

**MBA K731: Project Management  
Winter 2025 Course Outline  
(Blended Delivery)**

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

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***COURSE OBJECTIVE***

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This course aims to provide students with the basic tools and techniques of project management, to demonstrate the importance of project management knowledge for future career decision-making, and to reinforce project management skills by means of experiential learning and lecture-based methodologies. Both the social and technical aspects of project management are explored through case studies, hands-on use of project management software, and a comprehensive term project.

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***INSTRUCTOR AND CONTACT INFORMATION***

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**Instructor:**

**Dr. Nicole Wagner**  
[nwagner@mcmaster.ca](mailto:nwagner@mcmaster.ca)  
Office Hours: by appointment

**Teaching Assistants:**

Christopher Vecchi (Term Project)	Stephanie Caines (MS Project)
<a href="mailto:chrisvecchi@hotmail.com">chrisvecchi@hotmail.com</a>	<a href="mailto:stephanie.caines@outlook.com">stephanie.caines@outlook.com</a>

**Class time & location:**    **C01:** Thursday    11:30 a.m. – 2:20 p.m.  
   **C02:** Thursday    7:00 p.m. – 10:00 p.m.

Some classes will be held online during this weekly time slot as shown in the course schedule, connection details will be provided through the course website each week.

**Course website:** <http://www.avenue.mcmaster.ca>  
The course website will be the primary mode of information dissemination.  
Please check this website regularly for posts concerning the course.

**Course Prerequisite(s):** Business K603 OR Business I603 AND I604 OR enrollment in the graduate Biomedical Discovery and Commercialization Program; **Course Antirequisite(s):** Business BL715.

### ***COURSE ELEMENTS***

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

### ***COURSE DESCRIPTION***

The delivery of this course encompasses a wide range of methods including in-class activities, case studies, group work, presentations, lectures, readings and project management software lab work. This course explores the stages of managing a project, including project initiation, planning, implementation and control, and closing using quantitative and qualitative methods. This course aims to provide students with competencies in ten key project management areas: scope, time, cost, quality, human resources, risk, procurement, communication, integration, and stakeholder management. The methodologies and philosophies of the Project Management Institute (PMI) are discussed. Following this course, students could work towards the Project Management Professional (PMP) or other PMI certifications.

### ***LEARNING OUTCOMES***

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

- Discuss the project management processes and knowledge areas covered by the Project Management Institute's Body of Knowledge (PMBOK)
- Apply the project management knowledge areas, concepts, tools & techniques to initiate, plan, execute, control, and close projects
- Assess real-life project management issues & project risks by means of quantitative & qualitative techniques
- Develop solutions to project management issues leading to successful project management outcomes
- Define the specialized project management skills and the role of the project manager
- Utilize specified project management software to efficiently plan and manage projects
- Calculate the Earned Value Management parameters that are necessary for project control
- Identify the project stakeholders and manage their expectations

**REQUIRED COURSE MATERIALS AND READINGS**

**Case Study:** Instructions for accessing a case study via the Ivey Publishing website will be provided on Avenue; there will be a small cost for this case study (~\$3-5).

**Required** *Project Management: The Managerial Process, 8th edition*, Larson & Gray McGraw-Hill Education. eText with Connect. ISBN: 9781260242379, immediate access price: CAD \$84.95

**EVALUATION**

Learning in this course results from all in-class and out-of-class activities. Students will be evaluated as individuals and as teams when teamwork is assigned. For teamwork, all team members share the same grade adjusted by peer evaluation. Your final grade will be calculated as follows:

**Components and Weights**

<b>Assignment</b>	Project Management Software (individual)	10%
<b>Online Exercises</b>	MH Connect Exercises (individual)	30%
<b>Term Project</b>	Group Project Management (group)	40%
<b>Engagement</b>	Engagement in <b>synchronous</b> course components (individual)	10%
	Engagement in <b>asynchronous</b> course components (individual)	10%
<b>Total</b>		<b>100%</b>

All assignments must be handed in electronically through the course website by the deadline date and time specified for each component. The penalty for overdue assignments is 20% of the total assignment mark per day.

