

## SYLLABUS

2023 Spring Semester MBA Program  
April 11 – June 19, 2023

MBA-762-90-3 Project Management  
eLearning Online in CANVAS

<https://chaminade.instructure.com/courses/228497>

### Class Schedule:

Dates: April 11, 2023 – June 19, 2023  
Course Cycle: Current Tuesday through the following Monday  
Class Location: eLearning Online in CANVAS  
Kick-Off Day One: April 18, Tuesday, 2023

### Instructor Contact Info:

Dr. Maria Brownlow  
Office Hours: Noon – 01:00 PM; MWF at Kieffer Room 28 or *by appointment*  
Contact Office: 808-739-8337  
CUH email: [maria.brownlow@chaminade.edu](mailto:maria.brownlow@chaminade.edu)

### CHAMINADE UNIVERSITY MISSION STATEMENT



Chaminade University offers its students an education in a collaborative learning environment that prepares them for life, service, and successful careers. Guided by its Catholic, Marianist and liberal arts educational traditions, Chaminade encourages the development of moral character, personal competencies, and a commitment to build a just and peaceful society. The university offers both the civic and church communities of the Pacific region its academic and intellectual resources in the pursuit of common aims.

## 1. COURSE INTRODUCTION AND APPROACH

In October 1998, the Project Management Institute (PMI) accredited as a developer of standards by the American National Standards Institute (ANSI). The **PMBOK® Guide** became a standard for project management. The current addition of the **PMBOK® Guide** is 7<sup>th</sup> a unique set of activities, which became central to the operations of any organization.

Project Management is defined as planning, organizing, directing/managing, and controlling of organizational resources to complete specific project goals and objectives.

Project Management is central to operations in every industry and agriculture. This course uses examples and case studies in every chapter of the textbook. Many organizations spend enormous

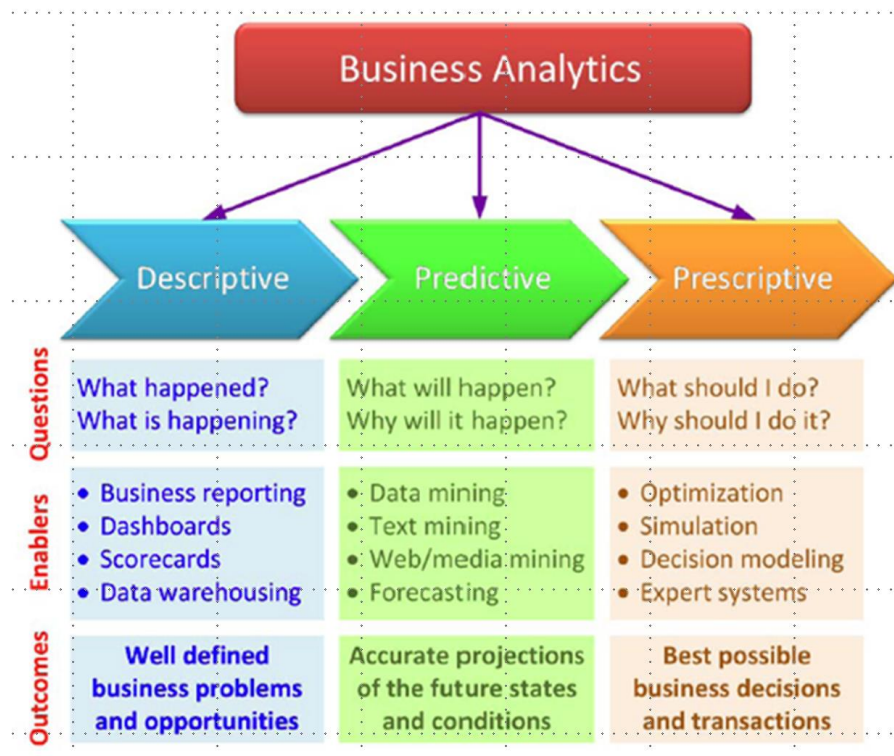
## SYLLABUS

resources to manage projects who often fail. The answer why they fail is complicated because projects are complex endeavor with risks and unknown events.<sup>1</sup>

“One of the principal challenges of effectively teaching project management is to understand that project management duties are broad and diverse; most particularly, they require computational, software, and organizational/behavioral knowledge.”

The “big data,” business analytics, and informatics as a part of an enterprise Decision Support System (DSS), provide support to executive management on project selection which supports the Vision and Mission of the organization.

