MBA – Project Management

Program: MBA

Credit Hours: 3

Instructor: Dr. Afifa Anjum Khattak, PhD, PMP®

Course Description

This course develops advanced competencies in project leadership, value delivery, governance alignment, and performance-based project execution. Drawing upon standards of the Project Management Institute (PMI), the course integrates predictive, agile, and hybrid approaches within complex organizational environments. Students will learn to initiate, plan, execute, monitor, control, and close projects while managing uncertainty, stakeholder expectations, risks, and performance trade-offs. Emphasis is placed on structured planning discipline, ethical governance, stakeholder engagement, and measurable value realization.

2. Course Objectives (COs)

CO1: Explain project value delivery within organizational strategy.

CO2: Apply structured planning and governance frameworks.

CO3: Design comprehensive project management plans.

CO4: Evaluate project performance using measurable indicators.

CO5: Lead project teams using ethical and stakeholder-centered approaches.

CO6: Integrate predictive, agile, and hybrid methodologies.

3. Course Learning Outcomes (CLOs)

CLO1: Analyze projects within organizational strategy and governance context.

CLO2: Develop a Project Charter and Stakeholder Register.

CLO3: Construct Work Breakdown Structures (WBS) and scope baselines.

CLO4: Develop schedules using network techniques and critical path analysis.

CLO5: Prepare cost estimates and performance baselines.

CLO6: Design risk management and quality assurance frameworks.

CLO7: Apply stakeholder engagement and communication strategies.

CLO8: Monitor and control project performance using KPIs and earned value principles.

CLO9: Recommend appropriate predictive, agile, or hybrid approaches.

CLO10: Conduct structured project closure and benefits realization analysis.

4. CO–CLO Alignment Matrix

	CLO1	CLO2	CLO3	CLO4	CLO5	CLO6	CLO7	CLO8	CLO9	CLO10
CO1	✓	✓	✓	✓						
CO2	✓	✓	✓	✓	✓					
CO3	✓	✓	✓	✓	✓	✓				
CO4	✓	✓	✓	✓	✓	✓	✓			
CO5	✓	✓	✓	✓	✓	✓	✓	✓		
CO6	✓	✓	✓	✓	✓	✓	✓	✓	✓	

Weekly Course Structure
- Week 1: Foundations of Project Management and Value Delivery
- Week 2: Organizational Structures and Project Environment
- Week 3: Role of the Project Manager and Ethical Leadership
- Week 4: Project Life Cycles – Predictive, Agile, Hybrid
- Week 5: Project Initiation – Business Case, Charter, Stakeholders
- Week 6: Scope Management and WBS Development
- Week 7: Schedule Management and Critical Path Method
- Week 8: Cost Management and Budget Baseline
- Week 9: Risk Management Frameworks
- Week 10: Quality Management and Governance
- Week 11: Resource and Team Management
- Week 12: Communications and Stakeholder Engagement
- Week 13: Performance Measurement and Monitoring
- Week 14: Integrated Change Control and Trade-Off Analysis
- Week 15: Project Closure and Benefits Realization
- Week 16: Project Proposal Showcase and Faculty Panel Evaluation

Assessment Structure
- Midterm Examination – 30%
- Final Examination – 50%
- Semester Project (Complete Project Plan) – 10%
- Project Proposal Showcase & Defense – 5%

- Class Participation & Simulations – 5%

Experiential Learning Component

Students will develop a real-world project plan including governance alignment, stakeholder engagement strategy, risk register, monitoring indicators, and performance evaluation metrics. Final evaluation will occur through a structured Project Proposal Showcase using standardized rubrics.

Recommended Texts

- PMBOK® Guide – 7th Edition
- Agile Practice Guide
- Meredith & Mantel – Project Management: A Managerial Approach
- Gray & Larson – Project Management: The Managerial Process