

ITS400: Information Technology Project Management

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Faculty Information



Faculty contact information and office hours can be found on the faculty profile page.

Course Description and Outcomes



Successful information technology (IT) projects do not occur by chance, but they generally require careful planning and execution. Factors such as time, money, and unrealistic expectations, among many other realities on the ground, can sabotage a promising initiative if these projects are not properly managed. The fact is that many IT projects do not achieve their planned goals due to implementation failures! Using specialized project management techniques is critical to successful IT implementations within organizations. Because the project management field and the technology industry are ever changing, one cannot assume that what worked yesterday is still the appropriate strategy today.

By weaving together theory and practice, this course presents an understandable, integrated view of the many concepts, skills, tools, and techniques involved in project management. Topics covered in this course include the project management life cycle, project charter, project scope management, project communication management, project risk and change management, project quality management, and project closure.

Additionally, this course provides up-to-date information on how technical skills and effective project management can help you manage information technology projects. Further, this course introduces students to project management with respect to organization, planning, implementation, and control tasks to achieve project schedule, budget, scope, and performance objectives within organizations. Students gain an opportunity to learn the project management fundamentals that guide a project to a successful project completion. Finally, the course prepares students for the PMI and the CompTIA Project certifications.

Course Learning Outcomes

1. Define the project management life cycle.

2. Identify and analyze the parts of a project management plan.
3. Explain the purpose of a work breakdown structure.
4. Develop a project schedule utilizing a work breakdown structure.
5. Evaluate impacts of change to a project.
6. Evaluate when project closure occurs.

Participation & Attendance



Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

Course Materials



Required:

Schwalbe, K. (2016). *Information Technology Project Management* (8th ed.). Boston, MA: Course Technology/Cengage Learning. ISBN-13: 9781285452340

Recommended:

PMI (2013). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* (5th ed.). Newtown Square, PA: Project Management Institute (PMI). ISBN-13: 978-1-935589-67-9

Heldman, K. & Heldman, W. (2010). *CompTIA Project+ Study Guide*. Indianapolis, IN: Wiley.

****All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises will be provided within the course itself. Please read through each course module carefully.**

Course Schedule



Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- Discussion Boards: The original post must be completed by Thursday at 11:59 p.m. MT and Peer Responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.

- Opening Exercises: Take the opening exercise before reading each week's content to see which areas you will need to focus on. You may take these exercises as many times as you need. The opening exercises will not affect your final grade.
- Mastery Exercises: Students may access and retake mastery exercises through the last day of class until they achieve the scores they desire.
- Critical Thinking: Assignments are due Sunday at 11:59 p.m. MT.

Week #	Readings	Assignments
1	<ul style="list-style-type: none"> • Chapters 1 in <i>Information Technology Project Management</i> • Besteiro, É. C., de Souza Pinto, J., & Novaski, O. (2015). Success Factors in Project Management. <i>Business Management Dynamics</i>, 4(9), 19-34 • Jiang, J. J., & Klein, G. (2014). Special Section: IT Project Management. <i>Journal Of Management Information Systems</i>, 31(1), 13-16. doi:10.2753/MIS0742-1222310101 	<ul style="list-style-type: none"> • Opening Exercises (0) • Discussion Board (25) • Career Development Critical Thinking (70) • Mastery Exercises (10)
2	<ul style="list-style-type: none"> • Review Chapter 2 in <i>Information Technology Project Management</i> • Oellgaard, M. J. (2013). The Performance of a Project Life Cycle Methodology in Practice. <i>Project Management Journal</i>, 44(4), 65-83. doi:10.1002/pmj.21357 	<ul style="list-style-type: none"> • Opening Exercises (0) • Discussion Board (25) • Critical Thinking (75) • Mastery Exercises (10)
3	<ul style="list-style-type: none"> • Chapter 3 in <i>Information Technology Project Management</i> • Conforto, E. C., Salum, F., Amaral, D. C., da Silva, S. L., & Magnanini de Almeida, L. F. (2014). Can Agile Project Management Be Adopted by Industries Other than Software Development?. <i>Project Management Journal</i>, 45(3), 21-34. doi:10.1002/pmj.21410 • Kaleshovska, N., Josimovski, S. Pulevska-Ivanovska, L., Postolov, K., & Janevski, Z. (2015). The Contribution of Scrum in Managing Successful Software Development Projects. <i>Economic Development / Ekonomiski Razvoj</i>, 17(1/2), 175-194 	<ul style="list-style-type: none"> • Opening Exercises (0) • Discussion Board (25) • Critical Thinking (75) • Portfolio Project Milestone (50) • Mastery Exercises (10)
4	<ul style="list-style-type: none"> • Chapters 5, 6, & 7 in <i>Information Technology Project Management</i> • Dalcher, D. (2015). Going Beyond The Waterfall: Managing Scope Effectively Across the Project Life Cycle. 	<ul style="list-style-type: none"> • Opening Exercises (0) • Discussion Board (25) • Mastery Exercises (10)

	<p><i>Project Management Journal</i>, 46(1), e2. doi:10.1002/pmj.21475</p>	
5	<ul style="list-style-type: none"> Chapter 10 in <i>Information Technology Project Management</i> Senescu, R. R., Aranda-Mena, G., & Haymaker, J. R. (2013). Relationships between Project Complexity and Communication. <i>Journal Of Management In Engineering</i>, 29(2), 183-197. doi:10.1061/(ASCE)ME.1943-5479.0000121 	<ul style="list-style-type: none"> Opening Exercises (0) Discussion Board (25) Critical Thinking (75) Mastery Exercises (10)
6	<ul style="list-style-type: none"> Chapter 11 in <i>Information Technology Project Management</i> Allen, M., Carpenter, C., Hutchins, M., & Jones, G. (2015). Impact of Risk Management on Project Cost: An Industry Comparison. <i>Journal Of Information Technology & Economic Development</i>, 6(2), 1-19 Richards, K. C. (2013). The Importance of Change Management in Managing IT Projects in the Public Service of Trinidad and Tobago. <i>West Indian Journal Of Engineering</i>, 36(1), 35-46 	<ul style="list-style-type: none"> Opening Exercises (0) Discussion Board (25) Critical Thinking (75) Portfolio Project Milestone (25) Mastery Exercises (10)
7	<ul style="list-style-type: none"> Chapter 8 in <i>Information Technology Project Management</i> CÂRSTEA, C. (2014). IT Project Management - Cost, Time and Quality. <i>Economy Transdisciplinarity Cognition</i>, 17(1), 28-34 	<ul style="list-style-type: none"> Opening Exercises (0) Discussion Board (25) Mastery Exercises (10)
8	<ul style="list-style-type: none"> Chapter 4 in <i>Information Technology Project Management</i> Braun, G. (2014). Audit's Role in IT Project Success. <i>Internal Auditor</i>, 71(1), 67-69 Allen, M., Alleyne, D., Farmer, C., McRae, A., & Turner, C. (2014). A Framework for Project Success. <i>Journal Of Information Technology & Economic Development</i>, 5(2), 1-17. 	<ul style="list-style-type: none"> Opening Exercises (0) Discussion Board (25) Portfolio Project (275) Mastery Exercises (10)

Assignment Details



This course includes the following assignments/projects:

Module 1

Career Development – IT Project Management Networking (70 points)

Networking is a vital part of any successful job search. This assignment walks you through some productive networking resources and activities. By now, you are creating a foundation for your successful job search. You have evaluated your strengths and weaknesses against the requirements needed to succeed in your profession. Now you will take what you have learned and actively join and participate in your professional network. To complete this assignment, begin with resources in CSU-Global's Student Career Center, and then explore social media sites, such as LinkedIn or Facebook, to establish yourself as an active member in a project management network.

