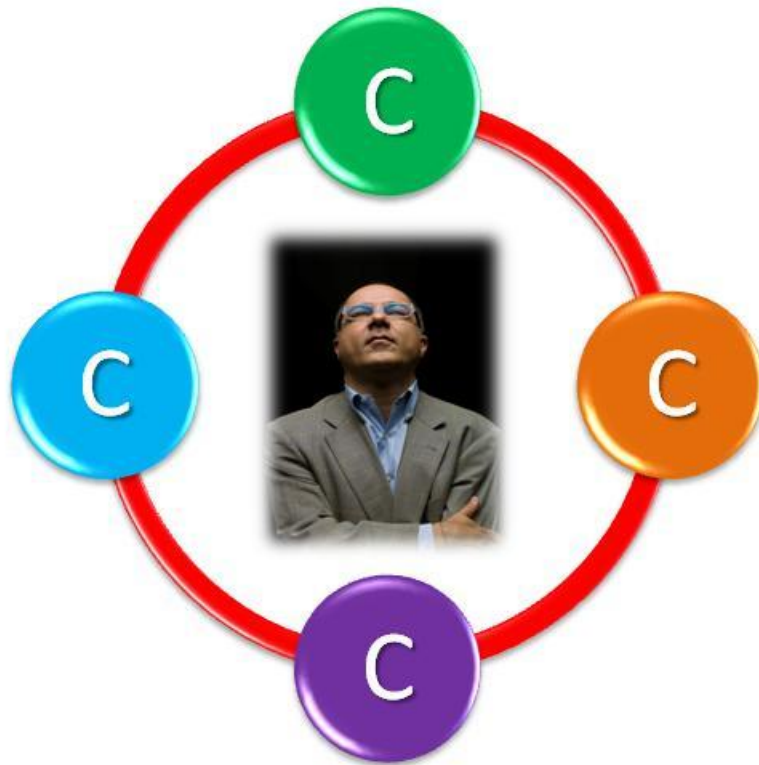


Course Syllabus



Strategic Thinking & Problem Solving

Michael D. Taylor
www.projectmgt.com

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COURSE DESCRIPTION

This course is designed to teach participants how to think beyond traditional project management processes by considering the overall strategies and tactics needed to meet project goals and objectives. A specific "4C" (Customer, Corporation, Competitor, Co-worker) approach will be taken to show how these concepts can be applied in a practical manner. Students will examine the competencies and success factors needed to build sound project strategies, the factors that influence strategic thinking, and problem solving tools that can be used to measure the effectiveness of strategies.

Topics Include:

- What is strategic thinking?
- Strategic thinking competencies and success factors
- How to think strategically
- Systems thinking and strategic thinking
- Influence factors
- Problem solving tools
- Controlling and optimizing project processes
- Power and politics for project managers
- Whole-brain project management
- Dealing with cultural differences
- Defining success and failure
- Improving project management processes

TEXTBOOKS

Required

Mastering Project Management: Applying Advanced Concepts to Systems Thinking, Control & Evaluation, and Resource Allocation by James P. Lewis (New York, McGraw-Hill: 2008).

Recommended

Strategic Thinking Handbook #1: The Top 10 Everyday Tools for Daily Problem-Solving by Stephen G. Haines (San Diego: Systems Thinking Press)

Strategic Thinking Handbook #2: The Top 10 Everyday Tools for Strategic Thinking by Stephen G. Haines (San Diego: Systems Thinking Press).

GRADING

	Points Each	Qty	Total
Warm-Up Questions (Blog)	5	7	35
Summary Papers	20	7	140
TOTAL			175 Points

Points vs. Grades

A	175	163
A-	162	158
B+	157	152
B	151	145
B-	144	140
C+	139	135

C	134	128
C-	127	123
D+	122	117
D	116	110
D-	109	105
Failing	Below 105	

HOW TO USE THE COURSE WEBSITE

The website you will be using for this course is **WebCT**.

HOW TO LOGIN TO WEBCT

You will receive your logon information within about ten days after you enroll so enroll early enough to begin before the course starts. If you do not receive this logon information by then, please send an e-mail message to [OnlineCourseHelp@ucsc-extension.edu].

To login to WebCT, go to:

http://ic.ucsc.edu/services/learning_management_system/extension/

For help with logging in to WebCT, go to:

ic.ucsc.edu/services/learning_management_system/login.php

WEB BROWSER COMPATIBILITY

In order to use WebCT, your web browser must be compatible. The first thing you should do is click on "Check Browser" at the top of the WebCT screen and follow the instructions to make sure your browser is supported for all the functions of WebCT. Next, make sure you visit our page about preparing your computer settings for WebCT:

http://ic.ucsc.edu/services/learning_management_system/browser.php

WebCT Help Desk: Need help? Once you are logged on to WebCT, the best way for you to request support for WebCT is to contact the WebCT Help Desk at: OnlineCourseHelp@ucsc-extension.edu

ADDING A LINK TO WEBCT TO YOUR "MYUCSC" PAGE

This is a link to a tutorial showing you how to add a WebCT Login section to their "MyUCSC" homepage: <http://ic.ucsc.edu/tutorials/webct-onmyucsc/>

