

## Syllabus

### Course Overview

Project management is a specialized function that has been increasingly recognized as a distinct discipline over the past few decades. While in some organizations project management is a title, with project managers moving from one project to another, frequently, project management in public agencies is a secondary function carried out in support of a primary role within the organization. Regardless, when engaging in project management, risks will be present. Being able to identify and ameliorate risk is crucial to success in the project.

Typically, when you consider risk, your mind might shift to concerns for physical, economic, or professional risks, but project management risk differs. When exploring project risk management, you will be considering risk of either project failure or the attainment of suboptimal outcomes. These risks can be created within the project management team or by forces external to the team or the organization. To optimize your opportunity for success as a project manager, you must be able to identify risks to project management and the means to ameliorate that risk. Monitoring project management to ensure risks is not having an inordinate negative effect to the performance of a project team.

As you move through this course, keep in mind that project management is a recognized function supported by a body of knowledge related to best practices. Just as there are best practices associated with project planning and project management, there are also best practices associated with identifying and minimizing risk. Successful public administrators increase their efficacy and efficiency by opening their minds to new practices, inside and outside of the organization. They use education, training, research, and professional networking to identify potential best practices in all aspects of project risk management. They create, adopt, or adapt practices to minimize the risks associated with project risk management. This increases the probability of success in any given project, which supports optimal outcomes for the communities that public agencies serve.

### PSL Program Journey

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:

- [PSL Program Journey](#).

### 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.

## Optional Audio Recording

For discussions in Units 3 and 6 in this course, you have the option to create an audio recording of a PowerPoint presentation using Kaltura or similar software. Refer to [Using Kaltura](#) for more information about this courseroom tool.

**Note:** If you require the use of assistive technology or alternative communication methods to participate in these activities, please contact [DisabilityServices@Capella.edu](mailto:DisabilityServices@Capella.edu) to request accommodations.

## Course Competencies

(Read Only)

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

- 1 Evaluate potential political, economic, social, technological, legal, and environmental risks associated with project management in public agencies.
- 2 Evaluate management processes for prioritizing means to address risks in a public agency project.
- 3 Evaluate potential communication challenges associated with project management in public agencies.
- 4 Evaluate potential operational challenges associated with project management in a public agency.
- 5 Evaluate potential funding challenges associated with project management in a public agency.
- 6 Communicate in a manner that is scholarly, professional, and respectful of the diversity, dignity, and integrity of others.

## Course Prerequisites

*There are no prerequisites for this course.*

## 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.

- Bissonette, M. M. (2016). *Project risk management: A practical implementation approach*. Newton Square, PA: Project Management Institute.
- Børve, S., Rolstadås, A., Andersen, B., & Aarseth, W. (2017). *Defining project partnering*. *International Journal of Managing Projects in Business*, 10(4), 666–699.
- Project Management Institute. *Guide to the Project Management Body of Knowledge (PMBOK® Guide) — Sixth Edition and Agile Practice Guide*. Newtown Square, PA. 2017.

### 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 >> Project Risk Management

### Introduction

Project management has increasingly become recognized as a specialized function in the public, nonprofit, and private sectors. While, in some instances, project management will be a specialized function with those filling such roles moved from project to project, frequently, project management will be a secondary role to a primary position.

- For example, NASA has commonly engaged project managers to oversee major projects of varied kinds, with those senior executives transitioning from one project to another as the first ends.
- In the public sector, we more often see project management as a secondary function tied to a primary role. Someone from human resource management (HRM) might be tasked with a project associated with HRM, such as developing and delivering a new training program, but they will continue to be responsible for their primary roles. Regardless of the modality, project management is a necessary function, and it will have associated risks.