## 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	POINTS
A+	90-100	12
A	85-89	11
A-	80-84	10
B+	75-79	9
B	70-74	8
B-	60-69	7
F	00-59	0

## Course Deliverables

### ***Project Management Software (individual)***

This assignment is worth 10% of your final grade and students should work on this assignment individually. This assignment is composed of a case study and a series of Project Management Software exercises that aim at improving students' software skills. Students will work through the exercises in order to carry out basic project planning tasks in the software. Students will then apply their software skills and project management knowledge to answer questions about their analysis. An assignment document with further instructions will be discussed in class and posted on Avenue.

### ***Online Exercises (individual)***

Throughout the course, students will be asked to complete a series of online exercises using the McGraw-Hill Connect product (5 exercises worth 6% each for a total of 30% of the final grade). The online exercises will pertain to the assigned chapters for that week. Questions may involve submitting multiple choice 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.

### ***Term Project (group)***

This assignment is worth 40% of your final grade and will be completed in groups. All group members are expected to contribute to the assignment equally and will share the same grade, adjusted for peer evaluation. The term project is designed to give students the experience of working on a small project team and planning a project on their own.

An assignment document with further instructions will be discussed in class and posted on Avenue. In general, groups will define a project of interest that would benefit from a project plan. Throughout the term, groups will work through several steps to develop a thorough plan for the project. All groups will present their plans at the end of the term.

**Engagement**

Engagement with the course is worth 20% of your final grade, divided between synchronous engagement (10%) and asynchronous engagement (10%).

**Synchronous** elements of the course (in-person and online classes) will take place during the scheduled course time and students are required to attend in real-time. Opportunities for synchronous engagement include taking part in discussions during classes by asking questions, responding to questions and polls, and reporting back to the class after break-out discussions.

Engagement marks will be based on both the quantity and quality of your synchronous contributions. Mere attendance without participation does not earn you any engagement marks. To help give credit for synchronous engagement, students should identify themselves:

- Online during synchronous sessions using their full first and last name when signing in for online classes. You should also have your camera on and participate using video chat when possible.
- In-person by bringing your name plate to class and displaying it in front of you.

If you are absent from any synchronous component for a legitimate reason, you should notify the instructor through e-mail so that you are not penalized for lack of engagement during that class.

**Asynchronous** delivery elements of the course are to be completed individually at the student’s own pace. Reading assignments through McGraw-Hill Connect SmartBook product (7 worth 1-2% each) will be assigned through the course website to support the delivery of key learning concepts. As students read the assigned chapters, SmartBook will automatically present questions about the chapter contents to assess understanding of the learning items selected by the instructor. To obtain full marks for reading an assigned chapter using SmartBook, you will need to complete all of the questions presented to you during the SmartBook reading. The reading assignments will be made available early in the term (in the corresponding content week on Avenue) with due dates throughout the term to support the learning objectives of the course. Students can then plan for the completion of these tasks at their discretion prior to the deadlines.

ACTIVITY	DELIVERY	DESCRIPTION	TOOL(S)
<b>Readings</b>	Asynch	Preparation for weekly synchronous meetings	Provided in Avenue or link to McGraw-Hill Connect
<b>Online Exercises</b>	Asynch	Follow-up assessment for weekly meeting topics	McGraw-Hill Connect
<b>Group Discussions</b>	Both	Synch: During in-person lecture Asynch: Microsoft Teams private groups	Synch: RJC classroom Asynch: Microsoft Teams
<b>Live Lectures</b>	Synch	One session per week during class time; online vs. in-person listed on course schedule	In-person: RJC classroom Online: Zoom (link will be provided in weekly content area)

Students can expect to spend approximately 3 hours per week (total) engaged in the synchronous and asynchronous delivery elements of the course.

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## **COMMUNICATION AND FEEDBACK**

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Students that are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential and anonymous email to the respective Area Chair or Associate Dean:

<http://mbastudent.degrootemcmaster.ca/contact/anonymous/>

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 Administrative Assistant.