*“The fascinating nature of project management is that it requires students to develop mastery of both “people” and “numbers” side of the discipline. No other position in an organization are the duties as broad and diverse as those found in the project manager role – developing strategies, financing, budgeting, negotiating, controlling, and monitoring – these are all routine responsibilities of project managers.”<sup>2</sup>*



<sup>1</sup> Project Management, Achieving Competitive Advantage, 5<sup>th</sup> edition.

<sup>2</sup> Project Management, Achieving Competitive Advantage 5th edition.

## SYLLABUS

Project Management is a temporary endeavor undertaken to create product or service. The project must indicate start and finish dates. The PMI PMBOK® Guide contains a “body of knowledge”<sup>3</sup>, skills, tools, and techniques to define activities meeting project requirements. A project must add value to the organization, otherwise why do it?

Why did project management become a center of our professional and private life? Let us say you want to visit Canada. It depends on what you would like to see, it is a project. If you are planning to go with your family or friends – the scope of your project is growing and to be successful, you must develop a plan. In brief, such a plan should have scope, schedule, budget, resources, risks, and of course start and end dates. Yes, you must define risks. The specific project circumstances will influence the constraints on which a good project manager must focus. It requires an effective use of knowledge and skills ending project.

As knowledge and practical experience about project management grew, lessons learned from reviews of the project successes and failures documented and stored. The complexity project management grew exponentially.

Project management requires leadership, team building, conflict resolution, negotiation, and influence in equal measure with the traditional and technical skill set. Successful project managers are people who have experience in managing projects, technical knowledge of available tools (software) and have all-embracing people skills.

This course presents principals of project management while addressing specific discipline-based examples. Each chapter describes project profiles of successful and failed projects. There is a common belief that we learn more from failures than successes. At the end of the chapter, students find a Case Study with questions to evaluate student’s understanding or opinions about the project in the study. These cases also have discussion questions why I selected “Project Management, Achieving Competitive Advantage” by Jeffrey K. Pinto, from Pennsylvania State University? There are many reasons:

1. Dr. Pinto has received the Distinguished Contribution Award from the Project Management Institute
2. Dr. Pinto is a practitioner and currently consults many organizations on project management.
3. Agile Project Management is the foundation of his textbook.
4. This course also provides systematically the MS Project tutorials.
5. All Project Management Body of Knowledge (PMBOK) referencing updates to its fifth edition.

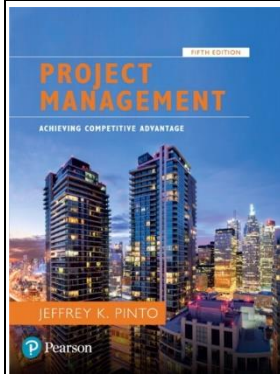
---

<sup>3</sup> Project Management Institute. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Sixth Edition

## SYLLABUS

6. Textbook includes samples of questions for the PMP Certification Exam, the highest standard of professional qualification for project manager.

### TEXTBOOK:



#### MBA-762-90-3 Project Management (3 Credits)

Textbook: Jeffrey K. Pinto, “Project Management, Achieving Competitive Advantage, Pennsylvania State University “, 5<sup>th</sup> Edition ©2019 Pearson:  
ISBN: 978-013-473033-2

**Note:** You can find various options on [VitalSource](#) via link:  
<https://www.vitalsource.com/products/project-management-jeffrey-k-pinto-v9780134730714>. Click on the above link for more details.

## 2. WHAT IS PROJECT MANAGEMENT

Project management is the use of specific knowledge, skills, tools and techniques to deliver something of value to people. The development of software for an improved business process, the construction of a building, the relief effort after a natural disaster, the expansion of sales into a new geographic market—these are all examples of projects<sup>4</sup>.

Project is a well-planned endeavor that follows a lifecycle with a definite beginning and end.<sup>5</sup>

## 3. PROGRAM LEARNING OUTCOMES

1. **Manage** the scope, cost, timing, and quality of the project. Focused on project success as defined by project stakeholders.
2. **Align** the project to the organization's strategic plans and business justify the project.
3. **Identify** project goals, constraints, deliverables, performance criteria, control needs and resource requirements in consultation with stakeholders.
4. **Implement** project management knowledge, processes, lifecycle and the embodied concepts, tools, and techniques to achieve project success.

