

John M. Thompson Centre for Engineering Leadership and innovation

ELI 3100 – Engineering Planning and Project Management

Course Outline Winter 2026

Instructor:

Place Held for the names of TAs

LECTURE:	33 hours
LAB or TUTORIAL:	0 hours
ANTIREQUISITE(s):	CEE 3348; ELI 9200
PREREQUISITE(s):	Third or Fourth year in good standing
CEAB Academic Units:	Engineering Science: 100%, Engineering Design: 0%, Complementary Studies: 0%
TEXT / Course Resources / References	<p>Project Management – The Managerial Process – Larson & Gray 8th edition – McGraw Hill ISBN: 978-1-260-57043-4 (Mandatory e-book or bound copy)</p> <p>The Project Management Body of Knowledge (PMBOK) – 7th edition – PMI ISBN: 978-1628251845 (Mandatory e-book or paperback)</p>
DESCRIPTION (50 words max)	
<i>This undergraduate/graduate toggled course is an introduction to the most widely accepted project management practices in the workforce today.</i>	

General Learning Objectives (CEAB Graduate Attributes)

Knowledge Base		Engineering Tools	T	Impact on Society	I
Problem Analysis	T	Individual & Teamwork	E	Ethics and Equity	
Investigation		Communication	E	Economics and Project Mgmt.	E
Design		Professionalism		Life-Long Learning	

Note: Attributes are being assessed at a “Developing” level.

Rating: I – The instructor will introduce the topic at the level required. It is not necessary for the student to have seen the material before.
D – There may be a reminder or review, but the student is expected to have seen and been tested on the material before taking the course. A – It is expected that the student can apply the knowledge without prompting (e. g. no review).

Learning Outcomes	(CAEB) Graduate Attribute
<ul style="list-style-type: none"> • Apply knowledge of planning, executing and controlling to the management of projects; • Utilize professional planning and scheduling software to create, schedule and effectively optimize a project activities and resources; • Identify, formulate, analyze and plan project main elements, specifically time, cost and quality while working individually or functioning on a team; • Develop an awareness of project management from actual life on-site situations; • Examine, in some depth, the specific management processes applied in utilizing construction resources on the project. • Develop decision making skills based upon case histories including those involving project management and sustainable development. 	<p>[EPM1, EPM2, EPM3, EPM4]</p> <p>[ET1,EPM2]</p> <p>[PR2, CS2]</p> <p>(EPM1, EPM2, EPM4, PR2]</p> <p>[IESE1, EE3, EPM 1, EPM 2, EPM 3, EPM 4, PR2]</p> <p>[EPM 1, EPM 2, EPM 3, EPM 4]</p>

Assessment

Name	% Worth	Due Date	Learning Outcomes
Homework Assignments (3)	21%	Jan 18, 2026 Feb 27, 2026 Mar 22, 2026	[EPM1, EPM2, EPM3]
Major Assignment (1)	20%	Mar 29, 2026	[ET1, EPM2]
Term Tests (1)	14%	Mar 5, 2026 in class time	[IESE1, EPM1, EPM3]
Student to Student Discussion (5)	15%	Fridays at midnight	[PR2, EE3]
Final Assessment	30%	Apr 9, 2026	[EE1, EPM1, EPM3, EPM4]

Lecture Schedule

Date	Time	Hours (nominal)
Thursday January 8th, 2026	9:30 am – 12:30 pm	3
Thursday January 15th, 2026	9:30 am – 12:30 pm	3
Thursday January 22nd, 2026	9:30 am – 12:30 pm	3
Thursday January 29 th , 2026	9:30 am – 12:30 pm	3
Thursday February 5th, 2026	9:30 am – 12:30 pm	3
Thursday February 12th, 2026	9:30 am – 12:30 pm	3
Thursday February 26th, 2026	9:30 am – 12:30 pm	3
Thursday March 5th, 2026	9:30 am – 12:30 pm	3
Tuesday March 12th, 2026	9:30 am – 12:30 pm	3
Thursday March 19th, 2026	9:30 am – 12:30 pm	3
Tuesday March 26th, 2026	9:30 am – 12:30 pm	3
Thursday April 2nd, 2026	9:30 am – 12:30 pm	-
<i>In Class EXAM Date</i>		
<i>TBD</i>	April 9th, 2026	3
Total Synchronous Teaching Hours		33

Activities in which collaboration is permitted:

As a general statement, all assessments in this course are to be completed independently with the exception of the major assignment which is done in groups. Some informal collaboration among classmates is tolerated so long as it is restricted to reflective discussion with one another, or if it is related to the development of skills necessary for completing an activity. Examples are provided below to mitigate any ambiguity in that statement:

- Assignments 1 through 3
 - An example of a tolerable collaboration would be evidence of discussing the leadership skills of individuals in cases provided to test if a classmate has the same impression as you the student in question.
 - An example of an intolerable collaboration would be evidence of copying one another's calculations related to a crashing, resource levelling, learning curve, net present value, or other Right/Wrong summative questions as might be possible for example in one of your 3 individual assignments.

- The Major Assignment
 - An example of tolerable collaboration between students would be evidence of one student having a discussion with a student from another group regarding the perspective of the group members on both teams related to the case.
 - An example of intolerable collaboration between students would be evidence of joining a website where information is shared across many class groups and either providing or receiving information on such sites.

Activities in which students must work alone (no collaboration at all is permitted):

- The mid term
- The final assessment

The use of generative Artificial intelligence (GenAI) tools won't be discouraged in the Faculty of Engineering. As we pride ourselves on building the future we can't hide from the use of GenAI tools to contribute to the understanding of the course materials. However, the use of GenAI tools in any assignment or contribution during the course will have to be disclosed, as a resource.

GenAI tools use won't be permitted in any type of examination or other assessments where the faculty have prohibited their use. If use of GenAI tools is detected by the instructor in these instances, academic offences penalties might be imposed against the student.

At times, subtle changes to assessments from previous years are applied as assessments. When a student hands in work from a previous year, they will receive an immediate zero. It will be documented, and any further transgressions will result in the student at minimum being disbarred from the final exam. Students are cautioned that it is extremely simple for the professor to identify materials from previous years. Please be advised.

CONTACT INFORMATION:

Course instructor: Kevin Lawrence McGuire P. Eng., PMP

Email address: kmcgui5@uwo.ca

Contact policy:

- Contact instructor via email (above). All correspondences will receive a reply.
- Office hours are held via Zoom or in ACEB 3478 at student request. Allow 24 hours advance notice in request.

The Implication of this course being Toggled

The general implications of the course being toggled with undergraduates working alongside graduates are as follows: The undergraduate version of the course has challenging, but more readily achievable goals. The standard of learning for the undergraduate course will typically have assessments that take 75% of the knowledge and effort as compared to the graduate level course in order to achieve similar scores. The distinguishing features of assignments will often be in the quantity and depth of understanding expected related to project management cases, with graduates needing to express greater depth in the arguments they present. ELI 3100 may not see as many case studies in their assignments. The mid term and final exam will largely be common, but specific questions may be put aside for undergraduate students taking ELI 3100 and other questions put aside for graduate students taking ELI 9200. During class time, ELI 3100 students will work in mixed groups with their graduate student counterparts at the discretion of the instructor.

EXTRA COURSE INFORMATION

I. Missed/Late Accommodation Policy

1. Students missing a test/assignment/lab or examination you will report the absence by submitting Academic Consideration Request form through [STUDENT ABSENCE PORTAL](#).
2. **Documentation must be provided as soon as possible.**

II. Exam Accommodation

1. If you are unable to write a final examination, report your absence using the Academic Consideration Request Form through [STUDENT ABSENCE PORTAL](#).
2. Be prepared to provide the Undergraduate Services Office with supporting documentation (see next page for information on documentation) the next day, or as soon as possible (in cases where students are hospitalized). The following circumstances are not considered grounds for missing a final examination or requesting special examinations: common cold, headache, sleeping in, misreading timetable and travel arrangements.
3. In order to receive permission to write a Special Examination, you must obtain the approval of the Chair of the Department and the Associate Dean and in order to apply you must submit an the Academic Consideration Request Form through [STUDENT ABSENCE PORTAL](#).
PLEASE NOTE: It is the student's responsibility to check the date, time and location of the Special Examination.

III. LATE ASSIGNMENTS

1. Advise the instructor if you are having problems completing the assignment on time (prior to the due date of the assignment).
2. Be prepared to submit the Academic Consideration Request Form and provide documentation if requested by the instructor (see reverse side for information on documentation).
3. If you are granted an extension, establish a due date. The approval of the Chair of your Department (or the Assistant Dean, First Year Studies, if you are in first year) is not required if assignments will be completed prior to the last day of classes.
4. For each assignment, students are expected to submit the assignment by the deadline listed. Should illness or extenuating circumstances arise, students are permitted to submit their assignment up to 72 hours past the deadline without academic penalty. Should students submit their assessment beyond 72 hours past the deadline, a late penalty of XX% per day will be subtracted from the assessed grade. As flexible deadlines are used in this course, requests for academic consideration will not be granted. If you have a long-term academic consideration or an accommodation for disability that allows greater flexibility than provided here, please reach out to your instructor at least one week prior to the posted deadline.
5. Extensions beyond the end of classes must have the consent of the instructor, the department Chair and the Associate Dean, Undergraduate Studies. Documentation is mandatory.

Note: Forged notes and certificates will be dealt with severely. To submit a forged document is a scholastic offence (see below).

IV. Medical Accommodation

1. Requests for Academic Consideration Request Form through [STUDENT ABSENCE PORTAL](#).
2. Requests for academic consideration must include the following components:
 - a. Self-attestation signed by the student (*This is only accepted for the first/one absence*)
 - b. Medical note
 - c. Indication of the course(s) and assessment(s) affected by the request
 - d. Supporting documentation as relevant
3. Requests without supporting documentation are limited to one per term per course.
4. **Students must request academic consideration as soon as possible and no later than 48 hours after the missed assessment.**
5. Once the request and supporting documents have been received and reviewed, appropriate academic consideration, if granted, shall be determined by the instructor in consultation with the academic advisor, in a manner consistent with the course outline.

Academic consideration may include extension of deadlines, waiver of attendance requirements for classes/labs/tutorials, or re-weighting of course requirements. Some forms of academic consideration, such as arranging Special Examinations, assigning a grade of Incomplete, or granting late withdrawals without academic penalty, may only be granted by the Academic Advising office of the Faculty of Registration.

6. An instructor may deny academic consideration for any assessment that is not required in the calculation of the final grade (e.g., "8 of 10 quizzes"). Assessment flexibility must be indicated on the course outline.
7. An instructor may deny academic consideration relating to the timeframe submission of work where there is already flexibility in the submission timeframe (e.g., 72-hour submission window). This assessment flexibility must be indicated on the course outline.

V. Religious Accommodation

When scheduling unavoidably conflicts with religious holidays, which (a) require an absence from the University or (b) prohibit or require certain activities (i.e., activities that would make it impossible for the student to satisfy the academic requirements scheduled on the day(s) involved), no student will be penalized for absence because of religious reasons, and alternative means will be sought for satisfying the academic requirements involved. If a suitable arrangement cannot be worked out between the student and instructor involved, they should consult the appropriate Department Chair and, if necessary, the student's Dean.

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.

VI. Academic Integrity

In the Faculty of Engineering, we encourage students to create a culture of honesty, trust, fairness, respect, responsibility, and courage, befitting the professional degree you are pursuing.

Please visit [Academic Integrity Western Engineering](#) for more information

VII. Academic Offences

Plagiarism means using another's work without giving credit. The university has rules against plagiarism and other scholastic offences. Western Engineering has a zero-tolerance policy on plagiarism. The minimum penalty is zero on the course work and a repeat offence will earn you zero on the course. A third offence may lead to expulsion from the university.

[Scholastic Discipline for Undergraduate Students & Cheating, Plagiarism and Unauthorized Collaboration: What Students Need to Know](#)

Students must write their reports, essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. University policy states that cheating, including plagiarism, is a scholastic offence. The commission of a scholastic offence is attended by academic penalties, which might include expulsion from the program. If you are caught cheating, there will be no second warning.

All required papers may be subject to submission for textual similarity review to commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted will be included as source documents on the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between the University of Western Ontario and Turnitin.com (<http://www.turnitin.com>). Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, in the relevant section of the Academic Handbook:

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

VIII. Faculty of Engineering AI Policy

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IX. Accessibility

Western is committed to achieving barrier free accessibility for persons with disabilities studying, visiting and working at Western. As part of this commitment, there are a variety of services, groups and committees on campus devoted to promoting accessibility and to ensuring that individuals have equitable access to services and facilities. To help provide the best experience to all members of the campus community, please visit the [Accessibility Western University](#) for information on accessibility-related resources available at Western.

Students with disabilities may arrange for academic accommodation at Western. For a more detailed explanation, please visit [Academic Support & Engagement -Academic Accommodation](#).

X. Inclusivity, Diversity, and Respect

The Faculty of Engineering at Western University is committed to creating equitable and inclusive learning environments that value diverse perspectives and experiences. We recognize that university courses often marginalize students based on social identity characteristics such as, but not limited to, Indigeneity, race, ethnicity, nationality, ability, gender identity, gender expression, sexuality, age, language, religion, and socioeconomic status. Understanding this, we strive to facilitate equitable experiences and inclusion within the classroom by respecting and integrating multiple ways of knowing, being, and doing. Please visit the [Office of Equity, Diversity and Inclusion](#).

XI. Health and Well-Being

- [Health & Wellness Services – Students](#) - Offers appointment-based medical clinic for all registered part-time and full-time students.
- [Mental Health Support](#) - Provides professional and confidential services, free of charge, to students needing assistance to meet their personal, social and academic goals. Services include consultation, referral, groups and workshops, as well as brief, change-oriented psychotherapy.
- [Crisis Support](#) - For immediate assistance, please visit Thames Hall Room 2170 or call 519-661-3030. The crisis clinic operates between 11:00 am - 4:30 pm. For after-hours crisis support, click [here](#).
- [Gender-Based Violence and Survivor Support](#) - “Western is committed to reducing incidents of gender-based and 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: https://www.uwo.ca/health/student_support/survivor_support/gethelp.html To connect with a case manager or set up an appointment, please contact support@uwo.ca.

Important Contacts

Engineering Undergraduate Services	SEB 2097	519-661-2130	engugrad@uwo.ca
Office of the Registrar/Student Central	WSSB 1120	519-661-2100	

Important Links

- [WESTERN ACADEMIC CALENDAR](#)
- [ACADEMIC RIGHTS AND RESPONSIBILITIES](#)
- [ENGINEERING PROGRESSION REQUIREMENTS AND ACADEMIC REGULATIONS](#)
- [UNIVERSITY STUDENTS' COUNCIL \(USC\) - SERVICES](#)

- [IMPORTANT DATES AND DEADLINES](#)
- [ACADEMIC CONSIDERATION FOR MEDICAL ILLNESS - UNDERGRADUATE STUDENTS](#)
- [ACCOMMODATIONS FOR RELIGIOUS HOLIDAYS](#)
- [SCHEDULING OF ASSIGNMENTS, TESTS, AND EXAMINATIONS](#)
- [STUDENT FORMS](#)
- [OFFICE OF THE REGISTRAR](#)
- [RETENTION OF ELECTRONIC VERSION OF COURSE OUTLINES \(SYLLABI\)](#)
- [ACADEMIC APPEALS](#)
- [STUDENT ABSENCE PORTAL](#)