In this unit, you explore:

- The basic project management cycle, which will largely be common regardless of the focus of the specific project. It is important to understand the cycle and its various phases, given there are differing risk profiles associated with the differing phases of the project management cycle.
- Risk management. When exploring risk, you are not necessarily looking at risks associated with career prospects, reputation, or economic harm. Instead, you are looking at the types of risks which might contribute to the failure of a project, or at least to the development of suboptimal outcomes.
  - Regardless of the project, some form of risk will be present. Risk is unavoidable. You will rarely, if ever, be able to avoid it. When present, you will likely be unable to eliminate it. At best, you will seek to ameliorate that risk.
  - Within the field of public administration, *amelioration* is defined as efforts to minimize a concern, recognizing that fully avoiding or eliminating the concerns will be impossible given limitations in authority, time, resources, or the complexity of the concern itself.
  - If public administrators can accurately identify and address these risks, which will be topics explored throughout this course, they are more likely to optimize the outcomes of any projects they manage throughout their careers. They will do so by ameliorating the risk.

## Learning Activities

### u01s1 - Studies

## Readings

Use *Project Risk Management: A Practical Implementation Approach* to read the following:

- Chapter 1, "Practical Application of Project Risk Management."
- Chapter 2, "Risk Management—Integral to Project Management."

Use the Project Management Institute's *Guide to the Project Management Body of Knowledge (PMBOK Guide) — Sixth Edition and Agile Practice Guide* (2017) text to read the following:

- Chapter 11, "Project Risk Management."

## Assignment Preparation

Some examples of project management include the following:

- Creating and implementing a new inspection program.
- Creating and implementing a new training program.
- Developing a multi-organizational collaborative service delivery program.
- Building a new facility.

For your first assignment, due in Unit 4, identify a project to focus on this term. Along with the project you select, identify the specific public sector organization (public sector department, agency, bureau, district, and so on) where the project will be based. The organization must be real.

For your project, you can:

- Use one of the examples above (be specific as to the new program).
- Use organizational documents to identify a project that is aligned with organizational goals.
- Create a project proposal you believe would be interesting to work on during the term.

It is highly recommended you review the later assignments in this course to provide some points to consider when selecting your topic since you will use the same project throughout the course.

## u01s2 - Discussion Expectations

Read the discussion participation scoring guide to learn how the instructor will evaluate your discussion participation throughout this course. Also, review [Creating Strong Discussion Posts \[PDF\]](#).

As noted in the Course Summary, initial discussion postings are due on Thursdays, and responses are due by Sunday of the same week.

### Initial Discussion Postings

- Write initial discussion posts in this course of 250–750 words and include relevant examples and supporting evidence dated within the past five years. Cite all other references using current APA style and format.
- Include one academic resource in addition to the materials assigned in this course to support your reasoning.
- Make your initial discussion posting by Thursday of the current week.

### Response Guidelines

- Write a response of at least 150 words. Support your reasoning with one academic resource in addition to the materials assigned in this course.
- Keep in mind that the objective of your response post is to stimulate discussion, promote an exchange of ideas among learners, and, most importantly, generate a sense of community in the courseroom.
- Write a response to one other learner's post by Sunday of the current week.

## u01s3 - Preparing for Presentations

Public administrators are often called upon to present to colleagues or outside groups. To provide you with practice with your presentation skills, you will be required to create a PowerPoint presentation in Units 3 and 6. You may choose to record your presentation using Kaltura.

To prepare for your presentations:

- Take some time to review the Units 3 and 6 discussions.
- Review the Using Kaltura [PDF] materials linked in the Resources. Between now and Unit 3, it is important that you spend some time practicing with the webcam and microphone and Kaltura.

You may also find helpful the Guidelines for Effective PowerPoint Presentations resource when creating your PowerPoint presentation.

#### Course Resources

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[Guidelines for Effective PowerPoint Presentations \[PPTX\]](#)

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[Using Kaltura](#)

## u01d1 - Project Management Cycle

Project management activities tend to follow a cyclic path, with differing factors influencing the specific path. In this discussion, you explore this cycle to better develop your basic understanding of it.

Address the following in your initial post:

- Identify the different components of the project management cycle.
  - Provide insight into the value each component brings to project management, using examples to support your arguments.
- Identify the part of the project management cycle do you believe might generally create the greatest risk to completing a project successfully, explaining why you believe this to be so.

