Course Overview

In this course, you will examine what constitutes a project in a public agency and the various aspects that are incorporated with project management, such as planning, team building and dynamics, time management, and leadership. Project managers are often tasked with effectively navigating the often-competing interests of strategic thinking and tactical responsiveness; you will examine and evaluate the roles and challenges associated with those aspects. You will analyze the concept of strategic planning in project management and apply that concept to real-world situations and case studies to offer strategies and solutions for ensuring a project is executed effectively.

PSL Program Journey

Click **PSL Program Journey** to view a useful map that will guide you as you begin your program. This map gives you an overview of all the steps required to complete your degree and outlines the resources that will support you along the way.

Course Discussions

The discussion area in the Capella courseroom is a place where you are given the opportunity to think critically about your ideas and share them with peers. Robust threaded discussions promote reflective responses and enhance the learning experience. To allow adequate time for responding to discussions, initial posts are due by Thursday each week. Responses are due by Sunday.

Take time to review the Creating Strong Discussion Posts [PDF] document, which has been designed to provide practical suggestions and best practices for crafting substantive responses to discussion questions. This document will also be made available in every discussion in this course.

Developing As a Writer

Your writing skills are critical to your academic and career success. Writing is an iterative process, and the keys to this process are creating drafts, seeking and receiving feedback, and making revisions. In this course, you will have various opportunities to move through these steps as you work on your assignments. You will also have built-in support and assessment from a faculty writing expert. You are strongly encouraged to take advantage of the writing resources offered, such as those in the Writing Center, as they are crucial to helping you become a more capable, skilled, and confident writer, both during your academic journey at Capella and beyond. If you feel you need more help than these resources can provide, your instructor can provide a referral for you to meet with a writing consultant.

APA Style and Formatting

Capella uses the *Publication Manual of the American Psychological Association* (commonly referred to as the APA manual) as its style guide for scholarly writing. Using a single publication manual ensures a consistent style across degrees, programs, and schools. Because APA style is used widely in scholarly works and academic publications, it is a good choice for the Capella community. Remember to use the APA manual from your first course as a resource for the assignments in this course. You will also find APA assistance in the Writing Center.

Smarthinking

Capella partners with Smarthinking, a Web-based tutoring service, to offer you online tutoring in a variety of subjects and custom critique of your papers. You will receive 168 minutes to use toward tutoring each quarter. The tutors are called e-structors and can help you develop successful learning skills in a professional and supportive environment. E-structors are available to help you, but not replace your instructor.

To learn how to get started and how to use Smarthinking, refer to the following Campus pages:

- Smarthinking: Getting Started.
- Using Smarthinking.

With Smarthinking you can:

- Get live, one-on-one online tutoring help.
- Submit an essay or paper for review.
- Submit questions for a tutor's response.

Subjects covered include writing, APA style and formatting, and reading comprehension.

Capella Library

You are highly encouraged to explore the Capella University Library. The Capella library is an entirely digital library and one of your most valuable resources for finding the persuasive evidence and scholarly resources you will use in your course assignments.

Career Resource Center

Use the Career Center resources to manage and plan your career through every stage. The Capella Career Center provides many online resources, but it also provides other ways you can get assistance and interact with the staff. You can connect and interact with counselors online and ask questions. The Career Center has multiple resources such as exploration and planning, job search strategies, connecting with others, job search tools, career enrichment, and seminars and presentations.

Course Competencies   **(Read Only)**

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

1   Evaluate what constitutes a project in a public agency.

2   Evaluate common challenges associated with planning, implementing, and completing public sector projects.

3   Evaluate the roles associated with planning and implementation of project management tasks in the public sector.

4   Evaluate differing theoretical models for organizing, leading, and managing public projects in the public sector.

5   Evaluate challenges and opportunities associated with collaborative approaches to project management in the public sector.

6   Communicate in a manner that is scholarly, professional, and respectful of the diversity, dignity, and integrity of others.

Course Prerequisites

Syllabus >> Course Materials

Required

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

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.

