Syllabus

Course Overview

This course presents the major processes used in project procurement management, including planning, solicitation, source selection, contract administration, and control closeout. Each area of the procurement process is reviewed sequentially and salient points discussed.

Procurement management is considered from the perspective of the buyer and seller relationship, including the processes required to obtain goods and services based upon project scope. Other project management areas that relate to procurement management are discussed.

Course Competencies   **(Read Only)**

To successfully complete this course, you will be expected to:

1. Explain the strategies for the following processes: plan procurements, conduct procurements, administer procurements, and close procurements.

2. Analyze project constraints and assumptions to determine their impact on successful procurement planning.

3. Apply procurement management tools and techniques.

4. Create a procurement management plan that follows the best practices of the Project Management Institute (PMI) Guide to the Project Management Body of Knowledge (PMBOK   Guide, 5th ed.), 2013.

5. Communicate in a manner that is professional and consistent with expectations for members of the project management profession.

Course Prerequisites

Prerequisite(s): MBA6231.

Required

The materials listed below are required to complete the learning activities in this course.

Integrated Materials

Many of your required books are available via the VitalSource Bookshelf link in the courseroom, located in your Course Tools. Registered learners in a Resource Kit program can access these materials using the courseroom link on the Friday before the course start date. Some materials are available only in hard-copy format or by using an access code. For these materials, you will receive an email with further instructions for access. Visit the Course Materials page on Campus for more information.

Miscellaneous Item

McFarlan, F. W., & Dailey, M. (1999). Providian Trust: Tradition and technology (A). Boston, MA: Harvard Business School Publishing.

Library

The following required readings are provided in the Capella University Library or linked directly in this course. To find specific readings by journal or book title, use Journal and Book Locator. Refer to the Journal and Book Locator library guide to learn how to use this tool.

- Atkinson, W. (2003). Make the most of e-procurement tools. *Purchasing, 132*(16), 46–47.
- Balakrishnan, J. & Cheng, C. H. (2005). The theory of constraints and the make-or-buy decision: An update and review. *Journal of Supply Chain Management, 41*(1), 40–47.
- Bhat, J. M., Gupta, M., & Murthy, S. N. (2006). Overcoming requirements engineering challenges: Lessons from offshore outsourcing. *IEEE Software, 23*(5), 38.
- Dahel, N-E. (2003). Vendor selection and order quantity allocation in volume discount environments. *Supply Chain Management, 8*(3/4), 335–442.
- Downey, J. (2005). The future of offshore outsourcing. *Financial Management, Jul/Aug*, 20.
- Fithen, R. (2003). IT project closure. *Risk Management, 50*(10), 22.
- Fleming, Q. W. & Koppelman, J. M. (2006). Outsourcing IT work: The first transition contract type is critical for success. *Contract Management, 46*(9); 50–54.
- Gilbert, A. (2000). E-procurement: Problems behind the promise. *InformationWeek, 813*, 48–55.
- Hanson, E. & Irvine, S. (2003, June). Adaptive pricing comes into focus. *Optimize, 20.*
- Hemaida, R. & Schmits, J. (2006). An analytical approach to vendor selection. *Industrial Management, 48*(3), 18–24.

- Knudsen, D. (2003). Aligning corporate strategy and e-procurement tools. *International Journal of Physical Distribution & Logistics Management, 33*(8), 720–734.
- Pfannenstein, L. L. & Tsai, R. J. (2004). Offshore outsourcing: Current and future effects on American IT industry. *Information Systems Management, 21*(4); 72–80.
- Project Management Institute. (2013). *Guide to the Project Management Body of Knowledge (PMBOK Guide)—Fifth Edition.* Newtown Square, PA: Author.
- Stein, T. (2003, June). Inside out: Businesses look to outsourcing for more and more business processes. *Optimize, 20.*
- Steinert-Threkeld, T. (2003, March 24). Gartner: Half of all projects are doomed. *Baseline*.
- Traylor, P. S. (2006). To buy or to build? *InfoWorld, 28*(7), 18–23.

