



BUSI 3309A: Project Management

Summer 2026

Instructors	Sam Khataei
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Class Times	Mon 18:05 to 20:55 Wed 18:05 to 20:55
Office Hours	Mondays 10:00am to 11:00am by appointment
Office Location	Virtual
TA Name/Email	TBD

Pre-Requisites & Preclusions:

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

Preclusions: None

Course Description/Instructor's Statement

Carleton Calendar Description (Find at <https://calendar.carleton.ca/undergrad/courses/BUSI/>) Identification, selection, initiation, and organization of projects; risk assessment; project scheduling, performance monitoring and control, and termination. Emphases on foundations, principles and supporting techniques.

Instructor's Description:

This course focuses on the information, systems, tools and knowledge required to initiate, plan and implement any kind of project. Project Management has two major aspects: 1) the art - the management of people (team members, supervisors, clients, suppliers and other interested parties); and 2) the organizational science - which provides us with tools and standards to manage the timeline, costs, performance, etc., of a project. For any complicated project (most real projects), sophisticated software is used to do the basic but complex tasks. However, a Project Manager has to understand the fundamentals of the science as well as "Project Management thinking". In this course, we learn the basics by doing the work ourselves.

Course Learning Objectives:

1. Recognize the role of a project manager both as a team leader and as a member of a greater organization

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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

Required Course Materials & Prices

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

- ISBN 9781266912481 or 9781264470686 for rental
- Available through the bookstore (approx. \$140 print; \$100 ebook; \$70 ebook rental)
 - Note: A copy is also on reserve at the library
- The previous edition (2021 International Students Edition) will suffice – note that the chapters may not be in the same order – it is your responsibility to ensure you are covering the correct material.

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

Grading Scheme

2 Assignments (10% each)	20%
Team Case Study and Presentation	30%
• includes mandatory submission of draft AND	
• mandatory peer review	
Quizzes	10%
Final Exam – in person (see note on e-Proctoring below)	40%
TOTAL	100%

Important Dates to Note

- **Refer to the Tentative Detailed Schedule for course deliverables**
- **Refer to the Academic Calendar for dates University Closed Dates and Holidays:**
<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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Course Approach

Quizzes:

Four online quizzes will be given during the term on the dates listed in the schedule. There is no make-up for missed quizzes. The objective of quizzes is to encourage studying the course material regularly and practicing for exams. Each quiz may contain 30 - 40 multiple choices with a couple of short answer questions.

Group Project:

For the team project, students working in groups of five will conduct a full review of a local company, not-for-profit organization, or government entity and are expected to do a project. Particular attention should be paid to project management-related problems or challenges that the organization may be having within a technical or operational space which may be solvable by innovation or making changes to existing processes.

- You should also look at how the organization is leveraging modern technologies.
- The proposal should capture the planned solution and roadmap to implementation.
- The proposal must be in a form for presentation to upper management in order to secure sponsorship, support, and funding for the plan.
- The proposal must include key elements such as cost-benefit analysis, budget, the expected timeline, etc.

Group Project Deliverables:

Deliverables for the team project include the following: a project proposal, project report, project presentation, and peer evaluation.

1. Group Project Proposal: (10% of project grade)

The proposal should outline the business and objectives the team will be investigating and reporting on. It should contain the following: a title for the project, a short description and rationale, possible sources of information, resources that may be needed, and three main characteristics that help differentiate your project from other functions carried out in the daily operations of the organization.

I will review each project proposal to verify its appropriateness for the course. The proposals must be submitted by the fourth class meeting.

2. Project Report: (60% of project grade)

The project report should contain an overview of the business, its main activities, a summary of the current process/solutions in use, current problems being faced, and modern technologies being leveraged, and include a detailed proposal for upgrade and request for funding, targeted at, and delivered in the language of, upper management.

The project report should contain at least the following:

- A title page
- An executive summary page
- Table of contents and list of figures
- Departmental/company overview (i.e. how the affected department fits within, and contributes to, the overall organization)
- Provide explanations for the followings:
- How your project is/can be linked to the strategic objectives of the organization? Provide at least two strategic objectives.
- What kind of organizational structure (functional, matrix and etc.) would you recommend to be used for the project
- Develop a WBS for your project. WBS should include at least 5 work packages, 30 activities, and 3 layers.
- Develop a project charter for your project
- Provide an estimation for each activity and develop a project schedule
- Create a resource pool (at least 10 people in four groups such as engineer, technician, etc.) and assign resources to the tasks
- Estimate your project time and cost. You should use at least 2 estimation approaches discussed in this course (including budget and timeline)
- Create a list of 10 important stakeholders of your project and analyze these stakeholders using the Power/Influence grid
- Scope and requirements of the proposed solution; short-list of vendors and vendor selection criteria (if applicable)
- Cost-benefit analysis for the proposed solution. If investments are needed, include an estimated payback period with a minimum analysis horizon of one year
- References and appropriate appendices and illustrations

The report should not be more than 4000 words in length, excluding appendices and illustrations. You will lose 1 point for every 100 words over the allowed limit for the report. Although all students potentially can contribute to all sections of the report equally. Every student should be responsible (driver) for at least one main section of the report.