HOW TO GET MORE INFORMATION ABOUT WEBCT

To get more information about WebCT, go to:

http://ic.ucsc.edu/services/learning_management_system/student_info.php

INSTRUCTOR'S BACKGROUND



MICHAEL D. TAYLOR M.S., MPM, FAAPM, is a master project manager and a Fellow in the American Academy of Project Management, with over 30 years of project/subcontract management and engineering experience. During this time, he managed projects and subcontracts ranging in value from \$2 million to \$20 million by successfully directing multifunctional, multicultural project teams. Mr. Taylor managed outsourced projects with other major companies including:

- Honeywell Satellite Systems, Phoenix, Arizona
- Harris Corporation, Melbourne, Florida
- Scientific Atlanta, Atlanta, Georgia
- LNR Incorporated, Long Island, New York
- AEC-Able Engineering, Santa Barbara, California
- LTV Incorporated, Dallas, Texas
- RACAL Communications Corporation, Baltimore, Maryland
- Electrospace Systems Incorporated, Garland, Texas

Mr. Taylor is principal of Systems Management Services, a management training and consulting company specializing in project and program management, and is a member of the Project Management Institute. In addition to conducting project management courses, he is also the UCSC Extension Business and Management Coordinator for the Project and Program Management (PPM) Certificate Program. He has conducted project management training at companies such as GTE, Siemens, TRW, Sun Microsystems, Loral, Minolta, Santa Clara Valley Water District, and Inprise (Borland). He has conducted classes in the UCSC Extension Leadership & Management Program (LAMP) and was a guest speaker at the Santa Cruz Technology Symposium.

Major Awards

- Space Station Freedom Superior Performance Award
- Lockheed Project P285 Subcontracts Management Award

- Lockheed President's Award (Dr. F. Oder)
- Lockheed Project P377 Proposal Team Award

UCSC Extension Involvement

Mr. Taylor has been teaching in the UCSC Extension Business and Management Department's "Project and Program Management Certificate" program since 1995 and is the PPM Certificate Coordinator.

Instructor Contact Information

Contact information can be found at www.projectmgt.com

COURSE CHECKLIST

Completed	Max. Points	Score Points	MODULE 1: UNDERSTANDING SYSTEMS THINKING	
<input type="checkbox"/>			1.1	Module Objectives
<input type="checkbox"/>	5		1.2	Warm-Up Question
<input type="checkbox"/>			1.3	Overview Slides
<input type="checkbox"/>			1.4	Reading Assignment
<input type="checkbox"/>	20		1.5	Application Exercise

Completed	Max. Points	Score Points	MODULE 2: STRATEGIC THINKING COMPETENCIES & SUCCESS FACTORS	
<input type="checkbox"/>			2.1	Module Objectives
<input type="checkbox"/>	5		2.2	Warm-Up Question
<input type="checkbox"/>			2.3	Overview Slides
<input type="checkbox"/>			2.4	Reading Assignment
<input type="checkbox"/>	20		2.5	Application Exercise

Completed	Max. Points	Score Points	MODULE 3: HOW TO THINK STRATEGICALLY	
<input type="checkbox"/>			3.1	Module Objectives
<input type="checkbox"/>	5		3.2	Warm-Up Question
<input type="checkbox"/>			3.3	Overview Slides
<input type="checkbox"/>			3.4	Reading Assignment
<input type="checkbox"/>	20		3.5	Application Exercise

Completed	Max. Points	Score Points	MODULE 4: STRATEGIC THINKING AND SYSTEMS THINKING	
<input type="checkbox"/>			4.1	Module Objectives
<input type="checkbox"/>	5		4.2	Warm-Up Question
<input type="checkbox"/>			4.3	Overview Slides
<input type="checkbox"/>			4.4	Reading Assignment
<input type="checkbox"/>	20		4.5	Application Exercise

Completed	Max. Points	Score Points	MODULE 5: INFLUENCE FACTORS	
<input type="checkbox"/>			5.1	Module Objectives
<input type="checkbox"/>	5		5.2	Warm-Up Question
<input type="checkbox"/>			5.3	Overview Slides

<input type="checkbox"/>			5.4	Reading Assignment
<input type="checkbox"/>	20		5.5	Application Exercise

Completed	Max. Points	Score Points	MODULE 6: PROBLEM SOLVING TOOLS	
<input type="checkbox"/>			6.1	Module Objectives
<input type="checkbox"/>	5		6.2	Warm-Up Question
<input type="checkbox"/>			6.3	Overview Slides
<input type="checkbox"/>			6.4	Reading Assignment
<input type="checkbox"/>	20		6.5	Application Exercise

Completed	Max. Points	Score Points	MODULE 7: CONTROLLING & OPTIMIZING PROCESSES	
<input type="checkbox"/>			7.1	Module Objectives
<input type="checkbox"/>	5		7.2	Warm-Up Question
<input type="checkbox"/>			7.3	Overview Slides
<input type="checkbox"/>			7.4	Reading Assignment
<input type="checkbox"/>	20		7.5	Application Exercise

TOTAL 175