

(C)ITM 750– IS Project Management

COURSE OUTLINE FOR 2026-2027

Year, Section
Classroom, Class Time

Prerequisite(s): ITM 305

Antirequisite(s): GMS 450, CPS 714

Faculty/Contract Lecturer Information

- **Faculty/Contract Lecturer Name:**
- **Office Location:**
- **Office Hours:**
- **Phone:** (416) 979 – 5000, ext.
- **Course Website:** my.torontomu.ca (for courses using D2L)
- **Email Address:** youremail@torontomu.ca

Mode of Course Delivery : In-Person Delivery

Academic Program Advising Contacts

Chair/Director for this Course: Sameh Al Natour

Email Policy

Students are expected to monitor and retrieve messages and information sent through D2L and TMU email on a frequent and consistent basis. In accordance with the Policy on TMU Student E-mail Accounts ([Policy 157](#)), Toronto Metropolitan University (TMU) requires that any electronic communication by students to TMU faculty or staff be sent from their official university email account. Communications sent from other accounts may be disregarded.

Course Description

This course provides students with a more in-depth understanding of the tools and techniques of project management as it applies to IT-enabled process improvement projects. The ability to plan and execute projects successfully is consistently ranked among the most important skills among information technology professionals. The course is based on the industry-standard Project Management Body of Knowledge (PMBOK) and provides cutting-edge techniques for project planning, scheduling,

budgeting, human resources, quality, procurement, communication, and risk management.

Course Details

Teaching Methods

If you are registered in an in-person or a virtual classroom, instruction will take place at scheduled hours, following the approach outlined in D2L Brightspace. If you are registered in a Chang School Distance Education course, please follow the schedule, course outline and learning modules as outlined in D2L Brightspace.

Note: All assessments in this course, regardless of its delivery format, will be held in-person on campus. This applies to in-person, virtual, and online courses, including sections/courses delivered through the Chang School.

Teaching Methods

This course will incorporate the following teaching/learning methods: Facilitated discussions, readings, and assignments for creating project management deliverables and solving problems are the primary teaching methods in this course. Sessions will review and expand the reading materials and provide students with the instructor's commentary, examples, and illustrations.

All Zoom or Google Meet for class meetings or discussions will strictly comply with the TMU guidelines over Zoom / Google Meet and privacy of students' personal information.

Variations within a Course

Given there are multiple sections of the same course that share a common outline and common-format exams, students should refer to the specific information provided to them or announced by their section instructor.

Course Materials

Textbook and Other Learning Materials:

Title: Information Technology Project Management, 9th Edition

Author: Kathy Schwalbe

Publisher: Course Technology

ISBN: 978-01337101356

Price : (*Estimated*) \$88.00

See D2L Brightspace for additional reading requirements.

The text is based on PMI's PMBOK guidelines. Additional details on the topics covered in project management can be found in the optional text:

Title: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – 7th Edition

Publisher: Project Management Institute

ISBN-13: 978- 1628253825

Price : (*Estimated*) \$97.16

This optional guide (commonly referred to as PMBOK) is not a textbook, but a summary of project management knowledge as established by the Project Management Institute. It will be especially useful if you decide to write the PMI's CAPM certification exam following the course.

Course Learning Outcomes

Many IT organizations have experienced challenges in achieving project objectives, due to the evolving and dynamic nature of the industry. This can be addressed through a clearer understanding of project management methodology, strategy and practice as well as the deployment of established or emerging techniques for exercising control over time, cost, and quality in project undertaking.

This course is compatible with the Project Management Body of Knowledge (PMBOK), developed by the Project Management Institute. PMI is a non-profit association of project managers located throughout the world (see www.pmi.org).

The focus of this course is project management fundamentals as practised in the context of an information technology and telecommunication environment. Salient concepts introduced in this course provide a useful foundation for students who wish to either further their education in this particular area in order to participate in projects, or those who may wish to consider this as a career option.

This course will enhance students' knowledge and understanding of project management concepts and techniques necessary for successfully planning, managing, and implementing IT-enabled process improvement projects. Throughout the course, students will progressively develop and refine project-related documentation for each of PMBOK subject areas and by the end of term will have developed an exemplary portfolio of project deliverables. This will require students to master the ability to critically analyze and reflect on their choices and alternatives for creating and generating their project deliverables.