External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- Harris, J. (2001). Digging for the project motherlode. Retrieved August 26, 2014, from http://www.projectmanagement.com/articles/19175/Digging-for-the-Project-Motherlode
- Harris, J. (2002). The governance of project management. Retrieved August 26, 2014, from http://www.projectmanagement.com/articles/112870/The-Governance-of-Project-Management
- Leclerc, A. (2000). Know what you need. Retrieved from http://www.projectmanagement.com/articles/7052/Know-What-You-Need
- NASA Office of Procurement. (2000). Guidance for the preparation and submission of unsolicited proposals. Retrieved December 11, 2009, from http://prod.nais.nasa.gov/pub/pub_library/unSol-Prop.html
- Project Management Institute, Inc. (2013). Project Management Institute. Retrieved from http://www.pmi.org/
- Project Management. (2016). Project closure checklist. Retrieved from http://www.projectmanagement.com/checklists/169840/Project-Closure-Checklist
- Public Citizen. (2004). Public citizen comments to USTR re: Proposed WTO agreement on government procurement market access negotiations. Retrieved December 12, 2006, from http://www.citizen.org/trade/subfederal/procurement/articles.cfm?ID=12528
- Singleton, S. (2002). Advice for ending consultant contracts on good terms. *Tech Republic.* Republic.Retrieved March 28, 2014, http://www.techrepublic.com/article/advice-for-ending-consultant-contracts-on-good-terms/
- Weinstein, B. (2003). Keep it crisp. Retrieved from hhttp://www.projectmanagement.com/articles/161202/Keep-It-Crisp

Suggested

The following materials are recommended to provide you with a better understanding of the topics in this course. These materials are not required to complete the course, but they are aligned to course activities and assessments and are highly recommended for your use.

Optional

The following optional materials are offered to provide you with a better understanding of the topics in this course. These materials are not required to complete the course.

Library

The following optional readings may be available in the Capella University Library. To find specific readings by journal or book title, use [Journal and Book Locator](#). Refer to the [Journal and Book Locator library guide](#) to learn how to use this tool. If the full text is not available, you may be able to request a copy through the [Interlibrary Loan](#) service.

- Bennett, E. (2003). Can you trust your vendor? *Baseline, 16*, 94.
- Steinert-Threlkeld, T. (2003). Growth spurt. *Baseline, 18*, 63–65.

External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- Berlant, D., Browning, R., & Foster, G. (1990). How Hewlett-Packard gets numbers it can trust. *Harvard Business Review, 68*(1), 178–183.
- Sheffi, Y. (2005). [The tug-of-war.](#) *Harvard Business Review, 83*(9), 39–52.

Projects

Project >> Final Best Practices Plan

Project Overview

For the course project, you write a plan for a procurement and contract cycle. Your plan will consist of the best practices to manage the procurement and contract cycle. It is important that you understand a variety of real world facets of procurement management and demonstrate your understanding in the plan you develop.

The topic choices for this final project plan include the following two case studies:

- Case Study #1: "Going Green" University Project – This case focuses on a university converting their present facilities to being "green" and is best suited to learners interested in project management within this capacity.
- Case Study #2: Providian Trust: Tradition and Technology – This case focuses on a major trust company attempting to implement a major software system and is best suited for learners interested in reengineering business processes for a software system.

About Your In-Depth Analysis

Concentrating on managing procurement processes, you will need to describe how each of the following work within your organization:

1. Plan procurements.
2. Conduct procurements.
3. Administer procurements.
4. Close procurements.

Your in-depth analysis should include the following:

- Evaluate the effectiveness of each process.
- List the roles and responsibilities of the project manager in each process.
- Propose best practices to improve three (or more) processes. Explain why your proposed improvements would make procurement more effective.

The required sections of this final project include:

- Project selection in Unit 1: Choose and provide a summary description of a project that requires procurement management.
- Annotated Outline and Bibliography in Unit 2: You will need to clearly lay out the structure of your plan and provide an initial set of annotated references for support.
- Draft in Unit 5.
- Final Project Plan in Unit 6: The components of your completed plan will include:
  - Overview that describes how each process works within an organization and how it affects procurement.
  - Proposal of "Best Practices" to improve three or more processes.

