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 Outcomes

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 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.
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. **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.
7. **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. Grading rubrics are included with each assignment. Specific information about accessing these rubrics is provided below.
8. **Ask the Professor:** This communication forum provides you with an opportunity to ask your professor general or course content related questions.

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

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**CSU Online Library**

There is a virtual library with resources, including both journals and ebooks, to support your program and your course at Columbia Southern University. eResources are accessible 24 hours a day/7 days a week from the CSU Online Library gateway page. To access the library, log into myCSU, and then click on CSU Online Library. Resources are organized in the library by title, but if you click on Research Guides, you will find eResources arranged by subject.

The Library Reference service is available 7 days a week; you can reach CSU's virtual librarians by e-mailing thevirtuallibrarian@columbiasouthern.edu. These professional librarians will be glad to help you develop your research plan or to assist you in any way in finding relevant, appropriate, and timely information.

Librarian responses may occur within minutes or hours, but it will never take more than 24 hours for a librarian to send a response to the e-mail address you have provided. Replies to reference requests may include customized keyword search strategies, links to videos, research guides, screen captures, attachments, a phone call, live screen sharing, meeting room appointments, and other forms of instruction.

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**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 limit 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 APA style for papers and projects. Therefore, the APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed. Students can find CSU’s Citation Guide in the myCSU Student Portal by clicking on the “Citation Resources” link in the “Learning Resources” area of the myCSU Student Portal. 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) Assessment (Written Response) and (2) 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 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 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.

Once you have completed Unit VIII, you MUST unsubscribe from the forum; otherwise, you will continue to receive e-mail updates from the forum. You will not be able to unsubscribe after your course end date.

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

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<tr>
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<tr>
<td>Unit Assessments (8 @ 9.5%)</td>
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<tr>
<td>Article Review</td>
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<tr>
<td>Project Management Essay</td>
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<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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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.
# MBA 6941, Managing Project Teams

## 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.

### Unit I

**Why We Manage Projects**

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

**Read:**
- **Chapter 1:** Managing Projects: What and Why
- **Suggested Reading:** See Study Guide

**Submit:**
- Assessment
- Article Review

**Notes/Goals:**

### Unit II

**How to Be an Effective Project Manager and Project Selection**

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

**Read:**
- **Chapter 2:** The Effective Project Manager
- **Chapter 3:** Project Selection: Doing the Right Thing
- **Suggested Reading:** See Study Guide

**Submit:**
- Assessment

**Notes/Goals:**

### Unit III

**How to Initiate an Effective Project**

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

**Read:**
- **Chapter 4:** Project Initiation: Setting the Stage for Action
- **Suggested Reading:** See Study Guide

**Submit:**
- Assessment

**Notes/Goals:**
# MBA 6941, Managing Project Teams

## Course Schedule

### 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
  - Suggested Reading: See Study Guide

- **Submit:**
  - Assessment

**Notes/Goals:**

### 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
  - Suggested Reading: See Study Guide

- **Submit:**
  - Assessment

**Notes/Goals:**

### 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
  - Suggested Reading: See Study Guide

- **Submit:**
  - Assessment

**Notes/Goals:**
### MBA 6941, Managing Project Teams

#### Course Schedule

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<thead>
<tr>
<th>Unit VII</th>
<th>When, Why, and How to Modify a Project Schedule</th>
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<td>Read:</td>
<td>□ Chapter 8: Modifying Project Schedules to Accommodate Time and Resource Constraints</td>
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#### Notes/Goals:

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<th>Monitoring and Controlling Projects and Successful Project Closure</th>
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