

**Commerce 4KF3
“Project Management”
Winter 2024 Course Outline – Sections C01 & 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 and discussions.

CONTACT INFORMATION AND COURSE LOCATION DETAILS

Dr. Brian Detlor

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Office Hours: By Appointment

Dr. Mariam Munawar

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Office Hours: By Appointment

Teaching Assistants:

- **Raghad Elgamal** (elgamalr@mcmaster.ca): Responsible for Online Discussions and the Connect readings and exercises.
- **Rania Malik** (malikr15@mcmaster.ca): Responsible for the MS Project Assignment and answering questions about the midterm and Group Term Project.

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

Course Meeting Time & Location: Students meet in-class approximately every other week; see the course schedule below for more details. Physical classroom information is posted on Avenue. Classes will be held as follows:

- C01: Tuesdays (11:30 am – 2:20 pm) & C02: Mondays (11:30 pm – 2:20 pm)

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):	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

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

Available through Avenue as part of the Inclusive Access program. The list price is \$84.95. If desired, students can purchase a print copy directly from McGraw-Hill through their Connect access for an additional \$30.

Inclusive Access is a program run by the Campus Store in partnership with your instructors and McGraw-Hill to provide first-day access to your required course materials at a discounted price. You may opt out of the program using the link provided to you by the Campus Store before January 19th, 2024. If you opt out, your student account will not be charged, and you will lose access to Connect.

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. Your final grade will be calculated as follows:

Components and Weights

COMPONENT	DESCRIPTION	WEIGHT
Online Chapter Readings	Connect Chapter Readings	5%
Online Exercises	Connect Exercises	20%
Online Discussions	Discussions in Avenue	15%
MS Project	MS Project Assignment	10%
Midterm	Midterm Test	25%
Group Term Project	(total weight of the group term project is 25%)	
	Contract	1%
	Project Proposal	2%
	Project Check-In	2%
	Online Presentation with Supporting Documentation	15%
	Reflection/Self-Assessment	2%
	Peer Evaluation of Online Project Presentations	3%
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.

NOTE: All assignment deliverables, 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: 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 will only 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 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. Emails regarding course issues should NOT be sent to the Area Administrative Assistants. All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default. For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade. For Level 3 courses and above, this feedback must equal a minimum of 10% of the final grade. Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

Course Deliverables

Online Chapter Readings

Value: 5% 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 product. As students read the assigned chapters, Connect 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 Connect, 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 Connect assignment). If students do not demonstrate understanding of all learning items assigned to a chapter, part marks will be awarded.

Assigned chapter readings with the Connect product will be available on Tuesday noon of the week *prior* to when the assigned chapter readings are due (see the course schedule below). Students are

required to complete the chapter readings no later than Saturday at 11:59 pm of when the chapter readings are due. The Connect assigned chapters will not be available after this time.

Online Connect Exercises

Value: 20% of a student's final grade.

Throughout the course, students are asked to complete a series of online exercises using the McGraw-Hill Connect product. Questions may involve submitting text-based answers (which will be manually graded by one of 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.

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 Saturday 11:59 pm of when the exercise is due (see the course schedule below). 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: 15% of a student's final grade.

Students will have the opportunity to participate in *three* online discussions. *Each of these online discussions 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, Linked-In Learning 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 Saturday noon prior to when the discussion is due, and to comment on at least two other students' responses no later than Tuesday noon in the week when the discussion is due. See the course schedule below. 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. 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: 25% of a student's final grade.

There is one midterm for the course and it will take place in class. The midterm will be closed-book. It will consist of 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.

Group Term Project

Value: 25% of a student's final grade.

The term project is to be completed in groups of size three to five members. All group members are expected to contribute equally to the assignment and will share the same grade. However, the instructor reserves the right to assign different grades to different group members if a group member is found not to equally participate in the group's work. If problems arise in group activities, it is the responsibility of the students involved to inform the instructor *sufficiently ahead of time* prior to the due date of the group's course deliverables. The instructor will help resolve team conflicts, which may entail disbandment of the group itself, or re-assignment of particular project deliverables.

The group term project is designed to give students the experience of working in 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, the following deliverables are expected:

- **Contract:** 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% of a student's final grade.

- **Proposal:** Submit a proposal to the instructor for the project they wish to manage that describes and justifies the project topic. The proposal is worth 2% of a student's final grade. Once approved, students are to apply what they learned in class to develop and manage the project.
- **Project Check-in:** Meeting with the class instructor during class time on the status of the group project. A schedule of exact meeting times will be arranged. All group members are expected to be present at the check-in and ready to show work done to date and discuss any issues/concerns the group is facing in terms of conducting the project. The check-in is worth 2% of a student's final grade.
- **Presentation:** Submit an online video presentation and associated project materials (e.g., Gantt chart, network diagram). The presentation is worth 15% 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.
- **Individual Reflection/Self-Assessment:** Each group member will individually write and submit a reflection (self-assessment) of their experience working on the group term project. The reflection is worth 2% of a student's final grade.
- **Individual Peer Evaluations:** Students will evaluate a subset of project presentations for the class and submit a report of their evaluations highlighting strengths and weaknesses of each presentation, as well as the extent to which these presentations successfully utilized and leveraged material presented throughout the course. This peer evaluation is worth 3% of a student's final grade.