---

<sup>4</sup> & <sup>5</sup> <https://www.pmi.org/about/learn-about-pmi/what-is-project-management>

## SYLLABUS

5. **Utilize** technology tools for communication, collaboration, information management and decision support.
6. **Appraise** the role of project management in organization change.

### 4. COURSE LEARNING OUTCOMES

At the conclusion of the course, students will be able to:

1. **Assess** contextual awareness and knowledge of strategic and operational drivers required to inform decisions and deliver sustained competitive advantage.
2. **Describe** a project life cycle, and skillfully map each stage in the cycle.
3. **Identify** the resources needed for each stage, including involved stakeholders, tools and supplementary materials.
4. **Describe** the interpersonal and technical skills that project managers need to lead project teams and manage the projects efficiently.

### 5. MARIANIST VALUES

An education in the *Marianist Tradition* is marked by five principles and you should take every opportunity possible to reflect upon the role of these characteristics in your education and development. Characteristics of Marianist Universities: Chaminade University of Honolulu, St. Mary's University, University of Dayton, A Resource Paper, published in 1999, Republished in 2006.

This class represents one component of your education at Chaminade University of Honolulu. An education in the *Marianist Tradition* is marked by five principles and you should take every opportunity possible to reflect upon the role of these characteristics in your education and development. Characteristics of Marianist Universities: Chaminade University of Honolulu, St. Mary's University, University of Dayton, A Resource Paper, published in 1999, Republished in 2006.

#### 1. Educate for formation in faith.

*“As higher educational institutions, Marianist universities have kept, along with education in the disciplines, a commitment to the development of the whole person, which includes the dimension of religious faith and its personal appropriation and practice.”*

#### 2. Provide an integral quality education.

*“In the Marianist approach to education, “excellence” includes the whole person, not just the technician or rhetorician. It also includes people with their curricular and extra-curricular experiences, their intellectual and spiritual development, understood and supported best in and through community.”*

## SYLLABUS

### 3. Educate in family spirit.

*“Marianist educational experience fosters the development of a community characterized by a sense of family spirit that accepts each person with loving respect and draws everyone in the university into the challenge of building community. Community support for scholarship, friendship among faculty, staff and students, and participation in university governance characterize the Marianist University.”*

### 4. Educate for service, justice, and peace.

*“The Marianist approach to higher education is deeply committed to the common good. The intellectual life itself is undertaken as a form of service in the interest of justice and peace, and the university curriculum is designed to connect the classroom with the wider world. In addition, Marianist universities extend a special concern for the poor and marginalized and promote the dignity, rights, and responsibilities of all peoples.”*

### 5. Educate for adaptation and change.

*“In the midst of rapid social and technological change, Marianist universities readily adapt and change their methods and structures so that the wisdom of their educational philosophy and spirituality may be transmitted even more fully.”<sup>6</sup>*

## 6. NATIVE HAWAIIAN VALUES

Education is an integral value in both Marianist and Native Hawaiian culture. Both recognize the transformative effect of a well-rounded, value-centered education on society, particularly in seeking justice for the marginalized, the forgotten, and the oppressed, always with an eye toward God (Ke Akua). This is reflected in the ‘Olelo No‘eau (Hawaiian proverbs) and Marianist core beliefs:

1. **Educate for Formation in Faith (Mana)** E ola au i ke akua (‘Olelo No‘eau 364) [May I live by God.](#)
2. **Provide an Integral, Quality Education (Na‘auao)** Lawe i ka ma‘alea a kū‘ono‘ono (‘Olelo No‘eau 1957) [Acquire skills and make it deep.](#)
3. **Educate in Family Spirit (‘Ohana)** ‘Ike aku, ‘ike mai, kōkua aku kōkua mai; pela iho la ka nohana ‘ohana (‘Olelo No‘eau 1200) [Recognize others, be recognized, help others, be helped; such is a family relationship.](#)
4. **Educate for Service, Justice, and Peace (Aloha)** Ka lama kū o ka no‘eau (‘Olelo No‘eau 1430) [Education is the standing torch of wisdom and using it has no boundaries.](#)
5. **Educate for Adaptation and Change (Aina)** ‘A‘ohe pau ka ‘ike i ka hālau ho‘okahi (‘Olelo No‘eau 203) [All knowledge is not taught in the same school.](#)

## 8. TITLE IX COMPLIANCE

Chaminade University of Honolulu recognizes the inherent dignity of all individuals and promotes respect for all people. Sexual misconduct, physical and/or psychological abuse will NOT be tolerated at CUH. If you have been the victim of sexual misconduct, physical and/or psychological abuse, we

---

<sup>6</sup> 2014 Characteristics of Marianist Universities

## SYLLABUS

encourage you to report this matter promptly. As a faculty member, I am interested in promoting a safe and healthy environment, and should I learn of any sexual misconduct, physical and/or psychological abuse, I must report the matter to the Title IX Coordinator. If you or someone you know has been harassed or assaulted, you can find the appropriate resources by visiting Campus Ministry, the Dean of Students Office, the Counseling Center, or the Office for Compliance and Personnel Services.