Instructors are encouraged to conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery. Instructors should provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

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## **ACADEMIC INTEGRITY**

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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 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](http://www.mcmaster.ca/academicintegrity)

Students are responsible for being aware of and demonstrating behaviour that is honest and ethical in their academic work. Such behaviour includes:

- following the expectations articulated by instructors for referencing sources of information and for group work;
- asking for clarification of expectations as necessary;
- identifying testing situations that may allow copying;
- preventing their work from being used by others (e.g., protecting access to computer files); and
- adhering to the principles of academic integrity when conducting and reporting research.

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## ***AUTHENTICITY/PLAGIARISM DETECTION***

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In this course we will be using a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. Students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

**All submitted work is subject to normal verification that standards of academic integrity have been upheld** (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to [www.mcmaster.ca/academicintegrity](http://www.mcmaster.ca/academicintegrity).

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## ***COURSES WITH AN ON-LINE ELEMENT***

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**All courses** use some online elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). 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, 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 a course that uses online 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.

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## ***CONDUCT EXPECTATIONS***

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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.

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## ***ATTENDANCE***

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Arriving late or missing class disrupts the learning experience for both you and your peers. Punctuality and attendance are crucial to maintaining a respectful, professional, and productive environment for everyone, including our faculty.

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## ***MISSED ACADEMIC WORK***

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### ***Missed Mid-Term Examinations / Tests / Class Participation***

Please do not use the online [McMaster Student Absence Form \(MSAF\)](#) as this is for Undergraduate students only. The MBA program will not accept an MSAF.

When students miss regularly scheduled term work which contributes 10% or more to the final grade, for legitimate reasons as determined by the Student Experience – Academic Office (SEAO (Student Experience Academic Office)), the activity necessary to compensate for the missed work will be determined by the course instructor. The compensatory activities assigned will vary with the nature of the course and the missed requirement. They include, but are not restricted to, an alternative assignment, a rescheduled midterm exam, or re-weighting the marks for the missed component to other mark components. Documentation explaining such missed work must be provided to the SEAO (Student Experience Academic Office) within five (5) working days of the scheduled date for completion of the work.

Acceptable reasons for missed work, along with the [Petition for Missed Term Work](#) and the [MBA Student McMaster University Student Health Certificate](#), can be found on the DeGroot MBA Student website ([mbastudent.degroot.mcmaster.ca](http://mbastudent.degroot.mcmaster.ca)). Please direct any questions about acceptable documentation to the MBA Academic Advisors ([askmba@mcmaster.ca](mailto:askmba@mcmaster.ca)).

University policy states that a student may submit a maximum of three (3) [Petition for Missed Term Work](#) per academic year, after which the student must meet with the Director of the program.

If term work is missed without an approved reason, students will receive a grade of zero (0) for that component.

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## ***ACADEMIC ACCOMMODATION FOR STUDENTS WITH DISABILITIES***

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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 must forward



a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with the instructor. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

<http://sas.mcmaster.ca>

### ***Use of Test Accommodations at McMaster University Burlington Campus Ron Joyce Centre***

Whereas Student Accessibility Services (SAS), on Main Campus, determines all MBA student accommodations, the MBA Faculty Office manages the coordination of accommodations for tests, midterms, and exams at the Ron Joyce Centre in Burlington.

#### **Process for Students**

- Students must activate their accommodation(s) (e.g., extra-time, memory aid, etc.) for each upcoming test, midterm, or exam, at least two weeks in advance. Students can do this by emailing their Instructor and the DeGroot MBA SAS scheduling office at [DSBSAS@mcmaster.ca](mailto:DSBSAS@mcmaster.ca). If a student cannot meet this deadline, they should contact [DSBSAS@mcmaster.ca](mailto:DSBSAS@mcmaster.ca) to discuss alternative arrangements. The program is committed to exploring flexibility where possible to support students.
- All tests, midterms, and exams are booked synchronously with the class's start time. Any deviations from the start time (e.g. start earlier than the class to enable completion at the same end time) requires a discussion with their instructor on protocol at the time of accommodation activation.
- Students will leverage the accommodation (e.g., extra-time, memory aid, etc.), in a designated testing room. Rooms will be booked according to the student's SAS accommodation. Unless the accommodation states otherwise, students should expect that they will be writing in a room with other students. One or more invigilators will always be in the room.
- Following the request to activate the accommodation(s), [dsbsas@mcmaster.ca](mailto:dsbsas@mcmaster.ca) will reach out to the student with their test, midterm, or exam details, including the date, time, and room number. As there may be other students writing tests in the room, we ask that students enter the room quietly and leave all personal items at the front of the room.

All policies and procedures, including restroom access, how extra-time is allocated for assessments under Universal Design, and the submission of memory aids in advance, are consistent with those of SAS on Main Campus. The only variance in procedure is communication around, and physical location of, assessment. There is not a dedicated testing space at RJC. Existing classrooms and lecture halls will be used for most testing. All SAS-approved accommodations will be honoured by our staff; however, core testing elements are not eliminated in alternative testing formats. Students should expect and plan for invigilation, incidental noise, and other potential distractions.

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### ***RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)***

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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.

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### ***COPYRIGHT AND RECORDING***

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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.

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### ***POTENTIAL MODIFICATION TO THE COURSE***

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The instructor and university reserve the right to modify elements of the course during the term. The university may change 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.

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### ***ARTIFICIAL INTELLIGENCE***

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Students may use generative AI in this course in accordance with the guidelines outlined for each assessment, and so long as the use of generative AI is referenced and cited. Use of generative AI outside assessment guidelines or without citation will constitute academic dishonesty. It is the student's responsibility to be clear on the limitations for use for each assessment and to be clear on the expectations for citation and reference and to do so appropriately.

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### ***ACKNOWLEDGEMENT OF COURSE POLICIES***

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Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities of MBA K731 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.

**MBA K731 TENTATIVE COURSE SCHEDULE:**

Wk	Due Before Class	Synchronous Class (C02E/C01)
1		<b>Jan 9 (3)</b> Welcome & Overview Modern Project Management (Ch 1) Being an Effective PM (Ch 10)
2	RA Ch3: Org Structure & Culture	<b>Jan 16 (2.5)</b> Organizational Structures Managing Project Teams (Ch 11) Team Formation
3	Read Beijing Case Study	<b>Jan 23 (2.5)</b> Beijing Case Discussion Project Selection (Ch 2) Term Project Kick-off
4	RA Ch4: Defining the Project Team Contract	<b>Jan 30 (2.5)</b> Project Definition Overview Prep
5	Ch4 Ex: Defining	<b>Feb 6 (async)</b> Overview Presentation WBS Exercise
6		<b>Feb 13 (async)</b> RA Ch5: Estimating RA Ch6: Developing a Schedule Video: Schedule Management Ch6 Ex: Schedule
7	RA Ch8: Scheduling Resources RA Ch9: Reducing Duration WBS & Task List	<b>Feb 27 (2.5)</b> Plan Development Reducing Duration
8	Ch8 Ex: Resources Ch9 Ex: Reducing Duration	<b>Mar 6 (2.5)</b> MS Project Tutorial
9	RA Ch13: Progress Evaluation	<b>Mar 13 (2.5)</b> Determining Project Progress Risk Management
10	MS Project Assignment	<b>Thursday March 20 @ 7pm (2)</b> Guest Speaker Panel
11	Network & Gantt	<b>Mar 27 (2.5)</b> Project Closure (Ch14) PMI Project Management Framework Stakeholder & Change Management
12	Ch13 Ex: EVA	<b>Apr 3 (async)</b> Agile Project Management (Ch15) Term Project Check-ins
13		<b>Apr 10 (async)</b> Term Project Report, Team Peer Evaluation

**Legend:** Asynchronous Engagement | Online Exercises | Term Project | Online