

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.

PMI-GAC Accreditation and PMP Certification: Among other requirements, 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 can 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

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): Certified Associate in Project Management (CAPM), Project Management Professional (PMP), and PMI Scheduling Professional (PMI-SP)[®]

- Construction project management certificates such as the Certified Construction Manager (CCM) by Management Association of America (CMAA), and certificates offered by the American Institute of Constructors such as Associate Constructor (AC) and Certified Professional Constructor (CPC)
- 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 LEED AP and Green Globe Initiative's Green Globe Professional (GGP).

COURSE DESCRIPTION AND OUTCOMES

COURSE DESCRIPTION:

The course relays key aspects of construction project management, including the theory, methods, and quantitative tools used to effectively plan, organize, and control construction projects; efficient management methods revealed through practice and research; and practical project management knowledge from on-site situations. To achieve this objective, the course provides a basic project management framework in which the project lifecycle is broken into preconstruction and planning, execution, monitoring, controlling, and closing based on lessons learned from previous projects. Within this framework, students will learn the methodologies and tools necessary for each aspect of the process as well as the theories on which these are built. By the end of the term, students will be able to adapt and apply the framework to effectively manage a construction project in an Architecture/Engineering/Construction (A/E/C) firm.

COURSE OVERVIEW:

The course provides an overview of construction project management and discusses some of the main considerations in managing construction projects. The course covers the main skills that construction project managers need to successfully implement construction projects. The main topics covered in this course are construction project estimating, project planning, scheduling, monitoring, risk management, resource management, and financial management.

COURSE LEARNING OUTCOMES:

1. Understand the processes and techniques of project management for construction.
2. Understand the key requirements of successful implementation of construction projects in a timely and cost-effective manner.
3. Identify and evaluate the industry-recommended practices for development and management of the project teams, scheduling, cost control, value engineering, procurement, negotiations, subcontract management, and administration.
4. Apply effective techniques for managing a construction or development project within the framework of construction law, AIA contracts and subcontracts, and ethical business practices.
5. Develop a working knowledge of documentation typically required to administer construction phase operations, to include preparation of clear, concise, and complete records, reports, correspondence, and submittals.
6. Perform various field productivity measures, analyze the results, and provide recommendations for process improvement.
7. Differentiate between ethical and unethical behavior in the construction field.

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:

Sears, S. K., Sears, G. A., Clough, R. H., Rounds, J. L., & Segner, R. O. (2015). *Construction project management* (6th ed.). Hoboken, NJ: John Wiley & Sons. ISBN: 9781118745052.

Project Management Institute (PMI). (2016). *Construction extension to the PMBOK® Guide*. Newtown Square, PA: Project Management Institute. Retrieved from <https://csuglobal.idm.oclc.org/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=1365626&site=ehost-live>

Project Management Institute (PMI). (2017). *A guide to the project management body of knowledge (PMBOK Guide®)* (6th ed.). Newtown Square, PA: Project Management Institute. ISBN-13: 9781628251845. Retrieved from <http://search.ebscohost.com.csuglobal.idm.oclc.org/login.aspx?direct=true&db=nlebk&AN=1595321&site=ehost-live>)

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.

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.

WEEKLY READING AND ASSIGNMENT DETAILS

MODULE 1

Readings

- Chapter 1 in *Construction Project Management* (6th ed.)
- Section 2.1 in *Construction Extension to the PMBOK® Guide*
- PowerPoint presentation for Chapter 1 in *Construction Project Management* (6th ed.)

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

MODULE 2

Readings

- Chapter 2 in *Construction Project Management* (6th ed.)
- Chapter 3 in *Construction Extension to the PMBOK® Guide*
- PowerPoint presentation for Chapter 2 in *Construction Project Management* (6th ed.)

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Critical Thinking (120 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: Resources from AIA, CMAA, and AACE

From the following five sets of resources, explore four sets and describe each set (in approximately one page for each) by specifying the following:

1. The type of resources that each institute provides to practitioners in each category;
2. The function or purpose of the resources that each institute provides to practitioners in each category;
3. The intended audience; and,
4. Your opinion and assessment about the application of each set of resources.

The five sets of resources (linked on the Assignments page) from which to choose four are:

- AIA Contracts
- AIA Best Practices
- CMAA's Owner Publications
- AACE Recommended Practices
- AACE Total Cost Management Framework (TCM)

Paper Requirements:

- Your paper should be four pages long, not including the required title page and reference page. Nor does the page requirement include any supplemental pages, should you use them, such as appendices.

- Properly organize your writing and include an introduction, headings / subheadings for the body of your work, and a conclusion.
- Format your entire paper according to the CSU-Global Guide to Writing and APA.

Option #2: Resources from PMI, ASCE, and AIC

From the following five sets of resources, explore four sets and describe each set in about a page by specifying:

1. The type of resources that each institute provides to practitioners in each category;
2. The function or purpose of the resources that each institute provides to practitioners in each category;
3. The intended audience; and,
4. Your opinion and assessment about the application of each set of resources.

The five resources (linked on the Assignments page) from which to choose four are:

- PMI's The Standard for Portfolio Management—Fourth Edition member content
- PMI's Practice Standard for Work Breakdown Structures
- PMI's Government Extension to the PMBOK® Guide Third Edition
- ASCE contract documents
- AIC Certificates.

Paper Requirements:

- Your paper should be four pages long, not including the required title page and reference page. Nor does the page requirement include any supplemental pages, should you use them, such as appendices.
- Properly organize your writing and include an introduction, headings / subheadings for the body of your work, and a conclusion.
- Format your entire paper according to the CSU-Global Guide to Writing and APA.

MODULE 3

Readings

- Chapter 3 in *Construction Project Management* (6th ed.)
- Chapter 7 in *Construction Extension to the PMBOK® Guide*
- PowerPoint file for Chapter 3 in *Construction Project Management* (6th ed.)

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Critical Thinking (130 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: EPC Project Budget

Describe each of the components of a typical EPC project budget as shown in Figure 7-3 in *Construction Extension to the PMBOK® Guide*.

Your narrative should explain and provide an example for each component and subcomponent shown in Figure 7.3. In doing so, you need to research each component of the budget and document in your findings in your narrative.

Paper Requirements:

- Your paper should be three to four pages long, not including the required title page and reference page. Nor does the page requirement include any supplemental pages, should you use them, such as appendices.
- Prepare your work using at least two of this week’s recommended readings and three outside references (use peer-reviewed, current scholarly articles published in the last five years; references not to include required or recommended reading assignments or the textbook). The CSU-Global Library is a good place to find these resources.
- Properly organize your writing and include an introduction, headings / subheadings for the body of your work, and a conclusion.
- Format your entire paper according to the CSU-Global Guide to Writing and APA.

Option #2: Managing the Construction Project Budget

Assume you are managing a construction project with a schedule as shown in the textbook’s Figure 3.5b. A budget of \$24M has been assigned to it and you have distributed this budget among the project activities as follows:

	Percent of Budget Allocated (%)
Utilities and Site Work	0.13
Structure	0.35
Envelope	0.15
Finishes	0.08
Systems	0.25
Closeout	0.04

Assuming that each project will consume the project uniformly throughout its duration, develop a cost flow diagram that shows the total project budget expendable per month and the cumulative amounts in the form of a histogram that shows the values over time with monthly time periods.

Assuming that project funds will be allocated per the below schedule, develop a cash flow diagram that shows the total funds received and the cumulative amounts in the form of a histogram that shows the values over time with monthly time periods.

	Amount of funds allocated at the beginning of period
December	\$5,420,168
March	\$3,551,597
April	\$4,361,267
May	\$7,759,354
September	\$2,907,615

Once you have developed the cost and flow diagrams, prepare a narrative to describe the function of cost and cash-flow diagrams as well as your findings in developing the cost and cash flow diagrams for the project in a reference. To do so, please describe, at the minimum, the following:

- a) How the budget is consumed over time;
- b) How the funds will be allocated over time; and,
- c) Whether funds are adequate to execute the project per the schedule shown in the textbook's Figure 3.5b.

Paper Requirements:

- Your paper should be 1-2 pages long, not including the required title page and reference page. Nor does the page requirement include any supplemental pages, should you use them, such as appendices.
- Prepare your work using at least one of this week's recommended readings and one outside (not a reading from this course) reference. This outside reference should be a peer-reviewed, current scholarly article published in the last five years. The CSU-Global Library is a good place to find these resources. Properly organize your writing and include an introduction, headings / subheadings for the body of your work, and a conclusion.
- Format your entire paper according to the CSU-Global Guide to Writing and APA.

MODULE 4

Readings

- Chapter 4 in *Construction Project Management* (6th ed.)
- Chapter 5 & Section 6.2 in *Construction Extension to the PMBOK® Guide*
- PowerPoint file for Chapter 4, *Construction Project Management* (6th ed.)

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Milestone (75 points)

Complete the milestone option that corresponds with the final Portfolio Project option you have chosen to complete. The milestones build toward the final project in Module 8 so it is very important to complete the same option—1 or 2—for both milestones and the final Portfolio Project due in Module 8.