- Evaluation of the effectiveness of each of the selected processes.
- Explanation of why these "Best Practices" would make procurement more effective.
- Identification of the roles and responsibilities of the project manager in each process.
- Checklists and forms that can be used for future projects to make the procurement process more effective.
- Your final plan should be 10-15 pages long, double-spaced, using either Times New Roman or Arial (Helvetica) 12 pt.
- References and citations must adhere to APA style formatting.

Unit 1 ≫ Procurement Cycle, Planning, and Strategy

Introduction

This unit provides a broad picture of the activities involved in procurement management. For now, just get an idea of the processes involved and how your course text describes procurement. Also in this learning unit, you will create your learner profile. Take a few moments in the discussion to introduce yourself and describe your goals for this course.

Procurement does not just happen. It involves planning and strategy. Whether you are the contracting organization or the finance department, procurement planning starts with the requirements definition and how those requirements are documented in the statement of work (SOW). Internal projects may not need a detailed SOW, but releasing vague requirements for bid will result in either extremely high bids or skyrocketing costs as changes are approved and processed. Of course, the contractor will build in a contingency for just such situations.

The SOW is not all you need. It is your starting point. Next, your organization may need to create a request for proposal (RFP). The RFP will discuss vendor requirements as well as legal terms and conditions. The RFP forms the basis for the contract you will ultimately sign for the equipment and services.

A quality contract has legal requirements that everyone understands and agrees to uphold. The selected readings from your course text, take the generic procurement concepts and apply them to procurement in general.

Reference

Project Management Institute. *Guide to the Project Management Body of Knowledge (PMBOK Guide)—Fifth Edition*. Newtown Square. PA. 2013.

Learning Activities

u01s1 - Readings

Read [Chapter 12](#) in your course text.

Read the following articles:

- [Inside Out: Businesses Look to Outsourcing for More and More Business Processes](#) by Stein.
- [Digging for the Project Motherlode](#) by Harris. (You must register for a free membership with gantthead.com to access this and other gantthead.com content found throughout the course.)
- [The Governance of Project Management](#) by Harris.

u01s2 - Software Preparation and Technology Access

In this course, you will be using software and technology that is needed to complete designated activities and assignments. There is no additional cost for this software and technology. Some software packages will be made available to you at no additional cost through Capella's subscription with Microsoft, while other software packages are available for free download through open-source licensing.

Capella University requires learners to meet certain minimum computer requirements. Please note that some software required for a course may exceed these minimum requirements. Check the requirements for the software you may need to download and install to make sure it will work on your device. Most software will require a Windows PC. If you use a Mac, refer to Installing a Virtual Windows Environment.

The software and technologies below are strongly recommended to support you in completing the course objectives. If you have access to other tools that you believe may still meet course requirements or if you have any difficulties accessing this resource or completing the related assignments, please contact your course faculty member to discuss potential alternatives.

If you use assistive technology or any alternative communication methods to access course content, please contact DisabilityServices@Capella.edu with any access-related questions or to request accommodations.

For this course, follow the instructions provided through the links below to download and install software or register for an account, as required.

Microsoft Software

1. If you have a Capella MS Imagine account, go to Step 2. Otherwise, see the instructions for registering an account at MS Imagine – Registration.
2. Log into the Capella Microsoft Imagine WebStore.
3. Identify the version of Project that is compatible with your operating system.
4. Download and install.

If you encounter any difficulties in the download and installation process, post a detailed question in the Ask Your Instructor section of the course. Your instructor should be able to help you or point you in the right direction for the answers you need.

u01s3 - Project Management Institute

Visit the Project Management Institute (PMI) website to investigate the certification process for Project Management Professionals (PMPs).

u01s4 - Your Profile

Update your profile on Campus.

u01s5 - Optional Microsoft Tutorials

This course requires you to complete assignments using Microsoft products. Capella University supplies optional tutorials for this software suite. Go to the Microsoft Tutorials page to access these resources.

u01d1 - Procurement at Your Organization

Describe procurement at your organization. Does your organization have formal guidelines for procurement?

- If so, what are they?
- If not, discuss one that you have heard of previously.

Response Guidelines

Respond to two other learners' findings and compare your conclusions.

Course Resources
Graduate Discussion Participation Scoring Guide

u01d2 - Solicitation Feedback

How does your organization handle the solicitation process for resources? Is there a recommended vendors list? Should there be?

