



Carleton
University

Sprott
School of Business

CARLETON UNIVERSITY
SPROTT SCHOOL OF BUSINESS
BUSI 3309 A
SUMMER 2023
PROJECT MANAGEMENT

Instructor: Bahman (Ben) Semnani
Office: Upon Appointment
Office Hours: Upon Appointment
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TA: To be announced.
Office Hours: To be announced.
Email: To be announced.

Modality: In Person, Lecture
Course Meets: Jul-04 to Aug-16, Mon and Wed 18:05– 20:55, at Nicol Building Room: 4030.

Pre-requisites & precluded Courses: Third year standing, and STAT 2601 or STAT 2606. In addition to meeting all course prerequisites, BCom students require the successful completion of BUSI 1800 and BUSI 2800 for access to BUSI 3309.
The School of Business enforces all prerequisites.

Course Calendar description from the [2023/2024 University calendar](#):

Course Description:

Identifying, selecting, initiating, and organizing projects; risk assessment; project scheduling, performance monitoring and control; and termination. Emphases foundations, principles and supporting techniques.



Learning Outcomes:

1. Learning about and understanding project management and related organizational and business concepts.
2. Learning about and understanding the role of the project manager as a project advocate and organizational integrator.
3. Learning about and understanding design, management and implementing a project.
4. Learning about and understanding project management processes and knowledge areas based on best project management practices.
5. Learning about and understanding a project management practice during a project lifecycle.

Teaching Philosophy

My teaching philosophy blends academic theories and practical examples from the real world to equip students for their future careers. I prioritize establishing a solid theoretical foundation by introducing students to critical academic findings, ideas, and concepts. Simultaneously, I bridge the gap between academia and industry by incorporating industry best practices and sharing real-world examples that illustrate the practical application of these theories.

Active student participation is a vital aspect of my approach. I foster a collaborative learning environment where students are encouraged to engage, ask questions, express opinions, and contribute to discussions. I believe this style promotes critical thinking and problem-solving skills among my students. Moreover, I actively seek and welcome student feedback, valuing their perspectives. This feedback is a valuable tool for refining my teaching style and techniques, ensuring that I address the students' specific needs, preferences, and challenges. By fostering a collaborative relationship and integrating student feedback, I aim to create a dynamic learning environment that prepares students to understand and analyze the business and organizational dynamics they will encounter in their careers.

Reading(s)/Textbook(s)/Required Materials (incl. technical requirements, i.e., webcam):

The lectures will be given using a selected combination of:

Main Coursebook:

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

Complementary Coursebooks:

Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) and The Standard for Project Management

(ENGLISH) (7th ed.). Project Management Institute.; ISBN: 978-1628256642

Project Management Institute. (2017). A guide to the Project Management Body of Knowledge (PMBOK guide) (6th ed.). Project Management Institute. ISBN: 978-1628251845

PS: All class slides and lectures are a part of the learning materials.

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

Quizzes	15%-20%
Assignments	10%
Team project	20%
In-Class Discussions	20%
Final Exam (Scheduled University Exam)	30%-35%
Attendance Bonus	5%
Total	105%

- Instructor will calculate students' final grades based on the best-weighted combination of their quizzes and final exam. For those who perform better in their quizzes, the final grading will be calculated based on 20% quizzes and 30% final exam. Alternatively, the final grade will be calculated as 15% quizzes and 45% final exam for those who perform a better final exam.
- *A grade of less than 50% on the final exam will cause the students to fail the course.*
- *Any cheating on a quiz will cause students to lose whole quiz grades. Cheating on the final exam will cause the student to fail the course.*

Quiz (15%-20%)

Three quizzes, including different types of questions on concepts and topics we cover during our sessions. Out of three quizzes, the most successful two will make the total score, all quizzes are equally graded, and each quiz includes one or two bonus questions.

- Quizzes will be done at the beginning of the class unless the instructor informs the class about a change in advance.
- Only those in attendance would have their quizzes graded.

Assignments (10%)

Students will be assigned two group assignments and must submit their reports as scheduled. Every assignment will be 5% of the student's total score. Assignment reports must be submitted before the due time noted in the course schedule in this document. Assignment questions will be posted in Brightspace.

Note 1: A penalty of 10% (=10%* 5% of final grade) will be considered for every 24 hours delay in sending assignment reports starting from due time.

In-Class Discussion (20%):

Students need to participate in four in-class discussions using Brightspace. Each discussion will be around a question, idea, assignment or other related topic. To do the assignment, students must prepare for 15 minutes by negotiating with each other verbally in class and then participate in Brightspace discussions within the class for 20-30 minutes, depending on the given instructions. Only those in attendance would have their in-class discussions graded.

