



### **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.

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## **COURSE DESCRIPTION AND OUTCOMES**

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### **Course Description:**

This course provides students with an overview of important aspects of managing both small and large projects, including assessment of needs, development of specifications, acquisition of labor and materials, optimization of schedules, controlling costs, and ensuring outcomes and deliverables. Students learn project management techniques, ways that projects can be managed and organized, and how to plan and control a project. Utilization of software tools providing efficient and effective processes is emphasized. Students who take MGT410 should not take PJM310.

### **Course Overview:**

This course is an introduction to project planning theory and process from a managerial perspective. The process aspect of project planning emphasizes the use of computer-based planning software. The theory aspect of project management places an emphasis on tools, techniques and ideas that come from, and apply to, projects in functional areas of large organizations such as finance, marketing, accounting, engineering, production and operations management.

This course is designed to help you develop knowledge and skills for working successfully in a project environment, and to accomplish project and organizational objectives. Exploring project management concepts and techniques will assist you in contributing to the solution of problems in your own work environments. You will be challenged to think critically about project management principles and their application within the context of the real world.

### **Course Learning Outcomes:**

1. Describe how project management can be used to achieve business goals.
2. Describe the basis, theory, function, and purpose of project management, as well as the basic project development lifecycle.
3. Evaluate team development activities that ensure quality and timely delivery of the project.
4. Develop competencies in earned value calculations for project performance
5. Assess risk in terms of technical, safety, commercial, and contractual considerations.
6. Evaluate the impact of changes to the schedule and scope of a project.

## 7. Establish a formal project plan for a project.

**PMI-GAC Accreditation and PMP Certification:** Among other requirements (visit <https://www.pmi.org/certifications/types/project-management-pmp>), Project Management Institute (PMI) requires those who aspire to take the PMP exam to have a minimum of 35 contact hours of documented training in the area of project management. Other PMI certificates have a similar requirement too. Students may utilize PJM courses taken at CSU-Global to satisfy these requirements. Please also note that CSU-Global's Bachelor of Science in Project Management and Master of Project Management are accredited by Project Management Institute Global Accreditation Center for Project Management Education Programs (GAC). GAC accreditation ensures the quality of academic degree programs and their graduates to meet the standards of the rapidly growing field of project management

### **PJM Careers**

CSU-Global is focused on providing career-relevant project management degree programs that align with industry requirements and best practices. CSU-Global's project management degree programs are designed to provide students with the business and project management skills necessary to succeed in an increasingly global economy and changing business environment. The program focuses on technology facilitated collaboration, innovation and entrepreneurship, systems thinking, ethical and socially responsible leadership, and the globalization of today's market. Faculty members serve as peer cohort mentors and facilitators, career coaches, writing coaches, and résumé reviewers for students, and represent the university at various academic and professional conferences and events. Students who need additional academic support to answer questions about degree programs may request to speak with the Program Chair or can schedule a meeting with a faculty career coach via an online scheduling tool located in the student portal. The career center allows students the opportunity to talk to a career coach, search for jobs and have access to a variety of resources.

A variety of job opportunities exist in various fields of practice in project management and to maintain high standards of practice in this industry, project management practitioners need to pay adequate attention to education and training to ensure they obtain the skills they need to succeed. Obtaining well-known industry certificates is one of the ways that project management practitioners can choose to improve their skills, set themselves apart from competitors, and showcase their credentials. Here are some of the example certificates that project management practitioners may choose to pursue:

- Certificates offered by Project Management Institute (PMI): PMI Professional in Business Analysis (PMI-PBA)<sup>®</sup>, Certified Associate in Project Management (CAPM) and Project Management Professional (PMP).
- Certificates offered by the International Institute of Business Analysis<sup>™</sup> (IIBA<sup>®</sup>) such as ECBA (Entry Certificate in Business Analysis<sup>™</sup>), CCBA (Certificate of Capability in Business Analysis<sup>™</sup>), and CBAP (Certified Business Analysis Professional<sup>™</sup>)
- Certificates offered by the American Association of Cost Engineering (AACE International): Certified Cost Technician (CCT), Certified Scheduling Technician (CST), Certified Cost Professional (CCP), Certified Estimating Professional (CEP), and Planning & Scheduling Professional (PSP)
- Other example certificates include the Certified ScrumMaster (CSM) from Scrum Alliance, the PRINCE2 certificates, CompTIA's Project+ certificate, and construction project management certificates such as Construction the Certified Construction Manager (CCM) by Management Association of America (CMAA).

### **Project Management Institute (PMI)® Student Membership**

In keeping with its commitment to the academic and professional success of its students, CSU-Global encourages students enrolled in its Project Management programs to consider becoming members of the Project Management Institute (PMI)®.

Advantages of PMI membership include continuous online access to the PMBOK® Guide, a variety of tools and templates, and many knowledge resources, including on-demand webinars and an online library of articles and books (PMI, 2018). Membership also conveys access to a number of professional communities and volunteer opportunities as well as access to career resources and professional development opportunities. (PMI, 2018). Additional information including membership application can be found on the PMI website:

<https://www.pmi.org/>

PMI®, PMBOK® Guide, Project Management Professional®, and PMP® are registered marks of the Project Management Institute, Inc.

Reference: PMI, (2018). Student Membership. Project Management Institute, Inc.