Response Guidelines

Respond to two other learners' initial posts as to how they handle resource solicitation for a project and make additional comments regarding vendor selection.

Course Resources
Graduate Discussion Participation Scoring Guide

u01a1 - Project Topic Selection

Your final paper consists of the best practices to manage the procurement and contract cycle. Please see the course project description for additional details about the overall project.

For this assignment, submit your topic choice and provide a summary description of a project that requires procurement management.

The topic choices for this final project plan include case studies that cover two different scenarios.

Choose from one of the following two options:

- Case Study Option #1: "Going Green" University Project – This case focuses on a university converting their present facilities to being "green" and is best suited to learners interested in project management within this capacity.
- Case Study Option #2: Providian Trust: Tradition and Technology – This case focuses on a major trust company attempting to implement a major software system and is best suited for learners interested in reengineering business processes for a software system.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Course Resources
[Writing Feedback Tool](#)
[Providian Trust: Tradition and Technology](#)
Going Green University Project

Unit 2 ≫ How the Project Affects Procurement

Introduction

Every SOW (statement of work) needs to include assumptions and constraints even if you do not consider outsourcing. Its importance escalates when you do outsource. These questions and more need to be answered before you can say yes to a contractual arrangement for services:

- You can hold employees accountable for the project, but what if the project lead and team members are contractors?
- Is confidential or proprietary information a concern?
- How much of your business do you need to teach contractors before they can start adding value?

The best procurement planning falls apart at implementation if the project scope goes out of control. The flexibility to use contractors can vanish if they show up on the scheduled date, but you are not ready to use them for another month. So you delay them with the caveat that you may not get the same team, and the one month drags into three. When you are ready, not only is the contract team different, but the skill set includes less experience than you originally planned. Contractors provide a very good reason to manage project scope.

Learning Activities

u02s1 - Readings

Read the articles:

- [Gartner: Half of All Projects Are Doomed](#) by Steinert-Threlkeld.
- [Know What You Need](#) by Leclerc.
- [E-Procurement: Problems Behind the Promise](#) by Gilbert.
- [Public Citizen Comments to USTR re: Proposed WTO Agreement on Government Procurement Market Access Negotiations](#) by Public Citizen.

Optional

The following optional reading is available full-text in the Capella University Library:

- Berlant, D., Browning, R., & Foster, G. (1990). How Hewlett-Packard gets numbers it can trust. *Harvard Business Review, 68*(1), 178–183.

To retrieve this article:

1. Log in to the [Capella University Library](#).
2. Click **Journal and Book Locator**.
3. Type the journal title (for example, *Harvard Business Review*).
4. Click **Search**. A list of matches appears.
5. Click the database name (for example, Business Source Complete) that appears beside the journal title and year span you want. A search page with three rows of search fields appears.
6. Enter **all of** the following information in the search fields:
    - Leave the journal name as it appears. Leave the words "Select a Field (optional)" as is in the second field in the same row.
    - Enter the last name of the author in the first field in the second row. Change "Select a Field (optional)" in the second field of that row to **AU Author**.
    - Enter the first few words of the article title in the first field in the third row. Change "Select a Field (optional)" in the second field to **TI Title**.
7. Click **Search**.
8. Scroll through the list of results to find the one you want.
9. Click the **HTML Full Text** or **PDF Full Text** link.

Note: If you cannot find an article, try searching for only one word in the title. Remember to check your spelling.

u02a1 - Annotated Outline

To complete this course in the allotted six weeks, you should be working steadily on the development of your final project. Let your instructor know if you are having any difficulty.

Your final paper consists of the best practices to manage the procurement and contract cycle. Please see the course project description for additional details about the overall project.

Follow these instructions to submit the annotated outline component of your final project:

1. Prepare a one-page outline for your best practices project to manage a procurement and contract cycle.
2. Provide a brief description of what each main topic covers.
3. Identify the three procurement processes to identify best practice in your final project.
4. Be sure to follow APA style and formatting guidelines.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Course Resources
[Capella Writing Center](#)
[Writing Feedback Tool](#)

u02a2 - Annotated Bibliography

Follow these instructions to submit the annotated bibliography component of your final project:

- Prepare a one-page annotated bibliography that follows APA style and formatting guidelines.

