



Carleton
University

Sprett
School of Business

CARLETON UNIVERSITY
ECMP5001 B
WINTER 2025
PROJECT MANAGEMENT

Instructor: Bahman (Ben) Ashraf Semnani

Office: Upon Appointment (please send email if needed)

Office Hours: Upon Appointment

Email: bahmanashrafsemnani@cunet.carleton.ca

Note: I try to respond to student emails in less than 2 working days. Please send me a reminder if you have yet to receive feedback from my side within 2 working days.

TA: To be determined

Office Hours: To be determined

Email: To be determined

Modality: In-Person

Course Meets: Fridays 14:35am – 17:25am

Pre-requisites & precluded Courses:

Enrolment in the M.Eng.- Engineering Practice program. The School of Business enforces all prerequisites.

Course Description:

Introduction to project management tools, techniques, templates, and methodologies. This course examines the eight knowledge areas of the Project Management Institute (PMI) which provide an integrated approach to managing engineering projects.

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 in-depth knowledge in planning, scheduling, monitoring, managing risk and closing a project.



4. Recognize the importance of proactively communicating project information and managing stakeholders.

Reading(s)/Textbook(s)/Required Materials

1) Textbook:

Larson & Gray (2021). Project Management: The Managerial Process, 8th Edition. McGraw-Hill (International Students Edition)
ISBN 1260570436 · 9781260570434

- Available through the publisher: <https://www.mheducation.ca/ise-project-management-the-managerial-process-9781260570434-can-group>
- Available through the bookstore: <https://www.bkstr.com/carletonstore/shop/textbooks-and-course-materials>
- A copy is also on reserve at the library (make sure you get the International Students Edition)

Or you can use a newer version as:

Larson, Sirisomboonsuk & Gray (2024). Project Management: The Managerial Process, 2024 Release. McGraw-Hill (International Students Edition)
ISBN 1265060886 · 9781265060886

- Available through the publisher: <https://www.mheducation.com/highered/product/project-management-managerial-process-larson-gray/1265060886.html>

2) Brightspace:

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

3) Additional Resources (optional):

PMP (Project Management Professional) Exam content outline: <https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/pmp-examination-content-outline-july-2020.pdf?v=d2061dbc-3a3a-4cf0-bb67-7e8e0429f8f8>

COURSE APPROACH

This course takes a mixed approach. Lecture time will include a combination of lectures and activities, exercises and discussions that require students to use their skills. It is imperative that you attend class, arrive prepared, participate in activities and contribute in a positive manner regularly to receive a high contribution grade. The emphasis will be on the quality of your participation rather than quantity or frequency.

Course Requirements & Methods of Evaluation:

Assignment	15%
Simulations	15%
Team Case Study	20%
Participation and Engagement	15%
Team Class Leadership	15%
Reflection	20%
Total	100%

More information will be posted to Brightspace. Please email your instructor in the event of an emergency that prevents you from completing your work on time. Otherwise, late work will be penalized 10% of its grade per day.

1) Assignment:

- There is an individual assignment that includes five problems to be solved and submitted by each student. This assignment will allow students to apply the concepts learned in class and demonstrate their understanding of the material. Completing this assignment is crucial for individual assessment and contributes significantly to the overall grade. Detailed instructions and materials for the assignment will be provided on Brightspace.

2) Project Management Simulation:

- The Project Management Simulation includes a standard simulation designed and developed to help students use their understanding to solve a practical project management problem. This simulation will provide a hands-on experience, allowing students to apply theoretical concepts in a realistic scenario. Detailed instructions and materials for the simulation will be provided on Brightspace.

3) Team Case Study:

- The team case study includes a project management case that each team needs to analyze and work on. Each team will submit their work based on the timeline provided in the class schedule. Additionally, teams will present their findings and analysis in front of their peers and the instructor during class sessions. This activity is designed to develop collaborative skills, enhance understanding of real-world project management scenarios, and provide an opportunity for students to demonstrate their analytical and presentation skills. Detailed instructions and materials for the team case study will be provided on Brightspace.

4) Participation and Engagement

- As a seminar course, active participation and engagement in ECMP5001-Project Management are essential for your success. This class thrives on dynamic discussions, collaborative activities, and the sharing of diverse perspectives. Your active involvement not only enriches your own learning experience but also contributes significantly to the collective knowledge of the group. To pass this course successfully, it is crucial that you attend each session prepared, participate

thoughtfully, and engage with both your peers and the course material. Your contributions are highly valued and necessary for the vibrant learning environment we aim to create.

