

# Commerce 4KF3 “Project Management” Fall 2025 Course Outline – Sections C01 & C02

## Information Systems Area DeGroote School of Business McMaster University

### INSTRUCTOR AND CONTACT INFORMATION

**Dr. Brian Detlor (Instructor)**

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Office Hours: By appointment only

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

### 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 INFORMATION

**Course Meeting Time & Location:** See the course schedule below for more details. Classroom location information is posted on Avenue. Classes will be held as follows:

- C01: Thursdays (2:30 pm – 5:20 pm)
- C02: Fridays (11:30 am – 2:20 pm)

### IMPORTANT LINKS

- [Mosaic](#)
- [Avenue to Learn](#)
- [Student Accessibility Services - Accommodations](#)
- [McMaster University Library](#)

### 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.

## COURSE DESCRIPTION

The course covers the basic functions and concepts of project management. The course incorporates a variety of teaching and learning methods including lectures, individual assignments, group work, presentations, 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 Body of Knowledge* (PMBOK) are covered in this course. Following this course, students could pursue the *Certified Associate in Project Management* (CAPM) certification and 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: A Socio-Technical Approach, 2025 Release*, Larson & Gray McGraw-Hill Education. Connect only product.

The course materials for this course will be delivered through the **Immediate Access Program** in partnership with the Campus Store. You'll receive **digital access** to the required textbook on **Avenue to Learn** starting the first day of class: PROJECT MANAGEMENT: A SOCIO TECHNICAL APPROACH W/ CONNECT 6 MONTH ACCESS.

The price for this resource is **\$95.95**. This cost will be shown on your student account at the beginning of the term. The deadline to make changes to your IA options (remove or reinstate your access) is **September 12<sup>th</sup>**, any changes that you make will be reflected on your student account after that deadline.

You can manage your access at any time before the September 12<sup>th</sup> deadline through your personalized booklist on the [Campus Store website](#). A reminder email will be sent to your McMaster account before the deadline. **If you choose not to participate, you will no longer have access to these materials after the deadline.**

## CLASS FORMAT

This course is delivered in-person (face-to-face), with one class taught synchronously online. See the course schedule below for details.

## COURSE EVALUATION

Learning in this course results from attending lectures, viewing online material, completing online quizzes and exercises, 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
Connect Assignments	McGraw-Hill Connect	20%
Midterms	Midterm #1	15%
	Midterm #2	15%
Group Term Project	<i>(total weight of the group term project is 50%)</i>	
	Contract	1%
	Proposal	2%
	Draft Gantt Chart & Time- Phased Baseline Budget	5%
	Draft Risk Analysis	5%
	Draft Performance Measurement Analysis	5%
	Check-In	2%
	Video Presentation	25%
	Reflection	2%
	Peer Evaluations	3%
<b>Total</b>		<b>100%</b>

## **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

## **COURSE DELIVERABLES**

### **Connect Assignments**

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

Throughout the course, students are asked to complete various online exercises and quizzes (assignments) using the McGraw-Hill Connect product for the following chapters: 1, 2, 3, 4, 5, 6, 8, 7, 9, 10, 11, 13 & 14.

Answers to the online exercises and quizzes are automatically marked by Connect. Exercise questions are "algorithmic" in nature where Connect randomly replaces numeric values in the question so that each student's answer to the question is different. Quizzes are generated randomly from a pool of multiple choice and true/false questions. All assignments are set up in "Practice Mode." Students can attempt the Connect assignments as many times as they like while they are available. The "best attempt" will be treated as the final score. Access to the eBook and hints are allowed while attempting a Connect assignment.

Students are expected to read the assigned chapters prior to when the chapters are covered in class and complete the Connect assignments as per the deadlines stated in the course schedule below.

### **Midterms**

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

There are two midterms for the course (each worth 15% of a student's final grade). These midterms will take place during class time. Check Avenue for the location where the midterms will be held. The midterms will be closed-book. All questions asked will be in multiple choice format. More information about the content covered in each midterm will be communicated to students in class and on Avenue the week before the date of each midterm.

### **Group Term Project**

**Value: 50% of a student's final grade.**

The group term project assignment is designed to give students the experience of working in a small project team and planning a project on their own. This assignment will demonstrate understanding of project management processes, including initiating, planning, executing, and controlling a project using project management tools. Student groups, working in teams of up to 5 people, will analyze a project of their choice. This project can be real or fictitious.

