PJM560: PROJECT MANAGEMENT OFFICE (PMO)

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 emphasizes the Project Management Office (PMO). Students will learn the elements of a PMO, which includes defining and maintaining standards, policies, processes, and methods for project management within the organization. Learners will also identify the responsibilities of the Project Management Professional (PMP) to include guidance, documentation, and metrics related to the practices involved in managing and implementing projects within the organization. A PMO may also get involved in project-related tasks and follow up on project activities through completion. The office may report on project activities, problems, and requirements to executive management as a strategic tool in keeping implementers and decision-makers moving toward consistent, business- or mission-focused goals and objectives. Organizations around the globe are defining, borrowing, and collecting best practices in the process of project management and are increasingly assigning the PMO to exert overall influence and evolution of thought to continual organizational improvement. Prerequisite: PJM535*.*

COURSE OVERVIEW:

The purpose of this graduate level course is to help you understand the construct of the project management office (PMO) for optimally governing project performance and integrating project resources, tools, and practices throughout the enterprise. Beginning with an operational definition of the PMO, you will learn to recognize the differing PMO strategies based on various degrees of project control and oversight. Additionally, you will distinguish the purpose of the PMO from objectives of program, portfolio, and project management, while also examining the roles, responsibilities, and ethical concerns of the PMO throughout the project lifecycle phases and identifying the standards, tools, and techniques common to successful PMOs. You will evaluate business and ethical considerations, appropriate organizational structures, and different levels of project management maturity to determine the optimal PMO deployment for various types of organizations, including global companies. Building on this understanding, you will explore various professional career advancement opportunities typically centric to the PMO.

COURSE LEARNING OUTCOMES:

1. Explain the key elements of a Project Management Office emphasizing global considerations.
2. Rationalize the main responsibilities of the PMO project management professional.
3. Formulate a project management office's mission statement, goals, and standards.
4. Evaluate project portfolio management techniques considering international influences.
5. Demonstrate proven practices of the project management office accentuating ethical consideration.
6. Describe the types and scope of project management offices.

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:

Hill, G. M. (2013). *The complete project management office handbook* (3rd ed.). Boca Raton, FL: CRC Press. ISBN-13: 9781466566316

Project Management Institute [PMI]. (2017). *A guide to the project management body of knowledge® (PMBOK® Guide)* (6th ed.). Newtown Square, PA: PMI Publications. ISBN-13: 9781628251845

(Access is linked within the course from the CSU Global library.)

Project Management System Resource Center (PMSRC) (CSU Global resource)

(Access is linked within the course from the CSU Global library.)

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.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

MODULE 1

Readings
- Introduction and Chapter 7 in *The Complete Project Management Office Handbook*
- Part 1: Chapter sections 1.2.3 and 1.2.6; Part 2: Chapter sections 1.1 - 1.4 in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*
- Project Management System Resource Center (PMSRC): Module 1, page 3

Discussion (25 points)

Critical Thinking (75 points)
Choose one of the following two assignments to complete this week. Do *not* complete both assignments. Identify your assignment choice in the title of your submission. Note that while there are two options for the Critical Thinking Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

PMO Foundations

Common Assignment Requirements
The purpose of this assignment is to demonstrate your comprehension of the foundational aspects of the project management office (PMO) and the PMO competency continuum. To satisfy this objective, address the following assignment key elements:
- **PMO Definition:** Based on synthesis of the readings, module lecture, and your research, describe in your own words what the project management office (PMO) is and its purpose.
- **Project Management Environment**: Emphasize the PMO's distinction from portfolio, program, and project management. Identify three key PMO stakeholders and describe their interest. Identify and justify the common PMO types and structures.
- **PMO Value**: Explain how the PMO adds project management and enterprise value. Describe the PMO competency continuum framework and its five stages. Illustrate the PMO competency continuum for delivering sustainable PMO value.

Option #1: PMO Foundations Essay
For the assignment Option #1, write an essay to address the PMO Foundations Common Assignment Requirements.

Submit your Module 1 Critical Thinking assignment as a single Microsoft Word document to the submissions area established for this purpose.

Your essay should address the following requirements:

- Your well-written PMO recommendation essay thesis should be 4 to 6 pages in length, which does not include the title, reference, or appendix pages. You need to add headings and subheadings associated with each of the bullet points listed in the common assignment requirements.

- Format your paper per the CSU Global Guide to Writing & APA standards, which includes an introduction and conclusion.
- Include title and reference pages.
- In addition to your course textbook, cite at least three current (published within the past 5 years) scholarly resources (peer-reviewed, official governmental reports, and other scholarly sources) to support your suppositions, assertions, and conclusions. To enhance your learning experience, scholarly resources are available from the CSU Global library.
- Include an appendix for tables and figures as appropriate.

Please write clearly, concisely, and cohesively; use section level headers to organize the key elements of your thesis.

Consult the assignment template for a more complete list of requirements. If you need assistance with your writing style or you need writing tips or tutorials, visit the CSU Global Writing Center. Review the grading rubric to see how you will be graded for this assignment.

Option #2: PMO Foundations Presentation
For the assignment Option #2, develop a multimedia-rich presentation to address the PMO Foundations Common Assignment Requirements.

- Your multimedia-rich presentation must contain logically cohesive flow including audio, video, and graphical content.
- The length of the presentation, beyond the title and reference portions, should be 6 to 8 slides with speaker notes (or narration transcript) which should be equivalent to four to six minutes of narrated presentation.
- Please present your content clearly, concisely, and cohesively. The presentation must be submitted as a completely self-contained file (e.g., PowerPoint, Screencast-O-Matic, or Prezi) or as a link to a hosted Internet site.
- In addition to your course textbook, cite at least three current (within 5-years) scholarly resources (peer-reviewed, official governmental reports, and other scholarly sources) to support your suppositions, assertions, and conclusions. To enhance your learning experience, scholarly resources are available from the CSU Global library.
- Format your submission per the CSU Global Guide to Writing & APA standards, which includes an introduction and conclusion.

You may wish to review the Visual Presentations section in the CSU Global Writing Center for help creating, formatting, and recording audio for your presentation according to the requirements. If you need assistance with your writing style or you need writing tips or tutorials, visit the CSU Global Writing Center. Review the grading rubric to see how you will be graded for this assignment.

MODULE 2

Readings
· Chapters 1 and 2 in *The Complete Project Management Office Handbook*
· Part 1: Chapter 4; Part 2: Chapter 1, sections 1.3-1.4 in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*
· PMSRC, Module 1, pages 1 & 2

Discussion (25 points)

Critical Thinking (125 points)

Choose one of the following two assignments to complete this week. Do *not* complete both assignments. Identify your assignment choice in the title of your submission. Note that while there are two options for the Critical Thinking Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

PMO Methods & Tools

Common Assignment Requirements

The purpose of this assignment is to demonstrate your comprehension of project management (PM) methodology and tools integration in context of the project management office (PMO) and the PMO competency continuum. To satisfy this objective, address the following assignment key elements:

- In your own words including scholarly reference support,
  - Define the constructs of PM methodologies and PM tools
  - Describe the distinction between these constructs in context of the PMO.
- Relate the integration of PM methodologies and tools to the stages of the PMO competency continuum.
- Based on Van Der Linde and Steyn's (2016) module 1 case study The effect of a project management office on project and organisational performance: A case study:
  - summarize how the integration of PM methodologies enables the PMO to achieve its purpose
  - while recognizing ethical considerations and
  - challenges unique to an international PMO.

Option #1: PMO Methods & Tools Essay

For the assignment Option #1, write an essay to address the Module 2 Common Assignment Requirements.

Submit your Module 2 Critical Thinking assignment as a single Microsoft Word document to the submissions area established for this purpose.

Your essay should address the following requirements:

- Your well-written PMO recommendation essay thesis should be 5-7 pages in length, which does not include the title, reference, or appendix pages. You need to add headings and subheadings associated with each of the bullet points listed in the common assignment requirements.
- Format your paper per the CSU Global Guide to Writing & APA standards, which includes an introduction and conclusion.
- Include title and reference pages.
- In addition to your course textbook and the assignment case study, cite at least three current (published within the past 5 years) scholarly resources (peer-reviewed, official governmental reports, and other scholarly sources) to support your suppositions, assertions, and conclusions. To enhance your learning experience, scholarly resources are available from the CSU Global library.
- Include an appendix for tables and figures as appropriate.

Please write clearly, concisely, and cohesively; use section level headers to organize the key elements of your thesis.

