



ECMP 5001B: Project Management

Winter 2026

Instructor	Miguel A. Mejicano Q.
Email Address	miguelmejicanoquinta@cunet.carleton.ca
Class Times	Thursdays, from: 14:35 to 17:25
Modality	In Person
Office Hours	Upon Appointment
Office Location	NA
TA Name/Email	TBD

Pre-Requisites & Preclusions:

Enrolment in the Master of Engineering Practice program.

Course Description/Instructor's Statement

Carleton Calendar 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.

Instructor's Description:

Students will apply project management concepts through case studies and practical exercises, gaining hands-on experience in planning, executing, and controlling engineering projects. Emphasis is placed on developing problem-solving abilities and transferable skills essential for effective project delivery and governance.

Course Learning Objectives:

1. Apply project management tools and methodologies to plan, execute, and control engineering projects effectively.
2. Analyze and integrate PMI knowledge areas to develop a holistic project management approach.
3. Apply project management skills through case studies and practical exercises to demonstrate problem-solving and decision-making.
4. Evaluate real-world situations and apply project management concepts and best practices to achieve successful project delivery.

Required/Optional Materials & Prices

Title of Textbook

- Erik W. Larson, Clifford F. Gray and Pinyarat Sirisomboonsuk; Project Management: A Socio-Technical Approach; 2024 Release. McGraw-Hill (International Student Edition).

ISBN10: 1264151675; ISBN13: 9781264151677

PRICE \$ \$67.75 (through the publisher):

<https://www.mheducation.com/highered/product/project-management-a-socio-technical-approach-larson.html?viewOption=student>

Grading Scheme

Quizzes	24
Class Group Exercises	20
Final Project Paper	10
Final Project Video Presentation	10
Class Participation	6
Final Exam	30
TOTAL	100%

Important Dates to Note

Quiz 1	January 15, 2026
Exercise 1	January 15, 2026
Quiz 2	January 29, 2026
Exercise 2	February 5, 2026
Quiz 3	February 12, 2026
Exercise 3	February 12, 2026
Exercise 4	February 26, 2026
Quiz 4	March 5, 2026
Exercise 5	March 12, 2026
Quiz 5	March 19, 2026
Exercise 6	March 26, 2026
Final Project Paper	March 26, 2026
Final Project Video Presentation	March 26, 2026
Quiz 6	April 2, 2026
Class Participation	Ongoing

Final Exam Date:

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

Policies & Accommodations

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

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



Stay updated with important notifications and announcements from Carleton University, by downloading the Carleton University App!

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.

- **Quizzes:** There will be six quizzes scheduled according to the established calendar above. The quizzes will consist of multiple-choice, true-false, or short-answer questions based on the corresponding textbook chapter topics. Quizzes will typically be given on Brightspace; however, only students attending class will receive grades.
Quiz Flexibility: despite their best efforts, and for good reasons, students might not be able to attend all quizzes classes. Therefore, there is the option to miss one quiz as only the five highest grades will be considered for the final assessment.
- **Class Group Exercises:** There will be six group exercises to be completed in class, where students will provide their solutions to problems related to course concepts. All submissions must be made electronically through Brightspace; no hard copies or email attachments will be accepted. Further details of the exercises will be posted on Brightspace. As with the quizzes, only students attending the class will be graded.
Class Group Exercises Flexibility: similar to the quizzes, students have the option to miss one class group exercise, as only the five highest grades will be considered.
- **Final Project Paper:** Students working in the previously mentioned groups will complete a final paper. All relevant details, including instructions, the rubric, and the format, will be provided on Brightspace. Additionally, all required documents for the final project should be submitted through Brightspace.
- **Final Project Video Presentation:** Each group will create a video to present their final paper. As with the final paper, the video instructions, the rubric, and other relevant materials will be posted on Brightspace. Additionally, the video should be submitted through Brightspace.
- **Class Participation:** Class participation will be graded based on students' contributions to relevant course topics and their responses to questions posed by the instructor during class. Participation depends entirely on students' active engagement and discussion of course concepts, not on attendance. If students were unable to participate in a particular class, they may contact the instructor within two days of that session to discuss alternative options.
- **Final Exam:** The final exam will be scheduled according to the school guidelines and will cover the key concepts presented and discussed in class. The exam consists of two sections: one with True/False and Multiple Choice (TF/MC) questions worth 20% of the exam grade, and another with short answer (SA) questions worth the remaining 80%. The TF/MC questions will be similar to those from the quizzes, and the short answer questions will be similar to those from the group exercises and class slides discussed by the instructor.
The exam will cover all course content and will be a closed-book exam. Additionally, the exam will be conducted online and will be e-proctored.

e-Proctoring: The University's e-proctoring system (CoMaS) will be used to administer the (midterm and) final exam. These exams are in-person, but we will still use this system as you will be writing using your laptops. Details about this system and your requirements will be laid out well before the exams so that you are ready. You can find more information at <https://carleton.ca/ses/e-proctoring/>.

