Course Description

An introduction to modern project management practices and techniques. Examines current terminology, definitions, and conventions along with the different objectives, roles, and responsibilities of individual project team members.

Course Textbook


Course Learning Outcomes

Upon completion of this course, students should be able to:

1. Identify project management concepts.
2. Examine the steps for identifying projects and developing their proposals.
3. Identify scope, quality, responsibility, activity sequence, and schedule of a project.
4. Determine the budget requirements for a project to include earned value.
5. Analyze risks by identifying their potential impact.
6. Analyze a project team's characteristics in its entirety.
7. Identify the steps for closing a project.
8. Describe the project management organizational structure roles, including responsibilities and skills of the project manager.

Credits

Upon completion of this course, the students will earn three (3) hours of college credit.

Course Structure

1. Unit Learning Outcomes: Each unit contains Learning Outcomes that specify the measurable skills and knowledge students should gain upon completion of the unit.
2. Unit Lessons: Each unit contains a Unit Lesson, which discusses unit material.
3. Reading Assignments: Each unit contains Reading Assignments from one or more chapters from the textbook. Suggested Readings are listed in the Unit I study guide to aid students in their course of study. The readings themselves may or may not be provided in the course, but students are encouraged to read the resources listed if the opportunity arises as they have valuable information that expands upon the lesson material. Students will not be tested on their knowledge of the Suggested Readings.
4. Learning Activities (Non-Graded): These non-graded Learning Activities are provided in Units II, VII, and VIII to aid students in their course of study.
5. Discussion Boards: Discussion Boards are part of all CSU term courses. More information and specifications can be found in the Student Resources link listed in the Course Menu bar.
6. Unit Quizzes: This course contains one Unit Quiz, to be completed at the end of Unit II. It is suggested that the quizzes be completed before students complete the Unit Assessments. Quizzes are used to give students quick feedback on their understanding of the unit material and are composed of multiple-choice questions.
7. Unit Assessments: This course contains five Unit Assessments, one to be completed at the end of Units I, III, V, VI, and VII. Assessments are composed of multiple-choice questions and written response questions.
8. **Unit Assignments:** Students are required to submit for grading Unit Assignments in Units I, II, IV, V, VI, VII, and VIII. Specific information and instructions regarding these assignments are provided below. Grading rubrics are included with the Unit I, II, IV, V, VI, VII, and VIII Assignments. Specific information about accessing these rubrics is provided below.

9. **Ask the Professor:** This communication forum provides you with an opportunity to ask your professor general or course content related questions.

10. **Student Break Room:** This communication forum allows for casual conversation with your classmates.

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**CSU Online Library**

The CSU Online Library is available to support your courses and programs. The online library includes databases, journals, e-books, and research guides. These resources are always accessible and can be reached through the library webpage. To access the library, log into the myCSU Student Portal, and click on “CSU Online Library.” You can also access the CSU Online Library from the “My Library” button on the course menu for each course in Blackboard.

The CSU Online Library offers several reference services. E-mail (library@columbiasouthern.edu) and telephone (1.877.268.8046) assistance is available Monday – Thursday from 8 am to 5 pm and Friday from 8 am to 3 pm. The library’s chat reference service, Ask a Librarian, is available 24/7; look for the chat box on the online library page.

Librarians can help you develop your research plan or assist you in finding relevant, appropriate, and timely information. Reference requests can include customized keyword search strategies, links to articles, database help, and other services.

**Unit Assignments**

**Unit I Research Paper**

Conduct research using the CSU Online Library and your textbook to answer the following questions:

1. What is appreciative inquiry (AI)?
2. What are the implications of AI on defining project scope?

Create a two- to three-page Word document in APA format to answer these questions. Include a title page and a reference page (not included in the total number count of pages).

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

**Unit II Research Paper**

Conduct research using the CSU Online Library and find at least two articles on prioritizing projects. Compare and contrast the two articles you found and create a three- to four-page Word document (synopsis) in APA format on what you found different about each article.

Other items that need to be addressed in your paper include the urgency of each project, the cost of delaying the expected benefits from various projects, and practical details concerning the timing.

Include a title page and a reference page (not included in the total number count of pages).

