

TOMS5303
Managing Projects
Fall 2024

Instructor: *Dr. Ahmad Teymouri*

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Phone: (613) 520-2600

Office: TBD

Office Hours: *Please send an email to make an appointment*

Class Meeting: *Mondays, 11:35 – 14:25, In-Person, 3400 Canal Building*

*** A make-up class will be held and recorded virtually on zoom on Friday, September 13th from 14:00 – 17:00 ***

*** A make-up class will be held and recorded virtually on zoom on Friday, October 11th from 14:00 – 17:00 ***

Course Calendar Description: *Foundations and core principles of managing projects with an emphasis on supporting techniques, practices, and methods as means for structuring, analyzing, scoping, planning, executing, monitoring, controlling, and reporting.*

Course Description: *International businesses are developing project management strategies to meet and achieve their strategic and operational goals. Students demonstrate the basic principles of project management and articulate the essential components of project initiating, planning, executing, monitoring, and closing. Students describe organizational methodologies and structures specific to a project's needs and analyze the control measures required for project success. Students debate the critical role of leadership and power and the influence of project managers in relation to various stakeholders during the project lifecycle.*

Course Learning Objectives:

After successfully completing this course students will be able to perform the following:

CO 1: Explain the impact of project management on the success of the business

CO 2: Identify and classify the key processes and requirements of project management

CO 3: Apply project management tools and techniques to effectively initiate, plan, execute, monitor and control, and close projects

CO 4: Implement the project risk management process to identify, analyze, and respond to the project risks

CO 5: Identify and analyze stakeholder expectations and manage their engagement using an effective project communication plan

Course Prerequisites: *None*

Required Materials:

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)

Final Exam Date: TBD

Drop Course Policy: The deadline for academic withdrawal follows the dates prescribed by Carleton University: <https://calendar.carleton.ca/academicyear/>

Grading Scheme:

| Activity Type | % of Total Grade |
|---|------------------|
| Quiz (7 × 2% each) | 14% |
| Group Case Study | |
| - Case One (Project Environment) | 8% |
| - Case Two (Project Requirement Estimation) | 8% |
| - Case Three (Project Communication) | 14% |
| - Case Four (Project Stakeholder) | 14% |
| - Case Five (Project Risk) | 18% |
| Final Exam | 24% |
| Total Possible Points | 100% |

Each component of your grade will be assigned a percentage score. Your final course grade will be a weighted average of each of these components.

Quiz (7 × 2% = 14%)

The quizzes' objective is to encourage studying the course material regularly and practice for exams. There will be seven quizzes (3% points each) that must be completed according to the course roadmap schedule. There is no make-up for those, and you will not receive its mark if you do not submit an online quiz on time. Quizzes may contain multiple-choice questions, short answers, fill-the-gap, and matching questions (theory and problems).

Group Case Study (62%)

Five case studies, worth 66% of the final mark, will be done in a group setting. Groups (3-4 candidates) will meet to discuss and complete assigned activities. The cases will be discussed during class time and will be submitted after. Through analyzing case studies, candidates synthesize the importance of several project management tools and techniques, processes, and knowledge areas such as project selection, scope management, project schedule, risk analysis, and communicating stakeholder expectations and engagement to ensure a successful

project outcome.

Final Exam (1 x 24% = 24%)

Candidates will complete a comprehensive final exam online through Brightspace. Questions are chosen from the textbook, in-class activities, lecture notes, multiple-choice, essay questions, mini-case analyses, or problems. The exact availability window and rules and guidelines on how to complete it will be provided through Brightspace. The University will announce the date and time of the final exam. The Registrar's Office will determine the student's eligibility for a deferred final examination following the University's rules.

e-Proctoring: The University's e-proctoring system (CoMaS) will be used to administer the final exam. These exams are in-person, but we will still use this system as you will be writing using your laptops. Details about this system and your requirements will be laid out well before the exams so that you are ready. You can find more information at <https://carleton.ca/ses/e-proctoring/>.

The minimum computing requirements for e-proctoring service are as follows:

- *Hardware: Laptop*
- *OS: Windows 10, Mac OS 10.14, Linux Ubuntu 18.04*
- *Internet Browser: Google Chrome, Mozilla Firefox, Apple Safari, or Microsoft Edge*

Note: Tablets, Chromebooks and Smartphones are not supported at this time. Windows-based tablets are not supported at this time.

Late Assignments:

To ensure fairness for all students, penalties will be applied to late assignments: Failure to submit an assignment on time will result in an initial penalty of five (5) percentage points, followed by an additional (2) percentage points per day thereafter. For example, an assignment that would normally merit a grade of 80% would receive a grade of 75% if submitted after the deadline on the due date, 73% if submitted the following day, and so on. Requests for extension will be considered in cases of illness, family emergency, or other exceptional circumstances.

Preparation and Participation:

This course is delivered in a blended format, with regular in-person classes supplemented by occasional online sessions. The in-person classes will be held every Monday from 11:35 AM to 2:25 PM, and these sessions will be essential for engaging with course materials, participating in group discussions, and collaborating on case studies. An online make-up class will be conducted via Zoom on Friday, September 13th, from 2:00 PM to 5:00 PM. To ensure a meaningful learning experience, students are expected to prepare for each session by completing the following:

- *Pre-Class Readings: Review the assigned chapters and case studies from the required materials before each class.*
- *Quiz Preparation: Engage with the weekly quizzes to reinforce your understanding of the topics and*

identify areas that need further review.