3. Project Presentation: (30% of project grade)

Each team will give an in-class presentation of its project. Time will be split between the actual presentation and sometime set aside for questions. The limited presentation time makes it imperative for the group to organize what is to be presented. The presentation must be well-designed and clear. All team members should take part in the presentation.

4. Peer Evaluation:

Each student will be required to perform a peer evaluation of his or her peers' involvement and performance in the project team (involvement and performance in the project preparation and presentation, and team formation and development). The peer evaluation will be used to adjust your project grade downward by a maximum of 20 points. Failure to submit an evaluation will lead to a loss of 10% of your project grade. The peer evaluation forms can be downloaded from the course resources page on Brightspace.

Final Exam:

It will be scheduled in the regular examination period. The duration of the exam will be 3 hours. The final examination will cover the whole course.

The final exam will be written in-person online in Brightspace and e-proctored using CoMas (see below). You need to bring your own laptop. 2-factor authentication may be required to log into Brightspace.

If you must defer the Final Exam, you must reach out to the registrar's office with the proper documentation prior to the deadline. For more information refer to:

<https://carleton.ca/registrar/deferral/>.

e-Proctoring:

CoMaS is 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: 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.

Late Deliverables/Assignments:

Email the instructor as soon as possible if you experience an emergency that prevents you from completing your assignments or reflection on time. An emergency is defined as a life-threatening situation, a death in the family, or a serious illness supported by a doctor's note. Extensions or adjusted deadlines may be granted on a case-by-case basis at the instructor's discretion.

- Otherwise, late work will be penalized by 10% per day.
- No late submissions will be accepted 7 days (or more) after the deadline.
- If you are requesting an extension within 48 hours of the due date/time of an assignment, case study or reflection, you must *first* upload a draft version of your work to date (this will not be graded - unless you do not submit another version).

Deliverable/assignment weights cannot be shifted/reallocated.

AI use in this course:

Students may use AI tools for limited purposes: sharing ideas, clarifying challenging concepts, or getting started on projects. Some acceptable uses include:

- Brainstorming ideas (e.g., generating essay topics with ChatGPT, using Microsoft Word's Smart Lookup to find inspiration and related topics).
- Creating outlines (e.g., using AI to structure an essay or presentation flow, using Microsoft Word's Outline View with AI suggestions).

Documenting use of AI: It is required to document your use of AI in this course, using the following guidelines:

- Clearly attribute any AI-generated ideas, options, concepts, examples, etc. using in-text citations
- Clearly identify and use in-text citations AI-generated text. Please consult resources on the [Library website](#).
- Carefully review, edit, and ensure the accuracy, relevance, and originality of final submissions.

This policy supports the use of AI as a supplementary tool, helping students develop ideas and structure their work while emphasizing the importance of transparency and personal engagement with the content. AI can be used for inspiration and foundational support, and can encourage students to critically assess and adapt AI-generated material.

TENTATIVE DETAILED SCHEDULE

Week (Lecture date)	Topics: Management (Art)	Deliverables (Note: Tutorial prep due EACH tutorial)
1 (July 6)	Chapter 1 – Modern Project Management Chapter 10 – Leadership: Being an Effective Project Manager	
1 (July 8)	Chapter 2 – Organization Strategy & Project Selection Chapter 3 – Organization: Structure & Culture	- Quiz 1 (due July 13) covers chapters:1, 2 and 10 - Enroll into a project group on Brightspace (due July 9)
2 (July 13)	Chapter 4 – Defining the Project	
2 (July 15)	Chapter 5 – Estimating Project Times & Costs	Group project proposal (due July 16)
3 (July 20)	Chapter 6 – Developing Project Schedule	Quiz 2 (due July 23) covers chapters:3, 4 and 5
3 (July 22)	Chapter 7 – Managing Risk	Assignment 1 (due July 27)
4 (July 27)	Chapter 8 – Scheduling Resources & Costs	
4 (July 29)	Chapter 9 – Reducing Project Duration	Quiz 3 (due Aug 3) covers chapters:6, 7 and 8
5 (Aug 3)	Civic Holiday	
5 (Aug 5)	Chapter 13 – Progress, Performance Measurement & Evaluation	
6 (Aug 10)	Chapter 14 – Project Closure Chapter 15 – Agile Project Management	Assignment 2 (due Aug 10)
6 (Aug 12)	Group Project Presentation	- Quiz 4 (due Aug 15) covers chapters:9, 13, 14 and 15 - Slides and group project report (due Aug 15) - Peer Review (due Aug 15)
TBD	Final Exam	

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

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

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

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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