## Response Guidelines

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

- 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 post should be at least 150 words and substantive in nature. Support your views with references to assigned readings as well as to other theoretical, empirical, or professional literature. If you are responding with a personal perspective or an example from your workplace experience, be sure to focus on both the theoretical and practical implications. Cite all sources in current APA style.

Course Resources

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[APA Style and Format](#)

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Creating Strong Discussion Posts [PDF]

### u01d1 - Learning Components

- Explain the project management cycle components that will create the greatest risk to completing a project successfully.
- Apply graduate-level skill in research, writing, and critical thinking.
- Provide insight into the value the different components of the project management cycle bring to project management.
- Apply knowledge of APA citation style.

### u01d2 - Project Risk Profile

The course readings suggest risk is not constant throughout the project management cycle, with the level of risk being high at some times, and lower at others. This is not tied to perceptions of risk, but presumably to objective metrics of the level of risk extant at any given time. This is important for you to consider, as an objective means of assessing risk with the project management cycle will be largely dependent of understanding that risk can vary from point to point.

Based upon the course readings and your own experiences, address the following:

- How might the level of risk in project management vary in relation to the timeline of the project?
  - Illustrate your position with an example.
- Why might it be critical for a project manager to understand accurately the level of risk in a project at any given time?
  - Provide an example to support your argument.

## Response Guidelines

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

- 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 post should be at least 150 words and substantive in nature. Support your views with references to assigned readings as well as to other theoretical, empirical, or professional literature. If you are responding with a personal perspective or an example from your workplace experience, be sure to focus on both the theoretical and practical implications. Cite all sources in current APA style.

Course Resources

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[APA Style and Format](#)

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Creating Strong Discussion Posts [PDF]

## u01d2 - Learning Components

- Evaluate the level of risk in project management in relation to the project timeline.
- Apply graduate-level skill in research, writing, and critical thinking.
- Apply knowledge of APA citation style.

## Unit 2 >> Risk Management: Definitions and Categories

### Introduction

Like any specialized discipline, project management has its own terminology, and the terminology continues to evolve. Practitioners in the discipline, regardless of the sector, will use the terminology to support clarity in communications, enhancing their ability to work effectively with other project managers. Often, the terminology associated with any discipline is likely to be confusing to those not within the discipline, or those just entering the field. This can contribute to confusion, and confusion can create the type of ambiguity associated with some forms of project management risk.

In this unit, you will explore the concept of risk management, the terminology associated with such risks, and schemes for categorizing those risks. As you become more familiar with the concepts and the professional jargon associated with the field, you will find yourself more easily communicating with others in project management, as well as being more comfortable with delving into the associated literature in the field. You may find yourself introducing others new to project management to these terms and concepts, improving communications within the project management teams. You may also find understanding categorization schemes for differing types of risk may, at a later point, provide some insight into how to ameliorate that risk. These skills may contribute to you being a more effective public administrator managing projects during your career.

### Learning Activities

#### u02s1 - Studies

### Readings

Use [\*Project Risk Management\*](#) to read the following:

- Chapter 3, "Risk Definitions and General Categories."

Use the Capella University Library to read the following:

- Børve, S., Rolstadås, A., Andersen, B., & Aarseth, W. (2017). [\*Defining project partnering\*](#). *International Journal of Managing Projects in Business*, 10(4), 666–699.

#### u02a1 - Project Organization and Topic Selection

### Assignment Introduction

In essence, a project is a collection of tasks needed to carry out an objective of the organization. Some projects will be based in a single organization, while others might require the engagement of multiple organizations. In the latter form, we are likely to see a single organization assume the lead to have more effective coordination. The individual tasked with the lead role is defined as the project manager.

Project management can involve any number of topics. Some examples might be:

- Creating and implementing a new inspection program.
- Creating and implementing a new training program.
- Developing a multi-organizational collaborative service delivery program.
- Building a new facility.