- *Group Case Study Preparation: Collaborate with your group members ahead of class to discuss and analyze the assigned case study for the week.*

Participation Expectations

Attendance at in-person and/or online classes is mandatory. Missing more than two sessions without a valid reason may affect your final grade. Candidates are expected to actively engage in discussions, contribute to group work, and ask questions to deepen their understanding of the subject matter. Participation in case study discussions is essential to demonstrate your understanding and application of project management principles.

Contribution to Program Learning Goals ([MBA](#)):

| MBA Learning Goal | Not Covered | Introduced | Taught but Not Assessed | Taught and Assessed |
|--|--------------------|-------------------|--------------------------------|----------------------------|
| MB1 Leadership and Collaboration <i>Graduates will be equipped for leadership and collaboration.</i> | | ✓ | ✓ | |
| MB2 Communication <i>Graduates will be effective communicators</i> | | ✓ | | |
| MB3 Critical Thinking and Problem Solving <i>Graduates will be skilled in critical thinking and problem solving.</i> | ✓ | ✓ | ✓ | ✓ |
| MB4 Functional Knowledge <i>Graduates will have functional knowledge of all areas of business.</i> | ✓ | ✓ | ✓ | ✓ |
| MB5 Global Business <i>Graduates will have an appreciation of the global environment of business.</i> | ✓ | ✓ | ✓ | ✓ |
| MB6 Ethical Reasoning <i>Graduates will be skilled in ethical reasoning and decision-making.</i> | ✓ | ✓ | ✓ | ✓ |

COURSE SCHEDULE

| Day | Topic/Agenda | Assignment Due |
|----------|--|--|
| 9th Sep | <i>Introduction to Project Management</i> <ul style="list-style-type: none"> - Foundation Elements - Organizational Influences on Project Management - Project Selection and Portfolio Management - Project Management Data, Information, and Report | <i>Quiz 1 Due on Friday 13th Sep</i> |
| 13th Sep | <i>Defining and Scoping a Project</i> <ul style="list-style-type: none"> - Project Scope and Charter - Work Breakdown Structure | <i>Quiz 2 Due on Friday 20th Sep</i> |
| 16th Sep | <i>Project Planning (Time, Cost, and Resources)</i> <ul style="list-style-type: none"> - Estimating Time, Cost, and Resources - Advantages and disadvantages of top-down and bottom-up estimating methods - Scheduling and Budgeting - Project Team Capability | <i>Quiz 3 Due on Friday 20th Sep Case Study 1 Due on Sunday 22nd Sep</i> |
| 23rd Sep | <i>Project Team Management and Quality</i> <ul style="list-style-type: none"> - Team Dynamics and Roles - Leadership and Motivation - Quality Management Principles - Tools and Techniques for Quality Assurance | <i>Quiz 4 Due on Friday 27th Sep Case Study 2 Due on Sunday 29th Sep</i> |
| 30th Sep | <i>Project Stakeholders and Communication</i> <ul style="list-style-type: none"> - Stakeholder Management Plan - Plan and Manage Stakeholder Engagement - Communication Principles and Concepts - Project Communication Management Plan | <i>Quiz 5 Due on Friday 4th Oct Case Study 3 Due on Sunday 6th Oct</i> |
| 7th Oct | <i>Project Risk Management</i> <ul style="list-style-type: none"> - Project Risk Management Principles - Project Risk Management Process - Managing Project Risks - Role Contingency Plans | <i>Quiz 6 Due on Friday 11th Oct Case Study 4 Due on Sunday 13th Oct</i> |
| 11th Oct | <i>Project Performance Assessment</i> <ul style="list-style-type: none"> - Basic Elements of Earned Value Management - EVM Performance Analysis and Forecasting - Project Critical Success Factors | <i>Quiz 7 Due on Friday 18th Oct Case Study 5 Due on Sunday 20th Oct</i> |

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).

Recommended Calculator for 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. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or 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.

(If peer evaluation will be used as an input when assigning grades to group work, specify the procedure. An example appears below.)

Peer Evaluation for Group Work

To deter social loafing and ensure fairness in grading, you will be asked to assess the contribution of your fellow group members. This information will be used when assigning the grade for the final project. The procedure is as follows: Each student should take 100 points and allocate those points to the various members of the group (including him/her/themself) to reflect the contributions made by each member. For instance, if there are four members in a group and everyone contributed equally, each individual would receive 25 points. Conversely, if an individual contributed relatively little, the remaining group members might allocate few points to that member. To ensure that these peer evaluation scores are reasonable and free from personal bias, you will be asked to provide a detailed written explanation for your point allocation.

Letter Grades:

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 | F = Below 50 |
| A = 85-89 | B = 73-76 | C = 63-66 | D = 53-56 | |
| A - = 80-84 | B - = 70-72 | C - = 60-62 | D - = 50-52 | |

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:

<https://calendar.carleton.ca/grad/gradregulations/>

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**

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: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Religious Obligations**

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: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **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. <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: <https://carleton.ca/sexual-violence-support/>

- **Student Activities**

Carleton University recognizes the substantial benefits, to both the individual student and the university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will 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: <https://students.carleton.ca/course-outline/>

Academic Integrity:

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—are a serious academic offence, 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/>

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: <https://carleton.ca/csas/>

Other 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 can do so by visiting <https://carleton.ca/its/get-started/new-students-2/>