### 7. ASSESSMENT AND GRADING

The most common types of assessment used to measure results of learning outcomes:<sup>7</sup>

Performance-Based Activities	These activities assess the learner’s proficiency in meeting the learning objectives based on real-world assignments. For example, a learner can be assessed on his/her ability to create a WBS based on an assigned <i>case study</i> .
Practice Quizzes	<i>Quizzes</i> delivered at regular intervals (i.e., at the conclusion of each module) provide feedback to be used by the instructor and learner to indicate the level of proficiency in meeting the learning objectives.
Exams	<i>Exams</i> measure the level of proficiency obtained at the end of a learning event, by comparing it against a standard or benchmark. An example for a PMP® certification prep course could include a sample PMP® certification exam.

Grading will be based on the following table:

<p><b>GRADING YOUR ACCOMPLISHMENTS:</b></p> <p>Grading is based on the CANVAS formula using weighted averages for various types of assignments.</p>	<p><b>GRADE SCALE:</b></p> <p>A = 90% – 100%</p> <p>B = 80% – 89%</p> <p>C = 70% – 79%</p>
---	--

Letter grades are given in all courses except those conducted on a credit/no credit basis. Grades are calculated from the student’s assignments, class participation, quizzes, tests, term papers, reports, and exams. They are interpreted as follows:

- A → Outstanding scholarship and an unusual degree of intellectual initiative
- B → Superior work done in a consistent and intellectual manner.
- C → Average grade indicating a competent grasp of subject matter.

<sup>7</sup> Source: Project Management Institute, Dick, W., & Carey, L. (1996). *The systematic design of instruction*. Fourth edition. New York, NY: Harper Collin



# SYLLABUS

Learning is a continuous process. We learn every day by observing, solving problems, making mistakes and not to repeat them again. Student responsibility is discovering your own style of learning. Educators’ responsibility is to create learning environment that student can discover, learn, apply, and flourish.

## 8. TITLE IX COMPLIANCE

Chaminade University of Honolulu recognizes the inherent dignity of all individuals and promotes respect for all people. Sexual misconduct, physical and/or psychological abuse will NOT be tolerated at CUH. If you have been the victim of sexual misconduct, physical and/or psychological abuse, we encourage you to report this matter promptly. As a faculty member, I am interested in promoting a safe and healthy environment, and should I learn of any sexual misconduct, physical and/or psychological abuse, I must report the matter to the Title IX Coordinator. If you or someone you know has been harassed or assaulted, you can find the appropriate resources by visiting Campus Ministry, the Dean of Students Office, the Counseling Center, or the Office for Compliance and Personnel Services.

### **Late assignments**

Student is responsible for contacting educator how to make-up past due assignments. Student must notify the educator before any posted due date if student is unable to take the exam at the allotted time.

Final grade for the MBA800 course will be calculated as a weighted average of all assignments. Assignments will be posted on the [myLab Management portal](#) and entered into CUH Grading System.

A weekly COMMUNICATION email will be sent to students to inform about week agenda. Assignments on myLab Management portal **must be** completed [within the two weeks as assigned](#).

Grading will be based on the following table below:

**Note:** I do not deduct points if student submit assignments within two weeks of assignment date. Student has to inform me that assigned date cannot be met for a reason (what is the reason) and student would like to secure a new agreed date.