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

**Unit IV Research Paper**

Write a three-page research paper covering the following topics:

1. Define project cost terms and tell how each is used in estimating project cost.
2. Compare and contrast analogous, parametric, and bottom-up methods of estimating costs.
3. Describe issues in project cost estimating and how to deal with each.
4. Describe the earned value management terms.
Find at least two sources from the CSU Online Library, and you may also use your textbook to complete this research paper. Be sure to use APA format and cite resources used. Include a title page and a reference page (not included in the number count of pages).

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit V Homework

Example Project

Follow the instructions on page 286 of your textbook, and complete the example project which is at the bottom of the page. Create your own example for a project. Follow the instructions, and submit a no less than four-page Word document answering the questions for the project.

Be sure to use APA format and cite your work. When you get to the facilitating a discussion with the sponsor, use your imagination to create a discussion with a fictitious sponsor.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit VI Research Paper

Conduct research using the CSU Online Library, and find at least two articles on handling project conflict management. In your paper, identify the different styles you found in your research, and compare and contrast each style. Identify either low, medium, or high for concern for self and concern for others in your paper. Also, include a synopsis of each article to include when appropriate for projects. See exhibit 13.11, located on page 371 of your textbook, for an example.

Be sure to use APA format and cite your work. Your paper should be at least three pages in length and will include a title and reference page which are not included in the page count.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit VII Research Paper

Search the CSU Online Library and find a project that was not completed successfully. Write a three-page summary of the project, including the reasons why you think this project failed. Also, include project lessons learned and record how lessons learned were used to inform projects. How does this compare to what was discussed in this unit?

Be sure to use APA format and cite your work. Your summary should be at least three pages in length and will include a title and reference page which are not included in the page count.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit VIII Research Paper

You are going to create a sample project describing the organizational structure of the agency or company for which you are planning the project. Describe as many of the organizational culture attributes as you can. List by name as many of the project executive, management, and team roles as you can identify. Be sure to assign roles to yourself as well.

Discuss in this paper how you anticipate that the organizational structure, culture, and role assignments will help or hurt your ability to successfully plan this project. Describe the project life cycle model that is used in the organization, and explain why it is appropriate.

Write a four-page summary of the project including all the elements listed in the instructions. At least two references must be used and one of them must be obtained from the CSU Online Library.

Be sure to use APA format and cite your work. Your summary should be at least four pages in length and will include a title and reference page which are not included in the page count.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.
APA Guidelines

The application of the APA writing style shall be practical, functional, and appropriate to each academic level, with the primary purpose being the documentation (citation) of sources. CSU requires that students use APA style for certain papers and projects. Students should always carefully read and follow assignment directions and review the associated grading rubric when available. Students can find CSU’s Citation Guide by clicking here. This document includes examples and sample papers and provides information on how to contact the CSU Success Center.

Grading Rubrics

This course utilizes analytic grading rubrics as tools for your professor in assigning grades for all learning activities. Each rubric serves as a guide that communicates the expectations of the learning activity and describes the criteria for each level of achievement. In addition, a rubric is a reference tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of that learning activity. It is imperative for you to familiarize yourself with these rubrics because these are the primary tools your professor uses for assessing learning activities.

Rubric categories include: (1) Discussion Board, (2) Assessment (Written Response), and (3) Assignment. However, it is possible that not all of the listed rubric types will be used in a single course (e.g., some courses may not have Assessments).

The Discussion Board rubric can be found within Unit I’s Discussion Board submission instructions.

The Assessment (Written Response) rubric can be found embedded in a link within the directions for each Unit Assessment. However, these rubrics will only be used when written-response questions appear within the Assessment.

Each Assignment type (e.g., article critique, case study, research paper) will have its own rubric. The Assignment rubrics are built into Blackboard, allowing students to review them prior to beginning the Assignment and again once the Assignment has been scored. This rubric can be accessed via the Assignment link located within the unit where it is to be submitted. Students may also access the rubric through the course menu by selecting “Tools” and then “My Grades.”

Again, it is vitally important for you to become familiar with these rubrics because their application to your Discussion Boards, Assessments, and Assignments is the method by which your instructor assigns all grades.

Communication Forums

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.

Ask the Professor

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to email your professor. Responses to your post will be addressed or emailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.
Student Break Room

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.

