

Project Management

AP/ADMS 3353 Section M
Winter 2026

Course Information

Course Instructor: Shamim Abdullah
Course Days: Wednesdays
Office Hours & Location:
After the lecture.

E-mail: sabdulla@yorku.ca
Course Time: 7:00 pm - 9:50 pm
Class Location: DB0014
Test/Exam: On Keele Campus

Course eClass site: <https://eClass.yorku.ca>

Land Acknowledgment

York University recognizes that many Indigenous Nations have longstanding relationships with the territories upon which York University campuses are located that precede the establishment of York University. York University acknowledges its presence on the traditional territory of many Indigenous Nations. The area known as Tkaronto has been care taken by the Anishinabek Nation, the Haudenosaunee Confederacy, and the Huron-Wendat. It is now home to many First Nation, Inuit, and Métis communities. We acknowledge the current treaty holders, the Mississaugas of the Credit First Nation. This territory is subject of the Dish with One Spoon Wampum Belt Covenant, an agreement to peaceably share and care for the Great Lakes region ([LA&PS Land Acknowledgement](#)).

Course Overview

Course Description

Introduces students to the theory and practice of project management. Applicable to all sectors, this course takes a problem-solving approach to planning, budgeting, implementing, and completing small and large-scale projects.

In recent years, there has been a rapidly increasing emphasis on project management concepts, software, training, and expertise as more managers recognize that project management is synonymous with change management. Organizations that want to change their focus or direction increasingly recognize that introducing new products,

processes, or programs in a timely and cost-effective manner requires professional project management (PM).

This course examines the management of complex projects and the tools that are available to assist managers with such projects. Some of the specific topics we will discuss include life cycle models (including those used by software engineers), project teams, project selection, organizational issues, scheduling and budgeting, project risk, and monitoring and control. In addition, we will discuss commercial PM software products, and the relationship between these products and the requirements of managing risky complex projects in today's economic environment.

Course Learning Objectives

By the end of this course, students will be able to:

- Provide strategic direction using analytics and problem-solving approach to planning, budgeting, implementing, and completing small and large-scale project.
- Effectively utilize quantitative techniques in estimating project time and costs.
- Developing project schedule, scheduling resources and costs.
- Reducing project duration.
- Progress and performance measurement and evaluations using earned value management.

Course Format and Organization

All classes will be held on campus. During the lecture, material will be covered as described in the course schedule.

Course Communication Plan and Office Hours

Communication in the course will occur during lectures and through announcements and postings on the course website. If you have course-related questions, you can use email to send inquiries or ask during class sessions.

1. Please ensure you read all documentation on the course website.
2. It will be your responsibility to check online posts and your email regularly.

Office hours will be held after each class.

Course Evaluation

Assessment	Due Date	Weight %	Course Learning Outcome
Attendance	Random	5%	Assessment of participation.
Quiz 1, 2 and 3	See Course Schedule	15% [5% each]	Assessment of knowledge pertaining to specific lectures.
Assignment	See Course Schedule	5%	Assessment of knowledge pertaining to specific lectures.
Midterm	See Course Schedule	25%	Assessment of knowledge pertaining to specific lectures.
Final Exam	See Course Schedule	50%	Assessment of knowledge pertaining to specific lectures.
		100%	

Technical Requirements/restrictions

- Students are required to have access to a non-programmable calculator.
- ***When class sessions are conducted in person, the use of electronic gadgets such as laptops/notebooks/tablets, smart phones, or cell phones is NOT allowed in the classroom.***
- Please keep your electronic gadgets in your bag; they should not be on your desk.
- If there is anything urgent requiring your attention, you may leave the classroom quietly, without disturbing your classmates, and use your gadget outside.
- No excuses (e.g., use of e-book, use of slides or taking notes directly on the gadget) will be accepted.

General Course Policy

1. **WARNING: Distribution or uploading of course content is STRICTLY PROHIBITED. All material is copyright-protected.**
2. Attendance will be taken at random throughout the semester. Students must be in attendance with no exceptions to count as present in the class.
3. The Quizzes, the midterm and the Final Examination will be held on campus at the same time for all students.
4. Information concerning the Midterm and Final Exams will be posted on the course website.

