



## QSO 680 Module One Journal Guidelines and Rubric

**Overview:** Journal activities in this course are private between you and the instructor. Review [this tutorial](#) for information on creating a Blackboard journal entry.

The use of case study analysis gives you an opportunity to see project management in action. Case study analysis takes abstract methodologies and puts them into practice. In this assignment, you will analyze the case study will be used for your final project: a program performance report.

**Prompt:** Begin by reading the case study [Value-Driven Project and Portfolio Management in the Pharmaceutical Industry: Drug Discovery versus Drug Development - Commonalities and Differences in Portfolio Management Practice](#). You will be working with this case study throughout the course, so take the time to familiarize yourself with it. Focus on the important facts and key issues. Use the following guiding questions to focus your reading and assist in writing your overview:

- What is/are the defining objective(s) identified in the case study?
- What are the differences and similarities and the advantages and disadvantages of managing at the project, portfolio, and program levels?
- Who is the target stakeholder group that would benefit from understanding the portfolio management process?
- How does corporate strategy align with the project portfolio in the case study?
- What role does the project manager play in this case study?

Write a concise (3 to 5 paragraph) overview of the case study addressing the above questions and summarizing your final thoughts on the case study presented.

Specifically, the following **critical elements** must be addressed:

- I. Define the **objective(s)** in the case study.
- II. Identify the **target stakeholder group** and explain the benefits of the portfolio management process to this group.
- III. Explore the differences/similarities and the advantages/disadvantages of managing at the **project, portfolio, and program levels**.
- IV. Explain how **corporate strategy aligns** with the project portfolio in the case study.
- V. Assess the **role of the project manager** in the case study.

**Note:** If you need additional guidance in case study analysis, refer to this article: [Guidelines for Writing a Case Study Analysis](#).

### Rubric

**Guidelines for Submission:** Your 3- to 5-paragraph journal entry must be submitted with 12-point Times New Roman font and any sources cited in APA format.

**Instructor Feedback:** This activity uses an integrated rubric in Blackboard. Students can view instructor feedback in the Grade Center. For more information, review [these instructions](#).

| Critical Elements                             | Exemplary (100%)                                                                                                                                                                                                 | Proficient (90%)                                                                                                                                                  | Needs Improvement (70%)                                                                                                                      | Not Evident (0%)                                                                                                | Value       |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------|
| <b>Objective(s)</b>                           | Clearly defines objective(s) in the case study with rich detail and insight                                                                                                                                      | Clearly defines objective(s) in the case study                                                                                                                    | Defines objective(s) in the case study but lacks clarity and/or detail                                                                       | Does not define objective(s) in the case study                                                                  | 18          |
| <b>Target Stakeholder Group</b>               | Identifies target stakeholder group and explains benefits of portfolio management process to stakeholders using significant detail and examples                                                                  | Identifies target stakeholder group and explains benefits of portfolio management process to stakeholders                                                         | Identifies target stakeholder group and explains benefits of portfolio management process to stakeholders but with gaps in details and logic | Does not identify target stakeholder group and explain benefits of portfolio management process to stakeholders | 18          |
| <b>Project, Portfolio, and Program Levels</b> | Fully explores the three levels of management—project, portfolio, and program—citing similarities and differences as well as advantages and disadvantages of each using significant detail and concrete examples | Fully explores the three levels of management—project, portfolio, and program—citing similarities and differences as well as advantages and disadvantages of each | Explores the three levels of management—project, portfolio, and program—but submission lacks detail and/or has gaps in analysis              | Does not explore the three levels of management—project, portfolio, and program                                 | 18          |
| <b>Corporate Strategy Alignment</b>           | Explains how corporate strategy aligns with the project portfolio in the case study using examples and significant detail                                                                                        | Explains how corporate strategy aligns with the project portfolio in the case study                                                                               | Explains how corporate strategy aligns with the project portfolio in the case study but with gaps in details and logic                       | Does not explain how corporate strategy aligns with the project portfolio in the case study                     | 18          |
| <b>Role of Project Manager</b>                | Assesses the role of the project manager in the case study supported with examples                                                                                                                               | Assesses the role of the project manager in the case study                                                                                                        | Assesses the role of the project manager in the case study but with gaps in details and logic                                                | Does not assess the role of the project manager in the case study                                               | 18          |
| <b>Articulation of Response</b>               | Entry is free of errors in organization and grammar                                                                                                                                                              | Entry is mostly free of errors of organization and grammar; errors are marginal and rarely interrupt the flow                                                     | Entry contains errors of organization and grammar, but errors are limited enough so that entry can be understood                             | Entry contains errors of organization and grammar making the entry difficult to understand                      | 10          |
| <b>Total</b>                                  |                                                                                                                                                                                                                  |                                                                                                                                                                   |                                                                                                                                              |                                                                                                                 | <b>100%</b> |