Option #1: Construction Planning and Scheduling—Building a Shed

Read the following case study and familiarize yourself with the scope of work described in the case study:

Case: 9-606-146

Title: Building a Shed

<https://cb.hbsp.harvard.edu/cbmp/content/sample/606146-PDF-ENG>

1. Prepare a 1- to 2-page project description summarizing the scope, intended use, and overall plans. In your summary, identify and describe the elements of the construction work (e.g., building elements / systems such as type of foundation, structure, finishes, interiors, and exteriors as well as description of construction materials to be used).
2. Provide one or two paragraphs to describe the overall sequence of work.

3. Prepare a deliverable-oriented WBS for your project with a minimum of three layers of breakdown. The WBS should contain a minimum of 15 WBS elements at the lowest level of the breakdown structure.
4. Prepare a functional (i.e., process-oriented) WBS for your project with a minimum of two layers of breakdown. The WBS should contain a minimum of 10 WBS elements at the lowest level of the breakdown structure. Consider including WBS actions such as to design, procure, construct, install, and commission, as well as the higher-level WBS elements.

Submission requirements:

- Format your entire paper according to the CSU-Global Guide to Writing and APA.
- Be clear, concise, and focused. Be sure to organize your writing properly and include an introduction; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; list of references; and an appendix.

Option #2: Construction Planning and Scheduling—Choose Your Own Construction Project

Work on a construction project that you are familiar with, one that you either have been involved in or an example project that you have chosen based on your research. You are encouraged to also consider a project that involves community engagement (e.g., your experience after being involved in a community service or volunteer work). The project scope should be large enough to satisfy the following requirements:

1. Prepare a 1- to 2-page project description summarizing the scope, intended use, and overall plans. In your summary, identify and describe the elements of the construction work (e.g., building elements / systems such as type of foundation, structure, finishes, interiors, and exteriors as well as description of construction materials to be used).
2. Provide one or two paragraphs to describe the overall sequence of work.
3. Prepare a deliverable-oriented WBS for your project with a minimum of three layers of breakdown. The WBS should contain a minimum of 15 WBS elements at the lowest level of the breakdown structure.
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Submission requirements:

- Format your entire paper according to the CSU-Global Guide to Writing and APA.
- Be clear, concise, and focused. Be sure to organize your writing properly and include an introduction; headings/subheadings for the body of your work; analysis and recommendations (if applicable); a conclusion; list of references; and an appendix.

MODULE 5

Readings

- Chapters 5 & 7 in *Construction Project Management* (6th ed.)
- Chapter 6 in *Construction Extension to the PMBOK® Guide*
- PowerPoint file for Chapter 5 in *Construction Project Management* (6th ed.)
- PowerPoint file for Chapter 7 in *Construction Project Management* (6th ed.)

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

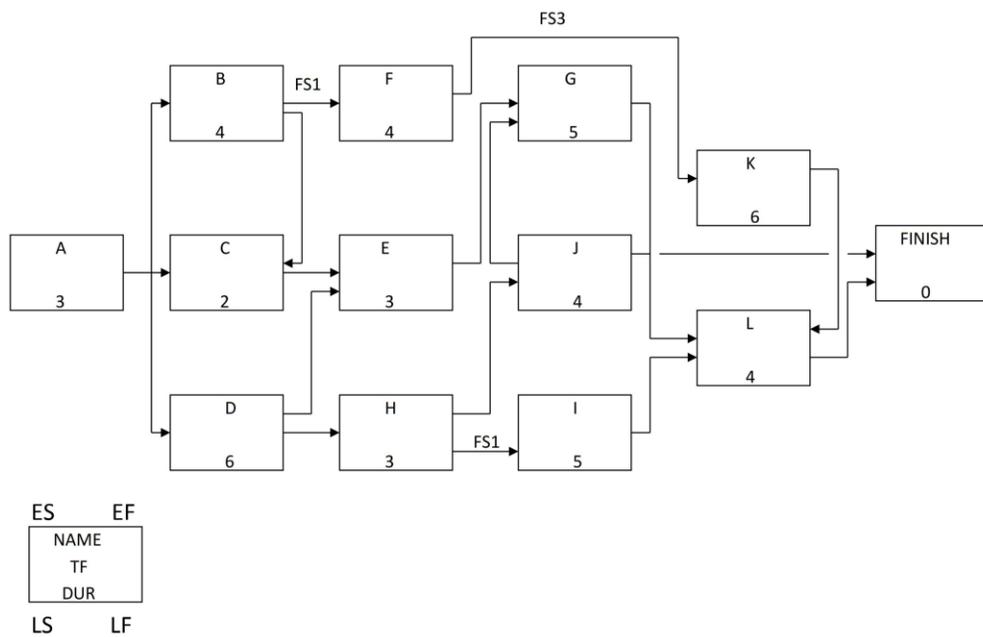
Critical Thinking (120 points)

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: Network Calculation

Provide network calculation for the following network diagram. Provide ES, EF, LS, LF, and Total Float Values for the each of the activities shown in the network diagram and identify the project's critical path.

CPM CALCULATION EXERCISE



(Source: Sears, S. K. et al. (2015). Instructor Resources, Chapter 4.)

Submission requirements:

- Provide a one-page narrative to explain your findings. The page requirement does not include the required title page and reference page.
- Format your entire paper according to the CSU-Global Guide to Writing and APA.
- Prepare your work using at least one of this week's recommended readings and two outside readings (references that are not among the required or recommended readings in this course). These outside references must be peer-reviewed, current scholarly articles published in the last five years. The CSU-Global Library is a good place to find these resources.

Option #2: Time and Cost Trade-off

In the network schedule provided in the Excel file below, the network calculations are performed using the activity durations and relationships identified in the file. (Please note that network calculation formulas are already performed for your convenience.) In addition, crash costs are provided for each of the activities.

Use the schedule calculations provided as a decision-support tool to perform what-if scenarios to identify:

1. The activity durations;
2. Project completion time;
3. Critical path; and,
4. Project cost in each of the following scenarios:
 - a. Normal durations
 - b. All activities crashed
 - c. Optimum cost-time duration to complete the project within the time achieved in line items 2 above (all activities crashed), but with less cost.

By the time you complete the calculation, you must be able to fill out all the cells highlighted in blue in the Excel spreadsheet.

Submission requirements:

- Provide the Excel file with all the highlighted cells filled out per your calculation and a one-page narrative to explain your findings. The page requirement does not include the required title page and reference page.
- Format your entire paper according to the CSU-Global Guide to Writing and APA. Prepare your work using at least one of this week's recommended readings and two outside readings (references that are not among the required or recommended readings in this course). These outside references must be peer-reviewed, current scholarly articles published in the last five years. The CSU-Global Library is a good place to find these resources.

MODULE 6

Readings

- Chapter 10 in *Construction Project Management* (6th ed.)
- Sections 6.3 & 7.3 in *Construction Extension to the PMBOK® Guide*
- Chapter 11 in *Construction Extension to the PMBOK® Guide*
- PowerPoint file for Chapter 10 in *Construction Project Management* (6th ed.)

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Milestone (75 points)

Complete the milestone option that corresponds with the final Portfolio Project option you have chosen to complete. The milestones build toward the final project in Module 8, so it is very important to complete the same option—1 or 2—for both milestones and the final Portfolio Project due in Module 8.

Option #1: Construction Planning and Scheduling—Building a Shed

1. Identify a minimum of 30 project activities.
2. Estimate activity durations and properly sequence these activities, and assume the project will take at least two months to finish.
3. Then, develop a computer-generated project schedule (see the note below regarding the scheduling software application options) with the planned start date of December 1 next year.

4. Customize the project calendar and assume that your company does not work the week between Christmas and New Year's Day but does work on Saturdays. Provide a .pdf copy of the entire project schedule on which the project's critical path is identified (activity bars should be red for the critical activities) and fit the schedule to one-page width.

Project Scheduling Software Application Options

To develop the project schedule for your project, use any of the open-source applications recommended in the following link (preferably, use ProjectLibre).

- TOP 5 OPEN SOURCE DESKTOP PROJECT MANAGEMENT TOOLS:

<https://project-management.com/top-5-open-source-project-management-tools/>

Feel free to use any other project scheduling software to which you have access. You can also use the trial versions of Microsoft Project (MSP) or Primavera P6 Professional Project Management (P6). Please note, however, that the trial versions of these applications are only valid for 30 days; therefore, download them after Week 4 to ensure you have proper access to the application to complete your assignment.

Option #2: Construction Planning and Scheduling—Choose Your Own Construction Project

1. Identify a minimum of 30 project activities.
2. Estimate activity durations and properly sequence these activities, and assume the project will take at least two months to finish.
3. Then, develop a computer-generated project schedule (see the note below regarding the scheduling software application options) with the planned start date of December 1 next year.
4. Customize the project calendar and assume that your company does not work the week between Christmas and New Year's Day but works on Saturdays. Provide a .pdf copy of the entire project schedule on which the project's critical path is identified (activity bars should be red for the critical activities) and fit the schedule to one-page width.

