Course Description

An introduction to the methodologies and technologies that assist project managers in the coordination of projects from inception through completion. Instucts learners to satisfy customer needs, apply budgeting concepts, manage production time, invest resources, and create performance specifications designed with defined requirements. Provides tools to understand, design, and apply systematic project management organization and administration.

Course Textbook


Course Learning Outcomes

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

1. Summarize common project management concepts, phases of the project life cycle, and project life cycle models.
2. Describe the key concepts related to economic analysis and life-cycle costing in project management.
3. Apply various techniques and models to the project screening and selection process.
4. Describe important issues related to project scope, organizational structure, and project structure.
5. Summarize valuable principles related to effective product, system, and project design.
6. Apply productive project scheduling techniques and efficient resource management procedures.
7. Describe key concepts in budget preparation and management as well as in project control, and project termination.
8. Summarize the research and development (R&D) planning process and risk factors.
9. Identify technology types in the R&D environment and related uncertainties.
10. Evaluate the selection and use of software systems in the project management environment.

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 Lesson:** 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. Chapter presentations are provided in each unit study guide as Suggested Reading to aid students in their course of study. Suggested Readings are provided in Units I and V to aid students in their course of study.
4. **Learning Activities (Non-Graded):** These non-graded Learning Activities are provided in each unit to aid students in their course of study.
5. **Key Terms:** Key Terms are intended to guide students in their course of study. Students should pay particular attention to Key Terms as they represent important concepts within the unit material and reading.
6. **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.
7. **Unit Assessments:** This course contains four Unit Assessments, one to be completed at the end of Units I, IV, V, and VI. Assessments are composed of written response questions.
8. **Unit Assignments:** Students are required to submit for grading Unit Assignments in Units II, III, VII, and VIII. Specific information and instructions regarding these assignments are provided below. Grading rubrics are included with the Unit II, III, 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.

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**Unit Assignments**

**Unit II Case Study**

Using the Meredith and Mantel textbook, *Project Management: A Managerial Approach*, review Chapter 2, “Strategic Management and Project Selection,” Pan-Europa Case Study, pp. 82-89. Once you have reviewed the case study, prepare a minimum of 600 words in length defending your response to the following questions:

- Strategically, what must Pan-Europa do to keep from becoming the victim of a hostile takeover? What should Pan-Europa do now that they have won the price war? Who should lead the way for Pan-Europa?
- Using net present value (NPV), conduct a straight financial analysis of the investment alternatives and rank the projects. Which NPV of the three should be used? Why? Suggest a way to evaluate the effluent project.
- What aspects of the projects might invalidate the ranking you just derived? How should we correct for each investments time, value of money, unequal lifetimes, riskiness, and size?

Lastly, reflect on the assignment and come up with a view on the screens and criteria to be used for the project selection process. Apply the criteria and make a project selection.

Your assignment must:

- Be typed, double-spaced, using Times New Roman font (size 12), with one-inch margins on all sides; citations and references must follow APA format. Check with your professor for any additional instructions.
- Include a cover page containing the title of the assignment (Unit II Case Study), the student’s name, the professor’s name, the course title, and the date. The cover page and the reference page are not included in the required assignment page length.

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

**Unit III Scholarly Activity**

Project communications are a coordinated effort by all team members: from the project manager who is responsible for the overall message and how it is delivered, to individual team members who contribute to the process. For the Unit III Assignment you will prepare a project communication matrix for a fictional project of your choice.

The communication matrix shows how we plan to communicate information to the project audiences. The matrix also includes the frequency of communication for different types of information and the method of communication.
A template is provided (click [here](#)), but you can create your own matrix. Click [here](#) for a PDF of the template. At a minimum, the matrix should include:

- the type of communication,
- its originator,
- who receives the communication or attends the meeting,
- the frequency that the communication or meeting occurs, and
- the source of the communication or meeting.

You will also need to include an introduction that introduces the project scenario.

Your assignment must:

- Be a minimum of 100 words in length (introduction).
- Be typed, double-spaced, using Times New Roman font (size 12), with one-inch margins on all sides; citations and references must follow APA format.
- Include a cover page containing the tile of the assignment (Unit III Scholarly Activity), the student’s name, the professor’s name, the course title, and the date.

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

**Unit III Essay**

While the project manager is responsible for applying the correct tools and techniques to ensure the success of the project, effective project management technique requires that the project manager possess the following characteristics: knowledge, performance, and personal. For this assignment you are asked to write a short essay on why a project manager should have these characteristics and their relevance to managing a project.

Your essay should:

- Discuss why project managers are integral to managing successful projects.
- Explain the relevance of the following characteristics: knowledge, performance, and personal.
- Identify how you can build on the key characteristics to become a better project manager.
- Describe an example of when a project manager did not possess the right characteristics. What was the outcome?
- Describe a situation where you were able to work under an effective project manager. What characteristics and skills did they possess?

Your assignment must:

- Be a minimum of 500 words in length.
- Be typed, double-spaced, using Times New Roman font (size 12), with one-inch margins on all sides; citations and references must follow APA format.
- Include a cover page containing the tile of the assignment (Unit III Essay), the student’s name, the professor’s name, the course title, and the date. The cover page and the reference page are not included in the required assignment page length.

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

**Unit VII Essay**

**Project Management Software Report**

The company you work for has grown in size in a very short time. Due to the scale and type of projects coming in, there is a need to adopt a project management software. You are tasked with researching the different project management software available and choosing three of the researched software to report on. Your report should analyze your research and selection process.
There are a number of characteristics to evaluate, including the ability of the software to support the development of schedules, budgets, resource plans, and monitoring reports. Include the following criteria in your report:

- Identify a set of selection criteria.
- Identify priorities for the criteria.
- Prepare a graphic or illustration which compares the evaluation of the software packages relative to the criteria.
- Explain the advantages and disadvantages of each software being reported.
- Conclude with a succinct and concise discussion for moving forward with a specific software.

Tip: When choosing project management software, the potential user should read several software surveys conducted with project managers. There are a number of surveys and reviews available on the current crop of project management software.

Your report must:

- Be a minimum of 600 words in length.
- Be typed, double-spaced, using Times New Roman font (size 12), with one-inch margins on all sides; citations and references must follow APA format. Check with your professor for any additional instructions.
- Include a cover page containing the title of the assignment (Unit VII Essay), the student’s name, the professor’s name, the course title, and the date. The cover page and the reference page are not included in the required assignment page length.

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

**Unit VIII Case Study**

From the Meredith and Mantel textbook, (Project Management: A Managerial Approach). Review Chapter 12, Project Auditing, Theater High Altitude Area Defense (THAAD): Five Failures and Counting (B) Case Study, pp. 541-543. Once you have reviewed the case study, write a minimum of 600 words in length defending your responses to the following questions.

- Do you think this was a financial audit, a project audit, or a management audit? Why?
- Was the purpose of the audit to exert cybernetic control, go/no-go control, or postproject control? Explain?
- Given the comments in the case, do you surmise that the reason for the audit was to improve future projects or to ascertain the reasons for not meeting the project’s goals, and if the latter, its direct goals or ancillary goals?
- Do you think the GAO was the best choice for an audit team? Would it have the trust of the project personnel?
- Given the minimal elements of a project audit present in Section 12.2, which element(s) would have been primary to the audit team? Why? Which section would have contained the “underlying problems” reported in the case?

Your assignment must:

- Be a minimum of 600 words in length.
- Be typed, double-spaced, using Times New Roman font (size 12), with one-inch margins on all sides; citations and references must follow APA format. Check with your professor for any additional instructions.
- Include a cover page containing the title of the assignment (Unit VIII Case Study), the student’s name, the professor’s name, the course title, and the date. The cover page and the reference page are not included in the required assignment page length.

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.

MBA 6931, Project Management Strategy and Tactics
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 @ 2%) = 16%
Assessments (4 @ 7%) = 28%
Case Studies (2 @ 10%) = 20%
Essays (2 @ 10%) = 20%
Unit III Scholarly Activity = 16%
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.
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## Unit I: Projects in Contemporary Organizations

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Notes/Goals:

## Unit II: Strategic Management and Project Selection

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## Unit III: The Project Manager and Managing Conflict in a Project

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<td>Chapter 3: The Project Manager</td>
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<td>Chapter 4: Managing Conflict and the Art of Negotiation</td>
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Notes/Goals:
## MBA 6931, Project Management Strategy and Tactics

### Course Schedule

#### Unit IV: Project and Risk Planning

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

**Read:**
- Chapter 5: The Project in the Organizational Structure
- Chapter 6: Project Activity and Risk Planning
- **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)
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**Submit:**
- **Assessment** by Tuesday, 11:59 p.m. (Central Time)

**Notes/Goals:**

#### Unit V: Project Planning: Budgeting and Scheduling the Project

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

**Read:**
- Chapter 7: Budgeting: Estimating Costs and Risks
- Chapter 8: Scheduling
- **Suggested Reading:** See Study Guide

**Discuss:**
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**Notes/Goals:**

#### Unit VI: Resource Allocation

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

**Read:**
- Chapter 9: Resource Allocation
- **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)
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**Notes/Goals:**
### MBA 6931, Project Management Strategy and Tactics  
#### Course Schedule

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- **Learning Activities (Non-Graded):** See Study Guide |
| Read:    |  
- Chapter 10: Monitoring and Information Systems  
- Chapter 11: Project Control  
- **Suggested Reading:** See Study Guide |
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- **Learning Activities (Non-Graded):** See Study Guide |
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- Chapter 12: Projects Auditing  
- Chapter 13: Project Termination  
- **Suggested Reading:** See Study Guide |
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