



**MOS3331A 670**  
**Project Management**  
**Summer 2026**

Instructor: Raphael Negri Milion  
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**Course Information**

**Mode of Instruction:** Online Asynchronous

**Calendar Description:**

This course brings all of the Project Management Institute (PMI) knowledge areas of project management together into a consolidated whole, and provides the student an understanding of project management methodologies as well as the tools and techniques used to plan, execute and control various types of projects.

**Pre-requisite(s):** Enrolment in the BMOS program in 3rd or 4th year.

**Extra Information:** 3 lecture hours.

**Course Weight:** 0.50

**Breadth:** CATEGORY A

**Subject Code:** MOS

Notice: Unless you have either the requisites for this course (fulfilment of pre-requisites, no anti-requisite conflicts), or special permission from your Dean to enrol in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

# King's University College

## MOS3331A 670 – Project Management Summer 1265 Distance

### Course information:

Course Name, Number, Section: Project Management MOS3331A 670

Instructor(s): Dr. Raphael Negri Milion, PMP

Contact Information: [rnegrimi@uwo.ca](mailto:rnegrimi@uwo.ca)

Office hours: Monday from 4:30pm to 5:30pm via Zoom

**Course description:** This course brings all of the Project Management Institute (PMI) knowledge areas of project management together into a consolidated whole and provides the student an understanding of project management methodologies as well as the tools and techniques used to plan, execute and control various types of projects.

Pre-requisite: Enrollment in 3rd or 4th year of the BMOS program

Anti-requisite: None

Co-requisite: None

**Introduction & overview:** The goal of MOS 3331 is to provide you with a broad overview on project management concepts identified by the Project Management Institute (PMI). Projects are essential for any organization as a key method to organize work and deliverables. The need for efficient project management spans a wide variety of industries and business contexts. Managing a project successfully can result in improved organizational efficiencies, heightened competencies, and more rapid realization of a firm's strategic goals.

This course covers the technical aspects of project management (PM), such as scoping, costing, and scheduling, as well as the social aspects of PM such as leadership, teamwork, and culture. Students taking this course should be able to develop a solid basic knowledge of project management techniques and understand the challenges of project management. The class will be a combination of lectures, in-class experiential learning activities such as case studies – allowing students to apply project management concepts to the real world.

**Course learning outcomes:** By the end of this course, students should:

1. Understand a core set of concepts and techniques related to Project Management
2. Understand the real-world, practical applications of Project Management
3. Understand and capably follow in practice various stages of Project Management, from Project Initiation, through Project Planning, Monitoring & Control, efficient and effective Project Execution, and ending with proper Project Closure
4. Understand many of the challenges associated with planning and executing a Project
5. Recognize some related alternative approaches (e.g., Agile)

**Mode of Instruction:** online asynchronous

**Course textbooks/materials:**

*Project Management, The Socio-Technical Approach, 2025 Release*

*Eric W. Larson & Clifford F. Gray, McGraw-Hill*

ISBN: 978-1-265-16442-3

MHID: 1-265-16442-8

Online: A subscription to an online version of the textbook is required! It will include access to a variety of learning materials, practice assignments, and a homework/testing infrastructure that will be used for student assessment throughout the course.

With, or without, a hardcopy of the textbook, online subscriptions are available through The Dellelce Family Bookstore at Western: [https://bookstore.uwo.ca/textbook-search?campus=KC&term=N2026&courses%5B0%5D=670 KC/MOS3331A](https://bookstore.uwo.ca/textbook-search?campus=KC&term=N2026&courses%5B0%5D=670%20KC/MOS3331A)

Cases: We will use cases in three (3) classes / part classes. These will be accessible either through the electronic textbook or by separate distribution through the course OWL site.

Technical Requirements: Aside from Internet web access to the online textbook described above, no specific software is required, although students will be expected to make use of, and demonstrate reasonable proficiency in, basic individual productivity applications for word processing, spreadsheet modeling, information storage, and presentation. A mobile laptop or tablet capable of accessing the online materials is required, including for exams.

**OWL Brightspace: BRIGHTSPACE:** This course will use OWL Brightspace as the primary course website, and to post grades, announcements, class schedules, materials and so forth. It will also hold the latest version of the syllabus, should it change. It is your responsibility to ensure that you have the most up-to-date version of the syllabus and all other information necessary for the course by visiting Brightspace on a regular basis.

