



Credit Hours: 3

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

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

COURSE DESCRIPTION AND OUTCOMES

Course Description:

This course introduces the tasks and challenges fundamental to project management. Topics include how to manage teams, schedules, risks, and resources to effectively achieve project objectives from time, cost, and quality perspectives. Case studies are incorporated into the course, allowing students to apply knowledge and skills associated with negotiating, selecting, initiating, planning, budgeting, scheduling, monitoring, controlling, and terminating a project.

Course Overview:

Project managers use a methodized and integrated approach in managing projects to ensure project success and help their organizations meet their strategic objectives. The purpose of this advanced graduate level course is to provide the student with a high-level overview of project management. Each week the student will consider how the principal components of the module could be implemented and utilized in a project management system for a large-scale organization. Case studies are used in the course as a primary method to allow students to apply knowledge of project management principles and their application within the context of the real world.

The emphasis of this course is to help the student understand an effective project management approach by learning the roles, responsibilities, and activities of a project manager in planning, monitoring, controlling, and terminating projects. Students will study project planning and organization, project life cycles, project management strategies, and how to promote excellence in project management practices. Additionally, this course reviews the fundamental principles of project selection methods, assessment of company resources, prioritizing projects, and program management principles for managing a portfolio of projects. The course gives the student a process for the evaluation of project management software programs and an understanding of the role of information technology in project management. Additional topics include project manager competencies, ethical standards, and global business policies. This course is designed to help students develop hard knowledge and skills to work successfully in a project environment and to accomplish project and organizational objectives.

Course Learning Outcomes:

1. Distinguish project concepts, factors, and life cycle phases.
2. Appraise various criteria used for project selection.
3. Evaluate the methods of planning and scheduling a project's activities, budget, and non- financial resources.
4. Evaluate methods of monitoring and controlling parameters including recovery plans and personnel issues.
5. Examine methods used to audit and terminate projects.
6. Evaluate and utilize project software to manage projects.
7. Develop awareness of the primary attributes of successful leaders based on project team performance and leadership traits.
8. Analyze the implications of managing projects in an international setting using best practices and trends via case studies following ethical principles.

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:

Kerzner, H. (2017). *Project management: A systems approach to planning, scheduling, and controlling* (12th ed.). Hoboken, NJ: John Wiley & Sons. ISBN: 9781119165354

PJM500 Project Management CoursePack from Harvard Business Review with:

Austin, R. D. (2013) Simulation: Scope, Resources, Schedule V2. <https://hbsp.harvard.edu/product/4700-HTML-ENG>

Project Management Institute. (2017). *A guide to the project management body of knowledge® (PMBOK® Guide)* (6th ed.). Newtown Square, PA: PMI Publications. (Access is linked within the course from the CSU-Global library.)

Suggested:

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>

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 at 11:59 p.m. MT. Late posts may not be awarded points.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Chapter 1 (Sections 1.18–1.22), Chapter 2 (Sections 2.10-2.22), & Chapter 3 (Section 3.7) in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*

- Part 1 (Sections 1 & 2), & Part 2 (Section 1) in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*
- Module 1 (pp. 1-3) & Module 2 (pp. 1-2) in Project Management System Resource Center (PMSRC) - See the Interactive Lecture > Readings for the direct link to the PMSRC

Discussion (25 points)

Critical Thinking (100 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: Creating a Methodology—Essay

Based on your review and analysis of the “Creating Methodology” case study (Kerzner, 2017, pp. 86-86), in a written essay paper, address the following assignment key elements:

- Clearly and concisely define the construct of an enterprise project management methodology (EPM). Appraise the elements included the case study’s EPM.
- Clearly and concisely define the construct of a project management office (PMO). Critique the case study’s PMO structure in context of implementing the proposed EPM.
- Appraise the key requirements of the EPM required by John Compton. Differentiate the proposed project life cycle phases from the PMBOK® Guide (6th ed.) project life cycle phases.
- Identify specific aspects of a project management methodology that are distinctly unique to global organizations.
- Summarize how a project management system (PMS) can be used to support the case study’s EPM.

Additional Instructions

Be sure to properly organize your writing and include the following:

- Cover page
- Introduction
- Body of your work in response to the assignment’s key elements, with headings and subheadings
- Conclusion
- List of references
- Appendices (as applicable).

Consult the Sample Paper template for more information on how to organize the paper.

The introduction, through conclusion sections of your paper, should be approximately 3-4 pages.

Support your assignment with a minimum of three scholarly references. The CSU-Global library is a good place to locate these sources, and the Project Management Resources Guide is a great place to start.

The written section should follow the CSU-Global Guide to Writing and APA.

Submit your essay by the posted due date and review the rubric for specific grading criteria.

Option #2: Creating a Methodology—Presentation

Based on your review and analysis of the “Creating Methodology” case study (Kerzner, 2017, pp. 86-86), in a multimedia-rich presentation, address the following assignment key elements:

- Clearly and concisely define the construct of an enterprise project management methodology (EPM). Appraise the elements included the case study’s EPM.
- Clearly and concisely define the construct of a project management office (PMO). Critique the case study’s PMO structure in context of implementing the proposed EPM.
- Appraise the key requirements of the EPM required by John Compton. Differentiate the proposed project life cycle phases from the PMBOK® Guide (6th ed.) project life cycle phases.
- Identify specific aspects of a project management methodology that are distinctly unique to global organizations.
- Summarize how a project management system (PMS) can be used to support the case study’s EPM.

Additional Instructions

Be sure to properly organize your presentation and include the following:

- Cover slide
- Introduction
- Body of your work in response to the assignment’s key elements, with heading and subheading bullets
- Conclusion slide
- List of references
- Appendix slides (as applicable)
- Include a complete narration transcript or a PDF print of substantive slide notes, which clearly demonstrate subject comprehension, with your presentation.

A multimedia-rich presentation consists of an 8- to 12-minute narrated video using the aid of a presentation tool (PowerPoint, Prezi, Screencast-O-Matic, Knovio, Loom, or a similar program) as a guide to your recital that includes appropriate subject content, graphics, optionally video clips, and other multimedia techniques. When using graphic images or other content found online, please observe all copyright protections; properly cite. Note: a mere PowerPoint without video-audio will not suffice the assignment requirements.

Your presentation should be approximately 6- to 8-slides, not including cover and reference slides. Support your assignment with a minimum of three scholarly references. The CSU-Global library is a good place to locate these sources, and the Project Management Resources Guide is a great place to start. The written content, where applicable, should follow the [CSU-Global Guide to Writing and APA](#) standards.

Submit both the link to your video and the transcript or PDF of the notes by the posted due date. Review the rubric for specific grading criteria.

Portfolio Project Reminder (0 points)

For the final Portfolio Project in this course, you must choose one of the following Portfolio Projects. While no milestone assignment is due in this module, read the complete descriptions of the two options in the Module 8 folder and review the associated rubrics. Now is the time to start thinking about which

option you would like to submit for your Portfolio Project. Your first milestone assignment will be due in Module 2.

Option #1: Honicker Corporation

Section 1: Principle Components Discussion

Section 2: Simulation Analysis for Scenario A

Section 3: Case Study Analysis based on the Honicker Corporation case study (Kerzner, 2017, pp. 753-755); or,

Option #2: Kemko Manufacturing

Section 1: Principle Components Discussion

Section 2: Simulation Analysis for Scenario B

Section 3: Case Study Analysis based on the Kemko Manufacturing case study (Kerzner, 2017, pp. 755-757).