Final Project (20%):

Working in teams of 5 to 7, students must finish a project related to the course. Details of the project will be posted on Brightspace. Students must join one of the teams before the end of the first class, or they will be randomly assigned to one of the teams. Every team must prepare to present their work for 10 minutes in the last class and answer the questions for about 5 minutes (15 minutes maximum). The presentation would cover 5% (out of 20%) of the final project grade.

Note 1: A penalty of 10% (=10%* 15% of final report grade) will be considered for every 24 hours delay in sending assignment reports.

Note 2: Remember that whatever you present must follow and use the concepts and theories you learned in this course.

Note 3: As will be presented in the final project detail, students need to submit an individual project report together with their team's final project reports, so not all members in the group will necessarily receive the same grade.

Formally Scheduled Final Exam (30%-35%)

It will cover a range of theoretical and practical questions, and the test will be scheduled and maintained according to the school's regulations. The exam may include various types of questions, including but not limited to multichoice and essay questions. *A total grade of less than 50%, excluding the bonus question on the final exam, will cause students to fail the course.*

Attendance Bonus (additional 5%)

Will be given based on the number of full-time classes each student attends, for those who attend at least 6 class sessions, as per the below table:

Number of classes fully attended	Bonus Points
0-5	0%
6	0.5%
7	1%
8	2%
9	3%
10	4%
11-12	5%

Free Talk or In-Class Game!!!!

During some sessions, we will have 15-20 minutes of free talk or in-class games on a topic related to the session or previous sessions. However, these talks and games have no graded value; they are designed to help students to refresh and practice the course in a real-life scenario.

Expectations:

- Every student is expected to participate in and maintain the learning environment according to the school's regulations and culture.
- Please do not hesitate to contact the instructor via email with any questions or issues. All your feedback will be considered valuable.
- You are welcome to contact the instructor if you have questions about grading feedback you receive within 48 hours of receiving it.
- Please do not hesitate to contact the instructor via email with any questions or issues.
- Students are not allowed to record voice or video in class.
- Students can take their personal computers to class only if they use their assets for class learning purposes.

Course Schedule:

	Topic	Date	Class Activities
Class 1	<ul style="list-style-type: none"> • Course Introduction • Organizations and Project Management 	Jul-05	
Class 2	<ul style="list-style-type: none"> • Project Integration Management • Project Scope Management 	Jul-10	<i>Free Talk or In-Class Game!!!!</i>
Class 3	<ul style="list-style-type: none"> • Project Estimations 	Jul-12	<i>In Class Discussion 1</i>
Class 4	<ul style="list-style-type: none"> • Project Time Management 	Jul-17	<i>Quiz 1 (Covers Classes 1 to 3)</i>
Class 5	<ul style="list-style-type: none"> • Project Cost and Resource Management 	Jul-19	<i>Free Talk or In-Class Game!!!!</i>
	<ul style="list-style-type: none"> • Assignment 1 Report Submission 	Jul-23	<i>Due on 23:59</i>
Class 6	<ul style="list-style-type: none"> • Project Performance Management 	Jul-24	<i>In Class Discussion 2</i>
Class 7	<ul style="list-style-type: none"> • Project Risk Management 	Jul-26	<i>Free Talk or In-Class Game!!!!</i>
Class 8	<ul style="list-style-type: none"> • Project Procurement Management 	Jul-31	<i>Quiz 2 (Covers Classes 4 to 7)</i>
Class 9	<ul style="list-style-type: none"> • Project Value Management • Project Stakeholder Management 	Aug-02	<i>In Class Discussion 3</i>
Class 10	<ul style="list-style-type: none"> • Project Closure • International Projects 	Aug-09	<i>Free Talk or In-Class Game!!!!</i>
	<ul style="list-style-type: none"> • Assignment 2 Report Submission 	Aug-13	<i>Due on 23:59</i>
Class 11	<ul style="list-style-type: none"> • Agile Project Management 	Aug-14	<i>In Class Discussion 4</i>
Class 12	<ul style="list-style-type: none"> • Team Project Presentation 	Aug-16	<i>Quiz 3 (Covers Classes 8 to 11)</i>
	<ul style="list-style-type: none"> • Final Project Submission 		<i>Aug-16 23:59</i>

- **THE INSTRUCTOR MAY UPDATE THE SCHEDULE UPON REQUIREMENT.**
- **CLASS TOPICS MAY BE EXPANDED TO THE FOLLOWING CLASSES IF WE CANNOT FINISH THE TOPIC AS SCHEDULED.**

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				
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).

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

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/>
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