Course Description

Analysis and discussion of the diverse sectors of project management leadership and team activity, as well as a wide range of organizations and topics related to project teams. Project teams are comprised of multiple job sectors and divisions. Explores project team members from project creation to completion, while managing team conflict, motivation, individual and group behavior, and strategic completion of work assignments.

Course Textbook


Course Learning Objectives

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

1. Examine the nuances of individual and organizational behavior.
2. Analyze the behavioral characteristics of individual project team members.
3. Examine individual behavior as a component of team behavior.
4. Evaluate project team dynamics.
5. Analyze the process and characteristics of leadership and leading project teams.
7. Analyze the advantages and disadvantages of various organizational structures.
8. Assess strategies to manage organizational change.

Credits

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

Course Structure

1. **Unit Learning Objectives**: Each unit contains Unit Learning Objectives that specify the measurable skills and knowledge students should gain upon completion of the unit.
2. **Written Lectures**: Each unit contains a Written Lecture, which discusses lesson 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 Supplemental Reading to aid students their course of study.
4. **Learning Activities (Non-Graded)**: These non-graded Learning Activities are provided 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 a part of all CSU term courses. Information and specifications regarding these assignments are provided in the Academic Policies listed in the Course Menu bar.
7. **Unit Assessments**: This course contains eight Unit Assessments, one to be completed at the end of each unit. 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 and VIII. Specific information and instructions regarding these assignments are 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.

### Unit Assignments

#### Unit I Article Review

The Article Review assignment for this class is to critically review an article having to do with any issue in the business world as it relates to project management. You can pick any article you wish, as long as it meets the criteria listed below.

The purpose of this assignment is to allow you to choose a topic in which you are interested and do some additional, in-depth research on the topic.

Here are some suggested topics:
- Project life cycle
- The cost-schedule-quality equilibrium
- Project stakeholders
- A project charter

**Content:**

The object of your critique is to describe and analyze the issues in the article. The following outline should be followed.

The article should be summarized in three to four paragraphs. Start the paper by clearly identifying the article title and author. You will need to answer, but are not limited to, the following questions:
- What issue/topic is the article addressing?
- Who is potentially affected by the issue/topic?
- In your opinion, was the article well written? Why, or why not?

**Format:**

The Article Review should be no more than three pages in length. The research article should not be more than five years old and should be two or more pages long. Please follow APA format.

#### Unit VIII Project Management Essay

This assignment is designed to give you the opportunity to choose a topic from this course and relate it to an experience you have had in the workplace. This experience can be from a current or past position you have held. The objective of this assignment is to show how you can apply a topic from this course to a real world situation.

**Project Parameters:**
- This paper is to be written in APA format, with appropriate citations and references as needed.
- It should be five to seven pages in length, double-spaced (not including your cover page and references page).
- Provide examples as they pertain to your topic. Limit them to no more than three, and be sure they relate to the topic.

**Topic Suggestions:**
- Having an effective project manager
- Being an effective project manager
- Project goals
- Project portfolio development
- Project team experience
- The effects of project uncertainties
- Project scheduling

Keep in mind these are just suggested topics. If you have any questions about a possible topic please feel free to contact your professor for further discussion.
APA Guidelines

CSU requires that students use the APA style for papers and projects. Therefore, the APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed. A document titled “APA Guidelines Summary” is available for you to download from the APA Guide Link, found in the Learning Resources area of the myCSU Student Portal. It may also be accessed from the Student Resources link on the Course Menu. This document provides links to several internet sites that provide comprehensive information on APA formatting, including examples and sample papers.

CSU Grading Rubric for Papers/Projects

The course papers will be graded based on the CSU Grading Rubric for all types of papers. In addition, all papers will be submitted for electronic evaluation to rule out plagiarism. Course projects will contain project specific grading criteria defined in the project directions. To view the rubric, click the Academic Policies link on the Course Menu, or by accessing the CSU Grading Rubric link, found in the Learning Resources area of the myCSU Student Portal.

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.

Grading

- Discussion Boards (8 @ 2%) = 16%
- Unit Assessments (8 @ 8%) = 64%
- Article Review = 10%
- Project Management Essay = 10%
- 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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<table>
<thead>
<tr>
<th>Unit I</th>
<th>Why We Manage Projects</th>
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<tbody>
<tr>
<td>Read:</td>
<td>Chapter 1: Managing Projects: What and Why&lt;br&gt;Supplemental Reading: See Study Guide</td>
</tr>
<tr>
<td>Discuss:</td>
<td>Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)</td>
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<tr>
<td>Submit:</td>
<td>Assessment by Tuesday, Midnight (Central Time)&lt;br&gt;Article Review by Tuesday, Midnight (Central Time)</td>
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<tr>
<td>Notes/Goals:</td>
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<tr>
<th>Unit II</th>
<th>How to Be an Effective Project Manager and Project Selection</th>
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<tr>
<td>Read:</td>
<td>Chapter 2: The Effective Project Manager&lt;br&gt;Chapter 3: Project Selection: Doing the Right Thing&lt;br&gt;Supplemental Reading: See Study Guide</td>
</tr>
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<th>Unit III</th>
<th>How to Initiate an Effective Project</th>
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<tr>
<td>Read:</td>
<td>Chapter 4: Project Initiation: Setting the Stage for Action&lt;br&gt;Supplemental Reading: See Study Guide</td>
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### Unit IV
**Developing an Effective Project**

| Review: | □ Unit Study Guide  
|         | □ **Learning Activities (Non-Graded):** See Study Guide |
| Read:   | □ Chapter 5: Project Definition: Creating and Using the Work Breakdown Structure  
|         | □ **Supplemental Reading:** See Study Guide |
| Discuss:| □ **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)  
|         | □ **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time) |
| Submit: | □ **Assessment** by Tuesday, Midnight (Central Time) |

### Unit V
**How to Assess and Prepare for a Project**

| Review: | □ Unit Study Guide  
|         | □ **Learning Activities (Non-Graded):** See Study Guide |
| Read:   | □ Chapter 6: Assessing and Preparing for Project Uncertainties  
|         | □ **Supplemental Reading:** See Study Guide |
| Discuss:| □ **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)  
|         | □ **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time) |
| Submit: | □ **Assessment** by Tuesday, Midnight (Central Time) |

### Unit VI
**How to Implement a Project Schedule**

| Review: | □ Unit Study Guide  
|         | □ **Learning Activities (Non-Graded):** See Study Guide |
| Read:   | □ Chapter 7: Project Scheduling: Adding the Time Dimension  
|         | □ **Supplemental Reading:** See Study Guide |
| Discuss:| □ **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)  
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Notes/Goals:
## MBA 6941, Managing Project Teams

### Course Schedule

#### Unit VII
When, Why, and How to Modify a Project Schedule

| Review: | ✔️ Unit Study Guide  
|         | ✔️ **Learning Activities (Non-Graded):** See Study Guide |
| Read:   | ✔️ **Chapter 8:** Modifying Project Schedules to Accommodate Time and Resource Constraints  
|         | ✔️ **Supplemental Reading:** See Study Guide |
| Discuss:| ✔️ **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)  
|         | ✔️ **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time) |
| Submit: | ✔️ **Assessment** by Tuesday, Midnight (Central Time) |

Notes/Goals:

#### Unit VIII
Monitoring and Controlling Projects and Successful Project Closure

| Review: | ✔️ Unit Study Guide  
|         | ✔️ **Learning Activities (Non-Graded):** See Study Guide |
| Read:   | ✔️ **Chapter 9:** Monitoring and Controlling Project Performance  
|         | ✔️ **Chapter 10:** Finishing Well: Project Closure and Learning  
|         | ✔️ **Supplemental Reading:** See Study Guide |
| Discuss:| ✔️ **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)  
|         | ✔️ **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time) |
| Submit: | ✔️ **Assessment** by Tuesday, Midnight (Central Time)  
|         | ✔️ **Project Management Essay** by Tuesday, Midnight (Central Time) |

Notes/Goals: