



ECMP5001A-Project Management

Fall 2026

Instructor	Ben Semnani
Email Address	bahmanashrafseemnani@cunet.carleton.ca
Class Times	11:35-14:25
Modality	In-person
Office Hours	Tuesdays 17:00 to 17:45
Office Location	
TA Name/Email	

Prerequisites & Preclusions:

Enrolment in the Master of Engineering Practice program.

Course Description/Instructor's Statement

Carleton Calendar Description

<https://calendar.carleton.ca/search/?P=ECMP%205001>

Instructor's 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 provides an integrated approach to managing engineering projects.

Course Learning Objectives (CLOs):

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

1. Solve basic project management problems using related theories and best practices
2. Analyze project management cases to provide project management deliverables that 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.

Required/Optional Materials & Prices

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: \$70.99):
<https://www.mheducation.com/highered/product/project-management-managerial-process-larson-gray/1265060886.html>

Students are not required to purchase textbooks or other learning materials for this course.

Textbook (s) available at the Campus Store in Nideyinnàn or order online for pickup:
<https://carletonshop.ca/Course/term>

Brightspace:

This course uses Brightspace to organize and distribute course materials and communicate with students. It is your responsibility to engage regularly.

Grading Scheme

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

Course Requirements & Methods of Evaluation:

COURSEWORK	VALUE	RELATED CLOS
In-Class Activities	40%	CLO1, CLO3
Final Project Presentation	20%	CLO2, CLO3, CLO4, CLO5, CLO6
Participation and Engagement	15%	CLO5
Course Reflection	25%	CLO3, CLO5, CLO6
Total	100%	

Coursework:

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

1) Final Project Presentation:

- The team case study includes a project management case that each team needs to analyze and work on. Each team will submit its work according to 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.

2) 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 group's collective knowledge. 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.

3) In-Class Activities

- 40% of the course grade is based on nine in-class activities on provided questions (1 or 2 questions per activity). For each activity, students work in groups to share insights and individually answer questions drawn from the course book, cases, simulations and class lectures. Active contribution in these sessions also counts toward your class contribution grade. To participate properly, you are expected to come prepared and engage meaningfully. All discussions must be completed in class; any submission made outside the class will receive a grade of zero. Students can write up to two missed activities during the make-up activity session in week 11.
- **Note:** Each activity's instructions will provide students with information regarding whether they are allowed to use AI to answer that activity.

4) Reflection

- The reflection assignment focuses 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.

5) Peer Evaluation for Group Work

- As part of this course, students will complete a peer review evaluating the participation and contributions of their teammates in group assignments. Each student is expected to submit a fair and thoughtful evaluation of their peers' performance.
- A low evaluation is defined as a score of less than 80% of the maximum grade. Any student who receives low evaluations from two or more teammates will see their grade for group projects negatively impacted, with the degree of impact depending on the number and severity of low evaluations received.
- If a student fails to submit their peer review, all other group members will automatically receive the maximum evaluation from that student.
- Detailed instructions for completing the peer review will be posted during the semester.
- **Note:** Students are not permitted to use AI for this activity.

6) Team Formation

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- Students must team up before the seventh session and assign themselves to one of the available teams. Each team should consist of 4-6 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 the team case study and other collaborative activities throughout the course.

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 Schedule

NOTE: THE INSTRUCTOR MAY ADJUST THE SCHEDULE DURING THE SEMESTER TO ALIGN IT WITH THE COURSE REQUIREMENTS

Class (Week of)	Topics: Management (Art)	Topics: Management (Science)	Textbook Chapters	Activity/Exercise Topics	Deliverables
Week 1 Sep 15, 2026	• Introduction to Course • Introduction to Project Management		1 & 2.1 to 2.5		
Week 2 Sep 22, 2026	• Project Integration Management and Chartering	• Project Selection • Decision Making	2.6 to 2.8	• In-Class Activity 1	In-Class Activity 1 (Due 20:55)
Week 3 Sep 29, 2026	• Organization and Strategy	• Project Scope Management	3, 4	• In-Class Activity 2	In-Class Activity 2 (Due 20:55)
Week 4 Oct 6, 2026		• Planning • Estimating • Project Network • Developing a schedule	5, 6	• In-Class Activity 3	In-Class Activity 3 (Due 20:55)
Week 5 Oct 13, 2026	• Project Leadership • Project Stakeholder Management	• Scheduling when resources are constrained	8, 10	• In-Class Activity 4	In-Class Activity 4 (Due 20:55)
Week 6 Oct 20, 2026		• Scheduling when time is constrained	9	• In-Class Activity 5	In-Class Activity 5 (Due 20:55)
Oct 27, 2026	Reading Week, No Class				
Week 7 Nov 03, 2026	• Project Risk Management		7	• In-Class Activity 6	In-Class Activity 6 (Due 20:55)
Week 8 Nov 10, 2026	• Teams • Project Communication Management • International Projects		11, 16	• In-Class Activity 7	In-Class Activity 7 (Due 20:55)
Week 9 Nov 17, 2026		• Monitoring performance	13	• In-Class Activity 8	In-Class Activity 8 (Due 20:55)
Week 10 Nov 24, 2026	• Agile Project Management • Project Closure		14, 15	• In-Class Activity 9	In-Class Activity 9 (Due 20:55)
Week 11 Dec 01, 2026				• In-Class Discussion Make-up • Group work on Final Project	Reflection (Due 23:59)
Week 12 Dec 08, 2026				• Final Project Presentation	Final Project Presentation Submission (Due Dec 07, 23:59) Peer Evaluation (Due 23:59)

Late Assignments:

Time management is an essential skill for every project manager. To encourage students to practice responsible time management in this course, late assignment submissions 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.

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 in coursework instructions on Brightspace.

As our understanding of the uses of AI and its relationship to student work and academic integrity continues 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.

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).

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

The course instructor determines final grades in this course and must be approved by the Dean. Grades submitted by the instructor are subject to revision and should not be considered final until approved by the Dean.

Please keep in mind that points for individual assessment and thus your final grades are added, rather than deducted – i.e., you all start with 0 and work your way up, rather than starting at 100 and having points reduced from there—a subtle but important point.

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).

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

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

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: 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

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 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, to respond to your inquiries, please send all emails 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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