For this assignment, identify a project to focus on this term. Along with the project you select, identify the specific public sector organization (public sector department, agency, bureau, district, and so on) where the project will be based. The organization must be real. As for the project, you can use one of the examples above (be specific as to the new program), use organizational documents to identify a project that is aligned with organizational goals, or simply create a project proposal you believe would be interesting to work on during the term. It is highly recommended you review the later assignments in this course to provide some points to consider when selecting your topic since you will use the same project throughout the course.

## Assignment Instructions

In a 3–4 page paper, address the following:

- Identify a specific public sector organization and project.
- Evaluate the project's ability to meet the needs of the organization.
- Evaluate individuals or groups directly involved in this project.
  - Provide examples of potential challenges in creating and sustaining effective communication.
- Evaluate potential challenges that would influence the completion of this project.
  - Provide specific examples.
- Evaluate potential funding challenges associated with completing this project.
  - Provide examples of how adequate funding would be made available.

## Submission Requirements

- **Written communication:** Compose a paper 3–4 pages in length, excluding cover page, references, and abstract.
- **APA guidelines:** Format resources and citations according to current APA style and formatting. When appropriate, use APA-formatted headings.
- **Resources:** Support your ideas with relevant scholarly sources that are dated within the past five years and properly cited and referenced in current APA style. There is no minimum number of citations for this paper.
- **Length of paper:** Submit 3–4 typed, double-spaced pages, not including the title page and references.
- **Font and font size:** Use Times New Roman, 12-point font.
- **Writing assistance:** Find additional resources and support through the Writing Center and Smarthinking's free, online tutoring service.

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

Course Resources

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[APA Style and Format](#)

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[Introduction to the Writing Center](#)

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[Smarthinking](#)

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### u02d1 - Risk Management Definitions

When working with others on a project, or when studying academic or professional literature on project management, it will be critical to understand the terminology. In any field, there will be specialized terminology used not to confuse others, but to develop and support shared understanding among practitioners, as the terms tend to be quite specific and convey deeper meaning related to concepts and application.

The course readings suggest the definitions of risk management concepts have, over time, evolved. In this discussion, explore how and why these definitions have changed, as well as why that might be important to a public administrator engaged in project management.

In this discussion, address the following:

- How has the definition of risk in project management evolved over time?
  - Provide examples to illustrate your point.
- Why has the definition of risk in project management evolved over time, and why is that an important point to understanding project risk management now and in the future?
  - Provide an example to illustrate your point.

## Response Guidelines

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

- 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 post should be at least 150 words and substantive in nature. Support your views with references to assigned readings as well as to other theoretical, empirical, or professional literature. If you are responding with a personal perspective or an example from your workplace experience, be sure to focus on both the theoretical and practical implications. Cite all sources in current APA style.

#### Course Resources

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##### APA Style and Format

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##### Creating Strong Discussion Posts [PDF]

#### u02d1 - Learning Components

- Explain how and why the definition of risk management has evolved over time.
- Apply graduate-level skill in research, writing, and critical thinking.
- Apply knowledge of APA citation style.

### Unit 3 >> Risk Management Practices: Classical and Individual

#### Introduction

In any field, over time, some practices will become commonplace—the result of evidence-based best practices. These practices achieve this status over time, the result of trial and error by practitioners dealing with real-world challenges in project management under differing circumstances.

When a field first emerges, practitioners may find themselves working intuitively with limited, if any, direction as to how to succeed. Practice, combined with research and professional networking, however, will support the development of means of managing risk which appear to be both reliable and valid.

It is unnecessary to attempt to "rebuild the wheel," starting anew with each project. Instead, project managers can learn from the experiences of others, using identified best practices as a means of ameliorating risk, tailoring as necessary those approaches to meet the demands of the unique projects they encounter.

This unit introduces you to classical risk management practices, providing insight into the way professionals who have managed projects in the past have addressed challenges in an effective manner. You will explore the classical types of risk management practices, as well as how to identify the specific risks associated with specific projects you might face during your career, developing your project management skill set, increasing your probability of success in such ventures.

#### Learning Activities

#### u03s1 - Studies

### Readings

Use *Project Risk Management* to read the following:

- Chapter 4, "Classical Project Risk Management Practices."
- Chapter 5, "Determining Individual Project Risk."

### Optional Readings

Use the *PMBOK Guide* to read the following:

- Chapter 6, "Project Schedule Management."
- Chapter 7, "Project Cost Management."

#### u03s2 - Discussion Preparation

In Unit 4, you will share with your peers an annotated outline of the Unit 5 assignment. The intent is for each of you to provide peer feedback on draft materials with one another, gaining insight into how to refine your draft materials for submission of the next paper. It is not expected that you will have the final paper complete in all ways. You will post what you have, but you will find the more complete the work is in content and presentation, the more effectively your peer will be able to provide feedback.

For this activity, begin to prepare or refine your annotated outline for sharing with a peer in the Unit 4 discussion. Review the Unit 5 assignment instructions and familiarize yourself with the grading criteria.

### **u03d1 - Classical Project Management Risks**

Project management has contributed to the emergence of classical risks—risks which might be found in many, if not most, projects. These themes have emerged because, over time, project managers found these to be the most problematic issues in general, though the manner in which each of the risks will manifest itself in any specific project many vary in the extremes. In any venture, success often depends on effective planning, and effective planning often depends in part on being able to appreciate and address potential barriers to success created by the risks present.

In this discussion, address the following:

- Discuss why is it important for a public administrator to be able to identify accurately the risks associated with a project.
  - Provide a rationale for your response.
- Identify the classical risks you believe would create the greatest challenges with the project you selected in Unit 2.
  - Explain why you believe these risks would be most problematic.

## **Response Guidelines**

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

- 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 post should be at least 150 words and substantive in nature. Support your views with references to assigned readings as well as to other theoretical, empirical, or professional literature. If you are responding with a personal perspective or an example from your workplace experience, be sure to focus on both the theoretical and practical implications. Cite all sources in current APA style.

Course Resources

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### APA Style and Format

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Creating Strong Discussion Posts [PDF]

### **u03d1 - Learning Components**

- Explain risks that would create significant challenges in a project.
- Discuss the importance of identifying the risks associated with a project.
- Apply graduate-level skill in research, writing, and critical thinking.
- Apply knowledge of APA citation style.

### **u03d2 - PowerPoint Presentation: Introduction to Project Management Risks**

For this discussion, you are to assume the mindset of a public administrator assigned the project you identified in Unit 2. To carry out this project, a team has been created, with several members who have never been engaged in project management before. At some point of on-boarding these employees into the project management team, you must explain to them what type of potential risks might be faced in carrying out project management functions.

In this PowerPoint presentation, you are to:

- Explain the concept of project management risks.
  - Provide and discuss one detailed example to illustrate your argument.
- Explain the importance of accurately identifying and effectively addressing project management risks.

Create the PowerPoint presentation using one of two formats:

1. Record a presentation using Kaltura or similar software. This approach uses a PowerPoint presentation that advances itself, accompanied by an audio recording that guides viewers through the presentation. Include a transcript, a detailed outline, or notes—either in the notes area at the bottom of each slide or in a separate document. Post your recording, PowerPoint slides, and detailed presentation notes in the discussion area.
2. Create a PowerPoint presentation with a detailed presentation notes section completed. This approach uses a PowerPoint presentation with detailed notes in the notes area at the bottom of each slide. The presentation notes are a transcript of the presentation you would make if showing the presentation to an audience.

**Note:** If you require the use of assistive technology or alternative communication methods to participate in these activities, contact [DisabilityServices@Capella.edu](mailto:DisabilityServices@Capella.edu) to request accommodations.

The presentation must include:

- Title slide.
- Purpose slide.
- Content slides.
- Summary slide.
- References slide.

