



Course Outline

1. COURSE INFORMATION

Session Offered	Winter 2024		
Course Name	Practical Project Management for Today's Business Environment		
Course Code	SEP725		
Date(s) and Time(s) of lectures	SEP725-C01	Mo 6:30PM - 9:30PM	ETB 535
Program Name	Graduate Studies		
Calendar Description	This course covers the basics of project management techniques and tools as well as advanced, adaptive and emerging approaches to improve project success. Students will learn how to apply effective project management to a variety of common business situations, including starting a company, bringing a product to market, constructing a physical facility, and developing a major piece of software, among others. Case studies and guest speakers will be used to explore real-life examples of project management successes and failures.		
Instructor(s)	Mikhail Hanna, PhD, PMP, PMI-RMP	E-Mail: mhanna@mcmaster.ca Office Hours & Location: by Appointment	

2. COURSE SPECIFICS

Course Description			
Instruction Type	Code	Type	Hours per term
	C	Classroom instruction	35
	L	Laboratory, workshop or fieldwork	
	T	Tutorial	
	DE	Distance education	
	Total Hours		35
Resources	ISBN	Textbook Title & Edition	Author & Publisher
	978-1-118-02227-6	Project Management: A Systems Approach to Planning Scheduling and Controlling, 11th Ed	Harold Kerzner, John Wiley & Sons, 2013
	9781119385974	Project Management Case Studies	Harold Kerzner, John Wiley & Sons, 2017
	Other Supplies	MS-Project 20xx	
Prerequisite(s)			
Corequisite(s)			
Antirequisite(s)			
Course Specific Policies			
Departmental Policies	<p>The use of cell phones, iPods, laptops and other personal electronic devices are prohibited from the classroom during the class time, unless the instructor makes an explicit exception.</p> <p>Announcements made in class or placed on Avenue are considered to have been communicated to all students including those individuals that are not in class.</p> <p>Instructor has the right to submit work to software to identify plagiarism.</p>		

3. SUB TOPIC(S)			
Wk	CO-1	Topic	Assignment
1	8-Jan	Overview of Project Management Concepts	
2	15-Jan	Organization Structure and Management Functions	
3	22-Jan	Integration Management	
4	29-Jan	Scope Management	Part 1: Charter and Scope Statement
5	5-Feb	Fundamentals of Quality Management	
6	12-Feb	Procurement and Contract Management	Part 2: Stakeholder and Comms Plan
7	26-Feb	Time and Schedule Management	
8	4-Mar	Risk Management	Part 3: Resource Optimization
9	11-Mar	Quiz: Mid-Term	
10	18-Mar	Estimate, Cost Management and Controls	Part 4: Risk Management
11	25-Mar	Earned Value Management	
12	1-Apr	Special Topics	Part 5: Performance & Change Mgm't
13	8-Apr	Presentations	

Note that this structure represents a plan and is subject to adjustment term by term.
The instructor and the 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.

4. ASSESSMENT OF LEARNING *including dates*	Weight
Assignments	
- Part 1	10%
- Part 2	10%
- Part 3	10%
- Part 4	10%
- Part 5	10%
- Presentation	10%
Class and Group Participation	5%
Quiz	35%
TOTAL	100%

Percentage grades will be converted to letter grades and grade points per the University calendar.

5. LEARNING OUTCOMES
1. Introduce current Project Management concepts and principles as a foundation for practicing Project
2. Management and for further study
3. 2. Define and explain project management and project leadership
4. 3. Understand and apply the sequential steps of the project management framework
5. 4. Understand the importance and function of project management and apply the project process of initiating,
6. planning, executing, controlling and closing the project
7. 5. Define the roles of the project manager, the project team member and effectively communicate with the

6. COURSE OUTLINE – APPROVED ADVISORY STATEMENTS

ANTI-DISCRIMINATION

The Faculty of Engineering is concerned with ensuring an environment that is free of all discrimination. If there is a problem, individuals are reminded that they should contact the Associate Director, Graduate Studies, the Sexual Harassment Officer or the Human Rights Consultant, as soon as possible.

http://www.mcmaster.ca/policy/General/HR/Discrimination_Harassment_Sexual_Harassment-Prevention&Response.pdf

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. It is your responsibility to understand what constitutes academic dishonesty.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>

The following illustrates only three forms of academic dishonesty:

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

AUTHENTICITY / PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, 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.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line 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 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.

ONLINE PROCTORING

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

COMMUNICATIONS

It is the student's responsibility to:

- Maintain current contact information with the University, including address, phone numbers, and emergency contact information.
- Use the University provided e-mail address or maintain a valid forwarding e-mail address.
- Regularly check the official University communications channels. Official University communications are considered received if sent by postal mail, by fax, or by e-mail to the student's designated primary e-mail account via their @mcmaster.ca alias.
- Accept that forwarded e-mails may be lost and that e-mail is considered received if sent via the student's @mcmaster.ca alias.
- Check the McMaster/Avenue email and course websites on a regular basis during the term.

CONDUCT EXPECTATIONS

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

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

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. <http://www.mcmaster.ca/policy/Students-AcademicStudies/Studentcode.pdf>

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.