- Blair, D. G. (2015). Enhancing trust in government: Adoption of program management discipline can help government improve program delivery and service. *Public Administration Review, 75*(6), 789–790.
- Bryson, J. M., Ackermann, F., & Eden, C. (2016). Discovering collaborative advantage: The contributions of goal categories and visual strategy mapping. *Public Administration Review, 76*(6), 912–925.
- Buick, F., Blackman, D., O'Flynn, J., O'Donnell, M., & West, D. (2016). Effective practitioner-scholar relationships: Lessons from a coproduction partnership. *Public Administration Review, 76*(1), 35–47.
- Carley, S., Nicholson-Crotty, S., & Fisher, E. J. (2015). Capacity, guidance, and the implementation of the American Recovery and Reinvestment Act. *Public Administration Review, 75*(1), 113–125.
- Guinn, D. E., & Straussman, J. D. (2016). Improving the budget process in fragile and conflict-ridden states: Two modest lessons from Afghanistan. *Public Administration Review, 76*(2), 263–272.
- Kassel, D. S. (2017). *Managing public sector projects: A strategic framework for success in an era of downsized government* (2nd ed.). New York, NY: Routledge.
- Kim, Y., & Darnall, N. (2016). Business as a collaborative partner: Understanding firms' sociopolitical support for policy formation. *Public Administration Review, 76*(2), 326–337.
- Lambright, W. H. (2016). Reflections on leadership: Jean-Jacques Dordain of the European space agency. *Public Administration Review, 76*(3), 507–511.
- Rhodes, R. A. W. (2016). Recovering the craft of public administration. *Public Administration Review, 76*(4), 638–647.
- Snow, D., Gianakis, G. A., & Haughton, J. (2015). The politics of local government stabilization funds. *Public Administration Review, 75*(2), 304–314.
- Verweij, S. (2015). Beyond the 'government-versus-the-market' debate: How the complexity sciences should inform policy making. *Public Administration Review, 75*(4), 625–627.
- Wilson, J. (2016). Citizen attributions of blame in third-party governance: A practitioner's perspective. *Public Administration Review, 76*(1), 109–110.
- Yang, K. (2016). Old pursuit, new methods: Promising benefits amid familiar challenges. *Public Administration Review, 76*(4), 547–549.

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.

Unit 1 >> Introduction to Public Sector Project Management

Introduction

Public sector project managers often operate in an environment with unique constraints with respect to compliance and reporting requirements. However, the public sector can still benefit from applying aspects of general project management practices. In particular, an emphasis on the role of leadership, team dynamics, and emphasis on efficiency may help public sector managers clearly define and execute their project management responsibilities. In this unit, you are asked to think critically about the differences between public and private sector project management and how general project management principles may be useful to public sector project managers.

Learning Activities

u01s1 - Studies

Readings

Use your _Managing Public Sector Projects_ text to read the following:

- Chapter 1, "Introducing Public Sector Project Management," pages 1–22.

Use the Capella library to read the following:

- Blair, D. G. (2015). Enhancing trust in government: Adoption of program management discipline can help government improve program delivery and service. _Public Administration Review, 75_(6), 789–790.

u01s1 - Learning Components

- Define the concept of strategic planning in project management.
- Characterize the differences between private sector and public sector project management.
- Identify compliance or reporting responsibilities that public sector project managers face.

u01s2 - Assignment Preparation

Your first assignment is due in Unit 2. Read the assignment instructions and scoring guide and familiarize yourself with the requirements and grading criteria. Start to conduct research in this unit.

u01d1 - Public Versus Private Sector Project Management

Consider the unique circumstances in which public sector project managers work. For this discussion, conduct research and characterize the differences between private sector and public sector project management, making sure to include any compliance or reporting responsibilities that public sector project managers face.

Response Guidelines

Review the posts of your peers and respond to at least two, using one of the following approaches:

- Compare your peer's findings and observations to your own.
- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based, and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Your response posts should be at least 125 words and substantive in nature. Support your views with reference to the text, assigned readings, or other theoretical, empirical, or professional literature. Cite all sources in proper APA style. Resources and citations must be formatted according to current APA style and formatting. Be sure to distinguish an electronic journal article by including the DOI or website.

Graduate Discussion Participation Scoring Guide

APA Style and Format

Creating Strong Discussion Posts [PDF]

u01d1 - Learning Components

- Characterize the differences between private sector and public sector project management.
- Identify compliance or reporting responsibilities that public sector project managers face.
- Apply graduate-level skill in research, writing, and critical thinking.
- Apply knowledge of APA citation style.

u01d2 - Unit 1 Summary

At the completion of this unit, your instructor will post a summary of key points from the week's concepts and topics.

Response Guidelines

You are not required to respond to this discussion.

Unit 2 ➤➤ Thinking About Public Sector Project Management Strategically

Introduction

In this unit, we begin our discussion of the parts of the project management process that need to occur before the start of the project. Project managers are often tasked with effectively navigating the often-competing interests of strategic thinking and tactical responsiveness. In this unit, you are asked to identify and analyze examples of effective project management, taking into account how strategic planning and definition of roles and responsibilities may have affected the project outcomes.