The goals of this course are to:

- Provide a theoretical framework for effective and efficient project management
- Evaluate how project management practice varies among different organizations

- How the management of IT projects differs from other project types
- Provide practical experiences in the use of project management software
- Create a forum for the discussion of critical issues in the management of IT projects

By the end of the course, students are expected to be able to:

- Plan and manage IT-enabled process improvement projects using project management techniques
- Understand and apply typical IT project management methodologies including structured and agile approaches
- Analyze, predict, and manage managerial issues arising from IT-enabled projects
- Create business cases, project charters, project plans, and scope documents
- Estimate and manage project duration, quality, cost, risk, and resources
- Manage project resources, change management, and communication issues

Academic Integrity

Academic integrity is integral to your learning, the credibility of your degree or certification, and the integrity of the university as a whole. [Senate Policy 60: Academic Integrity](#) defines academic misconduct, provides a non-exhaustive list of examples of behaviours that may be considered as academic misconduct, and explains how academic misconduct concerns are evaluated and decided. The entirety of the policy applies in this course. As well, please note that submitting work created in whole or in part by artificial intelligence tools unless expressly permitted by the faculty/contract lecturer, is considered a violation of Policy 60.

Generative AI Course Policy, Plagiarism Detection, and Virtual Proctoring

Generative AI Course Policy

Use of Generative AI (e.g. ChatGPT, Grammarly, Perplexity, DeepL Translator) to develop or assist with any ideas or material submitted for coursework is expressly prohibited in this course. Use of Generative AI in this manner will be considered a breach of Policy 60.

Turnitin or another originality detection software

Turnitin is a plagiarism prevention and detection service to which TMU subscribes. It is a tool to assist faculty/contract lecturers in determining the similarity between students' work and the work of other students who have submitted papers to the site (at any university), internet sources, and a wide range of books, journals and other publications. While it does not contain all possible sources, it gives faculty/contract lecturers some assurance that students' work is their own. No decisions are made by the service; it

generates an “originality report,” which faculty/contract lecturers must evaluate to judge if something is plagiarized.

Students agree by taking this course that their written work will be subject to submission for textual similarity review to Turnitin. We strongly recommend that faculty/contract lecturers can opt to have student’s papers included in TMU's institutional repository rather than the default Turnitin repository. Use of the Turnitin service is subject to the terms-of-use agreement posted on the Turnitin website. Students who do not want their work submitted to this plagiarism detection service must, by the end of the second week of class, consult with their faculty/contract lecturer to make alternate arrangements. Students who choose not to have their papers screened for textual similarity review by turnitin may be required to submit additional work with their research essay. For example:

- an annotated bibliography of each source used in your paper; and/or
- the first few pages of each cited source used in your paper

Even when a faculty/contract lecturer has not indicated that a plagiarism detection service will be used, or when a student has opted out of the plagiarism detection service, if the faculty/contract lecturer has reason to suspect that an individual piece of work has been plagiarized, the faculty/contract lecturer is permitted to submit that work in a non-identifying way to Turnitin.

Virtual Proctoring Information

In the event of online exam(s) being used within this course, a virtual proctoring system will be used to enforce academic integrity as stipulated by TMU Exam Guidelines. Please note that your completion of the exam will be recorded via the virtual platform and subsequently reviewed by your faculty/contract lecturer. The virtual proctoring system provides recording of flags where possible indications of suspicious behaviour are identified only. Recordings will be held for a limited period of time in order to ensure academic integrity is maintained.

Respondus Lockdown Browser with Monitor is currently the only virtual proctoring solution covered by [Policy 135: Final Examinations Policy](#). Access to a device that can support the virtual proctoring tools is your responsibility as a student; the [Student Respondus Guide](#) identifies current technical requirements, as well as additional considerations for your use including data privacy, accessibility, and how to prepare.

Please note that you will be required to show your TMU OneCard prior to beginning to write the exam. Should a student not have a OneCard, government issued ID can be displayed to the camera, showing only the picture and name (all other information can be covered by the student).

Information will be provided prior to the exam date by your faculty/contract lecturer who may provide an opportunity to test your set-up or provide additional information about online proctoring. Since videos of you and your environment will be recorded while writing the exam, please consider preparing the background (room/walls) so that personal details are not visible, or move to a room that you are comfortable showing on camera.

Copyright

The course materials provided to you are copyrighted, and may not be shared without my express written permission. Do not share these materials (e.g. course outline, lecture slides, assignment instructions) with others and do not post them on the internet during the course, or at any time after. If you do so, Policy 60 will apply.