Module 2

Readings

- Chapter 10 & Chapter 11 (Sections 11.0-11.7, 11.16, & 11.26) in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*
- Part 1 (Sections 4.1, 10.1, & 11.2) & Part 2 (Section 2) in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*
- Module 5 (pp. 1-4) in *Project Management System Resource Center (PMSRC)*
- Project Management Institute (PMI). (2017, February). Embracing benefits realization management – An essential element of achieving project management and business success. *PMI Publications*. Retrieved from <https://www.pmi.org/-/media/pmi/documents/public/pdf/case-study/embrace-benefits-realization.pdf>

Discussion (25 points)

Portfolio Milestone (75 points)

As directed last week, review the Portfolio Project prompt in the Module 8 folder and select which option you will complete for your final Portfolio Project. Then complete your first milestone as directed. Identify your milestone choice in the title of your submission.

Option #1: Honicker Corporation

Section 1: Principle Components Discussion

Section 2: Simulation Analysis for Scenario A

Section 3: Case Study Analysis based on the Honicker Corporation case study (Kerzner, 2017, pp. 753-755); or,

Option #2: Kemko Manufacturing

Section 1: Principle Components Discussion

Section 2: Simulation Analysis for Scenario B

Section 3: Case Study Analysis based on the Kemko Manufacturing case study (Kerzner, 2017, pp. 755-757).

To inform your decision, go to the Project Management Simulation: Scope, Resources, Schedule V2 at *Harvard Business Publishing* online. Once you have registered, you will be able to view the “Prepare”

section to read about the project management process at Delphi Printers and learn how to run the simulation.

For this Module 2 Portfolio Project Milestone, you must draft the framework of the Portfolio Project paper for the option you selected. This draft must be a properly organized CSU-Global formatted paper with the following key elements:

- **Running header** with designation of Portfolio Project option clearly designated.
- **Cover page** with designation of Portfolio Project option clearly designated.
- **Paper title** with designation of Portfolio Project option clearly designated.
- **Introduction** to include, as complete as possible, a brief descriptive overview of the Portfolio Project and a brief preface of your essay paper (one to three paragraphs).
- **Main body** of your essay paper with APA style section level-1 headings for Section 1: Principle Components Discussion; Section 2: Simulation Scenario Analysis; and Section 3: Case Study Analysis. Include APA style section level-2 headings for bullet items or key elements within each main section. For the first three Section 1: Principle Components bullet items, include a brief, yet substantive, synopsis of each item (one to three paragraphs for each subsection level-2 bullet item):
 - Project, Program, and Portfolio Management distinction;
 - Project Selection; and,
 - Project Charter. Additionally, develop a basic, 1- to 3-page Project Charter. Additionally, develop a basic 1- to 3-page Project Charter template (a merely blank template) based on the PMBOK® Guide (6th ed.) that could be used for small-to-medium projects in a global organization. The intent is to demonstrate your comprehension of the components necessary for an effective project charter. Include your Project Charter template as an appendix in your paper.

Note: All other section headers merely serve as place holders for future substantive content.
- **Conclusion** (No content required for this milestone assignment; it is merely a place holder.)
- **Reference page(s)** listing any appropriate references cited; a minimum of three scholarly reference are required for this milestone submission. The CSU-Global library is a good place to locate these resources, and the Project Management Resources Guide is a great place to start.

The written section of the draft should comply with the CSU-Global Guide to Writing and APA. Consult the Sample Paper template for more information on how to organize the paper and review the rubric available for specific grading criteria.

Module 3

Readings

- Chapter 11 in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*
- Part 1 (Sections 4.2 & 5, 10.2.2.4, & 11.6.2.3) & Part 2 (Section 3.1 – 3.5) in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*
- Module 3 (p. 3) in *Project Management System Resource Center (PMSRC)*

Discussion (25 points)

Critical Thinking (125 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: Create a Work Breakdown Structure (WBS)—Essay

Based on the course readings and your research, write an essay that addresses the following key elements:

- Project scope
 - In your own words, with cited support from scholarly resources, clearly and concisely define the construct of a project **Scope Statement**.
 - Explain the use of a common technique to develop a project scope.
 - Describe the practice for achieving project scope consensus.
- Project work breakdown structure (WBS)
 - In your own words, with cited support from scholarly resources, clearly and concisely define the construct of a project **work breakdown structure (WBS)**.
 - Based on the project elements presented in Problem 11-2 (Kerzner, 2017, p. 404), use a software application of your choosing to create a WBS (down through level 3). Include your WBS as an appendix to your essay.
 - Describe how your WBS can be used to plan this project scenario.

Additional Instructions

Properly organize your writing by including the following:

- Cover page
- Introduction
- Body of your work in response to the assignment's key elements, with headings and subheadings
- Conclusion
- List of references
- Appendix (WBS).

The introduction through conclusion sections of your essay should be approximately 4-5 pages in length. Support your assignment with a minimum of three scholarly references. The CSU-Global library is a good place to locate these sources, and the Project Management Resources Guide is a great place to start. The written section should follow the CSU-Global Guide to Writing and APA standards. Consult the Sample Paper template for more information on how to organize the paper and review the rubric for specific grading criteria.

Option #2: Create a Work Breakdown Structure (WBS)—Presentation

Based on the course readings and your research, create a multimedia-rich presentation that addresses the following key elements:

- Project scope
 - In your own words, with cited support from scholarly resources, clearly and concisely define the construct of a project **Scope Statement**.
 - Explain the use of a common technique to develop a project scope.
 - Describe the practice for achieving project scope consensus.
- Project work breakdown structure (WBS)
 - In your own words, with cited support from scholarly resources, clearly and concisely define the construct of a project **work breakdown structure (WBS)**.
 - Based on the project elements presented in Problem 11-2 (Kerzner, 2017, p. 404), use a software application of your choosing to create a WBS (down through level 3). Include your WBS as an appendix to your essay.
 - Describe how your WBS can be used to plan this project scenario.

Additional Instructions

Properly organize your presentation by including the following:

- Cover slide
- Introduction
- Body of your work in response to the assignment's key elements, with heading and subheading bullets
- Conclusion slide
- List of references
- Appendix slides (as applicable); link to your WBS as an PDF document.
- Include a complete narration transcript or a PDF print of substantive slide notes, which clearly demonstrate subject comprehension, with your presentation.

Your multimedia-rich presentation should consist of an 8- to 12-minute narrated video using the aid of a presentation tool (PowerPoint, Prezi, Screencast-o-matic, Knovio, or Loom, or similar program) as a guide to your recital that includes appropriate subject content, graphics, video clips (optional), and other multimedia techniques. When using graphic images or other content found online, observe all copyright protections; properly cite all images. Note: a mere PowerPoint without video-audio will not meet assignment requirements.

The introduction through conclusion sections of your presentation should be approximately 6- to 8-slides. Support your assignment with a minimum of three scholarly references. The CSU-Global library is a good place to locate these sources, and the Project Management Resources Guide is a great place to start. The written content, where applicable, should follow the CSU-Global Guide to Writing and APA.

Submit both the link to your video and the transcript or PDF of the notes by the posted due date. Review the rubric for specific grading criteria.

Portfolio Project Reminder (0 points)

Review the feedback provided on the Portfolio Project Milestone submitted in Module 2 (Portfolio Project Introduction and Simulation Selection) and make any necessary edits and revisions. This application of feedback should be evident in the milestone submission due in Module 5.

Module 4

Readings

- Chapters 11 & 12 in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*
- Part 1 (Sections 6.1-6.5, 7.1-7.3, 9.1-9.3) & Part 2 (Section 3.6-3.16) in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*
- Module 3 (p. 3) in *Project Management System Resource Center (PMSRC)*

Discussion (25 points)

Critical Thinking (125 points)

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

Option #1: The Estimating Problem—Essay

Based on your review and analysis of the “The Estimating Problem” case study (Kerzner, 2017, pp. 499-500), write an essay that addresses the following key elements:

