Lags • Crashing Projects
<i>Midterm Recess Oct. 9th to Oct. 15th</i>	
<p>Week 6 Oct. 16th</p>	<p>Cost Management</p> <ul style="list-style-type: none"> • Direct vs. Indirect Costs • Fixed vs. Variable Costs • Cost Estimation Methods • Learning Curves in Cost Estimation • Building a Project Budget • Earned Value Management

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Week 7 Oct. 23 rd	Resource Management <ul style="list-style-type: none"> • Project Human Resource Management • Resource Leveling • Resource Loading Charts
Week 8 Oct. 30 th	MS Project Exercise (<i>Requires you to have MS Project ready before Class</i>) <i>If Not Submitted In-Class, then due on Friday, Nov. 3rd at 11:59 PM in Dropbox</i> <ul style="list-style-type: none"> • Starting a New Plan • Building a Task List • Setting Up Resources • Assigning Resources to Tasks PM Project Deliverables 4. Gantt Chart: <i>via Microsoft Project or Provided Excel Sample Templates</i>
Week 9 to Week 12 Nov. 6 th to Nov. 30 th	PM Project: Group Project Presentations In-Class as Scheduled by the Group on Avenue Discussion Board
<i>Final Exam as Scheduled by Registrar's Office on Material from Week 5 to Week 7</i>	

NOTE: Unless otherwise stated, a **late penalty** will be applied to all assignment deliverables. 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.

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 instructors 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.

Emails regarding course issues should NOT be sent to the Area Administrative Assistants.

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. It is your responsibility to understand what constitutes academic dishonesty.

Academic dishonesty is to knowingly act or fail to act in a way that results 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.

For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

ONLINE COURSE COMPONENTS

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.

Generative AI

USE PROHIBITED

Students are not permitted to use generative AI in this course. In alignment with [McMaster academic integrity policy](#), it “shall be an offence knowingly to ... submit academic work for assessment that was purchased or acquired from another source”. This includes work created by generative AI tools. Also stated in the policy is the following, “Contract Cheating is the act of “outsourcing of student work to third parties” (Lancaster & Clarke, 2016, p. 639) with or without payment.” Using Generative AI tools is a form of contract cheating. Charges of academic dishonesty will be brought forward to the Office of Academic Integrity.

ONLINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams.

This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the Code of Student Rights & Responsibilities (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, whether in person or online.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar “Requests for Relief for Missed Academic Term Work” and the link below:

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

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University’s [Academic Accommodation of Students with Disabilities](#) policy.

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 should submit their request to their Faculty Office *normally within 10 working days* of the beginning of term in which they anticipate a need for accommodation 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.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, including lectures by University instructors.

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The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

EXTREME CIRCUMSTANCES

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

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.