Academic Integrity Resources

To learn more about Policy 60 and how to avoid academic misconduct, please review and take advantage of these resources:

- Policy 60: Academic Integrity: www.torontomu.ca/senate/policies/academic-integrity-policy-60/
- Academic Integrity Office website: www.torontomu.ca/academicintegrity
- “Academic Integrity in Space” game: <https://games.de.torontomu.ca/aio/#/>
- “Academic Integrity in Cyberspace!” game: <https://www.torontomu.ca/aic/#/>
- Student Life and Learning Support: www.torontomu.ca/student-life-and-learning/learning-support

If you are a student registered with Academic Accommodation Support (AAS):

Please inform your faculty/contract lecturer if you have test accommodation needs that include the use of assistive technology (including text-to-speech, dictation, or literacy software). Some software may require additional configurations by the faculty/contract lecturer, so it is important you inform them in advance and leverage the sample quiz to ensure the tools are compatible with the Brightspace Quiz in LockDown Browser.

However, not all Assistive Technology tools approved by AAS work well with Respondus' software; if your experience of the sample quiz does not function as expected, please notify your faculty/contract lecturer and/or Accommodation Facilitator.

Topics and Course Schedule

Week	Date	Topic	Readings
Week 1	2026F September 8 - 11	Choosing a Project Management Methodology <i>(PM Framework and Processes)</i> • Incorporate common project management terminology into your management communications. • Describe the strengths and limitations of using the PMI's PMBOK for planning and managing IT-enabled process improvement projects; • Contrast the major components of the two main types of ITPM methodologies (i.e. SDLC and Agile); • Determine the most appropriate project management methodology for a given project.	Chapter 1 & 2
Week 2	2026F September 14 - 18	Building a Project Business Case • Describe the purpose of the project business case, project charter, scope statement, and baseline plan; • Create an appropriate statement of MOV for a project using SMART goals; • Create a convincing and concise business case (feasibility analysis) for a given project.	Chapter 3
Week 3	2026F September 21 - 25	Developing a Project Charter and Scope Statement <i>Integration Management</i> <i>Scope Management</i> • Incorporate each of the PMBOK knowledge areas into a comprehensive yet concise project charter for a given project; • Create a clear preliminary scope statement for a given project	Chapter 4 & 5

Week	Date	Topic	Readings
		using written scope, use cases, user stories, and/or a Work Breakdown Structure.	
Week 4	2026F September 28 – Oct 2	Estimating Project Schedules & Budgets <i>Time Management Cost Management</i> - Recognize the pros and cons of the top-down, bottom-up, and analogous methods of estimation; - Create an effective baseline schedule and budget using a Gantt Chart according to the goals and constraints of a specific project.	Chapter 6 & 7 (except EVM)
Week 5	2026F Oct 5 - 9	Managing Project Human Resources and Stakeholders <i>Human Resource Management Stakeholders Management</i> - Perform a stakeholder analysis for a project; - Design an effective job posting and interview process for an IT-enabled process improvement project; - Use project management software to ensure resource allocations are leveled across a project.	Chapter 9
Week 6	2026F Oct 19 - 23	Mid-Term Exam	
Week 7	2026F Oct 26 - 30	Managing Project Scope, Schedule, and Budget <i>Integration Management Time Management</i>	Chapter 4 & 6

Week	Date	Topic	Readings
		- Identify the critical path of a project and determine appropriate methods of reducing the total project duration; - Apply the critical chain project scheduling technique to manage the risks of inaccurate schedule estimates; - Create scope change control documents to evaluate and manage requested changes to an ongoing project.	
Week 8	2026F Nov 2 - 6	Tracking and Communicating Progress Communications Management - Create an effective project communications plan; - Prepare a report on a project's budget and schedule performance using the Earned Value Analysis (EVA) technique.	Chapter 10 (plus Ch. 7 EVM)
Week 9	2026F Nov 9 - 13	Managing Project Risks Risk Management - Identify common risks for IT-enabled process improvement projects and calculate the severity of each risk; - Recommend appropriate strategies for responding to specific project risks including when to accept, avoid, mitigate, and/or transfer the risk; - Create a risk register for a project.	Chapter 11
Week 10	2026F Nov 16 - 20	Improving Project Quality Quality Management Recommend various approaches for improving the quality of a project including Six Sigma, Capability Maturity Model, and project management certification;	Chapter 8

Week	Date	Topic	Readings
		Create an effective quality management plan for a project using appropriate SMART goals and metrics.	
Week 11	2026F Nov 23 - 27	Managing Project Procurement <i>Procurement Management</i> - Describe the key components and purpose of a RFI, RFP, and RFQ; - Recognize the pros and cons of fixed price, variable price, and value-based contracts; - Describe techniques for ensuring project procurement is done ethically; - Create an effective project procurement plan using each of the steps in the PMBOK Procurement Process Group.	Chapter 12
Week 12	2026F Nov 30 – Dec 4	Review (Optional) Discussing issues in relation to Project Implementation, Evaluation, Change Management and/or Recovery (Not on exam)	D2L posted materials

Evaluation

The grade for this course is composed of the mark received for each of the following components:

Evaluation Component	Due Date	Percentage of Final Grade	Anticipated Return Date
Individual Assignment	Weeks 5 and 9	10%	Week 7 and 11
Group/Project Assignment	Week 11	30%	Within 2/3 weeks
Midterm Exam	Week 6	20%	Week 7
Final Exam	TBA	40%	TBD
Final Grade		100%	
Note: Students must achieve a course grade of at least 50% to pass this course. At least 20% of the grade based on individual work will be returned to students prior to the last date to drop a course in good academic standing. For Fall 2026 this must be before Friday, November 20, 2026 and for Winter 2027 before Friday, April 2, 2027.			

INDIVIDUAL ASSIGNMENTS

Individual assignments will focus on effective use of MS Project or the applicability of project management concept/practice to accomplish the objectives detailed in the instructions in the Individual Assignments section.

All Assignments must be uploaded to D2L Brightspace in the electronic drop box for the assignment by 11:59pm EST/EDT on the date due. Due dates will be announced by the instructor in class or/and within D2L. No extensions to the due date will be granted except for documented religious, medical, or compassionate reasons as described previously. If you have an anticipated conflict with the due date, you can submit the assignment earlier. Assignments must be received in the required format by the due date/time. The instructor may impose a late penalty or refuse to accept any late assignment at the instructor's discretion.

GROUP/PROJECT ASSIGNMENTS

All Group Assignments are required to collaborate on a substantive, major project that permits the Group members to fully exploit and apply all the concepts, notions, techniques, methodology and practice in relation to project management of IT. Group members must contribute equally to the groups' efforts. Any group finding that a member is not contributing should advise the instructor immediately by email. An optional peer evaluation may be used to identify inadequate contribution to group work.

Individuals found not to be contributing sufficiently to the group work will receive a reduced assignment mark as outlined in the peer evaluation form on D2L Brightspace. All Assignments must be uploaded to D2L Brightspace in the electronic drop box for the assignment by 11:59pm EST/EDT on the date due. Due dates will be announced by the instructor in class or/and within D2L. No extensions to the due date will be granted except for documented religious, medical, or compassionate reasons as described previously. If you have an anticipated conflict with the due date, you can submit the assignment earlier. Assignments must be received in a machine-readable and gradable format by the due date/time or are subject to a late penalty imposed by the instructor. The instructor may refuse to accept any late assignment at the instructor's discretion. Marks will be awarded based on how well the documents serve as a model or template for the student's future use in practice, in accordance with the marking scheme. The group assignments will be submitted to a plagiarism detection service for integrity checking-- students must ensure all work is original and not copied from another person, publication, Internet, or previously submitted assignment. If the submission is based on other sources (such as an example from the text), it must be modified to fit in with the assignment instructions and the previous assignments submitted by the group. Each member of a group that submits non-original work as their own will be dealt with under the academic misconduct provisions of the student code of conduct.

University Policies

Students must be reminded that they are required to adhere to all relevant university policies found in their online course shell in D2L and/or on [the Senate website](#).

Important Resources Available at Toronto Metropolitan University

- **Addressing Academic Concerns:** Students are expected to address any questions or concerns through open and timely communication with the course faculty/contract lecturer, as soon as they arise. If a concern cannot be resolved through this initial communication or if additional support is required, students are encouraged to reach out to their program advisor or the chair/director of the teaching department for further guidance. These individuals can help provide clarity, facilitate next steps, and ensure that matters are reviewed in a fair and appropriate manner.
- [The University Libraries](#) provide research [workshops](#) and individual consultation appointments. There is a drop-in Research Help desk on the second floor of the library, and students can use the [Library's virtual research help service](#) to speak with a librarian, or [book an appointment](#) to meet in person or online.