- Develop a clear and concise synopsis of the case study.
- Explain how the identified problem affects the project’s schedule, cost, and scope.
- In your own words, with cited support from scholarly resources, clearly and concisely define the construct of the schedule’s critical path. Describe how the identified problem may affect the schedule’s critical path.
- Assess whether the estimating method used was appropriate. If so, what would cause the results to be questionable? If not, what estimating method would you recommend? Substantively justify your response using cited scholarly references.
- Assess the pros and cons of the extant estimating process; what, if any, changes would you recommend? Substantively justify your response including scholarly supporting references. (Please note that extant estimating is not a term of art in project management. You need to identify the extant (i.e., existing) estimating process in the organization referenced in the case study. By doing this, you will specify the current state-of-project-management in the area of estimating)

Additional Instructions

Properly organize your writing by including the following:

- Cover page
- Introduction
- Body of your work in response to the assignment’s key elements, with headings and subheadings
- Conclusion
- List of references
- Appendices (as applicable).

The introduction through conclusion sections of your essay should be approximately 4-5 pages in length. Support your assignment with a minimum of three scholarly references. The CSU-Global library is a good place to locate these sources, and the Project Management Resources Guide is a great place to start. The written section should follow the CSU-Global Guide to Writing and APA standards. Consult the Sample Paper template for more information on how to organize the paper and review the rubric available in for specific grading criteria.

Option #2: The Estimating Problem—Presentation

Based on your review and analysis of the “The Estimating Problem” case study (Kerzner, 2017, pp. 499-500), create a multimedia-rich presentation that addresses the following key elements:

- Develop a clear and concise synopsis of the case study.
- Explain how the identified problem affects the project’s schedule, cost, and scope.
- In your own words, with cited support from scholarly resources, clearly and concisely define the construct of the schedule’s critical path. Describe how the identified problem may affect the schedule’s critical path.
- Assess whether the estimating method used was appropriate. If so, what would cause the results to be questionable? If not, what estimating method would you recommend? Substantively justify your response using cited scholarly references.
- Assess the pros and cons of the extant estimating process; what, if any, changes would you recommend? Substantively justify your response including scholarly supporting references. (Please note that extant estimating is not a term of art in project management. You need to identify the

extant (i.e., existing) estimating process in the organization referenced in the case study. By doing this, you will specify the current state-of-project-management in the area of estimating)

Additional Instructions

Properly organize your presentation by including the following:

- Cover slide
- Introduction
- Body of your work in response to the assignment's key elements, with heading and subheading bullets
- Conclusion slide
- List of references
- Appendix slides (as applicable)
- Include a complete narration transcript or a PDF print of substantive slide notes, which clearly demonstrate subject comprehension, with your presentation.

Your multimedia-rich presentation should consist of an 8- to 12-minute narrated video using the aid of a presentation tool (PowerPoint, Prezi, Screencast-o-matic, Knovio, or Loom, or similar program) as a guide to your recital that includes appropriate subject content, graphics, video clips (optional), and other multimedia techniques. When using graphic images or other content found online, observe all copyright protections; properly cite all images. Note: a mere PowerPoint without video-audio will not meet assignment requirements.

The introduction through conclusion sections of your presentation should be approximately 6- to 8-slides. Support your assignment with a minimum of three scholarly references. The CSU-Global library is a good place to locate these sources, and the Project Management Resources Guide is a great place to start. The written content, where applicable, should follow the CSU-Global Guide to Writing and APA.

Submit both the link to your video and the transcript or PDF of the notes by the posted due date. Review the rubric for specific grading criteria.

Module 5

Readings

- Chapters 14, 15, & 17 in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*
- Part 1 (Sections 6.6, 7.4, 10 & 11) & Part 2 (Section 5) in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*
- Module 3 (p. 3) in *Project Management System Resource Center (PMSRC)*

Discussion (25 points)

Portfolio Milestone (100 points)

Review the Portfolio Project instructions in the Module 8 folder. This Portfolio Project Milestone requires the demonstration of your progress toward the completion of your final Portfolio Project—the emphasis of this Portfolio Project Milestone is related to the “Section 1: Principle Components Discussion,” which is *common to both options*.