Consult the assignment template for a more complete list of requirements. If you need assistance with your writing style or you need writing tips or tutorials, visit the CSU Global Writing Center. Review the grading rubric to see how you will be graded for this assignment.

Option #2: PMO Methods & Tools Presentation
For the assignment Option #2, develop a multimedia-rich presentation to address the Module 2 Common Assignment Requirements.

- Your multimedia-rich presentation must contain logically cohesive flow including audio, video, and graphical content.
- The length of the presentation, beyond the title and reference portions, should be 8 to 10 slides with speaker notes (or narration transcript) which should be equivalent to five to seven minutes of narrated presentation.
- Please present your content clearly, concisely, and cohesively. The presentation must be submitted as a completely self-contained file (e.g., PowerPoint, Screencast-O-Matic, or Prezi) or as a link to a hosted Internet site.
- In addition to your course textbook and the assignment case study, cite at least three current (within 5-years) scholarly resources (peer-reviewed, official governmental reports, and other scholarly sources) to support your suppositions, assertions, and conclusions. To enhance your learning experience, scholarly resources are available from the CSU Global library.
- Format your submission per the CSU Global Guide to Writing & APA standards, which includes an introduction and conclusion.

You may wish to review the Visual Presentations section in the CSU Global Writing Center for help creating, formatting, and recording audio for your presentation according to the requirements. If you need assistance with your writing style or you need writing tips or tutorials, visit the CSU Global Writing Center. Review the grading rubric to see how you will be graded for this assignment.

MODULE 3

Readings
- Chapters 3 and 4 in *The Complete Project Management Office Handbook*
- Part 1: Chapter section 1.1; Part 2: Chapter sections 1.3-1.4; Part 3: Appendix X4 in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*
- PMSRC: Module 1; Module 4, pages 1-3; and Module 7, page 4

Discussion (25 points)

Portfolio Project Milestone: Section 1 (75 points)
The purpose of the Portfolio Project is to synthesize current research about the project management office (PMO) for the purpose of developing a PMO recommendation. The Portfolio Project is structured to help you demonstrate understanding of the course material, as well as the implications of new knowledge gained from research beyond the course readings and lectures.

Portfolio Project will be developed in three independent but cohesive sections, which considered in whole constitutes your PMO recommendation. The three sections are:

Section 1: Subject Organization and Rationale
Section 2: PMO Mission, Charter, and Competency
Section 3: PMO Recommendations Section 1 and Section 2 will be submitted as Portfolio Project milestones in Module 3 and Module 6, respectively.

Section 3 will constitute your final Portfolio Project due at the end of the course in Module 8.

Please choose from one of the two PMO recommendation options offered for your Portfolio Project assignment, which are described as:

Option #1: Recommendation for the Implementation of a New PMO
- or -
Option #2: Recommendation for the Advancement of an Existing PMO

For **Section 1: Subject Organization and Rationale** of the Portfolio Project, you are required to select a subject organization for developing a PMO recommendation. The subject organization must have an international/global aspect and may be your workplace, an organization that you are familiar with, or an organization that is based on your research.

For Option #1, the subject organization must exhibit the characteristics and attributes of a viable candidate for benefiting from a PMO.

For Option #2, the subject organization must exhibit a functioning PMO as qualified by the PMO competency continuum.

A key aspect of the Portfolio Project Section 1 is to secure instructor approval for the Portfolio Project subject organization selected, which is required before commencing with subsequent Portfolio Project sections.

Based on your research of the subject organization, substantively address the following key elements:

- Subject organization information:
  - Organization name
  - Organization's mission, vision, and values statement
  - Industry type and organization demographics
  - Description of organization's culture
  - Executive sponsor and key stakeholders
- PMO business case:
  - Assessment of existing project management:
    - Project management methods
    - Project management tools
    - Project management experience
    - Project management maturity
  - Perceived PMO benefits for the organization:
    - Overarching business rationale
    - Long term measurable goals (2-3)
    - First year specific goals and metrics
    - Quantified value proposition (short and long term)

Submit your Section 1 Portfolio Project Milestone assignment as a single Microsoft Word document to the Module 3 submissions area established for this purpose.

Your portfolio project milestone should address the following requirements:

- Your well-written PMO recommendation essay thesis should be 4-6 pages in length, which does not include the title, reference, or appendix pages. You need to add headings associated and subheadings with each of the bullet points listed in the Section 1 requirements.