- [Student Life and Learning Support](#) offers group-based and individual help with writing, math, study skills, and transition support, as well as [resources and checklists to support students as online learners](#).
- You can submit an [Academic Consideration Request](#) when an extenuating circumstance has occurred that has significantly impacted your ability to fulfill an academic requirement. You may always visit the [Senate website](#) and select the blue radio button on the top right hand side entitled: Academic Consideration Request (ACR) to submit this request.

For Extenuating Circumstances, [Policy 167: Academic Consideration](#) allows for a once per semester ACR request without supporting documentation if the absence is less than 3 days in duration and is not for a final exam/final assessment. Absences more than 3 days in duration and those that involve a final exam/final assessment, always require documentation. Students must notify their faculty/contract lecturer once a request for academic consideration is submitted. See Senate [Policy 167: Academic Consideration](#).

Longer absences are not addressed through Policy 167 and should be discussed with your Chair/Director/Program to be advised on next steps.

- [FAQs Academic Considerations and Appeals](#)
- Information on Copyright:
 - [Copyright FAQs for Faculty/Contract Lecturers](#)
 - [Copyright FAQs for Students](#)
- Information on Academic Integrity:
 - [Academic Integrity for Faculty/Contract Lecturers](#)
 - [Academic Integrity for Students](#)

Accessibility

- At Toronto Metropolitan University, we are committed to ensuring that all courses are accessible to everyone and to removing barriers that may prevent some individuals from enrolling in courses.
- All technologies and tools used in this course are accessible.
- Students who discover an accessibility barrier with any of the course materials or technologies should contact their faculty/contract lecturer.
- As outlined in [Policy 159: Academic Accommodation of Students with Disabilities](#), students are required to proactively consult with AAS, the

faculty/contract lecturer, Department or Faculty, as soon as feasible, including prior to enrolling in a course or program, on any concerns they may have about their ability to meet the essential academic requirements of a course/program.

Academic Accommodation Support

[Academic Accommodation Support](#) (AAS) is the university's accessibility services office, supporting students with disabilities. AAS works with students, faculty, and staff to create inclusive learning environments, reduce barriers, and promote accessibility across the university.

If you have (or suspect you may have) a disability, AAS can provide consultation, guide you through registration, develop accommodation plans where appropriate, and connect you with supports and services. For information about eligibility, documentation requirements, registration, deadlines, and available services, visit [AAS](#).

Academic Accommodations (for students with disabilities) and Academic Consideration (for short-term extenuating circumstances) are governed by **different university policies**. [Learn more about each process](#) and how to access support. Students registered with AAS may request academic consideration (related or unrelated to their disability) if they experience extenuating circumstances that impact their ability to meet their shorter term academic obligations. This includes short term physical or mental health issues that are sudden/acute (e.g, the flu), unexpected illness or injury, hospitalization or treatment, and significant aggravation of a pre-existing condition. Please see [Policy 167: Academic Consideration](#) for more information and details.

Please note that there is no accommodation for missing/rescheduling or reweighting of tests - this is considered an alternate arrangement. Any student who misses a test/exam will be directed to submit an ACR to explore if possible alternate arrangements under [Policy 167: Academic Consideration](#) can apply .

Wellbeing Support

At Toronto Metropolitan University, we recognize that things can come up throughout the term that may interfere with a student's ability to succeed in their coursework. These circumstances are outside of one's control and can have a serious impact on physical and mental well-being. Seeking help can be a challenge, especially in those times of crisis.

If you are experiencing a mental health crisis, please call 911 and go to the nearest hospital emergency room. You can also access these outside resources at anytime:

- **Distress Line:** 24/7 line for if you are in crisis, feeling suicidal or in need of emotional support (phone: 416–408–4357)
- **[Good2Talk](#):** 24/7-hour line for postsecondary students (phone: 1-866-925-5454)
- **[GuardMe Student Support Program \(GMSSP\)](#):** 24/7 access to confidential support through counsellors via the [Student Support app](#) or 1-844-451-9700

If non-crisis support is needed, you can access these campus resources:

- **[Centre for Student Development and Counselling](#):** 416-979-5195 or email csdc@torontomu.ca
- **[Consent Comes First – Office of Sexual Violence Support and Education](#):** 416-919-5000 ext 3596 or email osvse@torontomu.ca
- **[Medical Centre](#):** call (416) 979-5070 to book an appointment

We encourage all Toronto Metropolitan University community members to access available resources to ensure support is reachable. You can find more resources available through the [Toronto Metropolitan University's Wellbeing Central](#) website.