



**Carleton**  
University

**Sprett**  
School of Business

**BUSI 3309 SECTION B  
PROJECT MANAGEMENT**

**WINTER 2024**

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Student hours: By appointment (email me for an appointment)

Modality: Hybrid (1 hour online asynchronous lecture and 2 hours in person synchronous tutorial)

Lectures: Asynchronous online (note: the online test is scheduled during **one** lecture time)

Tutorials: Synchronous in person

TAs: TBD

**PREREQUISITES & PRECLUDED COURSES**

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

**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.

**LEARNING OUTCOMES**

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

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 in-depth knowledge in planning, scheduling, monitoring, managing risk and closing a project.
4. Recognize the importance of proactively communicating project information and managing stakeholders

## COURSE MATERIAL

### Textbook:

Larson & Gray (2021). Project Management: The Managerial Process, 8th Edition. McGraw-Hill (International Students Edition)  
ISBN 1260570436 · 9781260570434

- Available through the publisher: <https://www.mheducation.ca/ise-project-management-the-managerial-process-9781260570434-can-group>
- Available through the bookstore: <https://www.bkstr.com/carletonstore/shop/textbooks-and-course-materials>
- A copy is also on reserve at the library (make sure you get the International Students Edition)

### Case Study:

American Constructors Inc.: World Outreach Expansion Project (2010; Revised 2019) By Miele, L. & Klassen, K. Harvard Business Publishing, 910d16-Pdf-Eng

- Available through the ARES Library Reserves

### Case Studies for Tutorial Discussions:

Nicol Building Project. Nsakanda, Teymouri & Mirbahaeddin (2022).

- Available free of cost on Brightspace

### Project Management Simulation:

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

- Available through the ARES Library Reserves

### Brightspace:

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

### Additional Resources (optional):

*Project Management Institute, A guide to the Project Management Body of Knowledge - PMBOK® Guide, 7th edition.* <https://www.pmi.org/help-marketplace/books-and-pmi-logo-items-help>

## 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 will be reserved for synchronous activities, exercises and discussions. You are expected to attend - but to get a good grade, you must be engaged, work on the activities, and contribute positively to teach session.

There is a possibility that some students may be invited to work on an SSCG project in place of simulations and tutorial discussions. More information will be provided early in the semester.

**COURSE EVALUATION**

2 Assignments (10% each)	20%
Test	20%
Team Case Study (Presentation)	15%
Tutorial Participation/Engagement	15%
Simulation results	10%
Final Reflection	20%
<hr/> TOTAL	<hr/> 100%

More information will be posted to Brightspace. Please email your instructor in the event of an emergency that prevents you from completing your work. Otherwise, late work will be penalized 10% per day.

## TENTATIVE SCHEDULE

Week (Starting)	Topics: Management (Art)	Topics: Management (Science)	Textbook Chapters	Tutorial Topics	Deliverables
1 (Jan 8)	<ul style="list-style-type: none"> <li>Project Management: What and Why?</li> <li>Strategy</li> </ul>		1 & 2.1 to 2.5	NO TUTORIALS	<ul style="list-style-type: none"> <li>Intro Quiz (mandatory but not for marks)</li> </ul>
2 (Jan 15)		<ul style="list-style-type: none"> <li>Project Selection</li> <li>Decision Making</li> </ul>	2.6 to 2.8	<ul style="list-style-type: none"> <li>Nicol Building Case Study (intro)</li> </ul>	
3 (Jan 22)	<ul style="list-style-type: none"> <li>Organizing</li> <li>Project Structure</li> <li>Stakeholders</li> <li>Project Leadership</li> </ul>		3 & 10	<ul style="list-style-type: none"> <li>Selection</li> <li>Decision-making</li> </ul>	
4 (Jan 29)		<ul style="list-style-type: none"> <li>Planning</li> <li>Estimating</li> <li>Developing a schedule</li> </ul>	4, 5 & 6	<ul style="list-style-type: none"> <li>Structure</li> <li>Stakeholders - Nicol Building Case Study</li> </ul>	<ul style="list-style-type: none"> <li>Simulation A</li> </ul>
5 (Feb 5)		<ul style="list-style-type: none"> <li>Scheduling with resources and constraints</li> </ul>	8	<ul style="list-style-type: none"> <li>Estimating</li> <li>Scheduling</li> <li>Simulation A</li> </ul>	<ul style="list-style-type: none"> <li><b>Assignment 1 (due Feb 11)</b></li> </ul>
6 (Feb 12)		<ul style="list-style-type: none"> <li>Scheduling when time is constrained</li> </ul>	9	<ul style="list-style-type: none"> <li>Resourcing</li> <li>Smoothing</li> <li>Resource-constrained scheduling</li> </ul>	<ul style="list-style-type: none"> <li>Simulation B</li> </ul>
(Feb 19)	Reading Week				
7 (Feb 26)	<ul style="list-style-type: none"> <li>Risk</li> </ul>		7	<ul style="list-style-type: none"> <li>Time-constrained scheduling</li> <li>Simulation B</li> </ul>	<ul style="list-style-type: none"> <li>Simulation C</li> <li><b>Assignment 2 (due Mar 5)</b></li> </ul>
8 (Mar 4)	<ul style="list-style-type: none"> <li>Teams</li> <li>Communicating</li> </ul>		11	<ul style="list-style-type: none"> <li>Risk - Nicol Building Case Study</li> <li>Simulation D</li> </ul>	<ul style="list-style-type: none"> <li>Simulation D</li> <li>Case Study team names due</li> </ul>
9 (Mar 11)		<ul style="list-style-type: none"> <li>Project performance</li> </ul>	13	<ul style="list-style-type: none"> <li>Teams</li> <li>Communicating - Nicol Building Case Study</li> <li>Simulation C</li> </ul>	<ul style="list-style-type: none"> <li>Simulation G</li> </ul>
10 (Mar 18)	<ul style="list-style-type: none"> <li>Agile projects</li> </ul>		15	<ul style="list-style-type: none"> <li>Monitoring performance</li> <li>Simulation G</li> </ul>	<ul style="list-style-type: none"> <li><b>Test (online Mar 19 @ 8:35am)</b></li> </ul>
11 (Mar 25)	<ul style="list-style-type: none"> <li>International projects</li> </ul>		16	Case Presentations <b>Note: No tutorials Friday March 29</b>	<ul style="list-style-type: none"> <li>Team Case Study Presentations</li> <li><b>ALL slides and Executive Summaries due Mar 25</b></li> </ul>
12 (Apr 1)	<ul style="list-style-type: none"> <li>Closing a project</li> </ul>		14	Case Presentations	<ul style="list-style-type: none"> <li>Team Case Study Presentations</li> </ul>
13 (Apr 8)	<b>Note: Only section B7 will have tutorials this week (on Apr 10).</b>				<ul style="list-style-type: none"> <li><b>Peer Review (due Apr 10)</b></li> <li><b>Final Reflection (due Apr 12)</b></li> </ul>

\*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](#)):**

<b>Program Learning Goal</b>	<b>Competencies Not Covered</b>	<b>Competencies Introduced (only)</b>	<b>Competencies Taught But Not Assessed</b>	<b>Competencies Taught and Assessed</b>
<b>CHECK (X) ONE PER ROW</b>				
<b>BC1 Knowledge</b> <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				<b>X</b>
<b>BC2 Collaboration</b> <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				<b>X</b>
<b>BC3 Critical Thinking</b> <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>		<b>x</b>		
<b>BC4 Communication</b> <i>Graduates will be effective and persuasive in their communications.</i>				<b>x</b>
<b>BI5 Global Awareness (BIB ONLY)</b> <i>Graduates will be globally-minded.</i>			<b>x</b>	

## 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.

### 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

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](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.

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](mailto:bcom@sprott.carleton.ca) or at [bib@sprott.carleton.ca](mailto: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](http://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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