<https://www.pmi.org/membership/student>

### **Ethics and Professional Conduct**

CSU global is committed to preparing its graduates to approach every situation ethically and professionally. Students are encouraged to reflect upon course topics that focus on ethical and professional conduct issues in business. Students in the Project Management programs of study are encouraged to use the Code of Ethics and Professional Conduct published by the Project Management Institute (PMI)®. PMI codifies ethical principles for professionals in the field of project management which serve as the foundational principles for students in this program.

Reference: Project Management Institute. (n.d.) Code of Ethics and Professional Conduct. Newtown Square, Pa: Project Management Institute. Retrieved from <https://www.pmi.org/about/ethics/code>

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## **PARTICIPATION & ATTENDANCE**

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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.

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## **COURSE MATERIALS**

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### **Required:**

Larson, E. W., & Gray, C. F. (2017). *Project management: The managerial process* (7th ed.). New York, NY: McGraw-Hill. ISBN13: 9781259666094

Project Management Institute. (2017). *A guide to the project management body of knowledge (PMBOK Guide®)* (6th ed.). Newtown Square, PA: Project Management Institute. ISBN: 9781628253900

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

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## COURSE SCHEDULE

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### 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 at 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.

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## WEEKLY READING AND ASSIGNMENT DETAILS

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### Module 1

#### Readings

- Chapters 1 & 2 in *Project Management: The Managerial Process*
- Chapters 1 & 2 presentations in *Project Management: The Managerial Process* (linked in module)
- Part 1, Chapters 1 & 2 in *A Guide to the Project Management Body of Knowledge (PMBOK guide®)*.
- Project Management Institute. (2016). What is project management? Retrieved from <https://www.pmi.org/about/learn-about-pmi/what-is-project-management>

#### Opening Exercise (0 points)

#### Discussion (25 points)

#### Mastery Exercise (10 points)

#### Portfolio Milestone (50 points)

This week, please review the two Portfolio Project options in the Module 8 folder. Select which option of Portfolio Project you would like to complete for the course. Each option requires three Portfolio Milestones, due in Weeks 1, 3, and 5. You will complete the option of Milestone that corresponds to the option of Portfolio Project you wish to complete in Module 8.

This week you will complete your first Portfolio Milestone. Again, only complete the option that corresponds to that of the final Portfolio Project, due in Module 8, that you wish to complete. Do not do both assignments this week, or any week. Identify your assignment choice in the title of your submission.

### Option #1: Service Project Planning

Review the Option 1 Portfolio Project requirements in the Module 8 material. Peruse the textbook and become familiar with the information that supports the documents you will deliver in your Portfolio Project. Select a **service project**, which is the basis for your work. Service projects may include IT software development, healthcare delivery, or fundraising, among many others.

Provide a one- to two-page paper for your instructor's approval that contains the following elements:

- Service project description
- Organization where service project will be implemented, and how you will have access to project specifics (i.e., documents, data, names or roles of project team members, and stakeholders).

#### Requirements:

Your well-written paper should meet the following requirements:

- Be one to two pages in length, not including the cover page, references page(s), and appendices, if applicable. As a reminder, the appendices should be included at the end of the paper after the references page.
- Be formatted according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of two sources (at least one of which should be a current, academic, peer-reviewed scholarly source) to support your responses, demonstrate thoughtful consideration of the ideas and concepts that are presented in the course, and provide new thoughts and insights relating directly to this topic.

**Note:** Current research in this class means the most recent five-year period. Although research older than five years may be used, it will not count toward the assignment requirement. Additionally, in the lecture material for Module 1, you were reminded of what constitutes academic, peer-reviewed scholarly sources, and how to find them in the CSU-Global Library.

Refer to the Portfolio Project Milestone grading rubric available in the Module 1 folder for more information on assignment expectations and grading.

### Option #2: Physical Product Project Planning

Review the Portfolio Project Option 2 requirements in the Module 8 folder. Peruse the textbook and become familiar with the information that supports the documents you will deliver in your Portfolio Project, due in Module 8. Select a **physical product project**, which is the basis for your work. Product projects may include construction, manufacturing, and infrastructure delivery, among many others.

Provide a one- to two-page paper for your instructor's approval that contains the following elements:

- product project description;
- organization where product project will be implemented, and how you will have access to project specifics (i.e., documents, data, names of project team members, and stakeholders).

#### Requirements:

Your well-written paper should meet the following requirements:

- Be one to two pages in length, not including the cover page, references page(s), and appendices if applicable. As a reminder, the appendices should be included at the end of the paper after the references page.
- Be formatted according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of two sources (at least one of which should be a current, academic, peer-reviewed scholarly source) to support your responses, demonstrate thoughtful consideration of the ideas and concepts that are presented in the course, and provide new thoughts and insights relating directly to this topic.

**Note:** Current research in this class means the most recent five-year period. Although research older than five years may be used, it will not count toward the assignment requirement. Additionally, in the lecture material for Module 1, you were reminded of what constitutes academic, peer-reviewed scholarly sources, and how to find them in the CSU-Global Library.

Refer to the Portfolio Project Milestone grading rubric available in the Module 1 folder for more information on assignment expectations and grading.