Assignment Preparation/Activities

1. Go to the CSU-Global Career Center and review the following content:
 - Effective Job Search Strategies: Tools to Assist in the Job Search, Networking in the Student Career Center
 - Networking [videos]: <https://www.youtube.com/watch?t=11&v=JzNBrZ94YIO> and <https://www.youtube.com/watch?v=7nUm9hKFQTM>
 - Building a Brand [video]: <https://www.youtube.com/watch?v=LOhhHTsSCKs>
 - Career Coach in the Student Career Center
2. Use the Internet, and your work on previous career assignments, to research the Project Management Institute (PMI); www.pmi.org. PMI has local chapters around the world. Find information on a local chapter on this website. Visit the local chapter's website. Research social media sites for both PMI and the local chapter.
3. Join LinkedIn, and using all of the information you have been gathering in your Career Portfolio, build your LinkedIn profile. For this assignment, make sure your profile is 90% complete. You will submit a screenshot of your profile as an addendum to this week's assignment. For additional information, see these LinkedIn resources:
 - An Introduction/Overview of LinkedIn: https://www.youtube.com/watch?v=D_aXKxRPvE8
 - Creating a LinkedIn Profile: <https://www.youtube.com/watch?v=1BMPoYosybY>
 - LinkedIn Etiquette - <http://mashable.com/2014/01/18/linkedin-etiquette/>

Assignment Requirements

Develop a well-written 2-3-page paper that includes:

- A description of the role that networking can play in your professional life.
- A summary of your "professional brand," including how you can keep your professional brand consistent across social and professional platforms
- A description of a professional organization in (your degree field) that you would like to join. What are the benefits of becoming a member of this organization?
- Discuss the steps you have taken, or the steps you will take, to develop a professional connection with a mentor or a career coach. Discuss how you intend to use social media to sustain your professional network.
- In addition to your paper, include a screen shot of your 90% complete LinkedIn profile.

Follow [CSU-Global Guide to Writing and APA Requirements](#) style and review the library material concerning APA style before turning in this assignment.

PORTFOLIO REMINDER: Project Preparation (0 points)

For your success this week, and as you acquaint yourself with the course project, read the best practices for Project Management process groups of planning, execution, monitoring and control, and closing, as identified

within the PMBOK® (2013). If you don't have the PMBOK, see if you can find the content about these four process groups in the library or online. In addition, thoroughly review the assignment and the grading rubric to learn the requirements you must meet to complete and succeed on this project.

Module 2

CRITICAL THINKING ASSIGNMENT (75 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Stakeholder Influence on Project Outcomes

Search the CSU library, the Internet, or any specific websites, and scan IT industry magazines to find an example of an IT project that had problems due to organizational issues. Write a paper summarizing the key stakeholders for the project and how they influenced the outcome.

Your well-written paper should meet the following requirements:

- 2-3 pages in length
- Include two external references in addition to the textbook
- Formatted according to CSU-Global APA guidelines

Option #2: Organizational Influence on Project Outcomes

Consider yourself as an IT project manager in your organization and write a paper on an IT project that had problems due to organizational issues. Your paper should include your opinion on how to prevent those problems in the future.

Your well-written paper should meet the following requirements:

- Be 2-3 pages in length
- Include two external references in addition to the textbook
- Be formatted according to CSU-Global APA guidelines

PORTFOLIO REMINDER (0 points)

Be sure to review the Portfolio Project Description and Portfolio Project Rubric in the Module 8 folder for details. Now is the time to think and decide which Portfolio Project you want to complete. Choose one of the following two Portfolio Projects. This week you will select which project you want to complete. This is reminder; you will not turn in your project topic decision this week. Do not do both assignments.

Option #1: Application of Project Management Skills

Select your project topic, and be prepared to write your project overview and background. The overview should include, but is not limited to, the following topics: project name, description, background information, and IT business problem to be solved.