For best practices, refer to [Guidelines for Effective PowerPoint Presentations](#), linked in the resources. Be sure to appropriately cite and reference your sources in current APA style.

## Response Guidelines

Be sure to appropriately cite and reference your sources in current APA style. Read the posts of other learners and note the themes that emerge. Respond to at least one other learner by comparing their posts to your own, and to the broader themes you noted. Ensure your response mirrors the Faculty Expectations requirements for discussions in terms of deadlines, length, and support with credible sources.

**Note:** For the PowerPoint presentations, you are also free to provide constructive feedback on the presentation itself. This presentation is not a graded element of the course, but the use of PowerPoint can help you develop professional communications skills that can be of benefit in both the professional and academic realms. Your feedback as a peer can be helpful in refining future presentations.

### Course Resources

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[APA Style and Format](#)

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[Creating Strong Discussion Posts \[PDF\]](#)

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[DisabilityServices@Capella.edu](mailto:DisabilityServices@Capella.edu)

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[Guidelines for Effective PowerPoint Presentations \[PPTX\]](#)

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[Using Kaltura](#)

### u03d2 - Learning Components

- Explain the concept of project management risks.
- Discuss the importance of identifying the risks associated with a project.
- Apply graduate-level skill in research, writing, and critical thinking.
- Apply knowledge of APA citation style.

## Unit 4 >> Project Team-Based Risks

### Introduction

Within the relevant literature, there exists a qualitative difference between groups and teams. Broadly speaking, a group is a two or more people who have limited other ties to bind them in any fashion. A team may begin as a group, but they evolve into a team based upon factors such as common mission, clear leadership, effective communications, and recognition of the interdependence of each team member upon the others for the success of all. Teams require specific skill sets based upon the mission of the team, and that applies to project management teams as well as any other teams, regardless of the sector.

It is not uncommon for organizational leadership to assign team members with limited consideration, based upon such factors as availability and past success in other areas. Sometimes, leaders consider professional development of subordinates. By themselves, none of these are necessarily poor reasons for including someone on a project management team, but organizational leadership must appreciate the success of a team means bringing people with the requisite formal and informal skills together. If the team is poorly developed, poorly led, or poorly supported, their chances for success are reduced.

In this unit, you will explore potential risks associated with the project team itself, reflecting on means to make the project management team as prepared for success as possible.

## Learning Activities

### u04s1 - Studies

## Readings

Use [\*Project Risk Management\*](#) to read the following:

- Chapter 6, "Project Risk Influenced by the Project Manager and Project Team."

Use the [\*PMBOK Guide\*](#) to read the following:

- Chapter 2, "The Environment in Which Projects Operate."
- Chapter 10, "Project Communications Management."

## Optional Readings

Use the [\*PMBOK Guide\*](#) to read the following:

- Chapter 2, "Initiating Process Group."

### u04d1 - Project Management Team-Based Risks

It is common to approach a problem in a purely technical manner, focusing only on the technical aspects of the project. However, this might be a shortsighted perspective. Instead of focusing only on the technical aspects of the project, we need to consider the potential risks associated with the team created to address the project. You cannot simply assign people randomly, nor can you let them work in an unorganized fashion. Effective public administrators can identify the best people for the team, then organize their activities in an effective and efficient manner. In this discussion, you will explore these concerns in greater depth.

In your response to this discussion, address the following:

- What project management risks would be associated with poor communications internal to the project management team, and how might those risks be minimized?
  - Provide an example to support your argument.
- What project management risks would be associated with ineffective leadership of the project management team, and how might those risks be minimized?
  - Provide an example to support your argument.

## Response Guidelines

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

- 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 post should be at least 150 words and substantive in nature. Support your views with references to assigned readings as well as to other theoretical, empirical, or professional literature. If you are responding with a personal perspective or an example from your workplace experience, be sure to focus on both the theoretical and practical implications. Cite all sources in current APA style.