## **Module 2**

### **Readings**

- Chapters 3 & 4 in *Project Management: The Managerial Process*
- Chapters 3 & 4 presentations in *Project Management: The Managerial Process* (linked in the module)
- Part 1, Chapters 3, 4, 5, & 10 in *A Guide to the Project Management Body of Knowledge (PMBOK Guide)*
- Burek, P. (2013). The ABC basics of the WBS Paul Burek. Paper presented at PMI® Global Congress 2013—North America, New Orleans, LA. Newtown Square, PA: Project Management Institute. Retrieved from <https://www.pmi.org/learning/library/work-breakdown-structure-basics-5919>
- Project Management Institute. (2015, February). Capturing the value of project management. *PMI's Pulse of the Profession*. Retrieved from <https://www.pmi.org/~media/PDF/learning/pulse-of-the-profession-2015.ashx>

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Mastery Exercise (10 points)**

### **Critical Thinking (90 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: Communication Plan**

Project success is dependent upon several factors, not the least of which is effective and efficient communication.

Assume you have just been assigned to manage an office renovation project for your company, a project that impacts several departments and several areas of the building. Some of these areas are common areas and are used by more than one department (e.g., printing, mailroom, and break room).

Although the project appears fairly straightforward, there are two challenges which have been made known to you. First, senior management has made it clear that implementing this change must not disrupt day-to-day operations as their customer base depends upon uninterrupted service. Second, you

have learned that past projects have resulted in some departments getting correct and timely information while others did not.

Demonstrate your understanding of the strategy required to manage communication with **sufficient detail** to ensure that:

- the correct information is delivered;
- the correct people receive that information;
- information is received at the right time; and
- information is received in the right format.

Your write-up should address the initial analysis of what is required, the actual communication activity, and how you ensure that your strategy is both effective and efficient.

#### **Requirements:**

Your well-written paper should meet the following requirements:

- Be two to four pages in length, not including cover page, references page, and appendix. Appendices should be included at the end of the paper after the references page(s).
- Be formatted according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of three sources, two of which should be current academic, peer-reviewed scholarly sources to support your responses, demonstrate thoughtful consideration of the ideas and concepts that are presented in the course, and provide new thoughts and insights relating directly to this topic.

**Note:** Current research in this class means the most recent five-year period. Although research older than five years may be used, it will not count toward the assignment requirement. Additionally, in the lecture material for Module 1, you were reminded of what constitutes academic, peer-reviewed scholarly sources, and how to find them in the CSU Global Library.

Refer to the Critical Thinking Assignment grading rubric available in the Module 2 folder for more information on assignment expectations and grading.

#### **Option #2: Corporate Cross-Training**

Projects can be implemented in many environments for many reasons. For example, International Paper transfers people from U.S.-based leadership positions to international leadership positions for cross-training and business-related needs.

Complete the exercise below with the Critical Thinking grading rubric in mind (the rubric is available in the Module 2 folder).

Assume that you are a project manager in Human Resources whose project is to facilitate the moves of two leaders in International Paper. You must facilitate the move of one leader working in a U.S. International Paper location to a location in India, and then facilitate the move of a leader in an India-based International Paper location to the United States. Their work positions remain the same. These leaders are changing locations for the purpose of cross-training. Both moves should be completed in three months from today.

1. Develop a WBS that identifies the activities at the work package level. Consider Exhibit 4.1, on p. 113 of your textbook, and the tasks that might be input to a project management software tool. While you will not use a project management software tool, you are asked to use a similar

- outline format. MS Word is one option you can use to detail your WBS in outline format, however you may prefer using MS PowerPoint or Prezi if you have more of a graphical layout.
2. You should include at least four levels of indent at minimum to reach the work package level.
  3. Code your WBS with an appropriate numbering system (consider Chapter 4 in *Project Management: The Managerial Process*).
  4. Your WBS, whether outline or graphic format, should be included as an appendix to a two- to four-page paper describing how, in theory, a WBS should be developed, and then how *your* WBS was developed.
  5. Indicate what you learned about the process of creating a WBS.

### **Requirements:**

Your well-written paper should meet the following requirements:

- Be two to four pages in length, not including the cover page, references page(s), and appendix. Appendices should be included at the end of the paper after the references page(s).
- Formatted according to the CSU-Global Guide to Writing & APA where applicable.
- Cite a minimum of three sources--two of which should be current academic, peer-reviewed scholarly sources--to support your responses, demonstrate thoughtful consideration of the ideas and concepts that are presented in the course, and provide new thoughts and insights relating directly to this topic.

**Note:** Current research in this class means the most recent five-year period. Although research older than five years may be used, it will not count toward the assignment requirement. Additionally, in the lecture material for Module 1, you were reminded of what constitutes academic, peer-reviewed scholarly sources, and how to find them in the CSU-Global Library.

Refer to the Critical Thinking assignment grading rubric available in the Module 2 folder for more information on assignment expectations and grading.

## **Module 3**

### **Readings**

- Chapters 5 & 6 in *Project Management: The Managerial Process*
- Chapters 5 & 6 in *Project Management: The Managerial Process* (linked in the module)
- Part 1, Chapter 6 in *A Guide to the Project Management Body of Knowledge (PMBOK Guide®)*

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Mastery Exercise (10 points)**

### **Portfolio Milestone (50 points)**

Complete the option of Milestone that corresponds to the option of final Portfolio Project you have chosen to complete for the course (the final Portfolio Project is due in Module 8). You should complete the same option of Milestone this week as you did in Module 1. Do not do both assignments. Identify your assignment choice in the title of your submission.