- Format your paper per the CSU Global Guide to Writing & APA standards, which includes an introduction and conclusion.
- Include title and reference pages.
- In addition to your course textbook, cite at least three current (published within the past 5 years) scholarly resources (peer-reviewed, official governmental reports, and other scholarly sources) to support your suppositions, assertions, and conclusions. To enhance your learning experience, scholarly resources are available from the CSU Global library.
- Include an appendix for tables and figures as appropriate.

Please write clearly, concisely, and cohesively; use section level headers to organize the key elements of your thesis.

MODULE 4

Readings
· Chapters 9 and 14 in *The Complete Project Management Office Handbook.*
· Part 1: Chapter 4, section 4.2, and Chapter 11; Part 2: Chapter 3 in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*

Discussion (25 points)

Critical Thinking (125 points)
Option #1: PMO Planning Results Essay
Choose one of the following two assignments to complete this week. Do *not* complete both assignments. Identify your assignment choice in the title of your submission. Note that while there are two options for the Critical Thinking Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

PMO Planning Results

Common Assignment Requirements
The purpose of this assignment is to demonstrate your comprehension of project planning as a key function for enabling PMO success and business outcomes. To satisfy this objective, address the following assignment key elements:

- In your own words including scholarly reference support,
  - Define project planning in context of the PMO.
  - Describe the primary rationale for PMO project planning.
- Compare and contrast the project planning functions between *Supportive* and *Controlling* PMO types as described in the PMBOK Guide (6th ed.), Part 1 Section 2.4.4.3 page 48.
- Describe the application of PMO standards and metrics in PMO project planning.
- Summarize how the project planning enables PMO success while recognizing ethical considerations and challenges unique to an international PMO.

For the assignment Option #1, write an essay to address the Module 4 Common Assignment Requirements.

Submit your Module 4 Critical Thinking assignment as a single Microsoft Word document to the submissions area established for this purpose.

Your essay should address the following requirements:

- Your well-written PMO recommendation essay thesis should be 5 to 7 pages in length, which does not include the title, reference, or appendix pages. You need to add headings and subheadings associated with each of the bullet points listed in the common assignment requirements.
- Format your paper per the CSU Global Guide to Writing & APA standards, which includes an introduction and conclusion.
- Include title and reference pages.
- In addition to your course textbook, cite at least four current (published within the past 5 years) scholarly resources (peer-reviewed, official governmental reports, and other scholarly sources) to support your suppositions, assertions, and conclusions. To enhance your learning experience, scholarly resources are available from the CSU Global library.
- Include an appendix for tables and figures as appropriate.

Please write clearly, concisely, and cohesively; use section level headers to organize the key elements of your thesis.

Consult the assignment template for a more complete list of requirements. If you need assistance with your writing style or you need writing tips or tutorials, visit the CSU Global Writing Center. Review the grading rubric to see how you will be graded for this assignment.

Option #2: PMO Planning Results Presentation
For the assignment Option #2, develop a multimedia-rich presentation to address the Module 4 Common Assignment Requirements.

- Your multimedia-rich presentation must contain logically cohesive flow including audio, video, and graphical content.
- The length of the presentation, beyond the title and reference portions, should be 8 to 10 slides with speaker notes (or narration transcript) which should be equivalent to five to seven minutes of narrated presentation.
- Please present your content clearly, concisely, and cohesively. The presentation must be submitted as a completely self-contained file (e.g., PowerPoint, Screencast-O-Matic, or Prezi) or as a link to a hosted Internet site.
- In addition to your course textbook, cite at least four current (within 5-years) scholarly resources (peer-reviewed, official governmental reports, and other scholarly sources) to support your suppositions, assertions, and conclusions. To enhance your learning experience, scholarly resources are available from the CSU Global library.
- Format your submission per the CSU Global Guide to Writing & APA standards, which includes an introduction and conclusion.

You may wish to review the Visual Presentations section in the CSU Global Writing Center for help creating, formatting, and recording audio for your presentation according to the requirements. If you need assistance with your writing style or you need writing tips or tutorials, visit the CSU Global Writing Center. Review the grading rubric to see how you will be graded for this assignment.

