GBUS 865 Project Management

Winter 2025-26

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INSTRUCTOR DETAILS:

Name: ⬛⬛⬛⬛   Office Location: ⬛⬛⬛⬛
Phone: ⬛⬛⬛⬛   Office Hours: ⬛⬛⬛⬛
Email: ⬛⬛⬛⬛

CLASS DETAILS:

Class Dates: ⬛⬛⬛⬛
Class Times: ⬛⬛⬛⬛
Class Location: ⬛⬛⬛⬛

COURSE DESCRIPTION

This course introduces students to Project Management principles, addressing the phases of a project's life cycle. Students will learn to manage projects more effectively using Project Management techniques, through monitoring and maintaining control of scope, time, and costs within a project.

LEARNING OBJECTIVES / OUTCOMES

Students will:

1. Provide students with a core set of concepts, techniques and decision-making tools related to Project Management.
2. To expand students' understanding of the importance of work breakdown structures, network planning, and scheduling – which contribute to project control.
3. Equip students with practical knowledge of the various stages of Project Management, starting from Project Initiation, progressing through Planning, Monitoring and Control, ensuring efficient and effective Execution, and concluding with proper Project Closure
4. Understand many of the challenges associated with planning and executing a Project. And how scope/time and cost are interrelated.
5. To provide an opportunity to apply project management concepts.

COURSE EXPECTATIONS

This course will entail a combination of lectures, guest speakers, and case discussions. As a result, students are required to have regular class attendance and actively participate in classroom activities. Students are expected to prepare in advance for class and be able to participate in class discussions. Students are expected to read and prepare for the lecture and case studies appropriately for every class. Please read each section of the course outline for expectations on all components of the course **and be able to participate in class discussions on articles, etc.** *It is expected that students will read and prepare appropriately for every class. Please read each section of the course outline for expectations on all components of the course.*

COURSE MATERIALS

Project Management: A Socio-technical Approach. By Erik Larson and Clifford Gray. Published by McGraw-Hill. ISBN 9781264734573

Text Book - Project management - Library link

You will be getting the text-book option 1 and the connect access. The following is the link for the Connect registration.
McGraw Hill - Connect link

COURSE ASSESSMENT SUMMARY

Course Component	Percentage Marks
Class Participation	15%
In-Class Quiz 1, 2 & 3	15%
Assignment 1	7%
Assignment 2	7%
Smart Books (16)	16%
Final Group Project Presentation	15%
Final Group Project	25%
Total	**100%**

For a description of the grading system, consult the Faculty of Graduate Studies and Research link here: **https://www.uregina.ca/graduate-studies-research/graduate-calendar/grading.html**

DESCRIPTION OF ASSESSMENT

Class Participation (15%):

Attendance will comprise a *minor* share of Participation grades. A substantially greater share will be earned by quality of discussion points (as determined by the instructor in post-class reflection.)

- Outstanding Contribution, A+ (90-100%)
    - Contributes at the highest levels throughout the class.
    - Contributions indicate thorough preparation.
    - Contributions reflect careful attention to the ongoing discussion.
    - Contributions include strong follow-up comments and questions.
    - Helps integrate operations concepts with other subjects.
    - Frequently explains difficult points or concepts.
    - Provides sustained strong support to enrich classroom learning.
    - Builds and develops outstanding arguments for a position.
- *Excellent Contribution **A** (80-89%)*
    - Contributes frequently to discussions.
    - Contributions indicate careful preparation.
    - Contributions reflect attention to and consideration of the ongoing discussion.
    - Explains difficult points and concepts.
    - Help guide class discussions.
    - Regularly builds and develops strong arguments for a position.
- Good Contribution B (70-79%)
    - Contributes regularly to discussions, in the beginning of the class.
    - Contributions indicate consistent preparation.
    - Contributions reflect thoughtful responses to the ongoing discussions.
    - Raises questions that help focus on difficult points or concepts.
    - Occasionally builds reasonable arguments for a position.
- Fair Contribution C (60-69%)
    - Contributes irregularly to class discussions.
    - Gives occasional indication of preparation.
    - Rarely builds on the ongoing discussion.
- Poor Contribution D (50-59%)
    - Contributes rarely to discussions.
    - Gives little indication of preparation and thought.
    - Does not aid in providing a positive atmosphere for meaningful discussion.

