



MOS3331A 570
Project Management
Fall 2025

Instructor: Robert Park
Email: rpark47@uwo.ca

Course Information

Mode of Instruction: In Person

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.

MOS 3331A – Project Management Fall 2025

Instructor: Robert Park
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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 the 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.

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)

REQUIRED COURSE MATERIALS

Textbook:

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=W2025A&courses%5B0%5D=570_KC/MOS3331A

ebook \$99, hardcopy \$163.15

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.

COURSE ACTIVITIES AND EVALUATION

<u>Course Component</u>	<u>Percentage Marks</u>
Participation	15%
Cases (3)	24%
Smartbooks (16)	14%
Midterm Exam	22%
Final Exam	25%
Total	100%

A+	90-100	One could scarcely expect better from a student at this level
A	80-89	Superior work which is clearly above average
B	70-79	Good work, meeting all requirements, and eminently satisfactory
C	60-69	Competent work, meeting requirements
D	50-59	Fair work, minimally acceptable
F	Below 50	Fail

METHODS OF EVALUATION

Participation (15%): Class contribution by every student is a cornerstone of any effective learning experience. Good contribution is built on detailed preparation by students prior to each class. The goal is to elevate classroom learning to be more than simply rote repetition of the textbook and assignments. Notes will be kept each class to track which students contribute to classroom discussions. A noteworthy question or comment will demonstrate that a student is present and has properly read and thought about the material ahead of time. Both quality and quantity of participation will be tracked, but quality will be considered more important. Students should actively contribute to high-quality in-class discussion every week.

1. In-class contributions are expected to be relevant to the current discussion. This includes answering direct questions, volunteering answers, advancing the discussion to a new issue, developing one side of an argument, clarifying difficult concepts, and asking questions pertinent to the topic.
2. Listening attentively to your classmates and critiquing ideas constructively is just as important.
3. Participation will also include prompt attendance, but attendance does not equal participation. No credit will be given for attendance alone. However, missed classes can negatively affect your participation grade.

Students are encouraged to speak to the instructor if they have concerns about their performance or would like to discuss strategies to support regular contributions. Participation provides an excellent opportunity to develop communication and leadership skills that will be necessary in a professional setting.

Attendance Policy: Attendance is required. Each evening class will be considered two sessions. Missing 25% of scheduled sessions (6 sessions) is considered to be too frequent. A warning email will be issued if 4 sessions are missed without approved accommodation. King's policy states that "A student may be debarred from writing the final exam for failure to maintain satisfactory academic standing throughout the year. 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." Additional information on absences and accommodations is found later in this document.

Case / Assignment (24%): You will be assigned three project management cases as group assignments. You must be prepared to work with anybody in the class, as groups will be assigned randomly. Within these groups, you will discuss, analyze and develop recommendations in the form of a report/deliverable (1-2 pages + exhibits). The report/deliverable must be submitted electronically on OWL Brightspace the evening before the class in which the corresponding case will be discussed. Each case will contribute a maximum possible 8% towards this component's total 24% (i.e., $8 \times 3 = 24$). Submitted work will be evaluated in terms of linkages to course concepts and readings; clarity and flow of content; creativity, thoughtfulness and thoroughness of conclusion/recommendation. For each case, you will also prepare a presentation deck 2-4 slides for presentation in class (only 5 minutes per group). Case presentations will be followed by a case discussion in class. Presentations and discussions will count towards your class participation.

Assignments submitted after its deadline will receive a grade of zero unless accommodations have been requested and approved beforehand. Such cases would need to submit work for a different case assigned by the instructor by the start of the following class, as well as presentation slides, though the slides would not be presented in class due to time constraints. Such students will be expected to be especially active in terms of participation to make up for the lack of in-person presentation. Finally, group members should all receive the same assignment grade, but the instructor reserves the right to reduce individual grades on group projects where it is made evident to the instructor that the member did not make adequate contributions. If you are in a group that is refusing to invite or incorporate your work, let the instructor know as soon as possible so this dysfunction can be addressed. Usually, existence of email or chat communications would be sufficient evidence for what occurred, as group collaboration today is difficult without such communication records.

Digital Connect Learning (14%): The electronic textbook with Connect subscription provides access to Smartbooks (SB) and other Assignments and Application-Based Activities (ABA). Each SB assignment will correspond to a chapter and will be due the evening before the corresponding chapter is covered by the class. An exception will be made for the very first SB assignment, which will be due the evening before the second class. At least 14 of 16 SB assignments are expected to be completed. Each SB assignment will count for 1% of the total 14% (i.e., $1 \times 14 = 14$). However, completion will be sufficient to receive full marks. The SB assignments will not be graded for accuracy, as they are meant only to be a tool to help you confirm if you are absorbing the learning correctly. Assignments submitted after its deadline will receive a grade of zero.