<p><b>GRADING YOUR ACCOMPLISHMENTS:</b></p> <ul style="list-style-type: none"> <li>Homework assignments</li> <li>Quizzes &amp; tests</li> <li>Exams</li> <li>Staying on schedule with assignments <b>Priceless</b></li> </ul>	<p><b>GRADE SCALE:</b></p> <ul style="list-style-type: none"> <li>A = 90% – 100%</li> <li>B = 80% – 89%</li> <li>C = 70% – 79%</li> </ul>
---	---



## SYLLABUS

Letter grades are given in all courses except those conducted on a credit/no credit basis. Grades are calculated from the student's assignments, class participation, quizzes, tests, term papers, reports, and exams. They are interpreted as follows:

- A ? Outstanding scholarship and an unusual degree of intellectual initiative
- B ? Superior work done in a consistent and intellectual manner
- C ? Average grade indicating a competent grasp of subject matter
- D ? Inferior work of the lowest passing grade, not satisfactory for fulfillment of prerequisite course work
- F ? Failed to grasp the minimum subject matter; no credit given
- W ? Withdrawal before published deadline
- I ? The issuance of an "I" grade is not automatic. At the discretion of the faculty member, a grade of "I" may be assigned to a student who has successfully completed with at least a passing grade, a majority of the work of the course and who has an unavoidable and compelling reason the remainder of the work cannot be completed on schedule
- IP ? In progress; primarily used for thesis completion or practicum completion
- AU ? Audit
- CR/NC ? Credit/N

Learning is a continuous process. We learn every day by observing, solving problems, making mistakes and not to repeat them again. Student responsibility is discovering your own style of learning. Educators' responsibility is to create learning environment that student can discover, learn, apply, and flourish.

### 9. UNIVERSITY POLICIES

#### ***Attendance policy***

Attendance Policy does not apply to online eLearning courses. Students follow schedule developed for the 10 weeks program of this course. Following scheduled assignments on myLab Management calendar is expected. This course resides on Pearson myLab Management portal and follows a cycle which starts on the current Monday through the following Monday, before 11:59 PM HST.

#### ***Academic Honesty***

Students are responsible for promoting academic honesty at Chaminade by not participating in any act of dishonesty. Academic dishonesty may include theft of records or examinations, alteration of grades, and plagiarism. Questions of academic dishonesty in a particular class are first reviewed by the instructor who must make a report with recommendations to the Business School Dean.

#### ***Syllabus Modification***

This syllabus is only a plan. The instructor may modify the plan during the course. The requirements of the course may be altered from those appearing in the syllabus. Further, the plan contains criteria

## SYLLABUS

by which the student's progress and performance in the course will be measured. These criteria may also be changed, and students will be notified.

### ***Instructor and Student Communication***

Questions for this course can be emailed to the instructor at [maria.brownlow@chaminade.edu](mailto:maria.brownlow@chaminade.edu). Online, in-person and phone **808-739-8337** conferences can be arranged. Response time will take place up to within 24 hours or earlier.

### ***Cell phones, tablets, and laptops***

Out of consideration for your classmates, please set your cell phone to silent mode during class. Students are encouraged to bring laptops or tablets to class as the instructor will assign online activities and readings that will require the use of a laptop or tablet. Laptops and tablets should not be misused, such as checking distracting websites. Use your best judgment and respect your classmates and educator.

### ***Guidelines for Communication***

Email: Use your Chaminade email account or email that you check often.  
Always include a subject line.

Remember that without others being able to see your facial expressions or hear your tone, some comments may be taken in a way you did not intend. So be careful in wording your emails. Use of emoticons may be helpful in some cases.

Special formatting such as centering, audio messages, tables, html, etc. should be avoided unless necessary to complete an assignment or other communication.

### ***Discussion Groups:***

1. Review discussion threads thoroughly before entering the discussion.
2. Maintain threads by using the "reply" button rather than starting a new topic.
3. Be respectful of others' ideas.
4. Read the comments of others thoroughly before entering your remarks.
5. Cooperate with group leaders in completing assigned tasks.
6. Be positive and constructive in group discussions.
7. Respond in a thoughtful and timely manner.

### ***Chat online:***

Introduce yourself to others in the chat session. Be polite. Choose words carefully. Do not use derogatory statements. Be concise in responding to others in the chat session. Be constructive in your comments.



## SYLLABUS

### ***Educator and Student Communication***

Questions for this course can be emailed to instructor at the email provided by instructor. Online, in-person and phone conferences can be arranged. Response time will take place within 24 hours.

### ***Library***

Provide a link to the Chaminade library, [www.chaminade.edu/library](http://www.chaminade.edu/library).

### ***Technical Support***

For technical questions view the [http://www.myLab Management.com/Student\\_Support](http://www.myLab Management.com/Student_Support) or call Person Technical support at **1-844-292-7015**.

Contact the Chaminade IT Helpdesk for technical issues:  
[helpdesk@chaminade.edu](mailto:helpdesk@chaminade.edu) or call (808) 735-4855