Project Scheduling Software Application Options

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- TOP 5 OPEN SOURCE DESKTOP PROJECT MANAGEMENT TOOLS:

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Feel free to use any other project scheduling software to which you have access. You can also use the trial versions of Microsoft Project (MSP) or Primavera P6 Professional Project Management (P6). Please note, however, that the trial versions of these applications are only valid for 30 days; therefore, download them after Week 4 to ensure you have proper access to the application to complete your assignment.

MODULE 7

Readings

- Chapter 8 in *Construction Project Management* (6th ed.)
- Chapter 9 in *Construction Extension to the PMBOK® Guide*
- PowerPoint file for Chapter 8 in *Construction Project Management* (6th ed.)

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

MODULE 8

Readings

- Chapter 12 in *Construction Project Management* (6th ed.)
- Chapter 15 in *Construction Extension to the PMBOK® Guide*
- PowerPoint file for Chapter 12 in *Construction Project Management* (6th ed.)

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.

Option #1: Construction Planning and Scheduling—Building a Shed

In Portfolio Project Option #1, you will utilize a project scheduling software application to develop a project schedule for building a shed. This assignment builds on the two Portfolio Milestones completed in Weeks 4 and 6. This week, you will write a Discussion and Conclusion by doing the following:

1. In half a page, describe the as-planned schedule and describe the project's critical path to explain how you arrived at the projected completion date.
2. Then provide a .pdf version of an updated schedule about the midway point of the schedule. This updated schedule should show that your project is behind schedule. Your updated schedule must show that a minimum of three critical and five near- and/or non-critical activities are behind schedule. (Highlight these activities or make some notes on the schedule to identify these activities.) To update your schedule, you need to assign actual start/finish dates or activity percent completes to completed, or in-progress activities. It is up to you to decide how far the project has progressed.
3. In a minimum of a page, discuss what could be done differently to prevent delays from occurring. Explain how the schedule can help find the best strategies to complete the project as soon as practically feasible. In identifying delay-preventing strategies, consider discussing strategies that focus on effective planning and scheduling techniques, evaluating productivity, project monitoring and controlling, and effective financial management.

Submission requirements:

- References: Incorporate your textbook plus at least three of the recommended readings for the course. In addition to those four sources, include another three references **not used** as readings in this course. These outside references must be peer-reviewed and current scholarly articles published in the last five years. The CSU-Global Library is a good place to find your sources. This means there is a minimum of seven sources required.
- Be sure to visit the Library's Project Management Research Guide.
- Incorporate any constructive feedback provided by your instructor from the Portfolio Project Milestones in Weeks 4 and 6.
- Format your entire paper according to the CSU-Global Guide to Writing and APA.

- Properly organize your writing and include an introduction, headings / subheadings for the body of your work, discussion recommendations, and a conclusion.

Option #2: Construction Planning and Scheduling—Choose Your Own Construction Project

Portfolio Project Option #2 utilizes a project scheduling software application to develop a project schedule for a construction project. This week's assignment builds on the two Portfolio Milestones in Weeks 4 and 6. This week you will write a Discussion and Conclusion by doing the following:

1. In half a page, describe the as-planned schedule and describe the project's critical path to explain how you are arrived at the projected completion date.
2. Then provide a .pdf version of an updated schedule about the midway point of the schedule. This updated schedule should show that your project is behind schedule. Your updated schedule must show that a minimum of three critical and five near- and/or non-critical activities are behind schedule. (Highlight these activities or make some notes on the schedule to identify these activities.) To update your schedule, you need to assign actual start/finish dates or activity percent completes to completed or in-progress activities. It is up to you to decide how far the project has progressed.
3. Provide a minimum of a page to discuss what could be done differently to prevent delays from occurring and explain how the schedule can help find the best strategies to complete the project as soon as practically feasible.
4. In identifying delay-preventing strategies, consider discussing strategies that focus on effective planning and scheduling techniques, evaluating productivity, project monitoring and controlling, and effective financial management.

Submission requirements:

- References: Incorporate your textbook plus at least three of the recommended readings for the course. In addition to those four sources, include another three references **not used** as readings in this course. These outside references must be peer-reviewed and current scholarly articles published in the last five years. The CSU-Global Library is a good place to find your sources. This means there is a minimum of seven sources required.
- Be sure to visit the Library's Project Management Research Guide.
- Incorporate any constructive feedback provided by your instructor in Weeks 4 and 6.
- Format your entire paper according to the CSU-Global Guide to Writing and APA. Properly organize your writing and include an introduction, headings / subheadings for the body of your work, discussion recommendations, and a conclusion.

COURSE POLICIES

Course Grading

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

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

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 /repurposing 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 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 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.