### **Option #1: Service Project Planning**

Review the Portfolio Project Option 1 requirements in the Module 8 folder. Peruse the textbook and become familiar with the information that supports the documents you will deliver in your Portfolio



Project, due in Module 8. For your **approved service project** defined in Module 1, now complete the following:

Provide a two- to four-page paper for your instructor's approval that contains the following elements:

- any update to the service project description since the Module 1 approval;
- any updates to the information on the organization where your service project will be implemented, and how you will have access to project specifics; and
- any updates to the challenges you must overcome to deliver the Portfolio Project (see the Module 8 folder) on time and how you will mitigate those challenges.

**Project Planning Section:**

- Identify the stakeholders and the project team.
- Identify the work breakdown structure (WBS)—use a minimum of four levels. (Code using an appropriate numbering format. Refer to Chapter 4 in *Project Management: The Managerial Process* for more information.)
- Include a project schedule—include task name, start date, stop date, and duration.
- Create a network diagram—include, at minimum, the duration and critical path.

**Requirements:**

Your well-written paper should meet the following requirements.

- Your paper should be two to four pages in length, not including cover page, references page, and appendices if applicable.
- While your specific plans, WBS, and network diagram may be included in your text portion, your clarification of calculations and other supporting documents should appear in appendices. The appendices should be included at the end of your paper after the references page(s).
- Format your paper according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of two sources—one of which should be a current academic, peer-reviewed scholarly source—to support your responses, demonstrate thoughtful consideration of the ideas and concepts that are presented in the course, and provide new thoughts and insights relating directly to this topic.

**Note:** Current research in this class means the most recent five-year period. Although research older than five years may be used, it will not count toward the assignment requirement. Additionally, in the lecture material for Module 1, you were reminded of what constitutes academic, peer-reviewed scholarly sources, and how to find them in the CSU-Global Library.

Refer to the Portfolio Project grading rubric available in the Module 3 folder for more information on assignment expectations and grading.

**Option #2: Physical Product Project Planning**

Review the Portfolio Project Option 2 requirements in the Module 8 folder. Peruse the textbook and become familiar with the information that supports the documents you will deliver in your Portfolio Project, due in Module 8. For your **approved physical product project** defined in Module 1, now complete the following:

Provide a two- to four-page paper for your instructor's approval that contains the following elements:

- any updates to the physical product project description since the Module 1 approval;

- any updates to the information on the organization where your physical product project will be implemented, and how you will have access to project specifics; and
- any updates to the challenges you must overcome to deliver the Portfolio Project (see the Module 8 folder) on time and how you will mitigate those challenges.

#### **Project Planning Section:**

- Identify the stakeholders and project team.
- Identify the work breakdown structure (WBS)—use a minimum of four levels. (Code using an appropriate numbering format. Refer to Chapter 4 in *Project Management: The Managerial Process* for more information.)
- Include a project schedule—include task name, start date, stop date, and duration.
- Create a network diagram—include, at minimum, duration and critical path.

#### **Requirements:**

Your well-written paper should meet the following requirements:

- Your paper should be two to four pages in length, not including the cover page, references page(s), and appendices if applicable.
- While your specific plans, WBS, and network diagram may be included in your text portion, your clarification of calculations and other supporting documents should appear in appendices.
- Format your paper according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of two sources—one of which should be a current academic, peer-reviewed scholarly source—to support your responses, demonstrate thoughtful consideration of the ideas and concepts that are presented in the course, and provide new thoughts and insights relating directly to this topic.

**Note:** Current research in this class means the most recent five-year period. Although research older than five years may be used, it will not count toward the assignment requirement. Additionally, in the lecture material for Module 1, you were reminded of what constitutes academic, peer-reviewed scholarly sources, and how to find them in the CSU-Global Library.

Refer to the Portfolio Project grading rubric available in the Module 3 folder for more information on assignment expectations and grading.

## **Module 4**

### **Readings**

- Chapters 7 & 8 in *Project Management: The Managerial Process*
- Chapters 7 & 8 presentations in *Project Management: The Managerial Process* (linked in the module)
- Part 1, Chapter 11 in *A Guide to the Project Management Body of Knowledge (PMBOK Guide®)*
- Montes-Guerra, M. I., Gimena, F. N., Perez-Ezcurdia, M. A., & Diez-Silva, H. M. (2014). The influence of monitoring and control on project management success. *Journal of Construction Project Management* 6(2), 163-184.

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Mastery Exercise (10 points)**

### **Critical Thinking (90 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: Risk Contingency Planning**

Project risk management is an integral part of project management. An early step in managing risk begins by identifying potential risks and then reducing that list to those that could impact your project delivery date, cost, and even quality of the project deliverable/outcome. To mitigate the chances of missing the identification of any risks, an effective approach is to identify the main categories of your project in which risks are possible. This is done by creating and using a risk breakdown structure (RBS). See RBS figure 7.3 in your textbook *Project Management: The Managerial Process*.

Consider your chosen Portfolio Project and develop an RBS (graphical or outline format) of the risks you feel are probable and which you feel could have a significant impact on your project. Start your RBS at the highest level, which comprises these three categories; schedule, resources, and costs. You should then create at least two more levels of detail below this main level with the lowest level listing the actual risk.