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 participate equally in the group's work. If problems arise in group activities, students are responsible 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 details of the individual components of the group term project are 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:*** Develop 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.
- ***Draft Gantt Chart & Time-Phased Baseline Budget:*** Prepare a draft Gantt chart of the sequence of project tasks (work packages) that comprise the project. The project needs to be reported in progress with some tasks completed and others to be done. Additionally, create a draft time-phased baseline budget that corresponds to the Gantt chart which shows how the expected costs to carry out each task are dispersed over time. The draft Gantt chart and draft time-phased baseline budget are collectively worth 5% of a student's final grade.
- ***Draft Risk Analysis:*** Perform an analysis of the risks associated with carrying out the project. This includes reporting the likelihood of the risks happening, the potential impact of these risks on the project, and steps that will be taken to mitigate or prevent these risks from happening. The draft project risk analysis is worth 5% of a student's final grade.
- ***Draft Performance Measurement Analysis:*** Using the project's time-phased baseline budget, calculate project performance metrics (e.g., cost variances, schedule variances) to report on the health and status of the project (e.g., is it on-time? within budget?) as per the current date of the project (which is in-progress). The draft project performance measurement analysis is worth 5% of a student's final grade.
- ***Check-In:*** Meet 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.
- ***Video Presentation:*** Submit an online video presentation and associated project materials (e.g., Gantt chart, time-phased baseline budget, risk analysis, performance measurement analysis). The video presentation and supporting materials are worth 25% 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.
- ***Reflection:*** 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.

- **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.

## LATE ASSIGNMENTS

A **late penalty** will be applied to all deliverables for the group 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 will only be marked. Late penalties do not apply for the midterm or online exercises and quizzes.

## 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.

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 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.

Students who have concerns about the course content, evaluation methods, or delivery should first reach out to the course instructor. If your concern remains unresolved after speaking with the instructor, you may then reach out to the relevant Area Chair for further consideration.

## REQUESTING RELIEF FOR MISSED ACADEMIC WORK

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster Unive

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/>

Non-Commerce students must follow the Missed Course Work protocols outlined by their home faculty and Program Office.

## COURSE MODIFICATION

From time to time there may be a need to remove/add topics or to change the schedule or the delivery format. If these are necessary, you will be given as much advance notice as possible.

## GENERATIVE AI

Students may use generative AI throughout this course in whatever way enhances their learning; no special documentation or citation is required.

## 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.

## COURSES WITH AN ONLINE ELEMENT

This course uses on-line elements (e.g. e-mail, Avenue to Learn, McMaster’s vlab, and McGraw-Hill’s Connect product). Students should be aware that, when they access the electronic components of a course using these elements, 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 a course that uses on-line elements 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 to 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.

### **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](mailto: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.

### **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, Avenue to Learn and/or McMaster email.

### **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

WEEK	READINGS / LECTURES	LOCATION	KEY DATES & DELIVERABLES
<b>1</b> (Sept 4 <sup>th</sup> or 5 <sup>th</sup> )	<ul style="list-style-type: none"> <li>CH 1: “Modern Project Management”</li> </ul>	Classroom	<ul style="list-style-type: none"> <li>CH 1 – Connect Assignment <u>due Sept 10<sup>th</sup> at noon</u></li> </ul>
<b>2</b> (Sept 11 <sup>th</sup> or 12 <sup>th</sup> )	<ul style="list-style-type: none"> <li>CH 2: “Organization Strategy and Project Selection”</li> <li>CH 3: “Organization: Structure and Culture”</li> </ul>	Classroom	<ul style="list-style-type: none"> <li>Finalize Term Project Groups</li> <li>CH 2 – Connect Assignment <u>due Sept 17<sup>th</sup> at noon</u></li> <li>CH 3 – Connect Assignment <u>due Sept 17<sup>th</sup> at noon</u></li> </ul>
<b>3</b> (Sept 18 <sup>th</sup> or 19 <sup>th</sup> )	<ul style="list-style-type: none"> <li>CH 4: “Defining the Project”</li> <li>CH 5: “Estimating Project Times and Costs”</li> </ul>	Classroom	<ul style="list-style-type: none"> <li>Group Term Project Contracts <u>due Sept 20<sup>th</sup> at noon</u></li> <li>CH 4 – Connect Assignment <u>due Sept 24<sup>th</sup> at noon</u></li> <li>CH 5 – Connect Assignment <u>due Sept 24<sup>th</sup> at noon</u></li> </ul>
<b>4</b> (Sept 25 <sup>th</sup> or 26 <sup>th</sup> )	<b>MIDTERM #1</b>	Exam Room	
<b>5</b> (Oct 2 <sup>nd</sup> or 3 <sup>rd</sup> )	<ul style="list-style-type: none"> <li>CH 6: “Developing a Project Plan”</li> <li>CH 8: “Scheduling Resources and Costs”</li> <li>MS Project Tutorial</li> </ul>	Classroom	<ul style="list-style-type: none"> <li>Group Term Project Proposals <u>due Oct 4<sup>th</sup> at noon</u></li> <li>CH 6 – Connect Assignment <u>due Oct 8<sup>th</sup> at noon</u></li> <li>CH 8 – Connect Assignment <u>due Oct 8<sup>th</sup> at noon</u></li> </ul>