Using the framework that you drafted in Module 2, add substantive content to the Section 1: Principle Components Discussion section, which describes the project management standards and processes based on the Project Management Institute's *A Guide to the Project Management Body of Knowledge*® (*PMBOK*® *Guide*) (6th ed.). For each of the following items not previously completed in the Module 2 Portfolio Project Milestone, include a brief, yet substantive synopsis (1- to 3-paragraphs for each subsection level-2 bullet item):

- Project, Program, and Portfolio Management distinction
- Project Selection
- Project Charter (plus template in appendix)
- Project Organization
- Project Planning
- Project Scheduling
- Project Estimating
- Monitoring and Control
- Risk Management.

Please note that the project charter template must address the unique requirements of a small-to-medium projects in a global organization.

Include the Portfolio Project option that you selected as part of the **cover page, running header, and the paper title** to confirm which scenario-specific project management simulation you will complete and that aligns with your Portfolio Project option.

Your Portfolio Project Milestone essay, which includes the revised Section 1: Principle Components Discussion (now expanded to approximately 4-5 pages), must include substantive, well-supported content and be formatted according to the CSU-Global Guide to Writing and APA. Review the rubric for specific grading criteria.

Module 6

Readings

- Chapters 11.32, 20, & 21.9 in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*
- Part 1 (Sections 4.7 & 8) & Part 2 (Section 6) in *A Guide to the Project Management Body of Knowledge (PMBOK*® *Guide)*
- Module 3 (p. 4) in *Project Management System Resource Center (PMSRC)*

Discussion (25 points)

Critical Thinking (100 points)

Option #1 and Option #2: Project Management Simulation

Review the description of the two simulation options in the Module 8 folder and complete the option that aligns with the Portfolio Project option you selected and have been working on.

The project management simulation assignment consists of two parts.

Part 1: The Simulation Experience

Run the simulation, trying various what-if assessments to obtain a better score and complete the designated scenario. In doing so, you will benefit from running the sessions using different options and trying different action items to experience various project challenges. After completing the simulation

session for the designated scenario, capture a screen image of the confirmation page showing your total score for the scenario.

For Option #1: The simulation experience comprises Scenario A; or,

For Option #2: The simulation experience comprises Scenario B.

Simulation Link: Project Management Simulation: Scope, Resources, Schedule V2_(Product #: 4700-HTM-ENG)

Part 2: Essay

After completing the simulation, write an essay that addresses the following elements based on the simulation scenario that you performed. (This part is common to both project and assignment options.)

- Present an overview of the simulation scenario.
- Explain the intent of the simulation scenario.
- Relate at least three PMBOK® Guide standards or practices applied in the simulation scenario.
- Describe your lessons learned based on the what-if assessments. Explain how the methods applied to audit and terminate projects are used to capture lessons learned.
- Describe how the simulation experience can be used to enter (or advance) your career as a project manager.
- Describe how proficiency in the use of a project management systems as demonstrated in the PMS Resource Center can be applied to enter (or advance) your career as a project manager.

Additional Instructions

Properly organize your writing by including the following:

- Cover page
- Introduction
- Body of your work in response to the assignment's key elements, with headings and subheadings
- Conclusion
- List of references
- Appendices—containing captured screen image of the confirmation page showing your total simulation score for each scenario performed.

The introduction through conclusion sections of your essay should be approximately 4-5 pages in length. Support your assignment with a minimum of three scholarly references. The CSU-Global library is a good place to locate these sources. The written section should follow the CSU-Global Guide to Writing and APA standards. Consult the Sample Paper template for more information on how to organize the paper and review the rubric for specific grading criteria.