Grading

- Discussion Boards (8 @ 1.5%) = 12%
- Assessments (5 @ 6%) = 30%
- Unit II Quiz = 2%
- Research Papers (6 @ 8%) = 48%
- Unit V Homework = 8%
- Total = 100%

Course Schedule/Checklist (PLEASE PRINT)

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.
### BBA 3626, Project Management Overview

**Course Schedule**

By following this schedule, you will be assured that you will complete the course within the time allotted. Please keep this schedule for reference as you progress through your course.

<table>
<thead>
<tr>
<th>Unit I</th>
<th>An Introduction to Project Management</th>
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<tbody>
<tr>
<td><strong>Review:</strong></td>
<td>Unit Study Guide</td>
</tr>
</tbody>
</table>
| **Read:** | - **Chapter 1:** Introduction to Project Management, pp. 2-19, and 23  
- **Suggested Reading:** See Study Guide |
| **Discuss:** | - **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)  
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time) |
| **Submit:** | - **Assessment** by Tuesday, 11:59 p.m. (Central Time)  
- **Research Paper** by Tuesday, 11:59 p.m. (Central Time) |
| Notes/Goals: | |

<table>
<thead>
<tr>
<th>Unit II</th>
<th>Project Selection and Prioritization</th>
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</thead>
</table>
| **Review:** | Unit Study Guide  
- **Learning Activities (Non-Graded):** See Study Guide |
| **Read:** | - **Chapter 2:** Project Selection and Prioritization |
| **Discuss:** | - **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)  
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time) |
| **Submit:** | - **Quiz** by Tuesday, 11:59 p.m. (Central Time)  
- **Research Paper** by Tuesday, 11:59 p.m. (Central Time) |
| Notes/Goals: | |

<table>
<thead>
<tr>
<th>Unit III</th>
<th>Project Management Principles</th>
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<tbody>
<tr>
<td><strong>Review:</strong></td>
<td>Unit Study Guide</td>
</tr>
</tbody>
</table>
| **Read:** | - **Chapter 3:** Organizational Capability: Structure, Culture, and Roles, pp. 52-75, and 79-80  
- **Chapter 6:** Scope Planning, pp. 144-166, and 169  
- **Chapter 7:** Scheduling Projects, pp. 170-200, and 205-206 |
| **Discuss:** | - **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)  
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time) |
| **Submit:** | - **Assessment** by Tuesday, 11:59 p.m. (Central Time) |
| Notes/Goals: | |
# BBA 3626, Project Management Overview

## Course Schedule

### Unit IV

**Budgeting Projects**

**Review:**  
- Unit Study Guide

**Read:**  
- Chapter 9: Budgeting Projects, pp. 244-263  
- Chapter 14: Determining Project Progress and Results, pp. 400-405

**Discuss:**  
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)  
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**  
- Research Paper by Tuesday, 11:59 p.m. (Central Time)

Notes/Goals:

### Unit V

**Project Risk Management**

**Review:**  
- Unit Study Guide

**Read:**  
- Chapter 10: Project Risk Planning

**Discuss:**  
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)  
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**  
- Assessment by Tuesday, 11:59 p.m. (Central Time)  
- Homework by Tuesday, 11:59 p.m. (Central Time)

Notes/Goals:

### Unit VI

**Project Team’s Characteristics**

**Review:**  
- Unit Study Guide

**Read:**  
- Chapter 13: Leading and Managing Project Teams

**Discuss:**  
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)  
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**  
- Assessment by Tuesday, 11:59 p.m. (Central Time)  
- Research Paper by Tuesday, 11:59 p.m. (Central Time)

Notes/Goals:
## Unit VII: Closing a Project

### Review:
- Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

### Read:
- Chapter 15: Finishing the Project and Realizing the Benefits

### Discuss:
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

### Submit:
- **Assessment** by Tuesday, 11:59 p.m. (Central Time)
- **Research Paper** by Tuesday, 11:59 p.m. (Central Time)

### Notes/Goals:

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## Unit VIII: Project Management Organizational Roles

### Review:
- Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

### Read:
- Chapter 3: Organizational Capability: Structure, Culture, and Roles

### Discuss:
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

### Submit:
- **Research Paper** by Tuesday, 11:59 p.m. (Central Time)

### Notes/Goals: