Course Description

A comprehensive study of the skills of problem solving and decision-making which are critical to effective project management. Includes program value, project definition, environmental considerations, time sensitivity, risk sensitivity, metrics gathering, cost reduction, impact analysis, risk response controls, and basic elements of contracts. Focuses on practicing effective decision-making including learning how to identify and quantify problems and potential solutions.

Course Textbook


Course Learning Objectives

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

1. Explain the stages of the project life cycle and activities that occur at each stage.
2. Recommend which of three forms of project management offices is appropriate for a given situation.
3. Analyze elements of a corporate culture.
4. Examine the differences between management and leadership.
5. Analyze the characteristics of effective project teams.
6. Recommend methods of risk management.
7. Analyze various types of common project costs.
8. Apply common forms of cost estimation for project work.
10. Analyze and construct Gantt charts.
11. Apply critical chain to resolve project resource conflicts.
12. Examine a variety of constraints that can make project planning difficult.
13. Explain the nature of the control cycle and describe four key steps in a general product control model.
14. Classify the main forms of project termination.
15. Illustrate the challenges and components of a final project report.

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. Supplemental Readings are provided in the unit study guides 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 in Units II, IV, V, and VIII.
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 six Unit Assessments, one to be completed at the end of Units I, II, IV, V, VII, and VIII. Assessments may be composed of written response questions and/or calculations.

8. **Unit Assignments**: Students are required to submit for grading Unit Assignments in Units IV, V, and VII. 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.

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**Unit Assignments**

**Unit III Project**

This assignment consists of six parts that must be saved to a file and submitted to Turnitin as one document. Please label each part of the assignment Part 1, Part 2, Part 3, Part 4, and Part 5 in the document and insert a page break after each part (5 points total for proper formatting). Click [here](#) to see an example. The total assignment is worth 100 points.

**Part 1**: Please complete Case Study 3.1, “Keflavik Paper Company” on pages 102-103 of the textbook and respond to the questions for discussion. Please make sure that each question is answered thoroughly using a minimum of 200 words for each case study question. (15 points)

**Part 2**: Please complete the Case Study 3.2, “Project Selection at Nova Western, Inc”. on pages 103-104 of the textbook and respond to the questions for discussion. Please make sure that each question is answered thoroughly using a minimum of 200 words for each case study question. (15 points)

**Part 3**: Prepare a fictional group project. You may use one of the following for your model: (5 points)

- Training Seminar
- Construction Project
- Department Retreat
- New Product Development Product
- Software Development Project

**Part 4**: Develop a statement of work for the project, using the format of (1) background, (2) task, (3) objectives, (4) approach, and (5) input source. You may refer to the Integrated Project in Chapter 2 on page 66 of the textbook for an example. (25 points)

**Part 5**: Next, create a Work Breakdown Structure for the project. What are the key steps, including work packages, tasks, and any related subtasks for the project? You may refer to the Integrated Project in Chapter 5 on page 162 of the textbook for an example. (30 points)

**Part 6**: Please use at least four fictional group members and create a Responsibility Matrix. You may refer to the Integrated Project in Chapter 5 on page 162 of the textbook for an example. (10 points)

**Unit VI Project**

This assignment consists of four parts. Please label each part of the assignment Part 1, Part 2, Part 3, and Part 4 in the document, and insert a page break after each part. Click [here](#) to see an example. The total assignment is worth 100 points. Please submit as one document.

**Note**: This assignment requires the use of MS Project or similar software. If you do not have MS Project or similar software, you may look for free or trial versions on the Internet.