5. If you must miss a class, it is suggested that you try to obtain any missed notes from a classmate. **NOT all class material will be available online.** Please note that you are responsible for everything discussed in class (whether mentioned/included in the textbook or not).
6. **You are NOT allowed to take pictures or record any content of the lecture.**
7. Concerns regarding marks **will not be accepted after five days** from the release of the marks/result, not from collecting the work.
8. Due to unavoidable circumstances, if any lecture is missed, the date for the make-up lecture will be announced on the course website.
9. In case of a fire alarm, students are to get up instantly, collect their personal belongings and leave the building. (You should not wait until a professor, or an invigilator tells them to do so.)
10. Students will not be allowed to write the mid-term exam, final exam, quizzes, or submit assignment, unless they are on the class list / sign-in sheet. There will be no exceptions. It is the student's responsibility to ensure that they are correctly enrolled.
11. Do not write the midterm or final exam if you do not feel well. Once you write an exam, the mark you receive will be used. (If no work is completed, a mark of zero will be assigned.)
12. Missed Assignment, Quizzes and Attendances – As per Policy on Academic Consideration for Missed Course Work.
13. In this course, marked assignment and marked midterm are returned to the students; it is your responsibility to collect them. Answer sheets [other than MCQs] for the midterm will be returned in class. After the final exam, work will not be available. I usually bring marked material for only two weeks. If you didn't collect it and would like to, please send me an email with your details, and I will bring it to the next meeting.
14. If you miss the midterm exam, there will be NO make-up midterm exam; however, the weight of the missed midterm (25%) will be transferred to the final examination. As stated in the [Senate Policy on Academic Consideration for Missed Course Work](#), the following extenuating circumstances qualify for students' requests for academic consideration (in this case, transfer to the final examination of the weight of a missed test): (i) a short-term health condition such as illness, physical injury, or scheduled surgery; (ii) bereavement of an immediate family member; and/or (iii) an unforeseen or unavoidable incident beyond a student's control that precludes a student from meeting their academic obligations. Appropriate documentation in support of such extenuating circumstances will need to be submitted by the student – e.g., an Attending Physician's Statement in the case of illness, physical injury, or scheduled surgery.

15. The duration of the Comprehensive Final Exam (75% worth) might be different than the Regular Final Exam (50% worth).
16. When you come to the exam room, please ensure you have **a student ID or photo identification (this is mandatory), a pencil, a pen, an eraser, and a non-programmable calculator.**
17. The instructor will not post the Final Examination grades. Instead, students should check their overall grades from the York official website under their personal accounts sometime after the Final Examination.
18. Testing component marks other than the Final Exam will be posted on eClass or an alternative site at the discretion of the instructor.
19. You can request your midterm exam to be re-appraised. However, note that the whole exam, not just the part in question, will be re-assessed. Three outcomes are possible: your mark might stay the same, increase, or decrease. This will not be permitted after 5 days have elapsed since their return.
20. Accommodations must be provided within the first 2 weeks of class, and arrangements must be made with the alternative exam center directly by students. Any conflicts with the course midterm must be reported to the course director at least 2 weeks before the midterm.

Missed Tests and Exams - See above.

Quizzes/Midterm Exam/Final Exam

Quizzes and Exams are closed-book; however, a Formula Sheet will be provided if required.

Answers for Multiple Choice and True/False Questions must be recorded on a SCANTRON sheet by pencil within the designated time of the testing components. NO EXTRA time will be granted to “bubble in” the Scantrons. No Excuses (e.g., “I answered all questions. I need to transfer them to Scantron.”) will be accepted.

It is your responsibility to correctly bubble the quiz/exam version on the Scantron under “Test Form”. Multiple-choice and True/False questions will not be returned to students; instead, you will receive your marks. The midterm question paper will not be returned to students; instead, you will receive the marked answer book. However, you can review on an individual basis during office hours. To review, you must submit your request via email within five days from the return date, not from your collection date. When reviewing, you are not permitted to take notes, take pictures, or copy any part of the testing instrument.

Students found with any of the following will be deemed to have unauthorized materials as defined in the University Policy on Academic Honesty:

- Cell phones or other communication devices,
- personal information managers (PIMs),
- electronic dictionaries,
- user-programmable calculators (only non-programmable calculators are permitted)
- pencil cases, unless a clear plastic bag

Attendance

1. Attendance will be taken at random during seven out of the eleven scheduled class sessions throughout the semester. The seven sessions will be selected at random.
2. Out of those seven attendances taken, five will be counted towards 5% of the Attendance marks.
3. Students must be in attendance with no exceptions to count as present in the class. There is no alternative to attendance.
4. You are not allowed to sign the attendance sheet if you join the class after the start of the attendance exercise.
5. Attendances can be taken any time during the selected lecture session. **During Attendance, you are not allowed to leave the room even if you signed the sheet, unless it is completed.**
6. You might need to show your photo ID if asked.
7. Once attendance is completed during the selected lecture session, no name will be added further.
8. There might be more than one attendance taken in a lecture. Your signature must be on both sheets for you to be counted as attending the class in full.

Assignment

1. Assignment must include a cover sheet signed by the student. Assignment that does not include the signed cover sheet will not be accepted. The cover sheet will be provided. Cheating will result in a score of 0 for all involved students, and the necessary disciplinary measures outlined in the Senate Policy on Academic Honesty will be applied.
2. Please be advised that the Assignment is due on the day and time designated at the **BEGINNING** of classes. Late Assignment will **NOT** be accepted, and no extension will be granted.
3. **Assignment must be TYPED. If you need to draw a graph, chart, or diagram, it must be done using a computer. Handwritten/drawn part of the Assignment will NOT be considered for marking. Further instructions will be provided with the Assignment.**
4. Assignment must be done on an individual basis.
5. No Penalty for early submission. If you are unable to attend the lecture on the day the Assignment is due, you may submit your work earlier to room 282 in the

Atkinson Building, with my attention. You must send me an email after submission.

6. **EMAIL HAND-IN WILL NOT BE ACCEPTED.**
7. LATE or NON-TYPED Assignment will NOT be accepted under any circumstances.
8. **Make sure to sign the Assignment Submission sheet after the submission of the Assignment.**

Grading

The grading scheme for this course conforms to the 9-point system used in undergraduate programs at York University. For a complete description of the York grading system, visit the York University [Academic Calendar](#).

Course Schedule: Weekly Readings and Activities

Required Course Materials

- Erik W. Larson and Clifford F. Gray. *Project Management, A Socio-Technical Approach*, 2024 Release ISE, McGraw-Hill Education, 2024. ISBN 978-1-266-91248-1.
- The cost of the textbook is \$139.95; there are options available to get access to the online version of the textbook at a lower price. Library personals usually post a link. You may use the used textbook of same edition. No software required.

Course Schedule

Note that the course schedule below is subject to change as deemed appropriate/ necessary by the Professor during the semester.

Lecture	Date	Topic/s	Quiz/Chapters
1	Jan 7	Modern Project Management Organization Strategy and Project Selection	Ch 1 Ch 2
2	Jan 14	Organization: Structure and Culture	Ch 3
3	Jan 21	Defining the Project	Ch 4
4	Jan 28	Estimating Project Times and Cost (with Appendix 5.1) Developing a Project Schedule	Quiz#1 – Ch 1, 2, 3, 4 Lecture →Ch 5, Ch 6
5	Feb 4	Developing a Project Schedule (Cont'd...)	Ch 6
6	Feb 11	Managing Risk (with Appendix 7.1)	Quiz#2 – Ch 5, 6 Lecture →Ch 7
	Feb 18	No-Class: Reading Week	
7	February 25	Midterm Exam Time: 7:00 pm Location: TBA, Details: TBA	Chapters 1, 2, 3, 4, 5, App 5.1, 6, 7 and App 7.1
8	Mar 4	Scheduling Resources and Costs	Ch 8
9	Mar 11	Reducing Project Duration	Ch 9
10	Mar 18	Progress and Performance Measurement and Evaluation	Assignment - Due Ch 13
11	Mar 25	Progress and Performance (Cont'd...) Project Closure	Quiz#3 – Ch 7, App 7.1. 8, 9, 13 Lecture →Ch 14
12	Apr 1	Review	
Final Examination (Apr 8 – 24) Final Examination (Date and time to be announced on registrar/university website)			Cumulative

Quizzes will be held at the beginning of the class.