- Unsatisfactory Contribution F (0-49%)
  - Almost never contributes to discussions.
  - Gives minimal indication of preparation or thought.
  - Actively inhibits or impedes the course of class discussions.
  - Misses a significant number of class sessions.

In-Class Quiz (15%):

There will be three in-class Quiz 5% weightage for each. These will be 30 minutes with 30 questions MCQs and short answers. These will be conducted on McGraw hill Connect Portal. The timing for the quizzes is mentioned in the schedule.
Quiz 1: Chapter 1-5
Quiz 2: Chapter 6-10
Quiz 3: Chapter 11-16

Assignment (7%+7%):

For two classes you will be assigned a project management situation problem (a 'case'). You will discuss, analyze and develop recommendations in the form of a report/deliverable (1-2 pages + exhibits to be submitted electronically on UR courses before class on the evening of the class in which the 'case' is assigned.)

Follow the Purdue APA for:
- In-text citations & References (peer reviewed journals articles, textbook chapters, newspaper articles).
- Pay attention to Grammar and spelling.
- Use 2.5 cm margins on all four sides, double spacing, Times New Roman font size 12.

1010Smart Books Connect Learning (16%):

The textbook with Connect subscription provides access to Smart books (SB) Each SB assignment is for the chapter associated with the class and must be completed on the assigned date and time on the Connect portal. Which will typically be before the start of the class. If you are unable to complete a chapter on the specified date and time, you can complete them later but will be subject to a penalty up to 50% based on the number of days late.

Final Group Project Presentation (15%)

Each group needs to prepare a presentation of the group project that they will submit. The groups will be evaluated on Delivery, Content, Organization, Enthusiasm and audience delivery. The presentation day is Tuesday April 7, 2026.

Final Group Project (25%)

This project requires students to:
Identify a problem area within an organization/Industry related to Project Management. (Can be your organization). Once the problem is clearly defined, there should be literature review supporting that the problem you have identified is a real problem. You will then prepare a **plan of action,** which too should be supported by a literature review. Your submission should include:

- A proposed solution and a detailed **implementation plan**.
- If the solution is not immediately clear, outline the **steps you would take to clarify the problem and refine the solution**, including how implementation might eventually proceed.

The objective is to demonstrate the ability to **analyze issues from multiple perspectives**. Your proposal must present a **convincing, evidence-based argument**, supported by research publications.

Additional Requirements:

- The project will be completed in **groups**. Each member must contribute fully; please select your own partner.
- The **final report** must be submitted electronically through **UR Courses** in Word or Word-compatible format (**PDFs will not be accepted**).
- Follow the Purdue APA for:
  - In-text citations & References (peer reviewed journals articles, textbook chapters, newspaper articles).
  - Pay attention to Grammar and spelling.
  - Use 2.5 cm margins on all four sides, double spacing, Times New Roman font size 12.
- Length: 5–7 pages (covering both parts).

The Final Group Project submission day April 7, 2026, 1900 hrs on UR courses.

Class Delivery Format
The lecturer will deliver this class using the Hyflex format. Prior to the first class in January, students will receive an email to which each student will indicate if they will be using the Hyflex format.

- You must respond to the email by Monday, Jan 5, 2026. This will make it easier to plan for class activities and teamwork.
- Once you select your preference, you cannot change that for the rest of the course.
- The lecturer will provide a Hyflex link to students who will remotely attend the class.
- Hyflex students must keep their video on during lectures.
- For consideration, Project Management work is optimal with physical presence and co-location.
- Courses cannot be recorded

ACADEMIC REGULATIONS

There will be a deduction of 5% per day for all assignments submitted late. One minute after submission deadline would be treated as the first late day. For the Final Project Report, all extensions requests would be treated as a request for a deferred exam. Students need to pursue deferrals through their program's faculty.

Request for Deferred Submission of Work.