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](#).

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

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. In this course we will be using email, Avenue-2-Learn, Linked-In Learning, McMaster's 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, usernames 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.

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 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.degrootemcmaster.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.

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.

GENERATIVE AI

Students may freely use generative AI in this course so long as the use of generative AI is referenced and cited in a student's work. Use of generative AI without citation in a student's work will constitute academic dishonesty.

COURSE SCHEDULE

WEEK	READINGS / LECTURES	ONLINE VS. IN-CLASS	KEY DATES & DELIVERABLES
1 (Jan 8 th or 9 th)	<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 (Detlor)	
2	<ul style="list-style-type: none"> • CH 2: “Organization Strategy and Project Selection” • CH 3: “Organization: Structure and Culture” 	Online (no class)	Finalize Term Project Groups <u>Due Jan 20th @ 11:59 pm:</u> <ul style="list-style-type: none"> • Chapter 2 – Connect Reading • Chapter 2 – Online Exercises • Chapter 3 – Connect Reading • Chapter 3 – Online Exercises
3 (Jan 22 nd or 23 rd)	<ul style="list-style-type: none"> • CH 4: “Defining the Project” • CH 5: “Estimating Project Times and Costs” 	In-Class (Munawar)	Online Discussion #1 commences Jan 23 rd at noon. <u>Due Jan 27th @ 11:59 pm:</u> <ul style="list-style-type: none"> • Group Term Project Contracts • Your initial post to Online Discussion #1
4	<ul style="list-style-type: none"> • CH 6: “Developing a Project Plan” • CH 8 “Scheduling Resources and Costs” 	Online (no class)	<u>Due Jan 30th at noon:</u> <ul style="list-style-type: none"> • Online Discussion #1 - Comment on at least two other people’s posts.
5 (Feb 5 th or 6 th)	<ul style="list-style-type: none"> • Review Chapters 6 & 8 • Distribute the MS Project Assignment • MS Project Tutorial 	In-Class (Munawar)	<u>Due Feb 10th @ 11:59 pm:</u> <ul style="list-style-type: none"> • Chapter 6 – Connect Reading • Chapter 6 – Online Exercises • Chapter 8 – Connect Reading • Chapter 8 – Online Exercises • Term Project Proposals

WEEK	READINGS / LECTURES	ONLINE VS. IN-CLASS	KEY DATES & DELIVERABLES
6	<ul style="list-style-type: none"> CH 7: “Managing Risk” CH 9: “Reducing Project Duration” 	Online (no class)	
(Feb 19 th to 23 rd)	Reading Week (no class)		
7 (Feb 26 th or 27 th)	<ul style="list-style-type: none"> Review Chapters 7 & 9 CH 13: “Progress and Performance Measurement and Evaluation” CH 14 “Project Closure” 	In-Class (Detlor)	<p>Online Discussion #2 commences Feb 27th at noon.</p> <p><u>Due March 2nd @ 11:59 pm:</u></p> <ul style="list-style-type: none"> Chapter 7 – Connect Reading Chapter 7 – Online Exercises Chapter 9 – Connect Reading Chapter 9 – Online Exercises MS Project Assignment Your initial post to Online Discussion #2
8 (March 4 th or 5 th)	<ul style="list-style-type: none"> Midterm Review Group Project Check-In 	Online Class via Zoom (Detlor)	<p>Group Project Check-In during class</p> <p><u>Due March 5th @ 11:59 pm:</u></p> <ul style="list-style-type: none"> Online Discussion #2 – Comment on at least two other people’s posts
9 (March 11 th or 12 th)	MIDTERM TEST	In-Class (Detlor/Munawar)	
10	<ul style="list-style-type: none"> CH 10: “Being an Effective Project Manager” CH 11: “Managing Project Teams” 	Online	<p>Online Discussion #3 commences March 19th.</p> <p><u>Due March 23rd @ 11:59 pm:</u></p> <ul style="list-style-type: none"> Chapter 10 – Connect Reading Chapter 10 – Online Exercises Chapter 11 – Connect Reading Chapter 11 – Online Exercises Your initial post to Online Discussion #3

WEEK	READINGS / LECTURES	ONLINE VS. IN-CLASS	KEY DATES & DELIVERABLES
11 (March 25 th or 26 th)	<ul style="list-style-type: none"> • CH 15: “Agile Project Management” • CH 16: “International Projects” 	In-Class (Munawar)	<u>Due March 26th at noon:</u> <ul style="list-style-type: none"> • Online Discussion #3 - Comment on at least two other people’s posts.
12	<ul style="list-style-type: none"> • Term Project Presentations 	Online (no class)	<u>Due April 2nd @ noon:</u> <ul style="list-style-type: none"> • Group Term Project Presentations
13	<ul style="list-style-type: none"> • Individual work re: group term project presentations 	No class	<u>Due April 9th @ noon:</u> <ul style="list-style-type: none"> • Individual Reflection/Self-Assessment • Individual Peer Evaluation