5) Team Class Leadership

- Starting from Session 4, each team will be assigned to lead the class on one or more related topics, as determined by the instructor. This means that the assigned team will be responsible for guiding the discussion and conducting in-class activities to facilitate a dynamic and engaging learning environment. Leading the class involves preparing and presenting the topic, as well as creating activities that encourage participation and enhance understanding among all students. This approach not only helps the team deepen their knowledge of the subject matter but also fosters a collaborative and interactive classroom atmosphere.

6) Reflection

- The reflection assignment focusses on the insights or knowledge gained from the Project Management simulations as well the class discussions, lectures, readings & activities. This assignment has a maximum length of 1000 words (approximately 4 pages, double-spaced). Detailed instructions and materials for the reflection will be provided on Brightspace.

7) Peer Evaluation for Group Work

- To deter social loafing and ensure fairness in grading, you will be asked to assess the contribution of your fellow group members. This information will be used when assigning the grade for the final project. Detailed instructions and materials for the peer evaluation will be provided on Brightspace.

8) Team Formation

- Students must team up before the third session and assign themselves to one of the available teams. Each team should consist of 5-7 members. Students who do not join a team by this deadline will be assigned to groups by the instructor. Forming teams early is crucial for coordinating efforts on the team case study and other collaborative activities throughout the course.

Course Schedule:

Class (Week of)	Topics: Management (Art)	Topics: Management (Science)	Textbook Chapters	Activity/Exercise Topics	Deliverables
1 (Jan-10)	<ul style="list-style-type: none"> Introduction to Course Introduction to Project Management 		1 & 2.1 to 2.5		
2 (Jan-17)	<ul style="list-style-type: none"> Project integration Management and Chartering 	<ul style="list-style-type: none"> Project Selection Decision Making 	2.6 to 2.8	<ul style="list-style-type: none"> Selection & decision-making (financial (payback period, NPV, expected value, payback tables, decision trees, and mixed methods) In-class Case Study 	
3 (Jan-24)	<ul style="list-style-type: none"> Organization and Strategy 	<ul style="list-style-type: none"> Project Scope Management 	3, 4	<ul style="list-style-type: none"> WBS Development In-class Case Study 	
4 (Jan-31)		<ul style="list-style-type: none"> Planning Estimating Project Network Developing a schedule 	5, 6	<ul style="list-style-type: none"> Estimating Scheduling 	Simulation A (Due Sep-30, 23:59)
5 (Feb-07)	<ul style="list-style-type: none"> Project Leadership Project Stakeholder Management 	<ul style="list-style-type: none"> Scheduling when resources are constrained 	8, 10	<ul style="list-style-type: none"> Resource-constrained scheduling In-class team leadership 	Simulation B (Due Feb-06, 23:59)
6 (Feb-14)		<ul style="list-style-type: none"> Scheduling when time is constrained 	9	<ul style="list-style-type: none"> Time-constrained scheduling In-class team leadership 	Simulation C (Due Feb-13, 23:59)
7 (Feb-21)	Reading Week				
8 (Feb-28)	<ul style="list-style-type: none"> Project Risk Management 		7	<ul style="list-style-type: none"> In-class team leadership 	Assignment Due (Due Feb-27, 23:59)
9 (Mar-07)	<ul style="list-style-type: none"> Teams Project Communication Management International Projects 		11, 16	<ul style="list-style-type: none"> In-class team leadership 	Simulation D (Due Mar-06, 23:59)
10 (Mar-14)		<ul style="list-style-type: none"> Monitoring performance 	13	<ul style="list-style-type: none"> Project performance Management 	Simulation F (Due Mar-13, 23:59)
11 (Mar-21)	<ul style="list-style-type: none"> Agile Project Management 		15	<ul style="list-style-type: none"> In-class team leadership 	
12 (Mar-28)	<ul style="list-style-type: none"> Project Closure 		14	<ul style="list-style-type: none"> In-class team leadership Team Case Study Presentations 	Team Case Study Submit (Due Mar-27, 23:59) Peer Evaluation (Due Mar-27, 23:59)
13 (Apr-04)				<ul style="list-style-type: none"> Team Case Study Presentations 	Reflection (Due Apr-03, 23:59)

- NOTE: INSTRUCTOR MAY ADJUST THE SCHEDULE DURING THE SEMESTER TO ALIGN IT WITH THE COURSE REQUIREMENTS**

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, follower-ship 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/>
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