WEEK	READINGS / LECTURES	LOCATION	KEY DATES & DELIVERABLES
<b>6</b> (Oct 9 <sup>h</sup> or 10 <sup>th</sup> )	<ul style="list-style-type: none"> <li>CH 9: “Reducing Project Duration”</li> <li>CH 7: “Managing Risk”</li> </ul>	Classroom	<ul style="list-style-type: none"> <li>Group Term Project - Draft Gantt Chart <u>due Oct 11<sup>th</sup> noon</u></li> <li>Group Term Project – Draft Time-Phased Baseline Budget <u>due Oct 11<sup>th</sup> at noon</u></li> <li>Chapter 9 – Connect Assignment <u>due Oct 22<sup>nd</sup> at noon</u></li> <li>Chapter 7 – Connect Assignment <u>due Oct 22<sup>nd</sup> at noon</u></li> </ul>
<b>Reading Week (no class)</b>			
<b>7</b> (Oct 23 <sup>rd</sup> or 24 <sup>th</sup> )	<ul style="list-style-type: none"> <li>CH 13: “Progress and Performance Measurement and Evaluation”</li> <li>CH 14 “Project Closure”</li> </ul>	Classroom	<ul style="list-style-type: none"> <li>Group Term Project – Draft Risk Analysis <u>due Oct 25<sup>th</sup> at noon</u></li> <li>Chapter 13 – Connect Assignment <u>due Oct 29<sup>th</sup> at noon</u></li> <li>Chapter 14 – Connect Assignment <u>due Oct 29<sup>th</sup> at noon</u></li> </ul>
<b>8</b> (Oct 30 <sup>th</sup> or 31 <sup>st</sup> )	<ul style="list-style-type: none"> <li>CH 10: “Being an Effective Project Manager”</li> <li>CH 11: “Managing Project Teams”</li> <li>Midterm Review</li> </ul>	Classroom	<ul style="list-style-type: none"> <li>Chapter 10 – Connect Assignment <u>due Nov 5<sup>th</sup> at noon</u></li> <li>Chapter 11 – Connect Assignment <u>due Nov 5<sup>th</sup> at noon</u></li> </ul>
<b>9</b> (Nov 6 <sup>th</sup> or 7 <sup>th</sup> )	<b>MIDTERM #2</b>	Exam Room	
<b>10</b> (Nov 13 <sup>th</sup> or 14 <sup>th</sup> )	<ul style="list-style-type: none"> <li>Group Project Overview &amp; Check-In</li> </ul>	Online (via Zoom)	<ul style="list-style-type: none"> <li>Group Term Project – Draft Performance Measurement Analysis <u>due Nov 15<sup>th</sup> at noon</u></li> </ul>

WEEK	READINGS / LECTURES	LOCATION	KEY DATES & DELIVERABLES
<b>11</b> (Nov 20th or 21 <sup>st</sup> )	<ul style="list-style-type: none"> <li>Group Project Working Session</li> </ul>	Classroom	
<b>12</b>	<ul style="list-style-type: none"> <li>Group Project Presentations</li> </ul>	(no class)	<u>Due Nov 27<sup>th</sup> at noon:</u> <ul style="list-style-type: none"> <li>Group Term Project Presentations</li> </ul>
<b>13</b>	<ul style="list-style-type: none"> <li>Individual Work re: Group Project Presentations</li> </ul>	(no class)	<u>Due Dec 4<sup>th</sup> at noon:</u> <ul style="list-style-type: none"> <li>Individual Reflection/Self-Assessment</li> <li>Individual Peer Evaluations</li> </ul>