Option #2: Project Topic Selection

Select the firm you are consulting for, and be prepared to write the background on the company and an overview of your consulting effort. The overview should include, but not be limited to the following topics: a description of your proposed consulting approach, background information on the company, and the business need for a better project management framework.

Module 3

CRITICAL THINKING ASSIGNMENT (75 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: The Business Case – JWD Consulting

JWD Consulting wrote a business case before officially initiating the project management intranet site project. Review the contents of this document in Table 3.2 of the text and find two articles that describe the need to justify investing in IT projects. In addition, describe whether you think most projects should include a business case before the project sponsors officially approve the project. Write a short paper summarizing your findings and opinions.

Your well-written paper should meet the following requirements:

- 2-3 pages in length
- Include two external references in addition to the textbook
- Formatted according to CSU-Global APA guidelines

Option #2: The Business Case – Acme Company

Acme Company retained your services as a project management consultant to develop an agile method, using Scrum. Acme has always used a predictive methodology, however management has heard the merits of agile, and they wish to understand the implication of transitioning to an adaptive methodology. Prepare a short proposal presenting what training, documentation, executive support, and team management approaches are need to pilot Scrum. Provide justifications for your recommendations.

Your well-written paper should meet the following requirements:

- 2-3 pages in length
- Include two external references in addition to the textbook
- Formatted according to CSU-Global APA guidelines

PORTFOLIO MILESTONE (50 points)

Choose one of the following two options to complete this week. If you chose Portfolio Project Option #1, then complete the Option #1 Milestone, and if you chose Option #2, then complete the Option #2 Milestone. You will write and submit the charter for your project. This assignment will be graded this week. Identify the name of your milestone in the title of your submission. Be sure to review the Portfolio Project Description and Portfolio Project Rubrics for more details.

Option #1: Application of Project Management Skills

Write a charter for your project. Key components that must be incorporated into your charter include:

- Official project name description (use your imagination)
- Location, e.g. where the project is located. If you are presenting a fictitious project, you may also present a fictitious location.
- Project goal
- Business case
- Expected project outcome
- Basic timeline that show how you will implement the plan
- Resources required for the project
- Approximate budget
- Communications or reporting structure

Turn in this milestone assignment for a grade. Your well-written charter should meet the following requirements:

- Length: not more than 2 pages in length
- Format according to CSU-Global APA guidelines.

Option #2: Consultant's Role in Project Management

As the consultant, create a short Findings Report on Creating a Project Charter. The purpose of your Findings Report is to provide a gap analysis regarding the company's capabilities to effectively conduct project startup. Ensure your Findings Report covers the gaps in creating the following items:

- Official project name or title (use your imagination)
- Project start date and location
- Project objective
- Expected project outcome
- Basic timeline that show how you will implement the plan
- Resources required for the project
- Approximate budget information

Turn in this milestone assignment for a grade. Your well-written Findings Report must meet the following requirements:

- Length: not more than 2 pages in length
- Format according to CSU-Global APA guidelines.

Module 4

PORTFOLIO REMINDER (0 points)

Be sure to review the Portfolio Project Description and Portfolio Project Rubric in the Module 8 folder for details. You will begin working on your Project Scope Management Plan. Do not submit this assignment at this time.

Option #1: Application of Project Management Skills

Begin working on the Project Scope Management Plan and Work Breakdown Structure (WBS). As part of your portfolio project, you will explain the major components of the project and create a diagram – a WBS – that describes the project's tasks and activities.

Your project scope management plan and work breakdown structure should be detailed to the extent that your project will be manageable. The project scope management plan should contain the following:

- Scope management plan
- Project scope statement
- A project WBS
- Requirements documentation
- Scope control and verification

Discussion about the components of the project scope management plan components can be found in chapter 5 of your course textbook. If you have access to Microsoft Project or a similar tool, you may use that tool to build your WBS.

Option #2: Consultant's Role in Project Management

As the project management consultant you are required to create a Findings Report on the company's capability to manage project scope and accurately create a WBS. The Findings Report will provide a gap analysis to project managers and company management on the areas of their project management framework that requires development.

Your Findings Report should contain an analysis of the following:

- Scope management plan
- Project scope statement
- A project WBS
- Requirements documentation
- Scope control and verification

The explanation of these project scope management plan components can be found in chapter 5 of your course textbook.

Module 5

CRITICAL THINKING ASSIGNMENT (75 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: A Communications Case Study

Several issues have arisen on the Recreation and Wellness Intranet Project. The person from the HR department who was supporting the project left the company, and now the team needs more support from that group. A member of the user group that supports the project is extremely vocal and hard to work with, and other users can hardly get a word in at meetings. The project manager, Tony, is getting weekly status reports from all of his team members, but many of them do not address obvious challenges that people are facing. The team is having difficulty deciding how to communicate various project reports and documents and where to store all of the information being generated.

The team members include you, a programmer/analyst and aspiring project manager; Patrick, a network specialist; Nancy, a business analyst; and Bonnie, another programmer/analyst.

Write a paper that includes a partial communications management plan to address some of the challenges mentioned in the previous paragraph. Offer two approaches to communicating with the hard-to-work-with user. Your well-written paper should meet the following requirements:

- Length: 3 pages in length
- Include two external references in addition to the textbook
- Format according to CSU-Global APA guidelines.

Option #2: An Analysis of Project Management Communications Tools

Research new software products that assist in project communication management. Write a paper summarizing your findings, and then write an analysis of no more than 3-4 products. Focus your analysis on the pros and cons of each product. Include the websites of the software vendors. Your well-written paper should meet the following requirements:

- Length: 3 pages in length
- Include APA style references to 3-4 websites in addition to the textbook.
- Format according to CSU-Global APA guidelines.

PORTFOLIO REMINDER (0 points)

Be sure to review the Portfolio Project Description and Portfolio Project Rubric in the Module 8 folder for details. You should be working on Communication Management Plan this week. Do not submit this Portfolio reminder assignment at this time.

Option #1: Application of Project Management Skills

When working on your Portfolio Project this week, you can use the partial communications management plan that you prepared to address some of the challenges mentioned in the Critical Thinking Assignment. Revise this assignment to suit the specific needs of your project. Then identify the communication strategy you will need in order to develop your project successfully.

Option #2: Consultant's Role in Project Management

As the project management consultant you are required to create a Findings Report on the company's capability to manage project communications. The Findings Report will provide a gap analysis to project managers and

company management on the areas of their project management framework that requires development. You should include a sample communication plan as a template for use by the company's project managers. Include any guideline for selecting the appropriate communication technologies.

Module 6

CRITICAL THINKING ASSIGNMENT (75 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: A Risk Analysis Human Resources Scenario

Suppose your college or organization is considering a new project to develop an information system that would allow all employees, students, and customers to access and maintain their own human resources information, such as address, marital status, and tax information. The main benefits of the system would be a reduction in human resources personnel and more accurate information. For example, if an employee, student, or customer had a new telephone number or e-mail address, he or she would be responsible for entering the data in the new system. The new system would also allow employees to change their tax withholdings or pension plan contributions. Identify five potential risks for this new project, and be sure to list some negative and positive risks. Provide a detailed description of each risk and propose strategies for addressing each risk. Document your results in a short paper.

Your well-written paper should meet the following requirements:

- Length: 3-4 pages in length
- Include two external references in addition to the textbook.
- Format according to CSU-Global APA guidelines.

Option #2: Risk Analysis Research

Find a company that took a big risk on an IT project and succeeded. Next, find a company that took a big risk on an IT project and failed. You can use the same company for both scenarios. Summarize each project and situation in a short paper. Analyze both projects' ability to manage risk.

Your well-written paper should meet the following requirements:

- Length: 3-4 pages in length
- Include two external references in addition to the textbook.
- Format according to CSU-Global APA guidelines.

PORTFOLIO PROJECT MILESTONE (25 points)

Choose one of the following two options to complete this week. If you chose Portfolio Project Option #1, then complete the Option #1 Milestone, and if you chose Option #2, then complete the Option #2 Milestone. This assignment will be graded this week. Identify the name of your milestone in the title of your submission. Be sure to review the Portfolio Project Description and Portfolio Project Rubric in the Module 8 folder for details.

Option #1: Application of Project Management Skills

Identify one negative and one positive risk for your portfolio project, and develop a response strategy for each. In addition, create a scenario of a potential change to your project, and then design the change control process to obtain approval for the change.

Turn in this milestone assignment for a grade. Your well-written risk assessment and change control process should meet the following requirements:

- Length: not more than 2 pages in length total.
- Format according to CSU-Global APA guidelines.

Option #2: Consultant's Role in Project Management

As the project management consultant you are required to create a Findings Report on the company's capability to manage project risk and change management. The Findings Report will provide a gap analysis to project managers and company management on the areas of their project management framework that requires development. You should include in the Findings Report a listing and description of the deliverables and work products project managers will use in Risk Analysis and Change Management.

Turn in this milestone assignment for a grade. Your well-written risk assessment and change control analysis should meet the following requirements:

- Length: not more than 2 pages in length total.
- Format according to CSU-Global APA guidelines.

Module 7

PORTFOLIO PROJECT REMINDER

Be sure to review the Portfolio Project Description and Portfolio Project Rubric in the Module 8 folder for details. This week you continue to work on your Portfolio Project. The focus is to create your Quality Management Plan. You will not submit this assignment at this time.

Option #1: Application of Project Management Skills

As you prepare to bring all of the parts of your portfolio project together, think about how you will manage the quality of the project, and create a customized quality management plan. Remember to focus on how project quality ensures that the project satisfies the needs for which it was undertaken, and how quality relates to your stakeholders' objectives.

Option #2: Consultant's Role in Project Management

As the project management consultant you are required to create a Findings Report on the company's capability to manage the quality of project work products and deliverables. The Findings Report will provide a gap analysis to project managers and company management on the areas of their project management framework that requires development. You should include in the Findings Report a listing and description of the deliverables and work products project managers will use in Quality Management.

Module 8

FINAL PORTFOLIO PROJECT (275 points)

Choose one of the following two final portfolio project assignments. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Application of Project Management Skills

The primary objective of the portfolio project is to help you familiarize yourself with project management skills relevant to the process groups of planning, execution, monitoring and control, and closing. Students will prepare a portfolio of documents representing their understanding of core components and competencies of IT project management, including a project charter, a project scope statement, a work breakdown structure, change management processes, communication management, quality management, and project closure plan.

You may choose a real project in your current organization, or in another organization, or you may choose a fictitious project. You can choose a project in which you play a role, or in which there is a role similar to the role you currently play in your work.

The Portfolio Project requires that you create and submit a comprehensive project plan, and to deliver on project outcomes that meet stakeholder expectations during week 8. As you complete your weekly readings, be sure to take notes and apply what you are learning to the development of your Project.

To begin, review the weekly Portfolio Reminders and Milestones. The Portfolio reminders in Module 1, 2, 4, 5, and 7 will guide you through the steps you need to take to complete the assignment. In Module 3 and 6 you will complete a Portfolio Milestone Assignment. Your instructor will grade these assignments. You may apply the work you did in the milestone assignments to your final portfolio, but you will not be graded on these milestones twice.

In your final project, you will revise and compile each part of the final project that you have been working on. Submit your final Portfolio Project with the following components:

- Project preparation and project charter (Remember you're your project charter will not be graded again.)
- Project scope management plan and WBS
- Communication management plan
- Project risk and change management plans
- Quality management plan
- Project closure plan

In addition, also include the following elements:

1. An executive summary that offers a high-level description of the project you have developed.
2. A conclusion that includes a self-assessment as a project manager assigned to this IT project.
3. Address key elements you identified in throughout the project, and identify additional areas that you think have benefitted you and contributed to the success of your project.

Your well-written project should meet the following requirements

- Project length: 10-12 pages with an additional title or cover page and a reference page.
- Any tables and figures must have appropriate captions.
- Include at least 3 references in addition to the course textbook. The CSU-Global Library is a good place to find these references.
- Format according to [CSU-Global APA guidelines](#).

Option #2: Consultant's Role in Project Management

The primary objective of the course project is to help you familiarize yourself with project management skills relevant to the process groups of planning, execution, monitoring and control, and closing. If you choose this option, you will prepare a portfolio of documents that represent your understanding of core components and competencies of IT project management, including project charter, project scope statement, work breakdown structure, change management processes, communication management, quality management, and project closure plan.

On this project, you will assume the role of a project management consultant retained by a company, either your current employer or a company that you are familiar with. Your mission is to evaluate the company's existing project management practices, recommend a desired framework for managing projects, and create a plan to transition the company from the current state to the desired state.

In this project, you will create and submit a comprehensive set of Findings Reports, which constitutes a "gap analysis," e.g., the gap between the current state of project management to the desired state. The Findings Reports will cover the following project management competencies: project startup and planning, scope management, communication management, risk management, change management, quality management, and project closure. The final Portfolio Project deliverable for Module 8 is a document containing all of the Findings Reports and a presentation to the company's executives. The presentation will contain your proposed transition plan for transitioning the company to the desired project management framework.

To begin, review the weekly Portfolio Reminders and Milestones. The Portfolio reminders in Module 1, 2, 4, 5, and 7 will guide you through the steps you need to take to complete the assignment. In Module 3 and 6 you will

complete a Portfolio Milestone Assignment. Your instructor will grade these assignments. You may apply the work you did in the milestone assignments to your final portfolio, but you will not be graded on these milestones twice.

During Module 8, develop a Findings Report on the company's capability to effectively and efficiently close a project. The Findings Report will provide a gap analysis to project managers and company management on the areas of their project management framework that requires development.

You should include in the Findings Report a listing and description of the deliverables and work products project managers will use in Project Closure. Management. To complete your final Portfolio Project, revise and edit your Findings Reports, if necessary, and then compile them into a single report for final submission. Craft an executive summary and a conclusion. The executive summary must offer a high-level description of your consulting effort and a summary of your findings. The conclusion should focus on the organizational changes necessary to implement your recommendations.

Finally, create an executive level presentation for the purpose of communicating your proposed plan for transitioning the company to the new project management framework. The presentation should be approximately 10-12 slides, and should include summary points on each slide, and should include details in the speaker notes. In addition to your presentation, your final Finding Reports should include gap analysis and recommendations about the following components:

- Project preparation and project charter (Remember that this part of the project will not be graded again.)
- Project scope management plan and WBS
- Communication management plan
- Project risk and change management
- Quality management plan
- Project closure plan

Your well-written project should meet the following requirements:

- Project length: 10-12 pages with an additional title or cover page and a reference page.
- Any tables and figures must have appropriate captions.
- Include at least 3 of references in addition to the course textbook. The CSU-Global Library is a good place to find these references.
- Format according to [CSU-Global APA guidelines](#).

Course Policies



Course Grading

20% Discussion Participation
8% Mastery Exercises
37% Critical Thinking Activities
35% Final Portfolio Paper

Grading Scale and Policies

A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9

F	59.9 or below
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In-Classroom Policies

For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /re-purposing your own work (see *CSU-Global Guide to Writing and APA Requirements* for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

Citing Sources with APA Style

All students are expected to follow the *CSU-Global Guide to Writing and APA Requirements* when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document should also be provided within most assignment descriptions on your course’s Assignments page.

Disability Services Statement

CSU–Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom.

If you have concerns about something that has been said, please let your instructor know.