

CARLETON UNIVERSITY

BUSI 3309 A

Project Management

Summer 2022

Instructor: Ahmad Teymouri, Ph.D., MBA, M.A.Sc., PMP, RMP

Office: Online and On Campus

Office Hours: Please send an email for an appointment.

Email: ahmadteymouri@cunet.carleton.ca

Phone Number: -

TA: TBD

TA's Office Hours: TBD

TA's Email: TBD

Modality: * TBD (In person, Online or hyflex)(TBD hrs asynchronous and/or TBD hrs synchronous)

- Synchronous means that the professor and the student interact with each other in real time through live Zoom sessions.
- Asynchronous delivery does not take place simultaneously. For this course, the material including recordings of the synchronous sessions, additional videos, PowerPoint slides, documents, spreadsheets and other material will be posted on Brightspace.

Prerequisites & precluded Courses: Precludes additional credit for BUSI 4308. Prerequisite(s): third-year standing, BUSI 2301 and STAT 2606.

Course Calendar description from the 2021/2022 University calendar: Identification, selection, initiation, and organization of projects, risk assessment, project scheduling, performance monitoring and control, and termination. Emphases on foundations, principles, and supporting techniques.

Course Description: Projects are becoming increasingly complex, large, and multi-faceted. Successful projects require the effective and sound application of a wide range of techniques and tools throughout the project life cycle. This course is designed to teach and apply the basic project management components. This course uses quantitative and qualitative methods to explore the stages of managing a project, including project initiation, planning, scheduling, implementation, and control. Students learn the basic principles of project management related to global corporations and operations and then interpret the essential components of project planning, organizational methodologies, structures specific to project needs, control measures and processes required when managing project success. The critical role of leadership and power is identified, as well as the influence of project managers about various stakeholders in the project.

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

- ✓ Identify the significant role projects contribute to the strategic direction of the organization.
- ✓ Understand organizational and project considerations that should be considered in choosing an appropriate project management structure.
- ✓ Develop an understanding of a project manager's roles to effectively deliver project results, offer vision and direction to a team, manage the expectations of multiple stakeholders, and motivate participants.
- ✓ Demonstrate the importance of a work breakdown structure (WBS) and organization breakdown structure (OBS) to the management of projects and how it serves as a data base for planning and control.
- ✓ Understand estimating project times and costs as the foundation for project planning; and developing project schedule and budget
- ✓ Describe the project risk management process, understand how to identify project risks, assess the significance of different project risks, and describe the four different responses to managing risks.
- ✓ Evaluate project performance based on a balanced set of key performance indicators.
- ✓ Execute an effective project closure.

Reading(s)/Textbook(s)/Required Materials (Incl. Technical Requirements, I.E., Webcam):

- Project Management: A Managerial Approach, 8th Edition, Erik W. Larson, Clifford F. Gary, McGraw-Hill Education
- A Guide to the Project Management Body of Knowledge (PMBOK), 6th edition, Project Management Institute (2017)

Course Requirements & Methods of Evaluation (including due dates):

Quiz/Tests (4 × 10%)	40%
Group Assignment	15%
Final Exam	45%

Group Assignment

This assignment is worth 15% of the final grade, and students should work on and hand in this assignment as a group activity (3 or 4 students in each group). The assignment can be a case study, problem, or written essay covering the project management topics discussed in the course. Students will learn the topics gradually during the course and are expected to complete their assignments on time. A written report must be handed in by just ONE of the team members (no need to submit it individually). Report organization, neatness, and professionalism are particularly important.

Quizzes

The objective of quizzes is to encourage studying the course material regularly and practicing for exams. Four quizzes (10% each) will be completed individually online, as indicated in the course schedule. Each quiz contains 40 - 50 multiple choices, short answers, and matching questions (theory and problems).

Final Exam

Midterm and final exams will be online, and students can use their course material during the exam. The final exam will be comprehensive. Questions will be chosen from the textbook, in-class activities, and lecture notes and may consist of multiple-choice, essay questions, mini-case analyses, or problems. The University will announce the final exam's date, time, and location. The Registrar's Office will determine the student's eligibility for a deferred final examination following the rules of the University.

Course Schedule:

Week	Date	Topic	Note
1	Monday 4 th July 2022	Chapter 1 – Modern Project Management Chapter 10 – Leadership: Being an Effective Project Manager	
2	Wednesday 6 th July 2022	Chapter 2 – Organization Strategy & Project Selection Analytic Hierarchy Process (AHP) - SON 9.1, 9.3, 9.4	
3	Monday 11 th July 2022	Chapter 3 – Organization: Structure & Culture	Quiz 1 covers chapters 1
4	Wednesday 13 th July 2022	Chapter 4 – Defining the Project	
5	Monday 18 th July 2022	Chapter 5 – Estimating Project Times & Costs	
6	Wednesday 20 th July 2022	Chapter 7 – Managing Risk Decision Tree - SON 10.5 to 10.8	Quiz 2 covers chapter 10
7	Monday 25 th July 2022	Chapter 8 – Scheduling Resources & Costs	
8	Wednesday 27 th July 2022	Chapter 8 – Scheduling Resources & Costs	
9	Monday 1 st August 2022	Chapter 9 – Reducing Project Duration Linear Programming - SON 2.1 to 2.9	Quiz 3 covers chapters 4
10	Wednesday 3 rd August 2022	Chapter 9 – Reducing Project Duration Linear Programming - SON 2.1 to 2.9	
11	Monday 8 th August 2022	Chapter 13 – Progress, Performance Measurement & Evaluation	
12	Wednesday 10 th August 2022	Chapter 14 – Project Closure PMI PMBOK Overview	Quiz 4 covers chapter 8
13	Monday 15 th August 2022	Course review	Individual Assignment Due Date

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
CHECK (X) ONE PER ROW				
<p>BC1 Knowledge</p> <p><i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i></p>				X
<p>BC2 Collaboration</p> <p><i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i></p>			X	
<p>BC3 Critical Thinking</p> <p><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></p>				X
<p>BC4 Communication</p> <p><i>Graduates will be effective and persuasive in their communications.</i></p>				X
<p>BI5 Global Awareness (BIB ONLY)</p> <p><i>Graduates will be globally-minded.</i></p>		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, follower-ship 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.

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

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 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/>
-