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#### Course Resources

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#### APA Style and Format

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#### Creating Strong Discussion Posts [PDF]

#### u04d1 - Learning Components

- Explain how risks associated with ineffective leadership of the project management team could be minimized.
- Apply graduate-level skill in research, writing, and critical thinking.
- Explain the risks associated with poor communication to the project management team.
- Apply knowledge of APA citation style.

#### u04d2 - Peer Review of Annotated Outline for Unit 5 Assignment

To provide greater support in developing a strong paper, post a draft annotated outline of your Unit 5 assignment as the initial discussion posting. Then, "claim" the initial posting of at least one other learner. Try to claim a paper of a learner no one else has yet claimed before being the second person to claim a specific paper, if at all possible. We wish to try to create an environment each of you has an opportunity to get appropriate feedback in a timely manner.

Post a draft of your outline, whatever the current state it is in, as your initial post. It is not necessary to post anything else in the text box. The document itself counts as your posting and your references.

## Response Guidelines

Review the outline of at least one peer in the class. Feedback is of the greatest value when it is clear and specific. Provide specific insights into what you thought was covered well, what could be covered better, and what you believe is not covered but should have been. Also, feel free to share any insights into any refinements you are recommending for the APA formatting or general writing.

Keep in mind these are works in progress. However, try to be as clear and specific as you can be in your feedback in order to provide the greatest value to your peers. When one does this type of activity, it not only helps you to refine your critical thinking skills, but it also affords the opportunity to provide peer-to-peer support, in the end making you more critical of your own work as you consider the feedback provided to others as a means for reframing or refining anything you have done.

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#### Course Resources

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#### APA Style and Format

#### u04d2 - Learning Components

- Provide peer feedback to refine critical thinking skills and writing performance.
- Apply graduate-level skill in research, writing, and critical thinking.
- Apply knowledge of APA citation style.

## Unit 5 >> External Project Management Risks

### Introduction

Much of the work of any public sector agency is not done by individuals but by teams of employees working collectively to achieve a greater goal. Individuals must be prepared to thrive in such an environment, while teams must be created with the internal formal and informal requisites to achieve success. These are foundational arguments for the focus many public agencies have for supporting professional development on the individual and team levels. While these are important, you must consider teams do not exist in isolation. They are affected by influences external to the team. These influences may contribute to project management risks, so it is important public administrators understand them, contributing to their ability to ameliorate the negative effects of such influences.

When considering external pressures related to a specific topic, public administrators often use the PEST Model, where the P stands for political influences, the E stands for economic influences, the S stands for societal influences, and the T stands for technological influences. In applying the model, the public administrator must consider both the positive and negative effects of each component of the PEST Model. For example, if considering a project for the repaving of a roadway, the economic influences considered might include the cost of the work, the cost of the work compared to ongoing maintenance of the current roadway, and perceptions of how the project will enhance property values or support local commerce.

These external influences can be outside the organization itself, but they can also emerge within the organization. Organizational politics, the relationship between differing project teams, and the competing demands of those involved in project management as a secondary role attempting to balance the project work with their primary roles may all contribute to pressures external to the team, which might influence both project work and outcomes. These external influences may contribute to potential risks to success, so project managers must be prepared to identify and ameliorate such influences in a proactive manner.

## Learning Activities

### u05s1 - Studies

## Readings

Use [Project Risk Management](#) to read the following:

- Chapter 7, "Project Risk Influenced by Organizational and External Factors."

Use the [PMBOK Guide](#) to read the following:

- Chapter 13, "Project Stakeholder Management."

## Optional Readings

Use the [PMBOK Guide](#) to review the following:

- Chapter 2, "The Environment in Which Projects Operate."

### u05s2 - Riverbend City: Body Camera Implementation and Management

Engage in a quick-simulation that will help you practice identifying and ameliorating risks that are associated with the project of implementing the use of body cameras with police officers. You will use the information from this simulation in the Unit 5 discussions and assignment.

- Click **Riverbend City: Body Camera Implementation and Management** to complete the simulation.

