



Project Management

GBUS 865-001 Course Outline // Winter 2022

INSTRUCTOR DETAILS:

Name: Mr. Nahid Hussain, MSc, PrEng, Schulich MBA, DBA Candidate
Office Location: TBD
Phone: TBD
Office Hours: Available upon request over phone or Zoom
Email: nahid.hussain@uregina.ca

CLASS DETAILS:

Class Dates: February 22 to 26
Class Times: 8:30 a.m. to 4:30 p.m. SK time
Class Location: On Campus, Room TBD. This course will be delivered in Hyflex format (in class delivery and synchronously streamed live via Zoom)

COURSE OVERVIEW AND OBJECTIVES

This course will introduce students to the many phases of a project's life cycle and how to address them through knowledge and understanding of Project Management principles and how to manage them effectively using Project Management techniques by monitoring and maintaining control of scope, time, costs, and risks within a project.

COURSE EXPECTATIONS

Unless otherwise communicated, this course will be delivered in Hyflex format during the regularly scheduled class time. Lectures will not be recorded, and all material covered in class will be considered testable material. This course will include a combination of lectures, guest speakers, group discussions, class projects and presentations.

This is an intensive course with lectures taking place from 8:30 a.m. to 4:30 p.m. SK time each day of the course and assignments due throughout the week. It is strongly recommended that you make appropriate arrangements for the duration of the course to ensure you can be focused and committed to the requirements of the course.

COURSE MATERIALS

Textbook Gray, C. & Larson, E. (2022). *Project Management: The Managerial Process*. (8th ed.). McGraw Hill.

Alternative versions of the textbook are available at lower cost (e.g. e-book, rentals, older editions, etc.). Please be mindful that other textbooks or used, old editions of this textbook may cover material differently.



UR Courses UR Courses will be used extensively for accessing online lectures, class announcements, lecture slides, supplementary materials, electronic submission of assignments and posting of grades. Please become familiar with the site and ensure you are checking UR Courses multiple times per week.

Zoom For those attending online lectures will be streamed live through the Zoom videoconferencing platform. Links to each Zoom class will be posted on UR Courses. For those that are interested, Zoom accounts can be set up for free at <https://zoom.us>. It is expected that students participate in online lectures with their webcam on to enable better interaction with the class and to maintain academic integrity during the course. Zoom is also a great tool to use to facilitate group project work.

COURSE ASSESSMENT SUMMARY

The evaluation for this class will include the following:

Evaluation Criteria	Allocation
Literature Review #1	10%
Literature Review #2	10%
Lecture Contribution	05%
Team Project	45%
Take Home Final Exam	30%
Total	100%

All marks will be posted on UR Courses.

DESCRIPTION OF ASSESSMENT

Literature Reviews // 20%

Due: February 4, 2022 by 4:30 p.m. SK Time & February 18, 2022 by 4:30 p.m. SK Time

Prior to the class commencing, students will be required to complete two literature reviews. Of the academic literature posted on UR Courses (comprised of both online and textbook sources), students will be required to review, summarize and answer discussion questions in a written paper. The purpose of these literature reviews is to analyze theories and perspectives of project management prior to class beginning and demonstrate comprehension of course concepts and analytical thinking. All referencing must follow APA formatting. The first literature review is due by 4:30 p.m. SK Time on Friday, February 4, 2022 and the second literature review is due by 4:30 p.m. SK Time on Friday, February 18, 2022. Both reviews must be submitted through each corresponding link on UR Courses. Additional information about this assignment will be posted on UR Courses.

IMPORTANT NOTICE

Please ensure you include your full name and student ID number on the front page of each assignment. Late literature review assignments will receive a penalty of 10% per day, beginning immediately after the due date/time. Assignments will not be accepted after the class begins on February 22, 2022 at 8:30 a.m. SK Time.



Lecture Contribution // 05%

February 22, 23, 24, 25 & 26, 2022

It is strongly encouraged that students, in person, be present with their name placards and those on Zoom be present with their video on and prepared for every class, as well as be cooperative in sharing your views in lecture discussion. The lecture contribution grade considers both the quantity and quality of your in-lecture contributions, and will consider questions asked opinions and experiences shared and in-lecture presentations (independent from the team project). Voluntary contributions are important to our learning process.

Your instructor reserves the right to apply personal judgment when assigning final participation marks to consider unevenly weighted participation. If you would like feedback on your participation performance at any time throughout the term, please ask.

The following guideline will be used as a foundation for holistic grade allocation:

- 5 – Consistently active and highly insightful contributions
- 4 – A good combined level of engagement and/or insight
- 3 – Contributions demonstrate some moderate engagement and/or thoughtfulness
- 2 – Contributions are perfunctory and/or not terribly insightful
- 1 – Contributions are reasonably few and generally superficial
- 0 – Little to no contribution

Team Project // 45%

Due: February 22, 23, 25 2022 and March 4 2022

The team project provides an opportunity for students to apply the information learned in class to a real project. The team project is out of 100% and consists of the following deliverables:

Deliverable	Contribution to Grade	Due Date	Submission Method
Team Selection	0%	Tues Feb 22 by 12:30 p.m. SK Time	UR Courses Link
Project Selection	0%	Tues Feb 22 by 20:00 p.m. SK Time	UR Courses Link
Team Charter	10%	Tues Feb 22 by 20:00 p.m. SK Time	UR Courses Link
Project Charter	20%	Thur Feb 24 by 08:30 a.m. SK Time	UR Courses Link
Project Management Plan	50%	Sat Feb 26 by 12:30 p.m. SK Time	UR Courses Link
Presentation	10%	Sat Feb 26 by 12:30 p.m. SK Time	In Class Link
Independent Peer Evaluation	10%	Fri Mar 04 by 20:00 p.m. SK Time	UR Courses Link
Total	100%		

For a description of the grading system, consult the Faculty of Graduate Studies and Research link here: <https://www.uregina.ca/gradstudies/current-students/grad-calendar/grading-system.html#gradingsystem>



Team Selection

The team project will be completed in teams of your choice consisting of four to five members each, and all students are expected to contribute substantially to all group work. If you'd prefer the instructor place you in a group, she'll be happy to do so. Teams must be selected and submitted through the submission link on UR Courses by 12:30 p.m. SK Time on Tuesday February 22, 2022.

Project Selection

All deliverables assigned to the team project will be based off a project of the team's choice, based on parameters provided by the instructor on the first day of class. Project selection information is due to be submitted to the instructor through the UR Courses link no later than 20:00 p.m. SK Time on Tuesday, February 22, 2022. There are no marks associated with this submission; however, teams will need to receive approval to proceed by the instructor prior to continuing on with the rest of the deliverables. Additional information about this assignment will be discussed in class and posted on UR Courses.

Team Charter

On Tuesday, February 22, teams will work together in class to create a Team Charter. The Team Charter will lay the foundation of roles and expectations for the team to abide by throughout the project and hopefully proactively mitigate any challenges that might be faced by team members. The Team Charter must be completed, signed-off on (electronically) and submitted through the link in UR Courses no later than 20:00 p.m. SK Time on Tuesday, February 22, 2022. The Team Charter will be graded based on completeness, viability, thoughtfulness and detail provided. Additional information about this assignment will be discussed in class and posted on UR Courses.

Project Charter

In project management, one of the first things that project teams work on (led by the project manager) is the creation of a project charter. As such, after project selection approval has been obtained, teams will work to complete a project charter for their selected project. The project charter is due by 8:30 a.m. SK Time on Thursday, February 24, 2022. Additional information about this assignment will be discussed in class and posted on UR Courses.

Project Management Plan

The main component of the team project is the development of a comprehensive project management plan using the tools and concepts covered in this class. The project management plan is based off the team's approved project and is due by 12:30 p.m. SK Time on Saturday, February 26, 2022. Additional information about this assignment will be discussed in class and posted on UR Courses.

Presentation

On the last day of class, teams will present an overview of their project management plan to the rest of the class. Presentations will be a maximum of 15 minutes followed by 5 minutes of Q&A from the class and instructor. The presentation materials must be submitted through the link on UR Courses no later than 12:30 p.m. SK Time on Saturday, February 26, 2022. Additional information about this assignment will be discussed in class and posted on UR Courses.

Independent Peer Evaluation

All students will independently complete and submit a Peer Evaluation Form through UR Courses by Friday, March 4, 2022 at 20:00 p.m. SK Time. This evaluation is intended to assess the individual performance of each group member (including themselves), and members that do not make appropriate



and comparable contributions may have their individual team project mark adjusted as a result. This assessment is completely independent, anonymous and confidential. Additional information about this assignment will be discussed in class and posted on UR Courses.

IMPORTANT NOTICE

Please ensure you include the full names and student ID numbers of each team member, as well as the assigned group number, on the front page of each deliverable. Late team project assignments will not be accepted and will be assigned a score of zero.

Take-Home Final Exam // 30%

Due: March 4, 2022 by 8:00 p.m. SK Time

The semester will conclude with a take-home final exam. The final exam will be released at 8:30 a.m. on Sunday, March 4, 2022 and is due by 20:00 p.m. SK Time on Friday, March 4, 2022. The final exam will be submitted at the link on UR Courses. Additional information about the exam will be discussed in class.

IMPORTANT NOTICE

A missed exam will be assigned a grade of zero unless proof is provided for an extraordinary circumstance that is beyond your control. You must do your best to inform your instructor immediately if you expect the exam will be missed. Any allowance to write a make-up exam or reassign the value to another component of the course is at the instructor's discretion and/or the Associate Dean.

GBUS865 CLASS SCHEDULE

Time All time in SK Time	Tuesday Feb 22, 2022	Wednesday Feb 23, 2022	Thursday Feb 24, 2022	Friday Feb 25, 2022	Saturday Feb 26, 2022
Read Before Class	Ch 1, 4	Ch 5, 6, 8	Ch 7, 10, 11	Ch 9, 13, 14	Ch 15
8:30 a.m. to 9:45 a.m. Course Overview &	Class Introductions	Project Planning Activities Definition & sequencing	Project Charter Due Project Planning Risk Management	Project Execution Conflict Resolution	Guest Speaker #2 TBC
9:45 a.m. to 10:00 a.m.	Break	Break	Break	Break	Break
10:00 a.m. to 11:15 a.m.	Project Mgmt. Overview Project Mgmt. Plan Overview	Project Planning Activities Resources & Duration	Project Planning Scheduling	Project Execution Reducing Project Duration	Guest Speaker #3 Agile Project Management
11:15 a.m. to 12:30 p.m.	Lunch	Lunch	Lunch	Lunch	Lunch
12:30 p.m. to 1:45 p.m.	Team Selection Due Team Dynamics Team Charter Overview	Project Planning Estimating Costs & Budget	Project Execution Effective Project Management	Project Monitoring & Controlling Progress, Performance Measurement & Eval.	Project Mgmt. Plan & Presentation Due Team Presentations
1:45 p.m. to 2:00 p.m.	Break	Break	Break	Break	Break
2:00 p.m. to 3:15 p.m.	Project Initiation Project Charter Overview	Guest Speaker #1 TBC	Project Execution Managing Project Teams	Project Closing	Team Presentations
3:15 p.m. to 3:30 p.m.	Break	Break	Break	Break	Break
3:30 p.m. to 4:30 p.m.	Group Work	Group Work	Group Work	Group Work	Group Work
8:00 p.m.	Project Selection Due Team Charter Due				

This schedule is subject to change. Students will receive as much advance notice as possible. Please refer to UR Courses for the most up-to-date schedule.

Other Important Dates

Fri Feb 04 by 16:30 p.m.	SK Time Literature Review #1 Due
Fri Feb 18 by 16:30 p.m.	SK Time Literature Review #2 Due
Fri Mar 04 by 8:00 p.m.	SK Time Independent Peer Evaluation Due
Fri Mar 04 by 8:00 p.m.	SK Time Take-Home Final Exam Due



Helpful Information

The following information should be helpful to you in this class:

- The textbook will be a helpful resource throughout the course, especially as the class is being delivered online. You will benefit significantly from reading the assigned chapters before class.
- If you miss a class, it will be up to you to get caught up from one of your classmates. Recordings of lectures will not be made available.
- All assignments must be submitted through UR Courses by the identified deadline. The assignment submission window will close on UR Courses automatically at the time specified and will not be reopened. Please be punctual with assignment submission.

SUPPORT / STUDENT RESOURCES

All students are assigned a faculty academic program advisor. Your advisor is a great resource if you have any academic issues or questions. Other services provided through the University include:

Student Success Centre

The Student Success Centre provides personalized guidance and support to students in achieving their university, professional development and life goals. The Centre also offers online resources and tutoring on writing skills. Additional information can be found at <https://www.uregina.ca/ssc>.

UR International

UR International provides free academic and non-academic assistance (e.g., English language services, transition and adjustment to a new learning environment) to international students.