- For each bibliographic reference, indicate the anticipated purpose or value of using that reference as it relates to your project and the related procurement processes identified overall.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Course Resources
[Capella Writing Center](#)
[Writing Feedback Tool](#)

u02d1 - Project Constraints

Develop and describe a list of common project constraints that have an impact on procurement.

Response Guidelines

Respond to two other learners' initial posts and remark on how the project constraints could affect the project overall.

Course Resources
Graduate Discussion Participation Scoring Guide

u02d2 - Measure Success Feedback

If you issue the RFP before you conduct a needs analysis or feasibility study, how can you measure success? List five to seven success criteria for outsourcing project activities.

Response Guidelines

Respond to two other learners' initial submissions and comment on how a project could suffer if a needs analysis or feasibility study was not conducted first before the RFP was submitted.

Unit 3 ≫ Procurement Tools and Techniques

Introduction

How do you know whether a solution will work? Does the company always build their own solutions? Is there a "not invented here" syndrome, or does it swing to the opposite extreme, customizing the product until you cannot recognize it or take advantage of upgrades? Emotion and corporate culture aside, you need to know how to conduct a "make versus buy" analysis. In this unit we discuss the components you need to consider.

Another technique in the procurement toolbox is vendor weighting. While we cover vendor selection in depth in Unit 5, you can start thinking about the "how" of vendor selection now. Price is never the sole consideration. Many novices to government bidding methods may believe that the most appealing factor for the winning bid is a low price. In reality, price is reasonably low on the acceptance scale. Weighting factors enable you to make an objective decision about who to select.

Also, in this unit, we take a look at e-procurement. Many organizations find they save significant money with this technique. Is it right for your organization?

Learning Activities

u03s1 - Readings

Read the following articles:

- [To Buy or To Build?](#) by Traylor.
- [The Theory of Constraints and the Make-or-Buy Decision: An Update and Review](#) by Balakrishnan and Cheng.
- [Aligning Corporate Strategy and E-Procurement Tools](#) by Knudsen.
- [Make the Most of E-Procurement Tools](#) by Atkinson.

Optional

Read [Growth Spurt](#) by Steinert-Threlkeld.

u03s2 - Terms and Acronyms

[Launch Presentation](#) | [Transcript](#)

Multimedia

There are many terms and acronyms in the world of procurement and project management. Here is a small group that should prove useful to you.

Click **Terms and Acronyms** to view the flash cards containing definitions of terms found in your course text.

Course Resources
Terms and Acronyms

u03d1 - Checklist Template

Create and post a checklist that serves as a template for a "make or buy" decision that involves an e-commerce site with online ordering. Make sure that you list the potential costs—actual or fictional—that you include in the analysis.

Response Guidelines

Respond to two other learners' initial submissions as to the advantages and disadvantages of the choices that were made as to what to include in the "make or buy" checklist.

Course Resources
Graduate Discussion Participation Scoring Guide

u03d2 - Procurement Decisions

You have four vendors on the short list for a project that involves procurement decisions. They have virtually the same experience, have proposed similar project teams, and have excellent references. Two are major national vendors; one is a local company; and the fourth is a regional firm. The regional firm has the lowest price, followed by the local firm, with the national vendors submitting the highest bids.

- Does size make a difference?
- What about cost?
- What other information would you need to make a decision?

Response Guidelines

Respond to two other learners' initial posts concerning choice of vendors and whether you feel you could make a decision based on the criteria they mention. Why or why not?

Course Resources
Graduate Discussion Participation Scoring Guide

Introduction

In this unit, we review and discuss key components of an RFP and the various types of contracts used in procurement management. You will start to see what kind of contract is most appropriate for a certain type of project.

A request for proposal (RFP) is typically used for software and services. A request for quotation (RFQ) is usually issued for specific items like hardware. If your organization wanted to purchase 500 notebook computers for the sales force, it would issue an RFQ. However, if you also needed custom software for the salespeople, that would be an RFP. By their very nature, RFQs have fewer variables and take less time to complete than RFPs.

