



**Carleton**  
UNIVERSITY

**SPROTT**  
SCHOOL OF BUSINESS

**BUSI 3309  
PROJECT MANAGEMENT  
WINTER 2020  
SECTION D**

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Student hours: Wednesdays, 10:00am – 11:30am  
Class: Wednesdays 11:35am to 2:25pm

**COURSE MATERIAL**

CuLearn: This course uses CuLearn to post updates and distribute course information. It is your responsibility to check it regularly.

Required Textbook: Larson, E. W., Gray, C. F. (2017): Project management – the managerial approach, seventh edition, McGraw-Hill.

Additional Resources:

- MSProject (2010 or a later version) will be used as a learning aid for planning, scheduling, and tracking project activities. A copy of the software is free for download through CU msdn academic alliance ([https://secure.scs.carleton.ca:4430/msdnaa/index.php?campus=crlu\\_ssbus&action=siginin](https://secure.scs.carleton.ca:4430/msdnaa/index.php?campus=crlu_ssbus&action=siginin))
- Stevenson W. J., Ozgur C., and Nsakanda A. L.: *An Introduction to Management Science with Spreadsheets*, 1<sup>st</sup> Canadian edition, McGraw-Hill Ryerson, 2009. This text is recommended, but only few chapters or its parts are required (chapters 2, 9, 10, and 13). They will be provided to supplement some of the technical concepts.
- PMP (Project Management Professional) Exam content outline: <https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/pmp-examination-content-outline-july-2020.pdf?v=d2061dbc-3a3a-4cf0-bb67-7e8e0429f8f8>

**COURSE DESCRIPTION**

Identification, selection, initiation, and organization of projects; risk assessment; project scheduling, performance monitoring and control, and termination. Emphases on foundations, principles and supporting techniques. Precludes additional credit for BUSI 4308.

Prerequisite(s): third-year standing, BUSI 2301 and STAT 2606. The School of Business enforces all prerequisites.

## LEARNING OBJECTIVES

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

- Recognize the role of projects in supporting organizational strategy.
- Develop an understanding of the roles a project manager must balance in order to effectively deliver project results, offer vision and direction to a team, manage the expectations of multiple stakeholders, and motivate participants.
- Develop in-depth knowledge in (1) managing the overall schedule to ensure that a project is completed on time and within budget; (2) identifying, tracking, managing and resolving project issues; and (3) identifying, responding to and managing project risk.
- Understand the importance of proactively communicating project information to all stakeholders.
- Evaluate project performance based on a balanced set of key performance indicators.
- Understand the steps for executing an effective project closure.

## COURSE FORMAT

The format of the course consists of a mixture of lectures, mini-case studies, in class exercises. Students in groups will be required to participate in exercises that will be conducted during class time. Class attendance and participation are important to acquire a better and lasting understanding of the material covered in this course.

## COURSE EVALUATION

3 Group Assignments	15%
Microsoft Project software project (Individual)	10%
Mid-term exam (in-class)	30%
Final exam (during exam period)	45%
<hr/> TOTAL	<hr/> 100%

Note: Regardless of how you do on the assignments, you need an average of 50% in the midterm and the final (weighted average of the two) to successfully pass the course. Students can earn bonus points for class participation (see details below).

### *3 GROUP ASSIGNMENTS (15%)*

Students, in teams of 4 are required to submit one set of solutions to each of the 3 assignments posted to CULearn. Assignments are due by class time on the due date and must be submitted by ONE team member through CuLearn. The penalty for late submission is 30% per day. Submissions that are not professionally presented, i.e., cannot be read without undue effort, will lose marks.. Students should always keep a **hard copy** of all work that is submitted.

### *MICROSOFT PROJECT (10%)*

Students will learn how to leverage Microsoft Project to plan a project, manage project schedules and resources, track progress and monitor variances between targets and actuals. Microsoft Project is a popular project management software developed and sold by Microsoft. The application is designed to assist project managers in developing plans, assigning resources

to tasks, tracking progress, managing budgets and analyzing workloads. Students should always keep a **hard copy** of all work that is submitted.

*MIDTERM (30%) AND FINAL EXAM (45%)*

There are 2 tests (including the final). All tests are closed book. The test questions will be based on the text, assignments, in-class exercises, and lecture notes and may consist of multiple-choice, essay questions, mini-case analysis, or problems. The final exam will be cumulative. No make-up will be given for a missed test, except for documented and acceptable reasons (as defined by the university standard).

*PARTICIPATION BONUS (5%)*

Students are encouraged to participate to (a) in-class problem solving, (b) in-class discussion, and (c) to in-class online quizzes that will consist of multiple-choice or true/false questions. The quizzes will be conducted through Socrative. Students may download and install the application or use the application's website ([www.socrative.com](http://www.socrative.com)). Students who use Socrative to answer a questions can get bonus points of up to 5% added to their final exam grade.

## TENTATIVE SCHEDULE

Week	Date	Topic & Reading(s)	Deliverables
1	Jan 8	Project Management – What and Why? ○ Chapter 1	
2	Jan 15	Strategy, Structure and Culture ○ Chapter 2 (2.1: pages 26 to 34) ○ Chapter 3	
3	Jan 22	Effective Project Management ○ Chapters 10 & 11 ○ Case: What it takes to be a good manager – read the case prior to the class in preparation for class discussion (see CuLearn)	
4	Jan 29	Project Selection & Initiation ○ Chapter 2 (2.2 to 2.6: pages 34 to 51) ○ Chapter 4 ○ Case: Pan-Europa Foods - read the case prior to the class and prepare answers to questions posted on the course website (see CuLearn)	Assignment #1
5	Feb 5	Project Budgets ○ Chapter 5	
6	Feb 12	Project scheduling 1/3 ○ Chapter 6	Assignment #2
	Feb 19	Reading Week	
7	Feb 26	Managing Risk ○ Chapter 7	
8	Mar 4	<b>Midterm (90 minutes)</b>	
9	Mar 11	Project scheduling 2/3 ○ Chapter 8	
10	Mar 18	Project scheduling 3/3 ○ Chapter 9 ○ Quick Reference Guide to MS project 2010 (see CuLearn)	
11	Mar 25	Project Evaluation ○ Chapter 13	Assignment #3
12	Apr 1	Project Closure ○ Chapter 14 ○ Case: Flip house project (see CuLearn)	
	Apr 8		Say Hello to MS Project

\*Every effort has been made to make the schedule as complete as possible, but there may be occasions where changes are required.

## 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 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](https://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](https://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](mailto: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](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: [carleton.ca/sexual-violence-support](https://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](https://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. 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/>.

### **Sprott Student Services**

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

### **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](http://carleton.ca/csas).

### **Important Information:**

- Students must always retain a hard 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 <http://carleton.ca/ccs/students/>
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