

# Commerce 4KF3 Project Management Winter 2026 Course Outline

## Information Systems Area DeGroote School of Business McMaster University

### INSTRUCTOR AND CONTACT INFORMATION

**Dr. Nicole Wagner (Instructor)**

**TA TBD**

[nwagner@mcmaster.ca](mailto:nwagner@mcmaster.ca)

Office Hours: By appointment only

**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: Wednesday (8:30 – 11:20 am)
- C02: Tuesday (2:30 – 5:20 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.

## 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	15%
Midterms	Midterm #1	20%
	Midterm #2	20%
Group Term Project	<i>(total weight of the group term project is 45%)</i>	
	Contract	2%
	Proposal	1%
	WBS & Task List	7%
	Network & Gantt Chart	8%
	Check-In	1%
	Video Presentation	20%
	Reflection	3%
	Peer Critique of Presentations	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: 15% 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. These assignments will be equally weighted in the 15% of final grade.

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: 40% of a student's final grade.**

There are two midterms for the course (each worth 20% 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: 45% 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 approximately 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 will be posted on Avenue and discussed in class throughout the term ahead of due dates.

## **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.

## **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.

## Tentative Course Schedule

WEEK	READINGS / LECTURES	LOCATION	KEY DATES & DELIVERABLES
<b>1</b> (Jan 6, 7)	<ul style="list-style-type: none"> <li>CH 1: “Modern Project Management”</li> </ul>	Classroom	<ul style="list-style-type: none"> <li><u>Due before class 2:</u> <ul style="list-style-type: none"> <li>CH 1 – Connect Assignment</li> </ul> </li> </ul>
<b>2</b> (Jan 13, 14)	<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><u>Due before class 3:</u> <ul style="list-style-type: none"> <li>Finalize Term Project Groups</li> <li>CH 2 – Connect Assignment</li> <li>CH 3 – Connect Assignment</li> </ul> </li> </ul>
<b>3</b> (Jan 20, 21)	<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><u>Due before class 4:</u> <ul style="list-style-type: none"> <li>Term Project Contracts</li> <li>CH 4 – Connect Assignment</li> <li>CH 5 – Connect Assignment</li> </ul> </li> </ul>
<b>4</b> (Jan 27, 28)	<b>MIDTERM #1</b>	Exam Room	<ul style="list-style-type: none"> <li><u>Due before class 5:</u> <ul style="list-style-type: none"> <li>Term Project Proposals</li> </ul> </li> </ul>
<b>5</b> (Feb 3, 4)	<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><u>Due before class 6:</u> <ul style="list-style-type: none"> <li>CH 6 – Connect Assignment</li> <li>CH 8 – Connect Assignment</li> </ul> </li> </ul>
<b>6</b> (Feb 10, 11)	<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><u>Due before class 7:</u> <ul style="list-style-type: none"> <li>Term Project WBS &amp; Task List</li> <li>CH 9 – Connect Assignment</li> <li>CH 7 – Connect Assignment</li> </ul> </li> </ul>



<b>Reading Week (no class)</b>			
<b>7</b> (Feb 24, 25)	<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><u>Due before class 8:</u> <ul style="list-style-type: none"> <li>Term Project Network &amp; Gantt Chart</li> <li>CH 13 – Connect Assignment</li> <li>CH 14 – Connect Assignment</li> </ul> </li> </ul>
<b>8</b> (Mar 3, 4)	<ul style="list-style-type: none"> <li>CH 10: “Being an Effective Project Manager”</li> <li>CH 11: “Managing Project Teams”</li> </ul>	Classroom	<ul style="list-style-type: none"> <li><u>Due before class 9:</u> <ul style="list-style-type: none"> <li>CH 10 – Connect Assignment</li> <li>CH 11 – Connect Assignment</li> </ul> </li> </ul>
<b>9</b> (Mar 10, 11)	<b>MIDTERM #2</b>	Exam Room	
<b>10</b> (Mar 17, 18)	<ul style="list-style-type: none"> <li>Group Project Overview &amp; Check-In</li> </ul>	Online (via Zoom)	
<b>11</b> (Mar 24, 25)	<ul style="list-style-type: none"> <li>Group Project Working Session</li> </ul>	Classroom	
<b>12</b> (Mar 31, Apr 1)	<ul style="list-style-type: none"> <li>Group Project Presentations</li> </ul>	(no class)	<u>Due at class time:</u> <ul style="list-style-type: none"> <li>Group Term Project Presentations</li> </ul>
<b>13</b> (Apr 7, 8)	<ul style="list-style-type: none"> <li>Individual Work re: Group Project Presentations</li> </ul>	(no class)	<u>Due at class time:</u> <ul style="list-style-type: none"> <li>Individual Reflection/Self-Assessment</li> <li>Individual Peer Evaluations</li> </ul>