The minimum computing requirements for e-proctoring service are as follows:

- Hardware: Laptop
- OS: Windows 10, Mac OS 10.14, Linux Ubuntu 18.04
- Internet Browser: Google Chrome, Mozilla Firefox, Apple Safari, or Microsoft Edge

Note: Tablets, Chromebooks and Smartphones are not supported at this time. Windows-based tablets are not supported at this time.

Late Assignments:

Assignments (either the Final Paper or the Final Paper Video Presentation) submitted after the due date will incur a penalty of 5% per day. Assignments not submitted within 7 days past the due date will receive a grade of 0.

As with previous cases, there is flexibility in this policy. Exceptions may be granted for proper and justified requests (e.g., illness, family emergency, or other exceptional circumstances), provided they are communicated directly to the course instructor within three (3) business days following the due date.

Preparation and Participation:

Students are expected to read the class topics in advance. The schedule below details when each book chapter will be discussed in class, allowing students to come prepared. As mentioned earlier, class participation is part of the course grade. Additionally, attendance in class is required to have both the quizzes and group exercises grades considered.

Use of Generative Artificial Intelligence

AI use in this course varies by assignment. Some activities will explicitly invite you to use AI tools; others will require work completed independently. Please read each assignment's instructions carefully for permitted and prohibited uses. The use of AI in graded submissions, when prohibited, constitutes an academic integrity violation. When AI is used, be transparent about how you used it and apply critical judgment to verify its accuracy and relevance. In summary, as our understanding of the uses of AI and its relationship to student work and academic integrity continue to evolve, students are required to discuss their use of AI in any circumstance not described here with the course instructor to ensure it supports the learning goals for the course.

COURSE SCHEDULE

Week	Date	Topic/Agenda	Pre-class Prep
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1	January 8, 2026	Introduction to Project Management	Chapter 1
2	January 15, 2026	Project Management with the Corporate Structure and Strategy - Quiz 1 - Exercise 1	Chapters 2 & 3
3	January 22, 2026	Project Cost, Milestones, & Scope	Chapters 4 & 5
4	January 29, 2026	Project Schedule - Quiz 2 - Exercise 2	Chapter 6
5	February 5, 2026	Risk Management - Project Planning	Chapters 7 & 8
6	February 12, 2026	Project Changes - Quiz 3 - Exercise 3	Chapter 9
7	February 26, 2026	Project Improvement - - Exercise 4	Chapter 10
8	March 5, 2026	Collaboration - Quiz 4 - Exercise 5	Chapter 11
9	March 12, 2026	Organizational Support - Project Performance	Chapters 12 & 13
10	March 19, 2026	Project Closure - Quiz 5 - Exercise 6	Chapter 14
11	March 26, 2026	Introduction to Agile Project Management - Group Videos Presentation	Chapter 15
12	April 2, 2026	Working across borders - Group Videos Presentation - Quiz 6	Chapter 16

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.

Group work (presentation video and final paper) may be assessed through peer-review evaluations. For assignments with peer review, 30% of the grade will be based on the peer-review results. Each group member is expected to evaluate the contributions of all group members, including themselves, using a scale from 1 to 4 (with 4 being the highest). The weighted average of these scores will be applied to the 30% portion of the grade. For example, if a student's peer-review average is 3 and the assignment grade is 90 points, their revised grade would be 83.25 (calculated as $90 \times 0.70 + 90 \times 0.30 \times 3/4$).

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: [Pregnancy Academic Accommodation Information - Equity and Inclusive Communities](#)

- **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: [Academic Regulations for Students with Religious Obligations < Carleton University](#)

- **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: [Sexual Violence Prevention & Survivor Support - Equity and Inclusive Communities](#)

- **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/>