**Method of evaluation:**

Component	Weight	Details
Case Studies (3)	15%	5% each
Smartbooks	14%	Best 14 of 16 (1% each)
Midterm Exam	20%	08-Jun
Final Exam	51%	12/13-Jun
Total	100%	

**Cases Studies Assignments (15%)**

- **Format:** 3 individual or group projects (15% each).

- **Deliverables:** 1. A 1-2 page report (+ exhibits) submitted to OWL Brightspace the evening before class. 2. A 2-4 slide presentation (5 minutes max) to be uploaded to OWL Brightspace.
- **Policies:** Late submissions receive a zero without prior approved accommodation.

**Digital Connect Learning / Smartbooks (14%)**

- **Expectations:** Complete at least 14 of the 16 Smartbook (SB) assignments. You are graded strictly on completion, not accuracy.
- **Deadlines:** Due the evening before the corresponding chapter is covered in class. (Exception: SB #1 is due before the second class).
- **Late Policy:** Late submissions receive a zero.

**Exams (71% Total)**

- **Midterm Exam (20%):** May 20. Covers Chapters 1-7. Online, closed-book, multiple-choice and/or short answer.
- **Final Exam (51%):** Scheduled between Jul 12-13. Cumulative, but heavily emphasizes Chapters 8-16. Closed-book, multiple-choice, and short answer.
- **Make-ups:** Missing an exam requires formal supporting documentation and approved accommodation to be eligible for a make-up.

**Grading Scale:**

Grade	Range	Description
A+	90-100	Exceptional work
A	80-89	Superior work, above average
B	70-79	Good work, meeting all requirements
C	60-69	Competent work, meeting minimum requirements
D	50-59	Fair work, minimally acceptable
F	<50	Fail

**Academic Considerations:**

- o Smartbooks evaluation considers the best 14 of 16 deliveries.
- o As per Western Senate Policy.

**Course Schedule:** The following table provides an outline of course content and schedule. Any changes due to unforeseen difficulties or to accommodate learning will be posted in OWL. Specific details associated with each class session will be posted in OWL as the course progresses.

#	Topic Area	Date	Description	Prep
1a	PM Overview	04-May	PM Course Motivation & Overview	Syllabus
1b			Modern Project Management	Ch. 1
2a	Organization & Context	06-May	Organization Strategy and Project Selection	Ch. 2
2b			Organization: Structure and Culture	Ch. 3
3a	Project Initiation	11-May	Defining the Project	Ch. 4
3b			<b>CASE / Assignment 1</b>	TBA
4a	Project Planning	13-May	Estimating Project Times and Costs	Ch. 5
4b			Developing a Project Schedule	Ch. 6
5a		18-May	Managing Risk	Ch. 7
5b			PERT Analysis / Simulation	Appx. 7
	Exam period	20-May	<b>MIDTERM EXAM (Chapters 1-7)</b>	Ch. 1-7
6a	Project Planning	25-May	Scheduling Resources and Costs	Ch. 8
6b			<b>CASE / Assignment 2</b>	TBA
7a	Project Execution	27-May	Reducing Project Duration	Ch. 9
7b			Leadership: Being an Effective Project Manager	Ch. 10
8a	Project Execution	01-Jun	Managing Project Teams	Ch. 11
8b			Outsourcing: Managing Interorganizational Relations	Ch. 12
9a	Project Control	03-Jun	Progress, Performance Management and Evaluation	Ch. 13
9b			<b>CASE / Assignment 3</b>	TBA
10a	Project Closure	08-Jun	Project Closure	Ch. 14
10b	Additional Topics	10-Jun	Agile PM / International Projects	Ch. 15-16
	Exam period	12/13-Jun	<b>FINAL EXAM; FINAL MAKEUP EXAM IF NEEDED</b>	

\* **Boldface type involves an assessment**

**Academic Integrity / Remote Proctoring:**

- Link to Western Scholastic Discipline policy: [here](#).
- AI tools such as Chat GPT are permitted in this course exclusively for: information-gathering and preliminary research purposes; development of an essay outline. If an AI tool is used, students must acknowledge use and state how the tool was used. Unauthorized/undisclosed use of AI will be subject to academic discipline.
- Turnitin inspections might be used.