Latest Academic Conduct Policy and Procedures

<https://www.yorku.ca/secretariat/policies/policies/academic-conduct-policy-and-procedures/>

Course Policies

All students are expected to familiarize themselves with the following information:

- [Common University and Course Policies](#) (deferred exams, 20% rule, etc)
- [Student Rights & Responsibilities](#)
- [Academic Accommodation for Students with Disabilities](#)
- [University and School Policies](#)

Please also review the following course policies:

Academic Integrity and Conduct

Academic integrity is a fundamental and important value of York University. To maintain a fair and honest learning environment, you are responsible for understanding and upholding academic integrity in all courses and academic activities. You are encouraged to connect with reliable [on-campus resources](#) that support your coursework and academic honesty. To better understand the serious consequences of breaching academic honesty policies, familiarize yourself with the [Senate Policy on Academic Conduct](#). You can learn more about upholding academic integrity in your courses by exploring [SPARK: Academic Integrity Module](#), [LA&PS Academic Honesty](#) and [Academic Integrity for Students](#).

Generative Artificial Intelligence (GenAI)

Students are not permitted to use generative artificial intelligence (AI) in this course. Submitting any work created (in whole or part) through the use of generative AI tools will be considered a violation of York University's [Senate Policy on Academic Conduct](#). Using AI apps such as Microsoft Copilot, ChatGPT, DALL-E, translation software among others to complete academic work **without your instructor's knowledge or permission**, is considered a breach under York's Academic Conduct Policy. For more information, please review [AI Technology & Academic Integrity: Information for Students](#).

If you're not sure whether using an AI app for your academic work is acceptable, it is recommended that you:

- Carefully review the guidelines for your assessments
- Check for any messages from your instructor on eClass
- Ask your instructor or TA if they are permitting the use of these tools

Turnitin

To promote academic integrity in this course, you will normally be required to submit your written assignments to Turnitin (on the course's eClass site) for a review of textual similarities and the detection of possible plagiarism. In doing so, you are allowing your material to be included as source documents in the Turnitin.com reference database, where they will be used only for the purpose of detecting plagiarism. The terms that apply to the University's use of the Turnitin service are described on the [Turnitin.com website](#). York students may opt out of using Turnitin. If you wish to opt out, you should contact your instructor as soon as possible.

Accessibility

York University is committed to creating a learning environment which provides equal opportunity to all members of its community. If you anticipate or experience any barriers to learning in this course, please discuss your concerns with your instructor as early as possible. For students with disabilities, contact [Student Accessibility Services](#) to coordinate academic accommodations and services. Accommodations will be communicated to Course Directors through a Letter of Accommodation (LOA). Accommodations for tests/exams normally require three (3) weeks (or 21 days) before the scheduled test/exam to arrange. To learn more, please visit [Accommodated Exam/Test Scheduling](#).

Religious Observance Accommodation

York University is committed to respecting the religious beliefs and practices of all members of the community and making reasonable and appropriate [accommodations to adherents for observances of days of religious significance](#). Should any of the dates specified in this syllabus for course assignments, tests, or deadlines conflict with a date of religious significance, please contact the instructor not less than two (2) weeks (or 14 days) prior to the date for which accommodation is sought. If the requested accommodation is for an exam or falls within the formal examination periods, you must complete and submit a [Religious Accommodation Agreement \(PDF\)](#) at least three (3) weeks (or 21 days) before the start of the exam period.

Academic Consideration for Missed Course Work

This policy applies to course assessments worth 20% or less of your overall course grade and does not apply to exams held during the final examination period. Students may self-declare two (2) 7-day consideration periods each 12-week term and one (1) 7-day consideration period per six-week term. An Attending Physician's Statement (APS) is not required for these self-declared absences. However, an instructor may request a signed APS for the final examination period, coursework worth more than

20% of the course grade and missed work outside of the self-declared academic consideration period(s).

Students can submit their self-declaration(s) for academic consideration [using eClass](#). Students are then responsible for contacting the instructor no later than two (2) business days after the end of the consideration period(s) to arrange details of any accommodation for missed coursework. If you do not do this, you may get a zero (0) on the missed work. Where courses have built-in accommodations already established, the instructor may decline providing additional accommodations under this policy. For further details, please review the [Policy on Academic Consideration for Missed Course Work](#).

Final Examination Identification Policy

For final exams in this course, you must present a valid York University official photo identification card ([YU-card](#)) to verify your identity. Also, you will need to sign the exam's attendance roster. Learn more about preparing for your exams by reviewing York's Policies on [Conduct of Examinations](#) as well as the Registrar's Office [Examination Tip Sheet](#).

Intellectual Property

Course materials are designed for use as part of this particular course at York University and are the intellectual property of the instructor unless otherwise stated. Third-party copyrighted materials (such as book chapters, journal articles, music, videos, etc.) have either been licensed for use in this course or fall under an exception or limitation in Canadian copyright law. Students may not publish, post on an Internet site, sell, or otherwise distribute any course materials or work without the instructor's express permission. Course materials should only be used by students enrolled in this course.