Learning Activities

u02s1 - Studies

Readings

Use your _Managing Public Sector Projects_ text to read the following:

- Chapter 2, "A Strategic Framework for Public Sector Project Management," pages 23–40.

Use the Capella library to read the following:

- Carley, S., Nicholson-Crotty, S., & Fisher, E. J. (2015). Capacity, guidance, and the implementation of the American Recovery and Reinvestment Act. _Public Administration Review, 75_(1), 113–125.
- Verweij, S. (2015). Beyond the 'government-versus-the-market' debate: How the complexity sciences should inform policy making. _Public Administration Review, 75_(4), 625–627.

u02s1 - Learning Components

- Explain the elements of a successful public sector project management framework.
- Describe the principal–agent relationship in different types of projects.

u02a1 - Strategic Planning

Assignment Overview

Since project management in the public sector involves many stakeholders, strategic planning for a project can be key to ensuring project success. However, what does it mean to think and plan strategically about project management in the public sector context? You will explore this in your first assignment.

Assignment Instructions

Select two real-world public sector project management examples. Choose an example of effective strategic planning and an example of ineffective strategic planning. In your 6–8-page analysis, address the following:

- Explain the concept of strategic planning in project management.
- Provide a brief overview of the two selected examples.
- Differentiate key factors that characterize the two examples of strategic planning, including discussing whether any strategic frameworks were used.
- Evaluate the roles associated with the planning and implementation of each project, with emphasis on how those roles affected strategic planning efforts.
- Critique how each example addressed challenges.

Submission Requirements

Your assessment should meet the following requirements:

- **Written communication**: Your writing should clearly identify where each grading criterion or part of the assignment is addressed. Your points must be logical, substantive, and relevant based on the evidence presented. The writing must be free of errors that detract from the overall message.
- **APA guidelines**: Resources and citations must be formatted according to current APA style and formatting. Be sure to distinguish an electronic journal article by including the DOI or website. When appropriate, use APA-formatted headings.
- **Resources**: Your ideas must be supported with relevant scholarly sources that are dated within the past five years and are properly cited and referenced in current APA style.
- **Length of paper**: 6–8 typed, double-spaced pages, not including the title page and references.
- **Font and font size**: Times New Roman, 12 point.
- **Writing assistance**: Additional resources and support are available through the Writing Center and Smarthinking's free, online tutoring service.

Review the scoring guide for the grading criteria for this assignment.

Course Resources

Smarthinking

Introduction to the Writing Center

APA Style and Format

u02d1 - Strategy Versus Tactics

In this unit, you read about some of the differences between tactics and strategy. Craft a post beginning with a description of the differences between strategic planning and tactical responsiveness. Weigh which of those might be appropriate for particular situations. Be sure to support your post using citations.

Response Guidelines

Review the posts of your peers and respond to at least two, using one of the following approaches:

- Compare your peer's findings and observations to your own.
- Identify knowledge gaps or unknowns that were not considered in your peer's post.

- Identify an assumption on which the post seems to be based, and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Your response posts should be at least 125 words and substantive in nature. Support your views with reference to the text, assigned readings, or other theoretical, empirical, or professional literature. Resources and citations must be formatted according to current APA style and formatting. Be sure to distinguish an electronic journal article by including the DOI or website.

Course Resources

Graduate Discussion Participation Scoring Guide

APA Style and Format

Creating Strong Discussion Posts [PDF]

u02d1 - Learning Components

- Describe the differences between strategic planning and tactical responsiveness.
- Evaluate the appropriateness of strategic planning and tactical responsiveness for a given situation.
- Apply graduate-level skill in research, writing, and critical thinking.
- Apply knowledge of APA citation style.

u02d2 - Unit 2 Summary

At the completion of this unit, your instructor will post a summary of key points from the week's concepts and topics.

Response Guidelines

You are not required to respond to this discussion.

Unit 3 ›› If You Fail to Plan, You Plan to Fail, Part 1: Conceptualization

 Introduction

Projects in the public sector may originate from a variety of sources, including legislative or codified mandates, needs assessments, and organizational initiatives, among others. Given the tension between accountability and transparency that is inherent in public sector projects, clearly conceptualizing the project and explicitly articulating that conceptualization can be key to project success. This unit and the next two units will explore aspects of the planning process. In this unit, consider how you can synthesize the work you did in the first unit on the differences between private sector and public sector project management in your research.

Learning Activities

u03s1 - Studies

Readings

Use your _Managing Public Sector Projects_ text to read the following:

- Chapter 3, "Project Planning, Part 1: Getting the Concept Right," pages 41–68.

