



BUSI 3309A: Project Management

FALL 2026

Instructors	Angel Henchey (she/her) Linda Schweitzer (she/her)
Email Addresses	angelhenchey@cmail.carleton.ca linda.schweitzer@carleton.ca
Class Times	Lecture: Online/Asynchronous (before your tutorial section).
	In-Person Tutorials by Section:
	A02 Wed 11:35 to 13:25
	A03 Wed 14:35 to 16:25
	A04 Mon 15:35 to 17:25
	A06 Tues 11:35 to 13:25
	A08 Tues 8:35 to 10:25
	A09 Fri 11:35 to 13:25
	A10 Thurs 14:35 to 16:25
	A11 Mon 12:35 to 14:25
A13 Fri 15:35 to 17:25	
A14 Fri 8:35 to 10:25	
Modality	Hybrid: Online Scheduled Section with In-Person Assessments (Campus presence)
	• 1 hour (average) online asynchronous lectures per week • 2 hours of in-person synchronous tutorial per week • There will be 3 in-person sessions offered throughout the term for bonus marks (details below) • Note: The Final Exam is synchronous and in person scheduled during the formal exam period
Office Hours	Mondays 11:00am to 12:00pm or By Appointment (email Angel Henchey for an appointment angelhenchey@cmail.carleton.ca)
Office Location	TBD
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
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.
- **Textbook is available at the Campus Store in Nideyinàn or order online for pick up:**
<https://carletonshop.ca/Course/term>

Project Management Simulation: Austin (2021). Project Management Simulation: Scope, Resources, Schedule V3. Harvard Business Publishing.

- Available at HBR: <https://hbsp.harvard.edu/import/1431857> (\$17 USD)
- Note: you will have to create a student account on Harvard Business Education using your cmail account (simulations using non-cmail accounts will not be graded)

Case Studies:

- For Team Case Study Project:
 - Available on Brightspace (no cost)

- For Tutorial Activities:
 - Nicol Building Project. Nsakanda, Teymouri & Mirbahaeddin (2022).
 - Available on Brightspace (no cost)

Additional Resources (optional):

Project Management Institute, A guide to the Project Management Body of Knowledge - PMBOK® Guide, 7th edition. <https://www.pmi.org/pmbok-guide-standards/foundational/pmbok>

Grading Scheme – Course Evaluation

Engagement

Tutorial Exercises/Engagement	10%
Simulations	5%

Deliverables

2 Assignments (12.5% each)	25%
Team Case Study and Presentation*	15%
Peer Evaluation	0%
Final Reflection	20%
Final Exam** – in person (see note on e-Proctoring below)	25%

TOTAL	100%
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Bonus: Attendance at *at least* one in-person session (1% max) 1%

* Includes MANDATORY submission of draft AND mandatory peer review (your grade for the Case Study will be ZERO unless these are submitted)

** You MUST pass the final exam in order to pass the course

Note: Deliverable/assignment weights cannot be shifted/reallocated.

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!

Course Approach: This course takes a “flipped classroom” approach. Recorded online lectures, the project management simulation and other material will be asynchronous and provided through Brightspace. Tutorial time is in the form of workshops - reserved for synchronous activities, exercises and discussions.

Preparation and Participation: Weekly tutorials are in-person and mandatory - you are expected to attend - but to get a good grade, you must be prepared, engaged, work on the activities, and

contribute positively to each session. Preparation each week includes: engaging with the weekly lectures and readings; reviewing the tutorial materials; completing the assigned tutorial prep work beforehand; and completing the assigned project management simulations (some weeks).

Course Schedule: See detailed schedule on page 6.

***Refer to Academic Calendar for dates University Closed Dates and Holidays**
<https://calendar.carleton.ca/academicyear/>

Late Deliverables/Assignments: Email the instructor ASAP in the event of an emergency that prevents you from completing your Assignments or Reflection on time - extensions or new deadlines may be granted on a case-by-case basis at the instructors' discretion.

- Otherwise, late work will be penalized 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).

Note: Simulations will not be accepted after the deadline and Case Studies will not be accepted after the presentations have begun.

In-Person Sessions: In-person sessions will be offered throughout the term. These are optional but recommended. Those attending at least 1 session will receive a bonus mark of 1%. See course schedule for dates and locations.

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 entire course (e.g., lectures, tutorials, simulations, assignments/deliverables).

You MUST pass the final exam in order to pass the course.

The final exam will be written in-person online through 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 CoMas is not running for the entire time you are writing your exam, you will receive a grade of ZERO.

Deferred Final Exam: If you wish to defer a **Formal Final Exam**, you – the student – must reach out to the registrar's office with the proper documentation prior to the deadline (please refer to <https://carleton.ca/registrar/deferral/> for dates). Once the request has been put through, your instructor will be notified for their approval.

e-Proctoring: Tests and examinations in this course will use a mandatory remote proctoring service provided by Scheduling and Examination Services. You can find more information at <https://carleton.ca/ses/e-proctoring/>.