Copying this material for distribution (e.g., uploading material to a commercial third-party website) may lead to a charge of misconduct according to York's [Code of Student Rights and Responsibilities](#), the [Senate Policy on Academic Conduct](#), and/or legal consequences for copyright violations.

Student Support and Resources

York University offers a wide range of student supports resources and services, including everything from writing workshops and peer mentorship to wellness support and career guidance. Explore the links below to access these on-campus resources:

- [Academic Advising](#) is available to provide students support and guidance in making academic decisions and goals.
- [Student Accessibility Services](#) are available for support and accessibility accommodation when required.

- [Student Counselling, Health & Wellbeing](#) offers workshops, resources and counselling to support your personal wellness and academic success.
- [Peer-Assisted Study Sessions \(PASS\) Program](#) provides free study sessions where students collaborate and enhance their understanding of course content in select courses.
- [Student Numeracy Assistance Centre at Keele \(SNACK\)](#) supports students in courses involving math, statistics, coding and Excel.
- [The Writing Centre](#) provides multiple avenues of writing-based support including drop-in sessions, one-to-one appointments, a Multilingual Studio and an Accessibility Specialist.
- [Centre for Indigenous Student Services](#) offers a community space with academic, spiritual, cultural and physical support, including writing and learning skills programs.
- [ESL Open Learning Centre \(OLC\)](#) supports students with building proficiency in reading, writing and speaking English.
- [Learning Skills Services](#) offers workshops, resources and tips on learning-related topics like time management, note-taking, studying and exam prep.
- [Learning Commons](#) links to supports for writing, learning skills, career development, exam preparation and other learning-related resources.
- [Roadmap to Student Success](#) is a collection of timely and targeted resources to help students achieve academic, personal and professional success at different stages of their university journey.
- [Office of Student Community Relations \(OSCR\)](#) is responsible for administering the [Code of Student Rights & Responsibilities](#) and provides critical incident and conflict resolution support.
- [Peer Mentorship](#) helps students transition through their first year by connecting them with upper-year students. The mentors can help students find supports and resources. They also lead a community hub on campus.
- [goSAFE](#) is staffed by York students and can accompany York community members to and from any on-campus location, such as the Village Shuttle pick-up hub, parking lots, bus stops or residences.

For a full list of academic, wellness and campus resources visit [Student Support & Resources](#).

Deferred Standing

Deferred standing may be granted to students who are unable to write their FINAL examination at the scheduled time (due to illness or other extenuating circumstances) or who are unable to submit their outstanding course work by the end of the term.

<https://www.yorku.ca/laps/sas/academic-resources/deferred-exam-requests/>

To be clear, deferred exams in this course will be cumulative exams.

If you are unable to write a final exam at the scheduled time - due to illness, a personal or family emergency, or religious commitment - you can ask to write the final exam at a later date, as arranged by the main office for ADMS and DEMS courses. Depending on the circumstances, you may be asked to provide supporting documentation.

Your request must be received by the office within 7 days of the date of the final examination for which you are asking for a deferred standing.

Please note that a new system has been implemented to facilitate the processing of Deferred Standing Agreement Forms.

To request a deferral of your final exam in ADMS or DEMS, follow the steps below. If you do not see your course code listed, please contact the department where your course is offered.

1. Download and complete the [Final Exam / Assignment Deferred Standing Agreement \(DSA\) form](#).
2. Gather any relevant supporting documentation, scan them, and keep the paper copies for your records. Health issues will require an Attending Physician's Statement ([APS Form](#)).
3. Log in to the [Deferred Exam Request system](#) using your Passport York and complete the online form.
4. Upon completion of the online form, the system will issue a ticket number. Record the number at the TOP RIGHT corner of your DSA Form you've completed in Step 1.;
5. Submit the completed form and scanned supporting documentation to the School of Administrative Studies by emailing apsas@yorku.ca to request approval for deferred standing. Please ensure to keep a copy for yourself.
6. Log in to the [online system](#) to check the status of your request as well as the location, date and time of the exam.
7. 48 hours before the scheduled exam check the [School of Administrative Studies DSA system](#) to confirm the location, time and date of your deferred exam. We also encourage you to check the DSA system again on the day of your exam for any last-minute changes.