Use the Capella library to read the following:

- Wilson, J. (2016). <u>Citizen attributions of blame in third-party governance: A practitioner's perspective</u>. *Public Administration Review, 76*(1), 109–110.

u03s1 - Learning Components

- Explain the initial steps of project planning.
- Analyze an organization's ability to communicate conceptualization of strategic planning.

u03s2 - Assignment Preparation

Your next assignment is due in Unit 5. Read the assignment instructions and scoring guide and familiarize yourself with the requirements and grading criteria.

u03d1 - Case Study Analysis: Conceptualization

Select a project you have either managed or seen managed within an organization with which you are familiar. If you are unable to do so, research and select a case study that meets the requirements. **Note**: You will be using this project in the discussions in Units 4 and 5 as well.

In your post, critically analyze the organization's ability to communicate its conceptualization of strategic planning as part of the selected project. Use examples as appropriate to support your argument.

Response Guidelines

Review the posts of your peers and respond to at least two, using one of the following approaches:

- Compare your peer's findings and observations to your own.
- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based, and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Your response posts should be at least 125 words and substantive in nature. Support your views with reference to the text, assigned readings, or other theoretical, empirical, or professional literature. Resources and citations must be formatted according to current APA style and formatting. Be sure to distinguish an electronic journal article by including the DOI or website.

Course Resources

Graduate Discussion Participation Scoring Guide

Creating Strong Discussion Posts [PDF]

<u>APA Style and Format</u>

u03d1 - Learning Components

- Analyze an organization's ability to communicate conceptualization of strategic planning.
- Apply graduate-level skill in research, writing, and critical thinking.
- Apply knowledge of APA citation style.

u03d2 - Unit 3 Summary

At the completion of this unit, your instructor will post a summary of key points from the week's concepts and topics.

Response Guidelines

You are not required to respond to this discussion.

Unit 4 ≫ If You Fail to Plan, You Plan to Fail, Part 2: Thorough Planning

Introduction

This unit builds upon the work you did in the last unit on conceptualization and asks you to consider best practices in project planning. In particular, we discuss the role of internal controls in project planning in preventing fraud and ensuring accountability. The nature of the project—for example, whether the project is technological in scope—can also influence how we can plan to ensure accountability. Finally, we discuss how to develop, articulate, and limit the scope of a project, and why it is important to have a clear plan on deliverables and timelines.

Learning Activities

u04s1 - Studies

Readings

Use your _Managing Public Sector Projects_ text to read the following:

- Chapter 4, "Project Planning, Part 2: Developing and Refining the Process," pages 69–94.

u04s1 - Learning Components

- Explain the importance of the structure of a project.
- Explain the importance of developing clear specifications and delivery methods.

u04s2 - Assignment Preparation

Your Unit 5 assignment is due next week. If you have not done so already, read the instructions, familiarize yourself with the grading criteria, and start to conduct research.

u04d1 - Case Study Analysis: Executing Processes

Using the project you selected for the Unit 3 discussion, critically analyze the organization's ability to implement strategic planning as part of the project. Use examples as appropriate to support your argument.

Response Guidelines

Review the posts of your peers and respond to at least two, using one of the following approaches:

- Compare your peer's findings and observations to your own.
- Identify knowledge gaps or unknowns that were not considered in your peer's post.

- Identify an assumption on which the post seems to be based, and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Your response posts should be at least 125 words and substantive in nature. Support your views with reference to the text, assigned readings, or other theoretical, empirical, or professional literature. Resources and citations must be formatted according to current APA style and formatting. Be sure to distinguish an electronic journal article by including the DOI or website.

Course Resources

Graduate Discussion Participation Scoring Guide

APA Style and Format

Creating Strong Discussion Posts [PDF]

u04d1 - Learning Components

- Analyze an organization's ability to implement strategic planning as part of a project.
- Apply graduate-level skill in research, writing, and critical thinking.
- Apply knowledge of APA citation style.

u04d2 - Unit 4 Summary

At the completion of this unit, your instructor will post a summary of key points from the week's concepts and topics.

Response Guidelines

You are not required to respond to this discussion.

Unit 5 ⟫ If You Fail to Plan, You Plan to Fail, Part 3: Project Process Finalization

Introduction

The final part of the project planning process consists of establishing a schedule, estimating costs, and assessing risk. To complete this final phase of project planning, the project manager must apply the conceptualization and strategic planning concepts we have been discussing in the previous two units. In this unit, you are asked to select a controversial project and evaluate the impacts of the political environment on the project. In doing your work, consider how politics can impact each and every stage of the project planning process—from conceptualization to strategic planning to establishing schedules and estimating costs.

