



TOMS 5303A Managing Projects

FALL 2025

Instructor	Asit Kaul
Email Address	asitkaul@cunet.carleton.ca
Class Times	Tuesday, 8.35 AM to 11.25 AM
Modality	In Person
Office Hours	By Appointment

Pre-Requisites & Preclusions

Prerequisites: Graduate standing

Preclusions: N/A

Course Description/Instructor's Statement

Carleton Calendar Description

Foundations and core principles of managing projects with an emphasis on supporting techniques, practices, and methods as means for structuring, analyzing, scoping, planning, executing, monitoring, controlling, and reporting.

Instructor's Description:

In the modern business environment, projects have become essential mechanisms for organizations of all types - whether public or private, large or small, for-profit or not-for-profit - to achieve their strategic, tactical, and operational goals. The importance of projects in driving organizational success continues to grow, necessitating skilled project managers capable of leading diverse teams and delivering objectives effectively and efficiently.

This MBA-level course is designed to equip students with the principles, tools, techniques, and methodologies necessary for effective project management. Through a blend of lectures, cases and class discussions, participants will gain comprehensive knowledge of the project lifecycle from initiation to closure, with an emphasis on practical applications.

Given the limited time duration (6 weeks), this course is structured to maximize learning in a collaborative environment and will explore select topics in project management including project selection and scoping, stakeholder engagement, risk assessment, planning and scheduling, as well as reporting and closure.

Course Learning Objectives:

1. Understand and describe foundational project management principles and the role of a project manager.
2. Demonstrate knowledge to initiate, plan, execute, and close projects effectively.
3. Identify and resolve project-related issues.
4. Manage stakeholder expectations and communication.

Required/Optional Materials & Prices

Larson, E. W., Gray, C. F., & Sirisomboonsuk, P. (2024). Project Management: A Socio-technical Approach. McGraw Hill.

- PRICE: \$99 for eBook (<https://carleton.bookware3000.ca/Item?item=40086002345>)
- ISBN10: 1265060886 | ISBN13: 9781265060886

Other Readings:

- Posner, B. Z. (1987). What it takes to be a good project manager. Project Management Journal, 18(1), 51–54.
- Jepsen, A. L., & Eskerod, P. (2009). Stakeholder analysis in projects: Challenges in using current guidelines in the real world. International Journal of Project Management, 27(4), 335–343.
- Project Charter Guide by Treasury Board of Canada Secretariat (<https://www.tbs-sct.canada.ca/emf-cag/project-projet/documentation-documentation/guide-guide/guide-guide-eng.pdf>)

To succeed in this course, you may choose any recent Project Management textbook authored by the same individuals or combine chapters from different textbooks by these authors. The selected textbook should cover all the topics outlined in this course (as per the course outline) and the textbook edition should not be outdated, with 2021 or later editions considered acceptable. Additional readings or cases used in this course are either available on Brightspace or accessible through the library website.

Please purchase the textbook(s) from the campus bookstore in Nideyinàn (formerly the University Centre) or through the bookstore website: <https://carleton.ca/campus-services/the-bookstore/>.

Grading Scheme

Class Participation (Individual)	15%
Case Analysis (Group)	20%
Final Group Project (Group)	30%
Final Exam (Individual)	35%
TOTAL	100%

Groups of 3 or 4 members each will be self-selected by the students for group assignments.

Important Dates to Note

Class Participation	Each session
Case Analysis Presentation	September 23, 2025
Case Analysis Write-Up	September 26, 2025
Final Group Project Presentation	October 07, 2025
Final Group Project Report	October 19, 2025

Final Exam Date: October 14, 2025

University Academic Calendar: <https://calendar.carleton.ca/academicyear/>

Policies & Accommodations

<https://students.carleton.ca/course-outline/>

<https://carleton.ca/pmc/current-students/academic-accommodations/>



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Additional Information on Deliverables and Grading

Each component of your grade will be assigned a percentage score. Your final course grade will be a weighted average of each of these components.

- **Class Participation (Individual) (15%):**

Each student is required to study the assigned materials in advance and actively engage in class discussions in a constructive manner. Participation entails attentive listening, sharing opinions and knowledge, asking questions following group presentations, and providing constructive feedback professionally. Absenteeism, tardiness, or unwarranted disruptions during sessions will lead to a reduction in this section's score.

- **Case Analysis (Group) (20%):**

Each group will critically analyze a case and present their findings. The case will be provided at the beginning of session 4. Groups will have allotted time during the session to prepare and deliver a brief 10-15 minute presentation. Groups will prepare a few slides to aid their presentation.

The groups will submit a write-up of up to 5 pages in length (excluding references or appendices) in APA 7 format (Times New Roman 12, Double Spaced, One-inch margins all around), complete with proper citations, within 3 days (11.59 pm EST) after the presentation via Brightspace.

- **Final Group Project (Group) (30%):**

Each group will select a real-life project from either the government or business sector, ensuring that the details of the project are available either through one of the group members or publicly. All groups must share with the instructor the project that they wish to explore for this assignment no later than September 16, 2025 (11.59 pm EST) for approval.

Report (20%): Each group will submit a report of up to 20 pages (excluding references and appendices) in APA 7 format (Times New Roman 12, Double Spaced, One-inch margins all around), complete with proper citations. The report should provide a summary of the project and its outcomes, followed by a critical analysis of any three aspects of the project management process such as scope, estimates, scheduling, execution, risk management, monitoring, and closure. The analysis should detail what succeeded, what failed, and why, with well-supported recommendations for improvement. The project analysis report is due by October 19, 2025 (11.59 pm EST) in Brightspace.

Presentation (10%): The presentation for this assignment should be around 20-25 minutes in length, followed by a brief Q&A. Presentation slides must be uploaded to Brightspace 24 hours before the presentation (11.30 am EST). These presentations will be held during the 6th session of the course.

Peer Evaluation: To foster equitable division of group work and encourage fairness, students are required to submit a confidential peer evaluation form. This evaluation will be used by the instructor to determine individual grades to be assigned to each group member for group assignments in this course. Peer evaluations are due in Brightspace by October 19, 2025 (11.59 pm EST) – same deadline as the Final Group Project Report. Students who do not submit a peer evaluation form will incur a thirty-percentage points penalty for their individual score in group assignments.

- **Final Exam (Individual) (35%):**

The final exam will be a paper-based, closed-book examination lasting two hours. It will assess your understanding of the course materials, including topics covered in the textbook, assigned readings/cases, lectures, discussions, and in-class work.

Late Assignments:

To ensure fairness for all students, penalties will be applied to late assignments: Failure to submit an assignment on time will result in an initial penalty of five (5) percentage points, followed by an additional (2) percentage points per day thereafter. For example, an assignment that would normally merit a grade of 80% would receive a grade of 75% if submitted after the deadline on the due date, 73% if submitted the following day, and so on. Requests for extension will be considered in cases of illness, family emergency, or other exceptional circumstances.

Preparation and Participation:

In-person attendance is mandatory for this course. Each student is required to study the assigned materials in advance and actively engage in class discussions in a constructive manner.

Contribution to Program Learning Goals ([MBA](#)):

Not Covered *Learning goal is not addressed in the course, or addressed only minimally.*

Introduced *Course introduces content related to the learning goal but does not focus on it OR activities included in the course serve to cultivate this skill incidentally.*

Taught but not Assessed *Course contributes explicitly and meaningfully to student achievement of the learning goal but is not the point where competency is formally assessed.*

Taught and Assessed *Select this option if the course has been designated by the MBA CRC as the point where achievement of the learning goal will be assessed.*

MBA Learning Goal	Not Covered	Introduced	Taught but Not Assessed	Taught <u>and</u> Assessed
MB1 Leadership and Collaboration <i>Graduates will be equipped for leadership and collaboration.</i>				✓
MB2 Communication <i>Graduates will be effective communicators</i>			✓	
MB3 Critical Thinking and Problem Solving <i>Graduates will be skilled in critical thinking and problem solving.</i>				✓
MB4 Functional Knowledge <i>Graduates will have functional knowledge of all areas of business.</i>			✓	
MB5 Global Business <i>Graduates will have an appreciation of the global environment of business.</i>		✓		
MB6 Ethical Reasoning <i>Graduates will be skilled in ethical reasoning and decision-making.</i>				✓

COURSE SCHEDULE

Week	Date	Topic/Agenda	Pre-class Prep / Notes
1	September 02, 2025	Course Overview, Project Management Fundamentals, Project Management Structure (Chapters 1, 3)	Posner, B. Z. (1987). What it takes to be a good project manager. Project Management Journal, 18(1), 51–54.
2	September 09, 2025	Project Selection, Project Scope Management, Project Estimates (Chapters 2, 4, 5)	Jepsen, A. L., & Eskerod, P. (2009). Stakeholder analysis in projects: Challenges in using current guidelines in the real world. International Journal of Project Management, 27(4), 335–343.
3	September 16, 2025	Project Scheduling, Project Risk Management (Chapters 6, 7)	
4	September 23, 2025	Case presentation for all groups	Case write-up due within 3 days after the session in Brightspace.
5	September 30, 2025	Role of a Project Manager, Project Progress Measurement & Reporting, Project Closure, Project Charter (Chapters 10, 13, 14)	Project Charter Guide by Treasury Board of Canada Secretariat (https://www.tbs-sct.canada.ca/emf-cag/project-projet/documentation-documentation/guide-guide/guide-guide-eng.pdf)
6	October 07, 2025	Final Group Project Presentations (All groups)	Presentation slides due 24 hours in advance, and the Final Report and Peer Evaluation Forms due by October 19, 2025.

Note: The content and schedule in this course outline are subject to change at the instructor's discretion. Any changes will be communicated in class or via Brightspace.

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).

Recommended Calculator for 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. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or 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.

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. The procedure is as follows: Each student should take 100 points and allocate those points to the various members of the group (including him/her/themselves) to reflect the contributions made by each member. For instance, if there are four members in a group and everyone contributed equally, each individual would receive 25 points. Conversely, if an individual contributed relatively little, the remaining group members might allocate few points to that member. To ensure that these peer evaluation scores are reasonable and free from personal bias, you will be asked to provide a detailed written explanation for your point allocation.

Letter Grades:

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	F = Below 50
A = 85-89	B = 73-76	C = 63-66	D = 53-56	
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52	

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:

<https://calendar.carleton.ca/grad/gradregulations/>

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**

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: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Religious Obligations**

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: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **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. <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: <https://carleton.ca/sexual-violence-support/>

- **Student Activities**

Carleton University recognizes the substantial benefits, to both the individual student and the university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will 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: <https://students.carleton.ca/course-outline/>

Academic Integrity:

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—are a serious academic offence, weaken the quality of the degree, and will not be tolerated. 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. 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/>

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: <https://carleton.ca/csas/>

Other 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 can do so by visiting <https://carleton.ca/its/get-started/new-students-2/>