TOMS 5303
Managing Projects
Course Syllabus

1. Course Title

Managing Projects

2. Course Credit

0.25

3. Prerequisites

None

4. Course Professors

Lead Professor

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Associate Professors

Name:
Title:
Phone:
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5. 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.

6. Course Rationale

In today's competitive global environment, leading organizations use project management to deliver desired business results consistently while managing their resources and constraints.

Through quizzes and assignments, students explore efficient project management as a competitive advantage and recognize the major issues associated with transforming from traditional to modern leadership strategy in projects. They also practice key project management skills and employ efficient strategies in leading projects.

Through analyzing case studies, students synthesize the importance of identifying, managing, and communicating stakeholder expectations and engagement to ensure a successful project outcome.

In the final project, students analyze three key processes of the Nicol Building Project, Sprott School of Business, stakeholder management, communication management, and risk management. By completing the final project, students demonstrate in-depth practical knowledge of identifying key stakeholders, determining the information needs of the various stakeholders, devising an efficient communication strategy in the project, and developing strategies to respond to risks throughout the project lifecycle.

7. Course 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

8. Materials

Textbooks

- 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)

Other Resources

- Class videos
- Slides
- Book Chapters

Grading and Evaluation

Grade Table

Activity Type	Percent of Total Grade
Quiz (7 × 3% each)	21%
Individual Case Study (5 × 7% each)	35%
Group Case Study (2 × 14% each)	28%
Final Exam	16%
Total Possible Points	100%

Grading

In determining the final course grade, the following scale is used:

Grade	Point Equivalence	Percentage Conversion
A+	12	90-100
A	11	85-89
A-	10	80-84
B+	9	77-79
B	8	73-76
B-	7	70-72
C+	6	67-69
C	5	63-66
C-	4	60-62
D+	3	57-59
D	2	53-56
D-	1	50-52
F	0	less than 50

Rubrics

Category	Not Provided 0%	Below Expectation 60-79%	Meet Expectation 80-94%	Above Expectation 95-100%	Possible
Concepts	No real demonstration of the concept in the case, or a complete lack of understanding	Some concepts are demonstrated	Most concepts are demonstrated	Drawn on concepts beyond the current topic/chapter	15
Context	Case analysis not based on an understanding of the context. No reference to the	Some and/or generic references to the course learning objectives	Deep understanding of (reference to) the course learning objectives	Completely understood and referenced to the course learning objectives	15

	course learning objectives				
Analysis	Not really analyzed	Some parts of the analysis carried out, but with major gap/mistake	a solid analysis of the major issues	Very through and complete analysis	30
Recommendation and Conclusion	No recommendations/conclusion	not realistic and/or relevance recommendations/conclusion	Reasonable and relevant recommendations/conclusion	Thoughtful and realistic recommendations/conclusion	20
Writing	Writing severely impedes the understanding of the case	Several mistakes in writing	1-5 writing-related issues	No writing-related errors (professional writing)	10
Use of External Resources	No external resources are used	Some arguments supported by external sources	Enough arguments supported by external sources	Citations are complete and follow guidelines specified in the assignment	5
Adherence to Course Deliverable Guidelines	Not Followed	Followed a few points of the guideline	Followed most points of the guideline	Followed all points of the guideline	5
Extra Effort *	-	-	-	-	5
				Total Possible Mark	105

* Additional 5 marks is considered for extra efforts (e.g., professional report, external resources, etc.)

9. Course Evaluation

At the end of this course, students are encouraged to complete a course evaluation that will be distributed to them via email and through a course link.

10. Course Modality: Asynchronous

This is a fully online course where the instructor and students share information, ideas, and learning experiences in a virtual course space. Asynchronous courses do not have required live, scheduled meetings online. However, students are expected to remain up to date with the deadlines and due dates provided by the instructor. These courses require high-speed Internet access and a computer.

Technical Skills:

- Knowledge of how to transfer and share files
- Understand digital storage software
- Digital presentation skills
- Advanced word processing skills

For more information on these expectations read these Carleton pages:

- [Essential Technological Skills](#)
- [Learning in an Online Environment](#)
- [Get Microsoft Office for Students](#)

11. Additional Course 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).

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.

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/