**Statement on Gender-Based Sexual Violence:** “King’s (Western) is committed to reducing incidents of gender-based sexual violence (GBSV) and providing compassionate support to

anyone who is going through or has gone through these traumatic events. If you are experiencing or have experienced GBSV (either recently or in the past), you will find information about support services for survivors, including emergency contacts at the following website:

- Mental Health and Wellness at King's - King's University College
- You can reach someone supports at Kings by emailing Care@kings.uwo.ca or calling 519-930-4640 to reach a social worker who can offer help.
- You can reach someone supports at Kings by emailing Care@kings.uwo.ca or calling 519-930-4640 to reach a Case Manager/Social worker who can offer help.
- You can also reach Western's Gender-Based Violence & Survivor Support Case Manager by email or by calling 519-661-3568

**Schedule of Classes, Readings, Assessments:**

- o *See Course Outline Memo for this year's academic calendar dates*

# King's University College General Course Policies 2025-2026

## **1. Academic Accommodations, Consideration for Absences**

### **Academic Accommodation (Accessibility)**

Accessibility Services works to ensure that academic programs are accessible to all students, and supports students who may have a condition related to, but not limited to, vision, hearing, mobility, different ways of learning, mental health, chronic illnesses, chronic pain, autism spectrum disorder, ADD/ADHD, and temporary conditions (beyond short-term academic consideration). Accessibility Services provides recommendations for accommodation based on medical documentation or psychological and cognitive assessment. The accommodation policy can be found here [Academic Accommodation for Students with Disabilities](#). Information on Accessibility Services at King's can be found [here](#).

### **Academic Consideration for Student Absence**

If a student is unable to meet a course requirement due to substantial but temporary extenuating circumstances (medical or compassionate), they should follow the procedures below.

In some cases, where instructors have built flexibility into their assessments, this flexibility will already address consideration needs.

Requests for academic consideration should be directed to the Academic Advising Office of your faculty/college of registration. Requests must be made as soon as possible and no later than 48 hours after the missed assessment.

As a rule, documentation is required for academic consideration. For academic consideration requests on medical grounds, the Student Medical Certificate is available at [here](#).

Students are permitted one academic consideration request without supporting documentation per term per course. Instructors may designate one assessment per half-course weight as requiring formal supporting documentation. Please refer to the course outline for each course. For further information, please see:

<https://mykings.ca/intranet/app/#/academics/academic-advising/academic-consideration-requests-and-student-absence-portal>

### **Absences from Final Examinations**

If you miss the Final Exam, contact the Academic Advising Office of your faculty/college of registration as soon as you are able to do so. They will assess your eligibility to write the Special Examination (the name given by the University to a makeup Final Exam).

You may also be eligible to write the Special Exam if you are in a “Multiple Exam Situation” (e.g., more than 2 exams in 23-hour period, or more than 3 exams in a 47-hour period).

If a student fails to write a scheduled Special Examination, the date of the next Special Examination (if granted) normally will be the scheduled date for the final exam the next time this course is offered. The maximum course load for that term will be reduced by the credit of the course(s) for which the final examination has been deferred. See the Academic Calendar for details [https://academicsupport.uwo.ca/accessible\\_education/exams/index.html](https://academicsupport.uwo.ca/accessible_education/exams/index.html).

## **Religious Accommodation**

Students should consult the University's list of recognized religious holidays, and should give notice in writing to the instructor and Academic Advising Office if a course requirement will be affected by a religious holiday/observance. Notice must be given as early as possible, and no later than two weeks prior to an examination, and one week prior to a midterm test date. It is the responsibility of such students to inform themselves concerning the work done in classes from which they are absent and to take appropriate action.