Students are responsible for ensuring that the application is working properly on your computer during the exam. Failure to ensure proper functioning of CoMas will constitute a violation of the exam rules and may be grounds for an allegation that you have violated the Academic Integrity Policy.

<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 higher
- 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.

Peer Review: Up to 10% of your case study grade may be based on the team case study peer review and observations/complaints. This is **mandatory** – you will receive a grade of zero if this is not submitted.

AI use in this course:

This is a human-centered course. In this course, evaluation focuses on what you can do *without* AI assistance. While you are welcome to use AI tools to explore ideas, study, or clarify concepts, all submitted work must represent your independent thinking and original effort. Use AI for learning, not for producing graded submissions. Your understanding and reasoning—not AI output—will form the basis of assessment. Using AI for graded submissions constitutes an academic integrity violation.

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.

TENTATIVE DETAILED SCHEDULE

Week (Starting)	Topics: Management (Art)	Topics: Management (Science)	Textbook Chapters	Tutorial Topics	Deliverables (Note: Tutorial prep due EACH tutorial)
1 (Sept 7)	- Project Management - Strategy - Organizing & Structure		1, 2.0 to 2.4 & 3	Note: NO TUTORIALS	Intro Quiz (mandatory but not for marks)
Sept 10	9:30am to 11:30am NI 4050 In-Person Session: Intro to BUSI 3309 and Meet the Instructors				
2 (Sept 14)	- Communicating - Presenting - Teams		11	- Priorities - Communicating - Teams - Nicol Building Case Study (intro)	
3 (Sept 21)		- Project Selection - Decision Making	2.5 to 2.8	- Selection - Decision-making	Simulation A (due Sept 25)
4 (Sept 28)	Planning	- Estimating - Scheduling	4, 5 & 6	- Planning & Estimating - Scheduling - Simulation A	- Case Study team names (due Oct 2) - Simulation B (due Oct 2)
5 (Oct 5)		Scheduling with resources	8	- Resourcing - Smoothing - Resource-constrained scheduling - Simulation B	Assignment 1 (due Oct 9)
Oct 5	9:30am to 11:30am NI 4030 In-Person Session: Review for Assignment 1				
6 (Oct 12)	- Project Leadership - Stakeholders		10	Note: NO TUTORIALS	
7 (Oct 19)		Scheduling when time is constrained	9	- Stakeholders - Nicol Building Case Study - Stakeholders - Time-constrained scheduling	Case Study Draft WBS & Network Diagram Due (Oct 23) - Simulation C (due Oct 23)
Oct 26	Reading Week				
8 (Nov 2)	Project Performance		13	- Monitoring performance - Simulation C	Simulation D (due Nov 6)
9 (Nov 9)	Risk		7	- Risk - Nicol Building Case Study - Risk - Simulation D	Assignment 2 (due Nov 13) - Simulation G (due Nov 13)
10 (Nov 16)	- Agile projects - International projects		15 & 16	- Simulation G - Workshop on Case Study	ALL slides and Executive Summaries (due SUNDAY Nov 22)
11 (Nov 23)	Closing a project		14	Case Presentations	Team Case Study Presentations
12 (Nov 30)				Case Presentations	- Team Case Study Presentations Peer Review (due SATURDAY, Dec 5)
13 (Dec 7)				Note: NO TUTORIALS	Final Reflection (due Dec 11)
Dec 8	9:30am to 11:30am NI 3040 In-Person Session: Review for Final Exam				
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).

Recommended Calculator for Examinations

If you are purchasing a calculator, we recommend anyone 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).

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, please review the [pregnancy academic accommodation process](#).

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, please review the [religious academic accommodation process](#).

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. For more details, visit the [Paul Menton Centre website](#).

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 where 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 the [Equity and Inclusive Communities website](#).

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. For more details, see the [Senate Policy on Accommodation for Student Activities \(PDF, 25 KB\)](#).

Academic Consideration for Medical and Other Extenuating Circumstances

Due to medical and other extenuating circumstances, students may occasionally be unable to fulfil the academic requirements of their course(s) in a timely manner. The university supports the academic development of students and aims to provide a fair environment for students to succeed academically. Medical and/or other extenuating circumstances are circumstances that are beyond a student's control, have a significant impact on the student's capacity to meet their

academic obligations, and could not have reasonably been prevented. Students may request Academic Consideration for Coursework or Other Academic Deliverable. For further information please review the [Procedure for Academic Consideration](#) and the [FAQ page](#).

Scheduling and Examination Support

Scheduling and Examination Services provides various supports for both in-term and end-of-term tests and exams. Details can be found on the [Exam Support website](#).

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 academicadvising@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/>