MODULE 5

Readings
· Chapters 6 & 15 in *The Complete Project Management Office Handbook*

- Part 1: Chapter sections 4.5 & 4.6; Part 2: Chapter 5 in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*

Discussion (25 points)

Critical Thinking (125 points)

Choose one of the following two assignments to complete this week. Do *not* complete both assignments. Identify your assignment choice in the title of your submission. Note that while there are two options for the Critical Thinking Assignment, there is only one rubric. Review the rubric to confirm you are meeting the assignment requirements.

<u>PMO Assessment for Advancement</u>

Common Assignment Requirements
Project management (PM) assessment and project auditing enable the project management office (PMO) infrastructure management and technical support. The purpose of this assignment is for you to understand and synthesize the application of PM assessment as an enabling infrastructure for PMO sustainable success.

For this assignment, address the following items:
- In your own words including scholarly reference support,
  - Define PM assessment in context of the PMO infrastructure management.
  - Describe the primary domains encompassing PMO assessment.
- In your own words including scholarly reference support,
  - Define project auditing context of the PMO technical support.
  - Describe the main functions encompassing PMO project auditing.
- Explain the distinction between PMO assessment and auditing.
- Based on the *TD Bank N.A.'s enterprise-wide PMO* (2013) case study, identify how PMO assessment and auditing played a role in the firm's successful growth. Include specific assignment tools and/or techniques used to measure effectiveness.
- Summarize how the PM assessment improves PMO success and business results while recognizing ethical considerations and challenges unique to an international PMO.

Option #1: PMO Assessment for Advancement Essay
For the assignment Option #1, write an essay to address the Module 5 Common Assignment Requirements.

Submit your Module 5 Critical Thinking assignment as a single Microsoft Word document to the submissions area established for this purpose.

Your essay should address the following requirements:

- Your well-written PMO recommendation essay thesis should be 5 to 7 pages in length, which does not include the title, reference, or appendix pages. You need to add headings subheadings associated with each of the bullet points listed in the common assignment requirements.
- Format your paper per the CSU Global Guide to Writing & APA standards, which includes an introduction and conclusion.
- Include title and reference pages.
- In addition to your course textbook and the designated case study, cite at least three current (published within the past 5 years) scholarly resources (peer-reviewed, official governmental

reports, and other scholarly sources) to support your suppositions, assertions, and conclusions. To enhance your learning experience, scholarly resources are available from the CSU Global library.

- Include an appendix for tables and figures as appropriate.

Please write clearly, concisely, and cohesively; use section level headers to organize the key elements of your thesis.

Consult the assignment template for a more complete list of requirements. If you need assistance with your writing style or you need writing tips or tutorials, visit the CSU Global Writing Center. Review the grading rubric to see how you will be graded for this assignment.

Option #2: PMO Assessment for Advancement Presentation
For the assignment Option #2, develop a multimedia-rich presentation to address the Module 5 Common Assignment Requirements.

- Your multimedia-rich presentation must contain logically cohesive flow including audio, video, and graphical content.
- The length of the presentation, beyond the title and reference portions, should be 8 to 10 slides with speaker notes (or narration transcript) which should be equivalent to five to seven minutes of narrated presentation.
- Please present your content clearly, concisely, and cohesively. The presentation must be submitted as a completely self-contained file (e.g., PowerPoint, Screencast-O-Matic, or Prezi) or as a link to a hosted Internet site.
- In addition to your course textbook and the designated case study, cite at least four current (within 5-years) scholarly resources (peer-reviewed, official governmental reports, and other scholarly sources) to support your suppositions, assertions, and conclusions. To enhance your learning experience, scholarly resources are available from the CSU Global library.
- Format your submission per the CSU Global Guide to Writing & APA standards, which includes an introduction and conclusion.

You may wish to review the Visual Presentations section in the CSU Global Writing Center for help creating, formatting, and recording audio for your presentation according to the requirements. If you need assistance with your writing style or you need writing tips or tutorials, visit the CSU Global Writing Center. Review the grading rubric to see how you will be graded for this assignment.

MODULE 6

Readings
· Chapters 5 & 16 and Appendix A in *The Complete Project Management Office Handbook*
· Part 1: Chapter 2 and Chapter 4, sections 4.5 & 4.6; Part 2: Chapter 1, section 1.3, and Chapter 5, section 5.2 in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*

Discussion (25 points)

Portfolio Project Milestone: Section 2 (100 points)
The purpose of the Portfolio Project is to synthesize current research about the project management office (PMO) for the purpose of developing a PMO recommendation. The Portfolio Project is structured to help you demonstrate understanding of the course material, as well as the implications of new knowledge gained from research beyond the course readings and lectures.