## **2. Support Services**

Accessibility, Counselling and Student Development at King’s University College:

<https://mykings.ca/intranet/app/#/student-supports-and-services>

Students experiencing emotional or mental health distress can access services at King’s University College: <https://mykings.ca/intranet/app/#/student-supports-and-services/personal-counselling>

Good2talk is a good online and phone 24/7 resource for students and is available in English, Mandarin, and French: <https://good2talk.ca>, 1-866-925-5454

MentalHealth@Western provides a complete list of options about how to obtain help: <https://www.uwo.ca/health/psych/index.html>

Academic Support Services at King’s University College:

<https://mykings.ca/intranet/app/#/academics/academic-advising>

## **GBSV Support:**

King’s is committed to reducing incidents of gender-based and sexual violence and providing compassionate support to anyone who has gone through these traumatic events. If you have experienced sexual or gender-based violence (either recently or in the past), you will find information about support services for survivors, including emergency contacts at: <https://mykings.ca/intranet/app/#/student-supports-and-services/campus-safety-and-reporting/gender-and-sexual-violence>

You can reach someone supports at Kings by emailing [Care@kings.uwo.ca](mailto:Care@kings.uwo.ca) or calling 519-930-4640 to reach a social worker who can offer help.

You can also reach Western’s Gender-Based Violence & Survivor Support Case Manager by [email](#) or by calling 519-661-3568.

See also [https://www.uwo.ca/health/student\\_support/survivor\\_support/get-help.html](https://www.uwo.ca/health/student_support/survivor_support/get-help.html)

University Students' Council offers many valuable support services for students, including the health insurance plan: <http://westernusc.ca/services/>

### **3. Statement on Use of Electronic Devices**

**Use of Electronic Devices:** Unless explicitly stated otherwise, you are not allowed to have a cell phone, or any other electronic device, with you during tests or examinations. Unauthorized possession of such a device during a test or examination constitutes an academic offence.

**Use of Laptops, Tablets, and Smartphones in the Classroom:** King's University College at Western University acknowledges the integration of new technologies and learning methods into the curriculum. The use of electronic devices such as laptop computers, tablets, or smartphones can contribute to student engagement and effective learning. At the same time, King's recognizes that instructors and students share jointly the responsibility to establish and maintain a respectful classroom environment conducive to learning.

The use of electronic devices by students during lectures, seminars, labs, etc., shall be for matters related to the course at hand only. Students found to be using electronic devices for purposes not directly related to the class may be subject to sanctions under the Student Code of Conduct; see <https://mykings.ca/intranet/app/#/student-supports-and-services/campus-safety-and-reporting/student-code-of-conduct>

Inappropriate use of electronics (e.g., laptops, tablets, smartphones) during lectures, seminars, labs, etc., creates a significant disruption. As a consequence, instructors may choose to limit the use of electronic devices in these settings. In addition, in order to provide a safe classroom environment, students attending in-person class sessions are strongly advised to operate laptops with batteries rather than power cords.

### **4. Statement on Academic Offences**

King's is committed to academic integrity. Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, is posted at [here](#).

It is expected that students will submit work that is truly their own, completed without external assistance (human or artificial) except as explicitly permitted by the course instructor. Check with you instructor on what tools, including generative AI (ChatGPT, translation tools, grammar-checking tools) are permitted in the course. Because a tool is permitted in one course, that does not mean it is permitted in other courses.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system; see <https://elearningtoolkit.uwo.ca/tools/OriginalityReports-TurnItIn.html>.

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

## **5. Copyright of Course Material**

Lectures and course materials, including PowerPoint presentations, tests, outlines, and similar materials are protected by copyright. Faculty members are the exclusive owner of copyright in those materials they create. Students may take notes and make copies for their own use. Students may not allow others to reproduce or distribute lecture notes and course materials publicly (whether or not a fee is charged) without the express written consent of a faculty member.

Unauthorized sharing of class content is subject to academic discipline.

Similarly, students own copyright in their own original papers and exam essays. If a faculty member wishes to post a student's answers or papers on the course website, they should ask for the student's written permission.

## **6. Use of Recordings**

Participants in this course are not permitted to record the sessions, except where recording is an approved accommodation and/or the participant has the prior written permission of the instructor. Unauthorized recording and/or sharing of class content is subject to academic discipline.

## **7. Policy on Attendance**

Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course, will be reported to the Dean of the Faculty offering the course, after due warning has been given. On the recommendation of the department concerned, and with the permission of the Dean of that Faculty, the student will be debarred from taking the regular examination in the course.