Module 7

Readings

- Chapter 8 in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*
- Appendix X3 in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*
- Module 4 (p. 1-3) in *Project Management System Resource Center (PMSRC)*

Discussion (25 points)

Module 8

Readings

- Chapters 8 & 21 in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*
- Part 1 (Chapter 1, Sections 1.1.3 & Section 3) & Part 2, Chapter 6 in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*

Discussion (25 points)

Portfolio Project (175 points)

The Portfolio Project provides the choice of selecting one of two options. Although the subject content varies depending on the option selected, each Portfolio Project option is comprised of three sections:

Section 1: Principle Components Discussion

Describe the project management standards and processes based on the Project Management Institute's *A Guide to the Project Management Body of Knowledge® (PMBOK® Guide)* (6th ed.). This section should be approximately 5- to 6-pages and include a brief, yet, substantive synopsis for each of the following items:

- Project, Program, and Portfolio Management distinction
- Project Selection
- Project Charter
- Project Charter Template: Additionally, develop a basic, 1- to 3-page Project Charter template based on the PMBOK® Guide (6th ed.) that could be used for small-to-medium projects in a global organization. Include your Project Charter template as an appendix in your essay paper.
- Project Organization
- Project Planning
- Project Scheduling
- Project Estimating
- Monitoring and Control
- Project Closure
- Communication Management
- Risk Management
- Role of Information Technology.

The requirements for this section of the Portfolio Project *are common for both Option 1 and Option 2.*

Section 2: Simulation Analysis

Summarize your performance in the project management simulation completed in Module 6 (Project Management Simulation: Scope, Resources, Schedule V2; Product #: 4700-HTM-ENG). This section should be approximately 2- to 3-pages and must include:

- Identification of three project management standards or practices applied during the simulation and their effect on your simulation outcomes.
- Delineation of three lessons learned from the project management simulation that can be applied to future management of projects.
- Recommendation for improving your simulation outcomes.

The subject content for Section 2 varies based on the Portfolio Project option selected:

- **For Option 1**, the project management simulation requires an analysis of your performance of the Simulation Scenario A.

- **For Option 2**, the project management simulation requires an analysis of your performance of the Simulation Scenario B.

Section 3: Case Study Analysis

Review and assess one of the two global project management case studies designated; then develop a 4- to 6-page recommendation for achieving the objectives set forth. As part of your recommendation, develop a high-level project management plan comprised of:

- a statement of work (SOW)
- a work breakdown structure (WBS)
- a project schedule or Gantt
- a communications plan
- a risk management plan
- a stakeholder management plan
- and other relevant project management plan details.

Additionally, based on project team performance and leadership traits exhibited in the designated case study, identify the primary attributes needed to be a successful leader in this scenario.

The case study for Section 3 varies depending on the Portfolio Project option selected:

- **For Option 1**, use the Honicker Corporation case study (Kerzner, 2017, pp. 753-755).
- **For Option 2**, use the Kemko Manufacturing case study (Kerzner, 2017, pp. 755-757).

Additional Instructions

Properly organize your writing by including the following:

- **Running header** with designation of Portfolio Project option clearly designated.
- **Cover page** with designation of Portfolio Project option clearly designated.
- **Paper title** with designation of Portfolio Project option clearly designated.
- **Introduction** includes a descriptive overview of the Portfolio Project and a brief preface of your essay paper (one to three paragraphs).
- **Main body thesis** of your essay paper will be approximately 12- to 15-pages organized by APA style section level 1 headings for Section 1: Principle Components Discussion; Section 2: Simulation Scenario Analysis; and Section 3: Case Study Analysis. Additionally, include APA style section level 2 headings for bullet items or key elements within each main section.
- **Conclusion**—Present a recap of Main Body key points and summary of main emphasis without repeating verbatim and exclusive of new information.
- **Reference page(s)** listing any appropriate references cited.
- **Appendices**
 - 1-page Project Charter template
 - Captured screen image of confirmation page showing your total simulation score for the scenario performed.

Support your assignment with a minimum of eight scholarly references. The CSU-Global library is a good place to locate these sources, and the Project Management Resources Guide is a great place to start. The written section should follow the CSU-Global Guide to Writing and APA standards. Consult the

Sample Paper template for more information on how to organize the paper and review the rubric for specific grading criteria.

COURSE POLICIES

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
45% Critical Thinking Assignments
35% Final Portfolio Project and Milestones

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 & 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 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.