Portfolio Project will be developed in three independent but cohesive sections, which considered in whole constitutes your PMO recommendation. The three sections are:

Section 1: Subject Organization and Rationale
Section 2: PMO Mission, Charter, and Competency
Section 3: PMO Recommendations

Section 1 and Section 2 will be submitted as Portfolio Project milestones in Module 3 and Module 6, respectively. Section 3 will constitute your final Portfolio Project due at the end of the course in Module 8.

Based on your Section 1 choice, one of the two PMO recommendation options will be performed for your Portfolio Project assignment, which are described as:

Option #1: Recommendation for the implementation of a new PMO
- or -
Option #2: Recommendation for the advancement of an existing PMO

For **Section 2: PMO Mission, Charter, and Competency** of the Portfolio Project, you will build on the information detailed in your Portfolio Project Section 1. Based on analysis of your subject organization and further research, purpose the PMO's mission and vision, PMO charter, and PMO competency continuum stage resultant from your Option 1 or Option 2 recommendation. To this end, substantively address the following key elements for your subject organization's PMO recommendation:

- Develop the PMO's Mission and Vision including:
  - State the PMO's mission and vision.
  - Validate alignment with subject organization's mission and vision.
  - Designate key PMO stakeholders.
- Develop the PMO's Charter:
  - State the PMO's business purpose.
  - Describe the PMO's business alignment and affiliation.
  - Designate the PMO's empowerment authority.
  - Describe the PMO's fiscal management.
  - Identify the Charter approval.
- Relate to the PMO competency continuum:
  - Designate the PMO competency continuum stage.
  - Justify the subject organization's designated PMO competency continuum stage determination.
  - Correlate the designated PMO competency continuum stage to the Organizational Project Management Maturity Model (OPM3).

Submit your Section 2 Portfolio Project Milestone as a single Microsoft Word document to the Module 6 submissions area established for this purpose.

Your essay should address the following requirements:

- Your well-written PMO recommendation essay thesis should be 6 to 8 pages in length, which does not include the title, reference, or appendix pages. You need to add headings and subheadings associated with each of the bullet points listed in the Section 2 requirements.
- Format your paper per the CSU Global Guide to Writing & APA standards, which includes an introduction and conclusion.

- Include title and reference pages.
- In addition to your course textbook, cite at least four current (published within the past 5 years) scholarly resources (peer-reviewed, official governmental reports, and other scholarly sources) to support your suppositions, assertions, and conclusions. To enhance your learning experience, scholarly resources are available from the CSU Global library.
- Include an appendix for tables and figures as appropriate.

Please write clearly, concisely, and cohesively; use section level headers to organize the key elements of your thesis.

MODULE 7

Readings
· Chapters 18, 19, & 20 in *The Complete Project Management Office Handbook*
· Part 1: Chapter 2; Part 2: Chapter 1, sections 1.2 and 1.10 in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*

Discussion (25 points)

MODULE 8

Readings
· Chapters 11, 13, & 17 in *The Complete Project Management Office Handbook*
· Part 1: Chapter 3, sections 3.3 and 3.4 in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*
· PMSRC: Module 4, page 3

Discussion (25 points)

Portfolio Project: Section 3 (175 points)
The purpose of the Portfolio Project is to synthesize current research about the project management office (PMO) for the purpose of developing a PMO recommendation. The Portfolio Project is structured to help you demonstrate understanding of the course material, as well as the implications of new knowledge gained from research beyond the course readings and lectures.

Portfolio Project will be developed in three independent but cohesive sections, which considered in whole constitutes your PMO recommendation. The three sections are:

Section 1: Subject Organization and Rationale
Section 2: PMO Mission, Charter, and Competency
Section 3: PMO Recommendations

Sections 1 and 2 will be submitted as Portfolio Project milestones in Modules 3 and 6, respectively. **Section 3 will constitute your final Portfolio Project assignment, which due at the end of the course in Module 8.**

Based on your Section 1 choice, one of the two PMO recommendation options will be performed for your Portfolio Project assignment, which are described as:

Option #1: Recommendation for the implementation of a new PMO
- or -

Option #2: Recommendation for the advancement of an existing PMO

For Section 1 (submitted in Week 3): Subject Organization and Rationale of the Portfolio Project, you are required to select a subject organization for developing a PMO recommendation. The subject organization must have an international/global aspect and may be your workplace, an organization that you are familiar with, or an organization that is based on your research.