Learning Activities

u05s1 - Studies

Readings

Use your *Managing Public Sector Projects* text to read the following:

- Chapter 5, "Project Planning, Part 3: Finalizing the Process," pages 95–120.

- Describe the process of creating a project schedule.
- Apply graduate-level skill in research, writing, and critical thinking.
- Identify presumptions in cost-risk estimates.
- Apply knowledge of APA citation style.

u05a1 - Controversial Project Analysis

Assignment Overview

Whenever you are operating in leadership positions in the public sector environment, you are subject to oversight of your project by the elected officials who serve the public interest. For this assignment, find a private or public sector project over the past five years that has been deemed controversial in the media. Analyze this project using a planning framework and evaluate the success of the project.

Assignment Instructions

In your 5–7-page analysis, address the following:

- Describe the chosen public sector project.
- Evaluate how the political environment at the time shaped the project.
- Appraise the challenges the project faced throughout the process.
- Critique the project management process using an evaluative framework.
  - Was there a strategic plan?
  - Were the correct agents selected?
  - Was the execution monitored and controlled properly?
- Formulate changes to the project management process.

Submission Requirements

Your assignment should meet the following requirements:

- **Written communication**: Your writing should clearly identify where each grading criterion or part of the assignment is addressed. Your points must be logical, substantive, and relevant based on the evidence presented. The writing must be free of errors that detract from the overall message.
- **APA guidelines**: Resources and citations must be formatted according to current APA style and formatting. Be sure to distinguish an electronic journal article by including the DOI or website. When appropriate, use APA-formatted headings.
- **Resources**: Your ideas must be supported with relevant scholarly sources that are dated within the past five years and are properly cited and referenced in current APA style.
- **Length of paper**: 5–7 typed, double-spaced pages, not including the title page and references.
- **Font and font size**: Times New Roman, 12 point.
- **Writing assistance**: Additional resources and support are available through the Writing Center and Smarthinking's free, online tutoring service.

Review the scoring guide for the grading criteria for this assignment.

Course Resources

Introduction to the Writing Center

Smarthinking

APA Style and Format

u05d1 - Case Study Analysis: Finalization

Using the project you selected for the Unit 3 discussion, critically analyze the organization's ability to finalize project processes. Use examples as appropriate to support your argument.

Response Guidelines

Review the posts of your peers and respond to at least two, using one of the following approaches:

- Compare your peer's findings and observations to your own.
- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based, and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Your response posts should be at least 125 words and substantive in nature. Support your views with reference to the text, assigned readings, or other theoretical, empirical, or professional literature. Resources and citations must be formatted according to current APA style and formatting. Be sure to distinguish an electronic journal article by including the DOI or website.

Course Resources

Graduate Discussion Participation Scoring Guide

Creating Strong Discussion Posts [PDF]

APA Style and Format

u05d1 - Learning Components

- Analyze an organization's ability to finalize a project.
- Apply graduate-level skill in research, writing, and critical thinking.
- Apply knowledge of APA citation style.

u05d2 - Unit 5 Summary

At the completion of this unit, your instructor will post a summary of key points from the week's concepts and topics.

Response Guidelines

You are not required to respond to this discussion.

Unit 6 ≫ Team Building, Part 1: The Home Team

Introduction

In this unit, we discuss the next phase of project management—building the team to implement the project. We discuss how to identify and analyze team dynamics and criteria for ensuring that the project team consists of the right mix of skill sets, job functions, classifications, and personalities. You will be asked to evaluate different theoretical models of team building and apply them to a practical example of how a project team was built.

Learning Activities

u06s1 - Studies

Readings

Use your *Managing Public Sector Projects* text to read the following:

- Chapter 6, "Selecting the Best Agents, Part 1: Building the Project Team," pages 121–142.

Use the Capella library to read the following:

- Bryson, J. M., Ackermann, F., & Eden, C. (2016). <u>Discovering collaborative advantage: The contributions of goal categories and visual strategy mapping</u>. *Public Administration Review, 76*(6), 912–925.

u06s1 - Learning Components

- Identify aspects of establishing a successful team.
- Identify strategies for clear communication and goal setting within team members.
- Identify strategies for teaching opportunities on legal requirements and ethical practices.

u06s2 - Assignment Preparation

Your Unit 7 assignment is due next week. Read the assignment instructions, familiarize yourself with the grading criteria, and start to conduct research.

u06d1 - Team Building Models

For this discussion, you may choose to continue with the project you have been analyzing for discussions in the previous units or you may select a new project. Consider your readings and conduct research on the various models and theoretical perspectives around building the project team. Craft a post discussing whether you can see any of the models or theoretical perspectives in play in the organization's project team. Include recommendations on how a particular model may have been best used in building this project team.