Next, as part of your planning for a risk occurrence, calculate the contingency reserve required to offset the impact of all of the risks you identified in *only one* of the three categories. Do not calculate the contingency reserve for all categories.

Finish your write-up with a sufficient explanation of how this approach will or will not help with the planning of your Portfolio Project.

#### **Requirements:**

- Your well-written paper should be two to four pages in length, not including the cover page, references page(s), and appendix. Appendices should be included at the end of the paper after the references page(s).
- Format your paper according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of three sources--two of which should be current academic, peer-reviewed scholarly sources--to support your responses, demonstrate thoughtful consideration of the ideas and concepts that are presented in the course, and provide new thoughts and insights relating directly to this topic.

**Note:** Current research in this class means the most recent five-year period. Although research older than five years may be used, it will not count toward the assignment requirement. Additionally, in the lecture material for Module 1, you were reminded of what constitutes academic, peer-reviewed scholarly sources, and how to find them in the CSU Global Library.

Refer to the Critical Thinking assignment rubric available in the Module 4 folder for more information on assignment expectations and grading.

### **Option #2: Resource Schedule**

You have determined the following schedule for a project in which the key resource is a backhoe. You receive a call from your partner, Delvin, who desperately needs one of your backhoes for four days. You tell Delvin you would be willing to let him have a backhoe if you are still able to complete your project in 13 days.

Develop a resource schedule in the loading chart which follows to see if it is possible to lend Delvin a backhoe for four days and still complete your project in 13 days. Be sure to record the order in which you schedule the activities, using scheduling heuristics. No splitting of activities is possible.

Can you say yes to Delvin's request? If yes, which days would you lend him the backhoe? If not, why not? Thoroughly address the question in a two- to four-page paper but include the chart as an Appendix to your paper.

(Click on the attachment in the Module 4 folder)

#### **Requirements:**

- Your well-written paper should be two to four pages in length, not including the cover page, references page(s), and appendix. Appendices should be included at the end of the paper after the references page(s).
- Format your paper according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of three sources--two of which should be current academic, peer-reviewed scholarly sources--to support your responses, demonstrate thoughtful consideration of the ideas and concepts that are presented in the course, and provide new thoughts and insights relating directly to this topic.

**Note:** Current research in this class means the most recent five-year period. Although research older than five years may be used, it will not count toward the assignment requirement. Additionally, in the lecture material for Module 1, you were reminded of what constitutes academic, peer-reviewed scholarly sources, and how to find them in the CSU Global Library.

Refer to the Critical Thinking assignment grading rubric available in the Module 4 folder for more information on assignment expectations and grading.

## **Module 5**

### **Readings**

- Chapters 13 & 14 in *Project Management: The Managerial Process*
- Chapters 13 & 14 presentations in *Project Management: The Managerial Process* (linked in the module)
- Wei, N. C., Bao, C. P., Yao, S. Y., & Wang, P. S. (2016). Earned value management views on improving performance of engineering project management. *International Journal of Organizational Innovation*, 8(4), 93-111

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Mastery Exercise (10 points)**

### **Critical Thinking (95 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: Using Earned Value in a Project Status**

You have been hired by Company XYZ as the project manager for a retail-space renovation project. The project requires replacing all of the light fixtures in the space, painting the walls and ceiling, and carpeting the floors throughout. Your company has given you a budget of USD \$25,000 and the expectation that the project be completed four weeks from its start.

The company requires a status update at the end of each week, until the project is completed. In two to four pages, address the following in your write-up.

1. Explain why you would use Earned Value calculations to provide a meaningful status report in terms of the cost and schedule components of this project.
2. What information would Schedule Variance (SV), Schedule Performance Index (SPI), Cost Variance (CV), and Cost Performance Index (CPI) provide you in determining the status of your project?
3. How would you use BAC, EV, AC, and PV in determining the four measures above?
4. Finish your write-up with a conclusion on the use and benefit of using earned value analysis in reporting project status.

**Requirements:**

- Your well-written paper should be two to four pages in length, not including cover and references pages and appendix. Appendices should be included at the end of the paper after the references page(s).
- Format your paper according to the *CSU-Global Guide to Writing & APA*.
- Cite a minimum of three sources (two of which should be current, academic peer-reviewed scholarly sources) to support your responses, demonstrate thoughtful consideration of the ideas and concepts that are presented in the course, and provide new thoughts and insights relating directly to this topic.

**NOTE:** Current research in this class means the most recent five-year period. Although research older than five years may be used, it will not count toward the assignment requirement of citations. Additionally, in the lecture material for Module 1, you were reminded of what constitutes academic peer-reviewed scholarly sources and how to find them in the CSU-Global Library.

Refer to the Critical Thinking assignment rubric available in the Module 5 folder for more information on assignment expectations and grading.

**Option #2: Project Auditing**

There are several steps a Project Manager can take to enhance the chances of a successful project outcome. One of these is through periodic auditing. Auditing projects, in terms of meeting the expected outcomes, covers several areas. These areas all revolve around the likelihood of meeting the approved project scope, budget, and schedule.

In a two- to four-page paper:

- describe eight to ten activities or areas of concern that will provide meaningful information toward determining the health and status of your project. These can include areas of interest related to the team, the stakeholders, vendors, etc.
- include four to five areas that are related to earned value analysis. These can include EV, CPI, etc.
- include:
  - a description of each identified area;
  - an explanation of why it is relative to project auditing; and
  - an explanation of how each might be used both by the organization management team and the PM in enhancing the chances for a successful project outcome.

**Requirements:**

- Your well-written paper should be two to four pages in length, not including cover and references pages and appendix. Appendices should be included at the end of the paper after the references page(s).
- Format your paper according to CSU-Global Guide to Writing & APA.
- Cite a minimum of three sources--two of which should be current academic peer-reviewed scholarly sources--to support your responses, demonstrate thoughtful consideration of the ideas and concepts that are presented in the course, and provide new thoughts and insights relating directly to this topic.

**NOTE:** Current research in this class means the most recent five-year period. Although research older than five years may be used, it will not count toward the assignment requirement. Additionally, in the lecture material for Module 1, you were reminded of what constitutes academic peer-reviewed scholarly sources, and how to find them in the CSU-Global Library.

Refer to the Critical Thinking assignment rubric available in the Module 5 folder for more information on assignment expectations and grading.

### **Portfolio Milestone (50 points)**

Complete the option of Milestone that corresponds to the option of final Portfolio Project you have chosen to complete for the course (the final Portfolio Project is due in Module 8). You should complete the same option of Milestone this week as you did in Modules 1 and 3. Do not do both assignments. Identify your assignment choice in the title of your submission.

#### **Option #1: Service Project Planning**

Review the Portfolio Project Option 1 requirements in the Module 8 folder. Peruse the textbook and become familiar with the information that supports the documents you will deliver in your Portfolio Project, due in Module 8. For your approved service project defined in Module 1 or updated in Module 3, now complete the following:

Provide a four- to six-page paper for your instructor's approval that contains the following elements:

- any update to the service project description since the Module 1 approval or Module 3 update;
- any updates to the information on the organization where the service project will be implemented, and how you will have access to project specifics; and
- any updates to the challenges you must overcome to deliver the Portfolio Project (see the Module 8 folder) on time and how you will mitigate those challenges.

#### **Updates to the Project Planning Section provided in Module 3:**

- Staffing management plan (identify the stakeholders and project team).
- Work breakdown structure (WBS)—minimum four levels. (Code using an appropriate numbering format. Refer to Chapter 4 in *Project Management: The Managerial Process* for more information.)
- Project schedule—include task name, start date, stop date, and duration.
- Network diagram—include, at minimum, duration and critical path.

#### **Risk Management, Project Execution, and Control Section:**

- Risk management plan and risk register

- Communication management plan
- Change management plan
- Project budget
- Resource constraints
- Skills you and the team must acquire for a successful project.

#### **Requirements:**

- Your well-written paper should be four to six pages in length, not including cover page, references page, and appendices if applicable.
- While your specific plans, WBS, and network diagram may be included in your text portion, your clarification of calculations and other supporting documents should appear in appendices.
- Format your paper according to the CSU-Global Guide to Writing and APA.
- Cite a minimum of two sources—one of which should be a current academic, peer-reviewed scholarly source—to support your responses, demonstrate thoughtful consideration of the ideas and concepts that are presented in the course, and provide new thoughts and insights relating directly to this topic.

**Note:** Current research in this class means the most recent five-year period. Although research older than five years may be used, it will not count toward the assignment requirement. Additionally, in the lecture material for Module 1, you were reminded of what constitutes academic, peer-reviewed scholarly sources, and how to find them in the CSU-Global Library.

Refer to the Portfolio Project Milestone grading rubric available in the Module 5 folder for more information on assignment expectations and grading.

#### **Option #2: Physical Product Project Planning**

Review the Portfolio Project Option 2 requirements in the Module 8 folder. Peruse the textbook and become familiar with the information that supports the documents you will deliver in your Portfolio Project, due in Module 8. For your approved physical product project defined in Module 1 or updated in Module 3, now complete the following:

Provide a four- to six-page paper for your instructor's approval that contains the following elements:

- any update to the physical product project description since Module 1 approval or Module 3 update;
- any updates to the information on the organization where physical product project will be implemented, and how you will have access to project specifics; and
- any updates to the challenges you must overcome to deliver the Portfolio Project on time and how you will mitigate those challenges.

#### **Updates to the Project Planning Section provided in Module 3:**

- Staffing management plan (identify the stakeholders and project team).
- Work breakdown structure (WBS)—minimum four levels. (Code using an appropriate numbering format. Refer to Chapter 4 in *Project Management: The Managerial Process* for more information.)
- Project schedule—include task name, start date, stop date, and duration.
- Network diagram—include, at minimum, duration and critical path.

#### **Risk Management, Project Execution, and Control Section:**

- Risk management plan and risk register
- Communication management plan

- Change management plan
- Project budget
- Resource constraints (human and physical)
- Skills that you and the team must acquire for a successful project.

#### **Requirements:**

- Your well-written paper should be four to six pages in length, not including the cover page, references page(s), and appendices if applicable.
- While your specific plans, WBS, and network diagram may be included in your text portion, your clarification of calculations and other supporting documents should appear in appendices.
- Format your paper according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of two sources--one of which should be a current academic, peer-reviewed scholarly source--to support your responses, demonstrate thoughtful consideration of the ideas and concepts that are presented in the course, and provide new thoughts and insights relating directly to this topic.

**Note:** Current research in this class means the most recent five-year period. Although research older than five years may be used, it will not count toward the assignment requirement. Additionally, in the lecture material for Module 1, you were reminded of what constitutes academic, peer-reviewed scholarly sources, and how to find them in the CSU Global Library.

Refer to the Portfolio Project Milestone grading rubric available in the Module 5 folder for more information on assignment expectations and grading.

## **Module 6**

### **Readings**

- Chapters 11 & 12 in *Project Management: The Managerial Process*
- Chapters 11 & 12 presentations from *Project Management: The Managerial Process* (linked in the module)
- Part 1, Chapters 9 & 10 in *A Guide to the Project Management Body of Knowledge, (PMBOK Guide®)* (6<sup>th</sup> ed.)
- Matthews, R., & McLees, J. (2015). Building effective projects teams and teamwork. *Journal of IT and Economic Development*, 6(2), 20-30.

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Mastery Exercise (10 points)**

### **Critical Thinking (95 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: Project Debrief**

The following assignment is based on a recently *completed* group project in which you were involved.

1. Explain the group project in one paragraph of no more than five sentences.
2. Analyze the development of the project team in terms of:
  - the five-phase model; and,
  - the punctuated equilibrium model.



3. Describe which of these two models does the best job of describing your team's evolution and why.
4. Analyze the development of the project team in terms of the nine situational factors that influence team development:
  - What factors positively contributed to group performance?
  - What factors negatively contributed to group performance?
  - How did the group try to overcome the negative factors?
  - What could you have done differently to overcome these negative factors?
5. If the group was formed again, what specific recommendations would you make about how the group should manage meetings?

**Requirements:**

- Thoroughly address the questions in a two- to four-page paper, not including cover page, references page, and appendix. The expectation is that the paper headings clarify what questions are being addressed, but the paper is not to be formatted as question-followed-by-answer.
- Format your paper and use a formal writing style in accordance with the CSU-Global Guide to Writing & APA.
- Cite a minimum of two sources--one of which should be a current academic, peer-reviewed scholarly source--to support your responses, demonstrate thoughtful consideration of the ideas and concepts that are presented in the course, and provide new thoughts and insights relating directly to this topic.

**Note:** Current research in this class means the most recent five-year period. Although research older than five years may be used, it will not count toward the assignment requirement. Additionally, in the lecture material for Module 1, you were reminded of what constitutes academic, peer-reviewed scholarly sources, and how to find them in the CSU-Global Library.

Refer to the Critical Thinking assignment grading rubric available in the Module 6 folder for more information on assignment expectations and grading.

**Option #2: Franklin Equipment Ltd.**

1. At the end of Chapter 11, p. 413, in your textbook (Larson & Gray, 2017), find the case of Franklin Equipment Ltd.
2. Research the critical aspects of the project management issues of managing teams. You must use and cite scholarly sources.
3. Address the following questions in a two- to four-page paper. Include the theoretical framework for the issues in the case and address the questions in terms of that framework. For example, what does research show as an appropriate way to assign managers to project teams? Was that process used in this case? What was used? How was this project made more difficult or easy, by its international setting? What factors positively contributed to group performance? What factors negatively contributed to group performance? How did the group try to overcome the negative factors? What should Jobe recommend and why?

**Requirements:**

- The expectation is that the paper headings clarify what questions are being addressed, but the paper is not to be formatted as question-followed-by-answer. Use a formal writing style in accordance with the CSU-Global Guide to Writing & APA.
- Your paper should be two to four pages in length, not including the cover page, references page(s), and appendix.
- Format your paper according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of two sources—one of which should be a current academic, peer-reviewed scholarly source—to support your responses, demonstrate thoughtful consideration of the ideas and concepts that are presented in the course, and provide new thoughts and insights relating directly to this topic.

**Note:** Current research in this class means the most recent five-year period. Although research older than five years may be used, it will not count toward the assignment requirement.

Additionally, in the lecture material for Module 1, you were reminded of what constitutes academic, peer-reviewed scholarly sources, and how to find them in the CSU-Global Library.

Refer to the Critical Thinking assignment grading rubric available in the Module 6 folder for more information on assignment expectations and grading.

## **Module 7**

### **Readings**

- Chapters 9 & 10 in *Project Management: The Managerial Process*
- Chapters 9 & 10 presentations from *Project Management: The Managerial Process* (linked in the module)
- Part 1, Chapter 6 in *A Guide to the Project Management Body of Knowledge (PMBOK Guide®)* (6th ed.)

**Opening Exercise (0 points)**

**Discussion (25 points)**

**Mastery Exercise (10 points)**

## **Module 8**

### **Readings**

- Chapters 15 & 16 in *Project Management: The Managerial Process*
- Chapters 15 & 16 presentations from *Project Management: The Managerial Process*
- Part 1, Chapter 8 in *A Guide to the Project Management Body of Knowledge (PMBOK Guide®)* (6th ed.)
- Golini, R., & Landoni, P. (2014). International development projects: Peculiarities and managerial approaches. Project Management Institute. Retrieved from <https://www.pmi.org/learning/academic-research/international-development-projects-peculiarities-and-managerial-approaches>

**Opening Exercise (0 points)**

**Discussion (25 points)**

**Mastery Exercise (10 points)**

**Portfolio Project (200 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. Note that both options require Portfolio Milestone assignments, due in Weeks 1, 3, and 5.

### **Option #1: Project Plan: Service Type Project**

The goal of Portfolio Project Option 1 is to develop a project plan that could be used by a project manager to successfully execute a project.

In this option, you will develop, compile, and write important project documents for a service type project in a company or non-profit organization that you have selected. The company or organization can be one that you work for, one with which you are familiar, or one you find through research. The project should be a real project, not yet started, and for delivery of a service. Service projects may include IT software development, healthcare delivery, or fundraising, among many others. You should select a project that is complex enough to allow you to demonstrate an understanding of the learning objectives for this course, and that allows you to deliver on all the project management components required in this Portfolio Project.

By the end of this week you will turn in your final course paper. The elements included are the following:

#### **Project Initiation Section:**

- Introduction of the project
- Project scope.

#### **Project Planning Section:**

- Staffing management plan (identify the stakeholders and project team)
- Work breakdown structure (WBS)
- Project schedule (network diagram with, duration, and critical path).

#### **Risk Management, Project Execution, and Control Section:**

- Risk management plan and risk register
- Communication management plan
- Change management plan
- Project budget
  - Resource constraints
  - Skills that you and the team must acquire for a successful project.

#### **Requirements:**

Your well-written Portfolio Project should be clear, engaging, original, and focused with ideas and content that are richly developed with details and examples. The project should be presented coherently to move the reader through the details of the project plan.

Your submission must meet the following requirements:

- Be eight to ten pages in length, not including the required cover page, references page(s), and appendices. While your specific plans, WBS, and network diagram may be included in your text portion, your clarification of calculations and other supporting documents should appear in appendices.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.

- Cite a minimum of five sources--four of which should be current academic, peer-reviewed scholarly sources--to support your responses, demonstrate thoughtful consideration of the ideas and concepts that are presented in the course, and provide new thoughts and insights relating directly to this course material. The CSU-Global library is a great place to find these resources.

**Note:** Current research in this class means the most recent five-year period. Although research older than five years may be used, it will not count toward the assignment requirement. Additionally, in the lecture material for Module 1, you were reminded of what constitutes academic, peer-reviewed scholarly sources, and how to find them in the CSU Global Library.

Refer to the Portfolio Project grading rubric in the Module 8 folder for more information on assignment expectations and grading.

## **Option #2: Project Plan: Physical Product**

The goal of the Portfolio Project Option 2 is to develop a project plan that could be used by a project manager to successfully execute a project.

In this option, you will develop, compile, and write important project documents for a physical product type project in a company or non-profit organization that you have selected. The company or organization can be one that you work for, one with which you are familiar, or one you find through research. The project should be a real project, not yet started, and for delivery of a physical product. Product projects may include construction, manufacturing, and infrastructure delivery, among many others. You should select a project that is complex enough to allow you to demonstrate an understanding of the learning objectives for this course, and that allows you to deliver on all the project management components required in this Portfolio Project.

By the end of this week you will turn in your final course paper. The elements included are the following:

### **Project Initiation Section:**

- Introduction of the project
- Project scope.

### **Project Planning Section:**

- Staffing management plan (identify the stakeholders and project team)
- Work breakdown structure (WBS)
- Project schedule (network diagram with, duration, and critical path).

### **Risk Management, Project Execution, and Control Section:**

- Risk management plan and risk register
- Communication management plan
- Change management plan
- Project budget
  - Resource constraints (human and physical)
  - Skills that you and the team must acquire for a successful project.

### **Requirements:**

Your well-written Portfolio Project should be clear, engaging, original, and focused, with ideas and content that are richly developed with details and examples. The project should be presented

coherently to move the reader through the details of the project plan. Your submission should meet the following requirements:

- Be eight to ten pages in length, not including the required cover page, references page(s), and appendices. While your specific plans, WBS, and network diagram may be included in your text portion, your clarification of calculations and other supporting documents should appear in appendices.
- Format your entire paper according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of five sources--four of which should be current academic, peer-reviewed scholarly sources--to support your responses, demonstrate thoughtful consideration of the ideas and concepts that are presented in the course, and provide new thoughts and insights relating directly this course material. The CSU-Global library is a great place to find these resources.

**Note:** Current research in this class means the most recent five-year period. Although research older than five years may be used, it will not count toward the assignment requirement. Additionally, in the lecture material for Module 1, you were reminded of what constitutes academic, peer-reviewed scholarly sources, and how to find them in the CSU-Global Library.

Refer to the Portfolio Project grading rubric available in the Module 8 folder for more information on assignment expectations and grading.

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## COURSE POLICIES

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Grading Scale	
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

### Course Grading

20% Discussion Participation  
0% Opening Exercises  
8% Mastery Exercises  
37% Critical Thinking Assignments  
35% Final Portfolio Project

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## IN-CLASSROOM POLICIES

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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 /repurposing your own work (see CSU-Global Guide to Writing & APA 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 & APA when citing in APA (based on the most recent APA style manual) for all assignments. A link to this guide should also be provided within most assignment descriptions in your course.

### **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](mailto: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.