- For Option 1, the subject organization must exhibit the characteristics and attributes of a viable candidate for benefiting from a PMO.
- For Option 2, the subject organization must exhibit a functioning PMO as qualified by the PMO competency continuum.

A key aspect of the Portfolio Project Section 1 is to secure instructor approval for the Portfolio Project subject organization selected, which is required before commencing with subsequent Portfolio Project sections.

Based on your research of the subject organization, substantively address the following key elements:

- Subject organization information:
  - Organization name
  - Organization's mission, vision, and values statement
  - Industry type and organization demographics
  - Description of organization's culture
  - Executive sponsor and key stakeholders
- PMO business case:
  - Assessment of existing project management:
    - Project management methods
    - Project management tools
    - Project management experience
    - Project management maturity
  - Perceived PMO benefits for the organization:
    - Overarching business rationale
    - Long term measurable goals (2-3)
    - First year specific goals and metrics
    - Quantified value proposition (short and long term)

For Section 2 (submitted in Week 6): PMO Mission, Charter, and Competency of the Portfolio Project, you will build on the information detailed in your Portfolio Project Section 1. Based on analysis of your subject organization and further research, purpose the PMO's mission and vision, PMO charter, and PMO competency continuum stage resultant from your Option 1 or Option 2 recommendation. To this end, substantively address the following key elements for your subject organization's PMO recommendation:

- Develop the PMO's Mission and Vision including:
  - State the PMO' mission and vision.
  - Validate alignment with subject organization's mission and vision.
  - Designate key PMO stakeholders.
- Develop the PMO's Charter:
  - State the PMO's business purpose.
  - Describe the PMO's business alignment and affiliation.

- o   Designate the PMO's empowerment authority.
- o   Describe the PMO's fiscal management.
- o   Identify the Charter approval.
- Relate to the PMO competency continuum
  - o   Designate the PMO competency continuum stage.
  - o   Justify the subject organization's designated PMO competency continuum stage determination.
  - o   Correlate the designated PMO competency continuum stage to the Organizational Project Management Maturity Model (OPM3).

For **Section 3 (submitted in Week 8): PMO Recommendations** of the Portfolio Project, you will build on the information detailed in your Portfolio Project Sections 1 and 2. Based on analysis of your subject organization and further research, develop either Option 1 or Option 2 recommendations for key aspects of the PMO that optimally support the subject organization's PMO framework as designated in Section 2. To this end, substantively address the following key elements for your subject organization's PMO recommendation:
- Designate recommendations, with appropriate rationale, for each of the following PMO key elements:
  - o   PMO type
  - o   PMO structure
  - o   PMO culture
  - o   PMO project methods
  - o   PMO project tools
  - o   PMO governance
  - o   PMO risk management
  - o   PMO business integration
  - o   PMO global challenges
  - o   Other relevant PMO considerations
- Recommend professional development for PMO advancement
  - o   Apply aspects of the project manager competency development (PMCD) framework for the PMO's professional development.
  - o   Designate professional certification requirements.
  - o   Describe mentorship role.
  - o   Identify project and portfolio leadership proficiencies.

Submit your Section 3 Portfolio Project final assignment as a single Microsoft Word document to the Module 8 submissions area established for this purpose.

Your essay should address the following requirements:
- Your well-written PMO recommendation essay thesis should be 12-14 pages in length, which does not include the title, reference, or appendix pages. You need to add headings and subheadings associated with each of the bullet points listed in the Section 3 requirements.
- Format your paper per the CSU Global Guide to Writing & APA standards, which includes an introduction and conclusion.
- Include title and reference pages.
- In addition to your course textbook, cite at least six current (published within the past 5 years) scholarly resources (peer-reviewed, official governmental reports, and other scholarly source) to support your suppositions, assertions, and conclusions. To enhance your learning experience, scholarly resources are available from the CSU Global library.
- Include an appendix for tables and figures as appropriate.

Please write clearly, concisely, and cohesively; use section level headers to organize the key elements of your thesis.

COURSE POLICIES

Course Grading

20% Discussion Participation
45% Critical Thinking Assignments
35% Portfolio Project & Milestones

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 & 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.