



**Carleton**  
University

**Sprett**  
School of Business

**CARLETON UNIVERSITY  
ECMP5001 A  
FALL 2025  
PROJECT MANAGEMENT**

**Instructor:** Ben Semnani

**Office:**

**Office Hours:** Upon Appointment

**Email:** [bahmanashrafsemnani@cunet.carleton.ca](mailto:bahmanashrafsemnani@cunet.carleton.ca)

**Note:** You can post your course-related questions on the Brightspace forum or email me, if you prefer to keep the conversation private. 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:**

**Pre-requisites & precluded Courses:**

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Enrolment in the Master of Engineering Practice program.

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**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 (LOs):**

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

1. Solve project management basic problems using related theories and best practices
2. Analyze project management cases to provide project management deliverables a project manager delivers in the real world.
3. Explain project management theories and best practices.



4. Develop required project plans like project scope, schedule, budget, risk plan, stakeholder plan, and communication plan based on project management scenarios provided.
5. Present in-depth knowledge in project knowledge areas and phases.
6. Develop and present required project management soft skills such as reporting, communication presentation, teamwork, leadership and collaboration.

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

#### **1) Textbook:**

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

- Available through the publisher (Cost: \$62.33) :  
<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.

### **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. The emphasis will be on the quality of your participation rather than quantity or frequency.

### **Course Requirements & Methods of Evaluation:**

<b>COURSEWORK</b>	<b>VALUE</b>	<b>RELATED LOS</b>
Assignment	15%	LO1, LO6
Simulations	15%	LO1, LO2
Team Case Study	20%	LO2, LO3, LO4, LO5, LO6
Participation and Engagement	15%	LO2, LO5, LO6
Team Class Leadership	15%	LO2, LO3, LO5, LO6
Reflection	20%	LO2, LO3, LO5
<b>Total</b>	<b>100%</b>	

Time management is an essential skill for every project manager. As a means of encouraging students to practice responsible time management in this course, late submissions of assignments may be penalized. Accordingly, late work will be penalized by 10% of its grade per day, no submission with more than 2 days delay is acceptable. Please email your instructor in the event of an emergency that prevents you from completing your work on time.

## **Coursework:**

This section provides you with a brief description of a short introduction to the coursework required for this course. Detailed instructions and rubrics for each coursework will be posted on Brightspace.

### **1) Assignment:**

- There is an individual assignment including five problems to be solved and submitted by each student. This assignment includes 5 questions on project selection methods (2 questions), project scheduling using critical path method (CPM) (1 question), schedule leveling (1 question) and schedule crashing (1 question). Detailed instructions and materials for the assignment will be provided on Brightspace.
- **Note:** Students are not permitted to use AI for this activity.

### **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 on balancing a project time, resource and scope. This simulation will provide hands-on experience, allowing students to apply theoretical concepts in a realistic scenario.  
**Note:** Students are allowed to use AI for this activity to simulate their work before submitting it through the actual simulation.

### **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.
- **Note:** Students are permitted to use AI for this activity, provided they cite it properly and clearly explain how it was used.

### **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. Participation rubric is available on Brightspace.

### **5) Team Class Leadership**

- Starting from Session 5, 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 but also fosters a collaborative and interactive classroom atmosphere.
- **Note:** Students are permitted to use AI for this activity, provided they cite it properly and clearly explain how it was used.

### **6) Reflection**

- The reflection assignment focusses on the insights or knowledge gained from the Project Management simulations as well as 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.
- **Note:** Students are not permitted to use AI for this activity.

### **7) Peer Evaluation for Group Work**

- 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.
- **Note:** Students are not permitted to use AI for this activity.