**Part 1**: Develop an in-depth schedule for your initial project based on the Work Breakdown Structure you completed in Unit III. Please refer to the Integrated Project in Chapter 10 of the textbook on page 318 for more information. (40 points total)
Be sure to include:

1. An activity precedence diagram (10 points)
2. An activity duration table (10 points)
3. A network diagram and Gantt charts (20 points)

**Part 2:** Please complete Case Study 10.2, “Project Scheduling at Blanque Check Construction” on pages 315 and 316 in the textbook and respond to the questions for discussion. Please make sure that each question is answered thoroughly using a minimum of 200 words for each case study question. (10 points)

**Part 3:** Develop the network activity chart and identify the critical path for a project based on the information provided in the Gantt Chart Activity document. To access the Gantt chart activity document click here. (25 points total)

1. Draw the activity network as a Gantt chart. (20 points)
2. What is the expected duration of the project? (5 points)

**Part 4:** Consider the project with the information provided in the Project Activity Network document. To access the Project Activity document click here or on the link above. (25 points total)

1. Construct the project activity network using AON methodology and label each node. (15 points)
2. Identify the critical path and other paths through the network. (10 points)

**Unit VII Project**

Use the project you have been working on in Units III and VI to conduct a preliminary risk analysis of your project. Please use a qualitative and a quantitative technique to evaluate project risk. The total assignment is worth 100 points. Please submit as one document.

Please see the sample risk analysis on page 224 in the textbook. A minimum of three typed pages is required.

1. Generate a set of likely risk factors, and discuss them in terms of probability and consequences. (20 points)
2. Use a qualitative technique to evaluate project risk. (20 points)
3. Use a quantitative technique to evaluate project risk. (20 points)
4. Develop preliminary strategies for risk mitigation. (20 points)
5. Create a Resource-leveling table for your assigned project. Please see complete description on page 378 in the textbook. (20 points)

**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.

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

<table>
<thead>
<tr>
<th>Component</th>
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<tr>
<td>Discussion Boards(8 @ 2%)</td>
<td>= 16%</td>
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<tr>
<td>Unit Assessments(6 @ 8%)</td>
<td>= 48%</td>
</tr>
<tr>
<td>Projects(3 @ 12%)</td>
<td>= 36%</td>
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<tr>
<td><strong>Total</strong></td>
<td>= 100%</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 6961, Project Management

## 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

### Intro to Project Management and Its Organizational Content

#### Review:
- □ Unit Study Guide

#### Read:
- □ **Chapter 1:** Introduction: Why Project Management?
- □ **Chapter 2:** The Organizational Context: Strategy, Structure, and Culture
- □ **Supplemental Reading:** See Study Guide.

#### Discuss:
- □ **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)

#### Submit:
- □ **Assessment** by Tuesday, Midnight (Central Time)

### Notes/Goals:

## Unit II

### Project Management Leadership and Team Building

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

#### Read:
- □ **Chapter 4:** Leadership and the Project Manager
- □ **Chapter 6:** Project Team Building, Conflict, and Negotiation
- □ **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 III

### Project Selection and Scope Management

#### Review:
- □ Unit Study Guide

#### Read:
- □ **Chapter 3:** Project Selection and Portfolio Management
- □ **Chapter 5:** Scope Management
- □ **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:
- □ **Project** by Tuesday, Midnight (Central Time)

### Notes/Goals:
# MBA 6961, Project Management

## Course Schedule

### Unit IV  
**Cost Estimation**

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

- **Read:**
  - [ ] Chapter 8: Cost Estimation and Budgeting
  - [ ] 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 V  
**Critical Chain Project Scheduling**

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

- **Read:**
  - [ ] Chapter 11: Critical Chain Project Scheduling
  - [ ] 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 VI  
**Project Scheduling**

- **Review:**
  - [ ] Unit Study Guide

- **Read:**
  - [ ] Chapter 9: Project Scheduling: Networks, Duration Estimation, and Critical Path
  - [ ] Chapter 10: Project Scheduling: Lagging, Crashing, and Activity Networks
  - [ ] 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:**
  - [ ] Project by Tuesday, Midnight (Central Time)

### Notes/Goals:
### Unit VII: Risk, Resources and Control

**Review:**
- Unit Study Guide

**Read:**
- Chapter 7: Risk Management
- Chapter 12: Resource Management
- Chapter 13: Project Evaluation and Control
- **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** by Tuesday, Midnight (Central Time)

### Unit VIII: Project Closeout and Termination

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

**Read:**
- Chapter 14: Project Closeout and Termination
- **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: