



PROJECT MANAGEMENT

BUSI 3309B WINTER 2025

Instructor: Linda Schweitzer (she/her)
Email: linda.schweitzer@carleton.ca
Office: NI 7018
Office Hours: TBD or By Appointment (Email me for an appointment)

TA: TBD

Modality: Hybrid

- 1 hour (average) online asynchronous lectures per week
- 2 hours of in-person synchronous tutorial per week
- Note: the online test is synchronous and scheduled during the lecture time

In order to stay updated with important notifications and announcements from Carleton University, please download the Carleton University App. This will ensure you receive timely information regarding your courses and other university-related updates throughout the term.

PREREQUISITES & PRECLUDED COURSES

Third year standing, STAT 2601 or STAT 2606. The School of Business enforces all prerequisites.

COURSE CALENDAR DESCRIPTION

Identification, selection, initiation, and organization of projects; risk assessment; project scheduling, performance monitoring and control, and termination. Emphases on foundations, principles and supporting techniques.

DROP COURSE POLICY

The deadline for academic withdrawal follows the dates prescribed by Carleton University:
<https://calendar.carleton.ca/academicyear/>

The deadline to drop this course with full fee adjustment is January 31st, 2025. The last day to withdraw from full winter courses is March 15th, 2025.

LEARNING OUTCOMES

Upon completion of this course, students should be able to:

1. Recognize the role of a project manager both as a team leader and as a member of a greater organization
2. Recognize the need to balance priorities
3. Develop “project-management thinking” through in-depth planning, scheduling, monitoring, managing risk and closing a project.
4. Recognize the importance of proactively communicating project information and managing stakeholders

COURSE MATERIAL

Textbook:

Larson & Gray (2024). *Project Management: A Sociotechnical Approach*. McGraw-Hill (International Students Edition).

- ISBN 9781266912481 or 9781264470686 for rental
- Available through the bookstore (\$120 digital; \$150 print; \$71 rental) – search for Section B: <https://www.bkstr.com/carletonstore/shop/textbooks-and-course-materials>
- A copy is also on reserve at the library
- The previous edition (2021 International Students Edition) will do – note that the chapters may not be in the same order – it is your responsibility to ensure you are covering the correct material.

Case Studies:

- For Team Case Study Project:
 - Available on Brightspace
- For Tutorial Activities:
 - Nicol Building Project. Nsakanda, Teymouri & Mirbahaeddin (2022).
 - Available on Brightspace

Project Management Simulation:

- Available through the ARES Library Reserves (link available on Brightspace)

Brightspace:

This course uses Brightspace to organize and distribute course materials and communicate with students. It is your responsibility to engage regularly.

Additional Resources (optional):

Project Management Institute, A guide to the Project Management Body of Knowledge - PMBOK® Guide, 7th edition. <https://www.pmi.org/pmbok-guide-standards/foundational/pmbok>

COURSE APPROACH

This course takes a “flipped classroom” approach. Recorded online lectures, the project management simulation and other material will be asynchronous and provided through Brightspace. Tutorial time will be reserved for synchronous activities, exercises and discussions.

COURSE EVALUATION

2 Assignments (12% each)	24%
Test (see note on e-Proctoring below)	20%
Team Case Study and Presentation (includes mandatory submission of draft AND mandatory peer review)	17%
Tutorial Participation/Engagement	15%
Simulation Results	5%
Final Reflection	19%
<hr/> TOTAL	<hr/> 100%

Late Deliverables/Assignments: Please email the instructor ASAP in the event of an emergency that prevents you from completing your work on time - extensions or new deadlines may be granted on a case-by-case basis at the instructor's discretion. Otherwise, late work will be penalized 10% per day. Once solutions or feedback have been posted, no late submissions will be accepted.

Note: Simulations will not be accepted/graded after the deadline.

Deliverable/assignment weights cannot be shifted/reallocated.

Test: The test is online and synchronous (scheduled during the lecture time) using CoMaS e-Proctoring. More information is available on Brightspace. Note: if a student is approved to defer the test, it cannot be deferred a second time.

e-Proctoring: Note that the online test in this course will use CoMaS - a remote proctoring service provided by Scheduling and Examination Services. You can find more information at <https://carleton.ca/ses/e-proctoring/>. The minimum computing requirements for this service are as follows:

- Hardware: Desktop, or Laptop
- OS: Windows 10, Mac OS 10.14 or Linux Ubuntu 18.04
- Internet Browser: Google Chrome, Mozilla Firefox, Apple Safari, or Microsoft Edge
- Internet Connection (High-Speed Internet Connection Recommended)
- Webcam (HD resolution recommended)
- Note: Tablets, Chromebooks and Smartphones are not supported at this time. Windows-based tablets are not supported at this time.

Preparation and Participation: Weekly lectures, readings and the project management simulation can be completed online any time *before* the scheduled tutorial. Weekly tutorials are in-person and mandatory - you are expected to attend - but to get a good grade, you must be engaged, work on the activities, and contribute positively to each session.

Peer Review: Up to 5% of the case study grade may be based on the team case study peer review.

TENTATIVE SCHEDULE

Week (Starting)	Topics: Management (Art)	Topics: Management (Science)	Textbook Chapters	Tutorial Topics	Deliverables
1 (Jan 6)	<ul style="list-style-type: none"> Project Management Strategy Organizing & Structure 		1, 2.1 to 2.4 & 3	NO TUTORIALS	<ul style="list-style-type: none"> Intro Quiz (mandatory but not for marks)
2 (Jan 13)		<ul style="list-style-type: none"> Project Selection Decision Making 	2.5 to 2.8	<ul style="list-style-type: none"> Nicol Building Case Study (intro) Structure 	
3 (Jan 20)		<ul style="list-style-type: none"> Planning Estimating Developing a schedule 	4, 5 & 6	<ul style="list-style-type: none"> Selection Decision-making 	<ul style="list-style-type: none"> Simulation A (due Jan 24)
4 (Jan 27)		<ul style="list-style-type: none"> Scheduling with resources 	8	<ul style="list-style-type: none"> Estimating Scheduling Simulation A 	<ul style="list-style-type: none"> Case Study team names (due Jan 31)
5 (Feb 3)		<ul style="list-style-type: none"> Scheduling when time is constrained Project performance 	9 & 13	<ul style="list-style-type: none"> Resourcing Smoothing Resource-constrained scheduling 	<ul style="list-style-type: none"> Assignment 1 (due Feb 7) Simulation B (Feb 7)
6 (Feb 10)	<ul style="list-style-type: none"> Teams Communicating Presenting 		11	<ul style="list-style-type: none"> Time-constrained scheduling Monitoring performance Simulation B 	<ul style="list-style-type: none"> Simulation C (due Feb 14)
Feb 17	Reading Week				
7 (Feb 24)	<ul style="list-style-type: none"> Stakeholders Project Leadership 		10	<ul style="list-style-type: none"> Note: NO TUTORIALS 	<ul style="list-style-type: none"> Assignment 2 (due Feb 28)
8 (Mar 3)	<ul style="list-style-type: none"> Risk 		7	<ul style="list-style-type: none"> Teams Communicating - Nicol Building Case Study Simulation C 	<ul style="list-style-type: none"> Case Study Draft WBS & Network Diagram Due (Mar 7) Simulation D (due Mar 7)
9 (Mar 10)	<ul style="list-style-type: none"> Agile projects International projects 		15 & 16	<ul style="list-style-type: none"> Risk - Nicol Building Case Study Stakeholders Simulation D 	<ul style="list-style-type: none"> Simulation G (due Mar 14)
10 (Mar 17)	<ul style="list-style-type: none"> Closing a project 		14	<ul style="list-style-type: none"> Simulation G Case study prep 	<ul style="list-style-type: none"> Test (online Mar 18 @ 9:00am) ALL slides and Executive Summaries (due SUNDAY Mar 23)
11 (Mar 24)				<ul style="list-style-type: none"> Case Presentations 	<ul style="list-style-type: none"> Team Case Study Presentations
12 (Mar 31)				<ul style="list-style-type: none"> Case Presentations 	<ul style="list-style-type: none"> Team Case Study Presentations
13 (April 7)				<ul style="list-style-type: none"> Note: NO TUTORIALS 	<ul style="list-style-type: none"> Peer Review (due April 7) Final Reflection (due April 8)

*Every effort has been made to make the schedule as complete as possible, but there may be occasions where changes are required.

Contribution to Learning Goals of the Program ([BCom](#), [BIB](#)):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
BC1 Knowledge <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				X
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				X
BC3 Critical Thinking <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>		X		
BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>				X
BI5 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>			X	

ADDITIONAL INFORMATION

Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments, and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Required calculator in BUSI course examinations.

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership, and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Grading

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodation

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the *Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances*, are outlined on the Academic Accommodations website (students.carleton.ca/course-outline).

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy Accommodation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: carleton.ca/sexual-violence-support

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for

accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

Sprott Student Services

The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at bcom@sprott.carleton.ca or at bib@sprott.carleton.ca.

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

Important Information:

- Students must always retain a copy of all work that is submitted.
 - All final grades are subject to the Dean's approval.
 - For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>
-