Response Guidelines

Review the posts of your peers and respond to at least two, using one of the following approaches:

- Compare your peer's findings and observations to your own.
- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based, and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Your response posts should be at least 125 words and substantive in nature. Support your views with reference to the text, assigned readings, or other theoretical, empirical, or professional literature. Resources and citations must be formatted according to current APA style and formatting. Be sure to distinguish an electronic journal article by including the DOI or website.

Course Resources

Graduate Discussion Participation Scoring Guide

APA Style and Format

Creating Strong Discussion Posts [PDF]

u06d1 - Learning Components

- Analyze the role of a theoretical model or perspective in an organization's project team.
- Apply graduate-level skill in research, writing, and critical thinking.
- Apply knowledge of APA citation style.

u06d2 - Unit 6 Summary

At the completion of this unit, your instructor will post a summary of key points from the week's concepts and topics.

Response Guidelines

You are not required to respond to this discussion.

Unit 7 ❯❯ Team Building, Part 2: Contractors and Subcontractors

Introduction

In this unit, we continue our discussion of the project team by extending the definition of the project team to include contractors and subcontractors. In the public sector, aspects of projects are often bid out using the procurement process, and the resultant project team may consist of public sector employees as well as private sector companies who are providing a particular service but might still need to comply with regulatory oversight and accountability requirements. In this unit, you are asked to critically analyze the components of effective teams, while keeping in mind the possibility of public and private sector collaborations in projects.

Learning Activities

u07s1 - Studies

Readings

Use your _Managing Public Sector Projects_ text to read the following:

   • Chapter 7, "Selecting the Best Agents, Part 2: Contractors and Consultants," pages 143–164.

Use the Capella library to read the following:

   • Lambright, W. H. (2016). Reflections on leadership: Jean-Jacques Dordain of the European space agency. _Public Administration Review, 76_(3), 507–511.

Course Resources

Kassel, D. S. (2017). _Managing public sector projects: A strategic framework for success in an era of downsized government_ (2nd ed.). New York, NY: Routledge.

u07s1 - Learning Components

   • Identify key characteristics of an effective procurement system.

u07a1 - Effective Team Building

Assignment Overview

Within an organization, it is important to understand both the formal and informal culture. For this assignment, choose an organization and analyze two theoretical models suitable for team building in that organization. How would the models serve effective team building within the particular organization?

Assignment Instructions

In a 4–6-page analysis, address the following:

   • Provide background on the chosen organization.
      ◦ Describe the formal and informal culture in the organization.
      ◦ Provide examples of projects within this organization.
   • Weigh the relationship between your chosen theoretical models and the organization.

- Critique how these models address challenges and opportunities in team collaboration within a project.
    - Would one model serve the organization above the other?
- Evaluate the models in relation to leading a team throughout a project.

Submission Requirements

Your assignment should meet the following requirements:

- **Written communication**: Your writing should clearly identify where each grading criterion or part of the assignment is addressed. Your points must be logical, substantive, and relevant based on the evidence presented. The writing must be free of errors that detract from the overall message.
- **APA guidelines**: Resources and citations must be formatted according to current APA style and formatting. Be sure to distinguish an electronic journal article by including the DOI or website. When appropriate, use APA-formatted headings.
- **Resources**: Your ideas must be supported with relevant scholarly sources that are dated within the past five years and are properly cited and referenced in current APA style.
- **Length of paper**: 4–6 typed, double-spaced pages, not including the title page and references.
- **Font and font size**: Times New Roman, 12 point.
- **Writing assistance**: Additional resources and support are available through the Writing Center and Smarthinking's free, online tutoring service.

Review the scoring guide for the grading criteria for this assignment.

Course Resources

Introduction to the Writing Center

Smarthinking

APA Style and Format

u07d1 - Team Building Model Comparison

Different organizations have different power dynamics and reliance upon hierarchical structures. For example, the Marine Corps and the Peace Corps have different missions and different structures. Therefore, it is likely that certain theories would be a better fit in one of those organizations as opposed to the other. Organizations that are hierarchical tend to have a lot of top-down communication, as opposed to flatter organizations where communication can occur horizontally as well as vertically. For this discussion, research and choose a highly rigid organization as well as a flatter organization, and propose which theories would be a better fit for each one.

Response Guidelines

Review the posts of your peers and respond to at least two, using one of the following approaches:

- Compare your peer's findings and observations to your own.
- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based, and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Your response posts should be at least 125 words and substantive in nature. Support your views with reference to the text, assigned readings, or other theoretical, empirical, or professional literature. Resources and citations must be formatted according to current APA style and formatting. Be sure to distinguish an electronic journal article by including the DOI or website.