Accessibility Services

If there is any learner who, because of a disability or other consideration, may have a need for accommodation(s), please contact the Centre for Student Accessibility before or at the start of the course <https://www.uregina.ca/student/accessibility/>. The Centre will advise how you proceed and the required communication with your instructor.

Counseling Services

If any learner is experiencing personal problems which may be affecting their studies, please consider consulting UofR Consulting Services. For more information check here <https://www.uregina.ca/student/counselling/services/index.html>

Writing Assistance

The Student Success Centre (www.uregina.ca/ssc) offers both on-line resources and in- person tutoring on writing skills.

Additional links to support services and resources have been posted on UR Courses.

ACCESSIBILITY

If a special accommodation is required, please contact the Centre for Student Accessibility prior to the start of the course at 306-585-4631 or accessibility@uregina.ca. The Centre will advise how you proceed and the required communication with your instructor.



HARASSMENT POLICY

The University of Regina promotes an environment that is free of all forms of harassment and discrimination. The University will neither tolerate nor condone any inappropriate or irresponsible conduct or behaviour that creates an intimidating, hostile or offensive environment for work or study through the harassment of an individual or group on the basis of: (1) race and all race-related grounds such as ancestry, place of origin, color, ethnic origin, citizenship or creed or (2) sex, gender or sexual orientation. Please refer to the University's Calendar for more information.

ACADEMIC MISCONDUCT & PLAGIARISM

While you are encouraged to interact with, and learn from, other students in this class, you are required to do your own work. Plagiarism is a serious issue. Students plagiarizing others' work will face misconduct penalties. Please avoid actions that constitute academic misconduct that could include sharing answers during exams, talking during exams, signing other classmates in for attendance purposes, etc. Additional information can be found in the Calendar, and you may ask your instructor in advance if you have questions about plagiarism or other forms of misconduct.

Plagiarism includes missing references, in-text citations and quotation marks. If you are using someone's words or sharing their ideas, you must give them credit through proper citation, or it can be considered plagiarism. Students who plagiarize unintentionally most often do so by failing to include all necessary in-text citations. In-text citations must be included for any and all information located through research. This includes anything that was not from your own previous knowledge or your own personal analysis of the research, even if the information is paraphrased, a direct quotation, a fact, a number, a statistic, someone else's opinion or was found through multiple sources. Remember, cite the ideas, not just the words.

For the purposes of this class, APA or Harvard Referencing is the preferred referencing and in-text citation style.

IMPORTANT NOTICE

The Associate Dean requires that any level of plagiarism in the form of any missing in-text citations and/or references must be referred for investigation of academic misconduct. An offence, whether intentional or not, could carry a penalty of a notation in their student file and a 0% on the assignment. To avoid such penalties, it is critical that you provide complete referencing and in-text citations.



FACULTY BIOGRAPHY

Nahid is a Sessional Lecturer at Levene Graduate School of Business, University of Regina and an Instructor of Business, Post Graduate Programs, School of Business, Saskatchewan Polytechnic. He is currently pursuing his DBA in Systems thinking and Complexity.

He was a Strategic / Business Consultant at HMMI Consulting Group, Professor at McKeil School of Business and Continuing School of Education, Mohawk College, Guest Lecturer and Co-Supervisor for MBA, MCOM, LLM programs at UKZN (University of KwaZulu-Natal) GSBL (Graduate School of Business and Leadership), Lecturer at SAIEE (South African Institute of Electrical Engineers), Lecturer at School of Consulting, CESA (Consulting Engineers of South Africa).

Previously Nahid was an Executive Associate to the Chairperson and MD/CEO of Royal HaskoningDHV (RHDHV). He has operated at board of directors-level and National and Regional ExCo at RHDHV, with proven skills in strategy development and implementation; back by 20 years of progressive experience. He has 15 years of Programme / Project Management Experience which enables him to bring and share professional perspectives in the classroom. He has led, managed and worked on multi-billion USD strategic capital projects and proposals.

He was also a Senior Business Manager and responsible for startup departments (Business Planning and Strategy, Industrial Infrastructure), Senior Project Manager, and consulting engineer with broad experience obtained in the Industry and Energy, Ports, Logistics and Rail, Oil and Gas, Aviation, Semiconductor and Government Industries.

He has been involved in the project development and project execution lifecycles from Idea Generation, market study, due diligence, strategic planning, feasibility studies, capacity analysis, Capital and Operation Costs Modeling, preliminary and detailed design, tender adjudication and construction management.