Both consultants and project managers need to assess which type of contract fits the project. Fixed price carries the most risk for the vendor. At the other end of the spectrum, a time-and-materials contract carries the most risk for the contracting organization. Have you ever heard of time-and-materials consultants still being on the payroll two years later? It happens.

The reading in this unit describes common contract types, the implications of each, and key components of an RFP.

Learning Activities

u04s1 - Readings

Read the following articles:

- [Adaptive Pricing Comes Into Focus](#) by Hansen and Irvine.
- [Outsourcing IT Work: The First Transition Contract Type Is Critical for Success](#) by Fleming and Koppelman.
- [Guidance for the Preparation and Submission of Unsolicited Proposals](#) by NASA Office of Procurement.
- [Keep it Crisp](#) by Weinstein.

u04s2 - Concepts and Terms Crossword

Concepts and Terms Crossword

► [Launch Presentation](#) | ► [Transcript](#)

Multimedia

Click **Concepts and Terms Crossword** to complete the interactive puzzle. This practice activity helps reinforce your understanding of procurement and project management terms and related concepts. The crossword puzzle provides an alternative mode of reviewing the material in your readings.

Course Resources
Concepts and Terms Crossword

u04d1 - Contract Matrix

Using Word, create a simple table showing a matrix of advantages and disadvantages for each of the following three types of contracts:

1. Fixed price.
2. Cost reimbursement.
3. Time and materials.

Response Guidelines

Respond to two other learners' initial posts by taking the position of a procurement manager whose company suffered damages in a fixed-price contract.

u04d2 - RFP Content Feedback

Answer the following:

- What content, if any, surprised you in the NASA proposal guidelines?
- How do the NASA requirements differ from those of your organization?

Response Guidelines

Respond to two learners' posts by taking the position of a vendor who has been awarded contracts from NASA.

Unit 5 ≫ Vendor Selection

Introduction

The selection criteria for vendors typically include more considerations than price. Your course text lists generic criteria for procurement management. A project to develop a new type of color laser printer has some very specific requirements. If you are installing these new color laser printers, having a vendor who does the installation for you may be the prime consideration. For a single location, a local vendor works, but multiple locations dictate a national or multinational vendor.

Experience plays a big factor when you procure services. In addition, you need to know about timing and flexibility.

The ultimate outsourcing decision is whether to take your project offshore. Aside from the emotional decision, you need to know about the advantages and disadvantages of offshore solutions. You read about several offshore experiences in this unit, so you can draw your own conclusions.

Reference

Project Management Institute. (2013). *Guide to the Project Management Body of Knowledge (PMBOK Guide)—Fifth Edition*. Newtown Square. PA: Author.

Learning Activities

u05s1 - Readings

Read the following articles:

- [An Analytical Approach to Vendor Selection](#) by Hemaida and Schmits.
- [Vendor Selection and Order Quantity Allocation in Volume Discount Environments](#) by Dahel.
- [Overcoming Requirements Engineering Challenges: Lessons from Offshore Outsourcing](#) by Bhat, Gupta, and Murthy.
- [Offshore Outsourcing: Current and Future Effects on American IT Industry](#) by Pfannenstein and Tsai.
- [The Future of Offshore Outsourcing](#) by Downey.

Optional

- Read [Can You Trust Your Vendor?](#) by Bennett.

The following optional reading is available in the Capella University Library:

- Sheffi, Y. (2005). The tug-of-war. *Harvard Business Review, 83*(9), 39–52.

To retrieve this article:

1. Log in to the [Capella University Library](#).
2. Click **Journal and Book Locator**.
3. Type the journal title (for example, *Harvard Business Review*).
4. Click **Search**. A list of matches appears.

5. Click the database name (for example, Business Source Complete) that appears beside the journal title and year span you want. A search page with three rows of search fields appears.
6. Enter **all of** the following information in the search fields:
    1. Leave the journal name as it appears. Leave the words "Select a Field (optional)" as is in the second field in the same row.
    2. Enter the last name of the author in the first field in the second row. Change "Select a Field (optional)" in the second field of that row to **AU Author**.
    3. Enter the first few words of the article title in the first field in the third row. Change "Select a Field (optional)" in the second field to **TI Title**.
7. Click **Search**.
8. Scroll through the list of results to find the one you want.
9. Click the **HTML Full Text** or **PDF Full Text** link.