Course Resources

Graduate Discussion Participation Scoring Guide

APA Style and Format

Creating Strong Discussion Posts [PDF]

u07d1 - Learning Components

- Weigh the appropriate theory for a particular organization in relation to mission and structure.
- Apply graduate-level skill in research, writing, and critical thinking.
- Apply knowledge of APA citation style.

u07d2 - Unit 7 Summary

At the completion of this unit, your instructor will post a summary of key points from the week's concepts and topics.

Response Guidelines

You are not required to respond to this discussion.

Unit 8 ❯❯ Agreements and Contracts in the Public Sector Context

Introduction

Public–private partnerships can take several forms. In some cases, public agencies may contract out entire functions to private companies—waste management is one example. In other cases, public agencies may contract out to other public agencies—a small city contracting law enforcement to a county sheriff's office may be an example of this kind of collaboration. Still, other situations entail more complicated arrangements where public agencies fulfill some parts of a project while other parts are contracted out to a private entity. In this unit, you will get exposure to some aspects of the procurement process, including why project managers in the public sector ought to be familiar with procurement.

Learning Activities

u08s1 - Studies

Readings

Use your _Managing Public Sector Projects_ text to read the following:

- Chapter 8, "Enacting Advantageous Agreements," pages 165–184.

Use the Capella library to read the following:

- Kim, Y., & Darnall, N. (2016). Business as a collaborative partner: Understanding firms' sociopolitical support for policy formation. _Public Administration Review, 76_(2), 326–337.

u08s1 - Learning Components

- Identify strategies for allocating contract risks.

u08d1 - The RFP Process

Research and define the request-for-proposal (RFP) process in the public sector organizational environment. How familiar should public sector leaders be with procurement?

Response Guidelines

Review the posts of your peers and respond to at least two, using one of the following approaches:

- Compare your peer's findings and observations to your own.
- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based, and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Your response posts should be at least 125 words and substantive in nature. Support your views with reference to the text, assigned readings, or other theoretical, empirical, or professional literature. Resources and citations must be formatted according to current APA style and formatting. Be sure to distinguish an electronic journal article by including the DOI or website.

Course Resources

Graduate Discussion Participation Scoring Guide

Creating Strong Discussion Posts [PDF]

APA Style and Format

u08d1 - Learning Components

- Define the RFP process.
- Apply graduate-level skill in research, writing, and critical thinking.
- Address the RFP process in terms of leadership procurement.
- Apply knowledge of APA citation style.

u08d2 - Unit 8 Summary

At the completion of this unit, your instructor will post a summary of key points from the week's concepts and topics.

Response Guidelines

You are not required to respond to this discussion.

Unit 9 ▶▶ Fiscal Matters: Controlling Public Budgets

 Introduction

One of the most powerful instruments of public policy is budgeting—typically, the priorities of any administration or government can be clearly seen by what is funded and where resources are allocated. Therefore, understanding the public budgeting and finance process can be critical to evaluating the importance and visibility of any given project. In addition to your readings and work in this unit, you will have the opportunity to apply the skills you are learning in a simulation where you play the role of a public project manager facing some challenges in a particular project.

Learning Activities

u09s1 - Studies

Readings

Use your _Managing Public Sector Projects_ text to read the following:

- Chapter 9, "Controlling Public Projects," pages 185–204.

Use the Capella library to read the following:

- Guinn, D. E., & Straussman, J. D. (2016). Improving the budget process in fragile and conflict-ridden states: Two modest lessons from Afghanistan. *Public Administration Review, 76*(2), 263–272.
- Snow, D., Gianakis, G. A., & Haughton, J. (2015). The politics of local government stabilization funds. *Public Administration Review, 75*(2), 304–314.
- Yang, K. (2016). Old pursuit, new methods: Promising benefits amid familiar challenges. *Public Administration Review, 76*(4), 547–549.

u09s1 - Learning Components

- Identify strategies for managing the process of the project.
- Analyze the steps in evaluating problems in a project.

u09s2 - Riverbend City: 21st-Century Project Management

The following simulation will help you experience the trials and tribulations a project can face:

- Click **Riverbend City: 21st-Century Project Management** to complete the multimedia presentation.
    ◦ In this unit's assignment, you will use the information in the simulation to analyze the issues and strategize recommendations.

Course Resources

Riverbend City: 21st-Century Project Management

u09s2 - Learning Components

- Identify challenges that can arise during a project.
- Describe actions that can be taken to address challenges during a project.

u09a1 - 21st-Century Project Management

Assignment Instructions

Be sure to complete the Riverbend City: 21st- Century Project Management before completing this assignment. In the quick simulation, you interviewed stakeholders and held meetings to analyze the issues that are involved with the project that you were hired to manage.

Use the information from the quick simulation to address the following in a 5–7-page problem analysis.

- Analyze the challenges that arose during the project.
- Evaluate the actions of each role group during the planning process.
- Evaluate the collaborative efforts of the team members during the process.
- Recommend actions that will be taken to address challenges and solve problems.
    ◦ Justify the actions taken using support form a chosen theoretical model.

Submission Requirements

Your assignment should meet the following requirements:

- **Written communication**: Your writing should clearly identify where each grading criterion or part of the assignment is addressed. Your points must be logical, substantive, and relevant based on the evidence presented. The writing must be free of errors that detract from the overall message.
- **APA guidelines**: Resources and citations must be formatted according to current APA style and formatting. Be sure to distinguish an electronic journal article by including the DOI or website. When appropriate, use APA-formatted headings.
- **Resources**: Your ideas must be supported with relevant scholarly sources that are dated within the past five years and are properly cited and referenced in current APA style.
- **Length of paper**: 5–7 typed, double-spaced pages, not including the title page and references.
- **Font and font size**: Times New Roman, 12 point.
- **Writing assistance**: Additional resources and support are available through the Writing Center and Smarthinking's free, online tutoring service.

Review the scoring guide for the grading criteria for this assignment.

Course Resources

u09d1 - Budget Best Practices

How might the strategic planning set of processes go along with an organization's fiscal or budgetary plan? Should the two plans be in alignment?

Response Guidelines

Review the posts of your peers and respond to at least two, using one of the following approaches:

- Compare your peer's findings and observations to your own.
- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based, and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Your response posts should be at least 125 words and substantive in nature. Support your views with reference to the text, assigned readings, or other theoretical, empirical, or professional literature. Resources and citations must be formatted according to current APA style and formatting. Be sure to distinguish an electronic journal article by including the DOI or website.

Course Resources

Graduate Discussion Participation Scoring Guide

APA Style and Format

Creating Strong Discussion Posts [PDF]

u09d1 - Learning Components

- Analyze the role of a budget in strategic planning of a project.
- Apply graduate-level skill in research, writing, and critical thinking.
- Apply knowledge of APA citation style.

u09d2 - Unit 9 Summary

At the completion of this unit, your instructor will post a summary of key points from the week's concepts and topics.

Response Guidelines

You are not required to respond to this discussion.

Unit 10 ❯❯ Future Issues on the Horizon in Public Sector Project Management

Introduction

In this final unit, we discuss the process of closing out a project in the public sector and we look ahead to how what is entailed in the operation and maintenance of long-term public sector projects. In this final unit, consider how you can synthesize the key learnings from throughout the course to craft a thoughtful and reflective response to the discussion question. Keep in mind the unique challenges and constraints that project managers in the public sector face, especially in terms of collaboration, procurement, and regulatory requirements.

Learning Activities

u10s1 - Studies

Readings

Use your _Managing Public Sector Projects_ text to read the following:

- Chapter 10, "Project Closeout and Beyond," pages 205–216.
- Appendix 3, "Websites of Interest to Public Sector Project Managers," pages 233–238.
    - Take some time to explore these websites, as they can be helpful in planning your professional future.

Use the Capella library to read the following:

- Buick, F., Blackman, D., O'Flynn, J., O'Donnell, M., & West, D. (2016). Effective practitioner-scholar relationships: Lessons from a coproduction partnership. _Public Administration Review, 76_(1), 35–47.
- Rhodes, R. A. W. (2016). Recovering the craft of public administration. _Public Administration Review, 76_(4), 638–647.

u10s1 - Learning Components

- Identify organizations that can help plan for your professional future.

u10d1 - Reflecting on the Past and Future

In a 250-word post, choose one of the concepts you have learned in this course and apply it to a personal situation that you have come across in your professional experience. Consider how the situation was handled, the roles and/or teams involved, and how the situation would be handled differently now that you have learned the concepts in the course. How will you apply that concept (or another concept) to your future in your profession?

Response Guidelines

Review the posts of your peers and respond to at least two, using one of the following approaches:

- Compare your peer's findings and observations to your own.
- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based, and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Your response posts should be at least 125 words and substantive in nature. Support your views with reference to the text, assigned readings, or other theoretical, empirical, or professional literature. Resources and citations must be formatted according to current APA style and formatting. Be sure to distinguish an electronic journal article by including the DOI or website.

Course Resources

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