### **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 4-5 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 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
Sep 08	<ul style="list-style-type: none"> <li>Introduction to Course</li> <li>Introduction to Project Management</li> </ul>		1 & 2.1 to 2.5		
Sep 15	<ul style="list-style-type: none"> <li>Project integration Management and Chartering</li> </ul>	<ul style="list-style-type: none"> <li>Project Selection</li> <li>Decision Making</li> </ul>	2.6 to 2.8	<ul style="list-style-type: none"> <li>Project integration, chartering and stakeholder identification activity</li> <li>Selection &amp; decision-making (financial (payback period, NPV, expected value, payback tables, decision trees, and mixed methods)</li> </ul>	<b>Group Formation (Due 17:30)</b>
Sep 22	<ul style="list-style-type: none"> <li>Organization and Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Project Scope Management</li> </ul>	3, 4	<ul style="list-style-type: none"> <li>In-Class Practice (Solving questions 1 and 2 of Assignment, 14:35 to 15:15)</li> <li>In-Class Practice (WBS Development, 2<sup>nd</sup> half of the class)</li> </ul>	
Sep 29		<ul style="list-style-type: none"> <li>Planning</li> <li>Estimating</li> <li>Project Network</li> <li>Developing a schedule</li> </ul>	5, 6	<ul style="list-style-type: none"> <li>In-Class Practice (Simulation A, 14:35 to 15:15)</li> <li>Estimating</li> <li>Scheduling</li> </ul>	<b>Simulation A (Due 23:59)</b>
Oct 06	<ul style="list-style-type: none"> <li>Project Leadership</li> <li>Project Stakeholder Management</li> </ul>	<ul style="list-style-type: none"> <li>Scheduling when resources are constrained</li> </ul>	8, 10	<ul style="list-style-type: none"> <li>In-Class Practice (Simulation B, 14:35 to 15:15)</li> <li>Resource-constrained scheduling</li> <li>In-class team leadership</li> </ul>	<b>Simulation B (Due 23:59)</b>
Oct 13		<ul style="list-style-type: none"> <li>Scheduling when time is constrained</li> </ul>	9	<ul style="list-style-type: none"> <li>Time-constrained scheduling</li> <li>In-class team leadership</li> </ul>	<b>Simulation C (Due 23:59)</b>
Oct 20	Reading Week				
Oct 27	<ul style="list-style-type: none"> <li>Project Risk Management</li> </ul>		7	<ul style="list-style-type: none"> <li>In-Class Practice (Solving questions 3 and 4 of Assignment, 14:35 to 15:15)</li> <li>In-class team leadership</li> </ul>	
Nov 03	<ul style="list-style-type: none"> <li>Teams</li> <li>Project Communication Management</li> <li>International Projects</li> </ul>		11, 16	<ul style="list-style-type: none"> <li>In-Class Practice (Solving questions 5 of Assignment, 14:35 to 15:15)</li> <li>In-class team leadership</li> </ul>	<b>Assignment Due (Due 23:59)</b>
Nov 10		<ul style="list-style-type: none"> <li>Monitoring performance</li> </ul>	13	<ul style="list-style-type: none"> <li>In-Class Practice (Simulation D, 14:35 to 15:15)</li> <li>Project performance Management</li> <li>In-class team leadership</li> </ul>	<b>Simulation D (Due 23:59)</b>
Nov 17	<ul style="list-style-type: none"> <li>Agile Project Management</li> </ul>		15	<ul style="list-style-type: none"> <li>In-Class Practice (Simulation F, 14:35 to 15:15)</li> </ul>	<b>Simulation F (Due 23:59)</b>

				<ul style="list-style-type: none"> <li>In-class team leadership</li> </ul>	
<b>Nov 24</b>	<ul style="list-style-type: none"> <li>Project Closure</li> </ul>		14	<ul style="list-style-type: none"> <li>In-Class Practice (Team Case Study)</li> </ul>	<b>Team Case Study Submit (Before Class)</b> <b>Peer Evaluation (Before Class)</b>
<b>Dec 01</b>				<ul style="list-style-type: none"> <li>Team Case Study Presentations</li> </ul>	<b>Reflection (Before Class)</b>
<b>Dec 05</b>				<ul style="list-style-type: none"> <li>Team Case Study Presentations</li> </ul>	

- NOTE: THE 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).

### **Use of Generative AI Tools**

The use of Generative AI tools is permitted unless expressly prohibited by the activity instructions. However, you must explicitly acknowledge and cite the use of Generative AI in your work and include an annex detailing how it was utilized. We will review each assignment in class and how you can utilize AI in doing your assignments. Details regarding possible prohibitions or restrictions are provided on coursework instructions on Brightspace.

### **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

GNA = Grade not available

### **Final grade**

A grade of "B-" is the minimum passing grade for the EP Program. In exceptional circumstances, such as prolonged illness, a "C+" may be considered passing for up to 1 credit of coursework over the program of study. Any student who wishes to include a "C+" grade in up to 1 credit of coursework towards their degree may submit a request to the program for consideration. However, approval is not guaranteed.

### **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](https://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](https://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](https://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](mailto: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](https://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](https://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 for 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](https://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](mailto:bcom@sprott.carleton.ca) or at [bib@sprott.carleton.ca](mailto: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](https://carleton.ca/csas).

**Important Information:**

- Students must always retain a copy of all the work that is submitted.
  - All final grades are subject to 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 with 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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