Note: If you cannot find an article, try searching for only one word in the title. Remember to check your spelling.

u05s2 - Procurement Interview With Project Manager

📑 Launch Presentation | 📑 Transcript

Multimedia

Please click **Interview with Project Manager** to listen to the interview with an experienced project manager. Make special note of the exceptions he mentions. Be certain to consider the unexpected when completing your course project plan.

Course Resources
Procurement Interview with Project Manager

u05a1 - Project Plan Draft

Your final paper consists of the best practices you have learned to manage the procurement and contract cycle. Please refer to the course project description for additional details about the overall project.

For this assignment, submit the draft of your best practices procurement and contract plan.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Course Resources
[Writing Feedback Tool](#)

u05d1 - Vendor Selection

List some of the parameters for selecting vendors for a project:

- What are the advantages and disadvantages of each of these different processes?
- Conclude your post with a recommendation.

Response Guidelines

Choose two posts by your fellow learners that are in opposition to ways in which your organization chooses vendors. Respond to each by comparing the way in which your organization selects vendors. How does this comparison inform you about improving the overall selection process?

Course Resources
Graduate Discussion Participation Scoring Guide

Offshore outsourcing is a heated topic for discussion.

- Given today's corporations and global economy, is offshore outsourcing a cost-effective alternative for projects?
- Is offshore outsourcing inevitable?

Response Guidelines

Respond to two of your peers from the perspective of an offshore outsourcing vendor located overseas from your client.

Course Resources
Graduate Discussion Participation Scoring Guide

Unit 6 ›› Monitoring, Controlling, and Closing the Contract

Introduction

Signing the contract was the easy part. Now it is time to gauge performance. If you sought equipment, was it delivered on schedule? Was it properly installed? What about problems?

Those things were spelled out in the contract, right? The easiest (and best) equipment installations are those you monitor closely. Certainly, the vendor is legally obligated to deliver, but it is up to you to implement progress checks.

What if the prime contractor subs out part of the work and the subcontractor does not perform? What do you do? Can you replace the nonperforming party? Even if these terms were specified in the contract, you need to escalate a response before the project gets too far behind. If everything goes as planned, you still need to track project performance. In addition, you need to check whether the

contractors are working 40-hour weeks or 60-hour weeks. More important, you need to know (a) how much time they are billing, and, (b) if they are making adequate progress for the hours billed.

Finally, you need a closeout audit to assess overall performance. It is important to maintain a reference document for your organization's vendors.

Learning Activities

u06s1 - Readings

Read the following articles:

- [Advice for Ending Consultant Contracts on Good Terms](#) by Singleton.
- [IT Project Closure](#) by Fithen.
- [Project Closure Checklist](#) from ProjectManagement.com.

u06a1 - Final Best Practices Plan

Refer to the course project description to ensure your final plan meets the project objectives and demonstrates your mastery of the key competencies in this course.

When you have completed your best practices management plan, submit the final version in the assignment area.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Course Resources
[Writing Feedback Tool](#)

u06d1 - Audit Form

Create an audit form developed from the contract for the project closeout. Assume that you have purchased equipment for several locations from multiple vendors. Make sure you include a vendor recommendation section so management knows whether you would recommend the vendor(s) for future procurement.

Response Guidelines

For your responses to your fellow learners, write to one of them from the perspective of the CFO, and to another from the perspective of the CIO, asking them to justify their recommended selections. Be certain to defend your own selections against your fellow learners' responses to your post.

Course Resources
Graduate Discussion Participation Scoring Guide

u06d2 - Project Close Feedback

Your course text details the activities for project closure. Many times we are too exhausted to close a project effectively. The users are happy (and still learning), contractors are packing up, there are a few remaining fixes, and before we know it, we are on to the next project.

- Make a list of duties that can be performed to ensure that project closure happens.
- What duties will you need to perform yourself?

Response Guidelines

Respond to two other learners' initial posts by comparing how your organizations approach the project closure process and which method has proven most beneficial.

Resources

Course Resources