Extensions or requests for changes by students to **final** exams and assignments due dates will require the student to complete a formal request for deferral. The student completes the request, consults with the instructor who must sign the form, and the instructor then submits the form (and any supporting documentation provided by the student) to Faculty of Graduate Studies and Research (FGSR). The decision (approved or denied deferral) is made by FGSR and is usually only approved if there are extenuating circumstances (e.g., illness, death, etc). The decision is sent by mail to the student, and it is the student's responsibility to ensure the deferred requirements are met within the outlined time frame. It is also the student's responsibility to follow-up with FGSR if they do not receive a response from FGSR on their submitted request. Requests for deferral received more than two (2) weeks after the final day of the examination period will be denied. The deferral form can be found on the FGSR website at:

https://www.uregina.ca/graduate-studies-research/current-students/forms.html

ACADEMIC INTEGRITY

Generative AI may be used as a supplementary resource for projects or discussions; however, it should not be used to generate content for writing in individual or group assignment submissions.

STUDENT RESOURCES

UR Accommodated – Centre for Student Accessibility
Student Accessibility upholds the University of Regina's commitment to a diverse and inclusive learning environment by providing services and support for students based on disability, religion, family status, and gender identity, as mandated under Saskatchewan Human Rights legislation and the Duty to Accommodate. Student Accessibility aims to encourage independence, self-advocacy, and equity for all students, while maintaining privacy and confidentiality. Accommodation services and support are provided from pre-entry through graduation. Students are encouraged to register with Student Accessibility early in order to ensure that registration is complete prior to the beginning of classes.

Students who need these services are encouraged to register with the Centre for Student Accessibility to discuss the possibility of academic accommodation and other support as early as possible. For more information, see the Center for Student Accessibility website at **https://www.uregina.ca/student/accessibility/centre-Accessibility/index.html**

Student Mental Health
Counselling services are available to provide accessible, evidence-based, and inclusive psychological services. Mental health and wellbeing is an important component of student success. As such, counselling services strives to support students through responsive, skills-based and proactive engagement. For more information, see the counselling services website at **https://www.uregina.ca/student/counselling/**

Writing Assistance
The Student Success Centre (SSC) offers personalized support services designed to encourage and assist students with academic challenges, develop skills, set goals and connect with others. Both on-line and in-person services, including tutoring and writing skills, are available. **https://www.uregina.ca/student-success-centre/index.html**

CLASS SCHEDULE

Week	Date	Description	Prep
1	06-Jan-26	PM Course Motivation & Overview	Syllabus
1	06-Jan-26	Modern Project Management	Ch. 1
2	13-Jan-26	Organization Strategy and Project Selection	Ch. 2
2	13-Jan-26	Organization: Structure and Culture	Ch. 3
3	20-Jan-26	Defining the Project	Ch. 4
4	09-Jan-26	Estimating Project Times and Costs	Ch. 5
5	27-Jan-26	Case discussion 1- Assignment 1 - Quiz 1	TBA
6	03-Feb-26	Developing a Project Schedule	Ch.6
6	03-Feb-26	Managing Risk	Ch. 7
7	10-Feb-26	Scheduling Resources and Costs	Ch. 8
8		Winter Break Feb 16 to Feb 22	
9	24-Feb-26	Reducing Project Duration	Ch. 9
10	03-Mar-26	Being an Effective Project Manager	Ch. 10
10	03-Mar-26	Quiz 2	-
11	10-Mar-26	Managing Project Teams	Ch. 11
11	10-Mar-26	Outsourcing: Managing Inter-organizational Relations	Ch. 12
12	17-Mar-26	Progress, Performance Management and Evaluation	Ch. 13
12	17-Mar-26	Project Closure	Ch. 14
13	24-Mar-26	Agile PM	Ch. 15
13	24-Mar-26	International Projects	Ch. 16
14	31-Mar-26	Case discussion 2- Assignment 2 - Quiz 3	TBA
15	01-Apr-26	In Class Presentations	-

Note: There could be changes to the chapters that are covered during a certain class. However, assignment submission and quiz dates will remain firm.

Email Responses – Responses can take up to 48 hours (not including weekends)