Midterm Exam (22%): There will be one in-class midterm Oct 15, covering first seven chapters in the textbook. The mid-term will be a multiple choice and short answer format. It will be closed-book. The midterm exam will be scheduled during class time. Academic consideration for the midterm requires submission of formal supporting documentation. Students who miss the midterm for a valid and approved reason may be eligible to take the makeup midterm.

Final Exam (25%): The final exam will be during the final scheduled around **Dec 11 to Dec 22, 2024**. It will emphasize chapters 8 to 16 but will include some questions pertaining to the first half of the course. It will be

a multiple choice and short answer format. It will also be closed-book. Students who miss the final exam for a valid and approved reason may be eligible for one make-up exam during the exam make-up period determined by King's.

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	10-Sep-25	PM Course Motivation & Overview	Syllabus
1b			Modern Project Management	Ch. 1
2a	Organization & Context	17-Sep-25	Organization Strategy and Project Selection	Ch. 2
2b			Organization: Structure and Culture	Ch. 3
3a	Project Initiation	24-Sep-25	Defining the Project	Ch. 4
3b			CASE / Assignment 1	TBA
4a	Project Planning	01-Oct-25	Estimating Project Times and Costs	Ch. 5
4b			Developing a Project Schedule	Ch. 6
5a		08-Oct-25	Managing Risk	Ch. 7
5b			PERT Analysis / Simulation	Appx. 7
	Exam period	15-Oct-25	MIDTERM EXAM (Chapters 1-7)	Ch. 1-7
6a	Project Planning	22-Oct-25	Scheduling Resources and Costs	Ch. 8
6b			CASE / Assignment 2	TBA
7a	Project Execution	29-Oct-25	Reducing Project Duration	Ch. 9
7b			Leadership: Being an Effective Project Manager	Ch. 10
	Makeup Exam	31-Oct-25	MIDTERM MAKEUP EXAM IF NEEDED (2:30pm)	Ch. 1-7
<i>Fall Reading Week: November 3, 2025 to November 9, 2025</i>				
8a	Project Execution	12-Nov-25	Managing Project Teams	Ch. 11
8b			Outsourcing: Managing Interorganizational Relations	Ch. 12
9a	Project Control	19-Nov-25	Progress, Performance Management and Evaluation	Ch. 13
9b			CASE / Assignment 3	TBA
10a	Project Closure	26-Nov-25	Project Closure	Ch. 14
10b	Additional Topics	03-Dec-25	Agile PM / International Projects	Ch. 15-16
	Exam period	TBA	FINAL EXAM; FINAL MAKEUP EXAM IF NEEDED	

* **Boldface type involves an assessment, which will be completed within 2 weeks of each due date**

ACADEMIC INTEGRITY

Students should be familiar with and must abide by Western's Scholastic Discipline policy:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf

Use of AI: AI tools such as Chat GPT are permitted in this course exclusively for: [e.g. 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 use of AI will be subject to academic discipline.

Email and communication Policy: Students must use their UWO email address when emailing the instructor so it can be verified and does not end up in spam. Subject line must include course number, student ID, and the topic of the email (e.g., "MOS 3331A, Student ID 2507xxxx, topic"). Emails need to be respectful and concise, listing your issue, what you have done to solve it, and what you hope the faculty member can help you with: for example, to explain a concept, provide feedback, etc. The instructor will endeavor to respond to student emails within 3 business (working) days. All course changes and updates will be communicated to students via the OWL course website, so please check that frequently.

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 https://www.kings.uwo.ca/kings/assets/File/currentStudents/courses_enrollment/exams_and_tests/SMC-Feb-2025.pdf.

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://uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf

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 (under [Special Examinations](#)).

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://www.kings.uwo.ca/current-students/student-services/>

Students experiencing emotional or mental health distress can access services at King’s University College: <http://www.kings.uwo.ca/current-students/campus-services/student-support-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/mental_wellbeing/

Academic Support Services at King’s University College:

<https://www.kings.uwo.ca/current-students/academic-resources/>

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://www.kings.uwo.ca/about-kings/safe-campus/gender-and-sexual-violence/>

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

Further supports can be found on this website: <https://www.kings.uwo.ca/about-kings/safe-campus/gender-and-sexual-violence/>

See also 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://www.kings.uwo.ca/current-students/student-affairs/code-of-student-conduct1/>

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

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf

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 your 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/Originality Reports - 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.