#### Course Resources

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Riverbend City: Body Camera Implementation and Management

### u05a1 - Evaluating Project Risks

## Assignment Introduction

In course activities, you explored a number of potential risks associated with project management, including not only classical risks, which are risks associated with project management in general, but individual risks, which are directly influenced by the specific project you are focusing upon. In this assignment, evaluate the potential risks associated with the project you are exploring this term.

## Assignment Instructions

In a 6–8 page paper, address the following:

- Evaluate a minimum of five risks to project management (using at least three elements of the PESTLE model) that would create challenges to completing the project in an effective and efficient manner.
- Evaluate how competing priorities within the community or the organization would create risks to successful project completion.
- Provide specific examples to support your evaluation.
- Evaluate challenges in identifying potential risks toward project management.
  - Use both formal and informal means of communication.
- Evaluate potential risks associated with funding and resource allocation.
  - Provide specific examples, including authority and staffing, that would affect successful project completion.

## Submission Requirements

- **Written communication:** Submit a paper 6–8 pages in length, excluding cover page, references, and abstract.
- **APA guidelines:** Format resources and citations according to current APA style and formatting. When appropriate, use APA-formatted headings.
- **Resources:** Support your ideas with relevant scholarly sources dated within the past five years and properly cited and referenced in current APA style. There is no minimum number of citations for this paper.
- **Length of paper:** Compose 6–8 typed, double-spaced pages, not including the title page and references.
- **Font and font size:** Use Times New Roman, 12-point font.
- **Writing assistance:** Find additional resources and support through the Writing Center and Smarthinking's free, online tutoring service.

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

Course Resources

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[APA Style and Format](#)

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[Introduction to the Writing Center](#)

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[Smarthinking](#)

### u05d1 - External Project Management Risks

Project management teams, and the public administrators leading them, do not operate in isolation. They are engaged in a complex function influenced by political, economic, social, and technological pressures external to the team. These pressures may emerge from outside of the team, but still inside the organization, or in the environment external to the organization. Regardless of where the influences emerge, they can create risks to the success of the project. Although many risks might be considered classic, not all will be present in each project, and even when they are present, each risk might have a differing level of severity with which to contend. Successful public administrators will be able to identify and ameliorate these risks, increasing the probability of success in the project.

In this discussion:

- Identify the external project management risk you believe might be of the greatest concern for you in completing the project identified in Unit 2.
  - Explain your rationale.
- Identify the internal project management risk you believe might be of the least concern for you in completing the project identified in Unit 2.
  - Explain your rationale.

## Response Guidelines

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

- 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 post should be at least 150 words and substantive in nature. Support your views with references to assigned readings as well as to other theoretical, empirical, or professional literature. If you are responding with a personal perspective or an example from your workplace experience, be sure to focus on both the theoretical and practical implications. Cite all sources in current APA style.

Course Resources

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[APA Style and Format](#)

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Creating Strong Discussion Posts [PDF]

u05d1 - Learning Components

- Explain external project management risks that are the greatest concern in completing a project.
- Apply graduate-level skill in research, writing, and critical thinking.
- Apply knowledge of APA citation style.

## Unit 6 >> Analyzing Project Management Risks

### Introduction

In prior units, you explored the concepts associated with project management risks, as well as means to define and categorize them. In this unit, you go further into the concept of risk, considering how to analyze it effectively. Not all risks will be present in each project, nor will the severity of the risks present be the same from project to project. Some forms of risk will present greater severity in differing phases of the project management cycle than in others. You will explore means to analyze identified project management risks in this unit, which will support effectively ameliorating them in the future. Whether engaged in project management or other public administration functions, public administrators are expected to make decisions based upon objective data and set criteria, which will contribute to better decisions, which will support better outcomes for the community.

This unit takes you on a path for after you have identified project management risks. You will consider each of the identified risks, assessing the potential severity of each. In other words, how likely is it for the risk to influence the work, and how significant will any influence be? Ideally, you accomplish this using transparent, objective criteria and, when possible, based upon some form of quantitative data, which will support the selection and prioritization of means to minimize risk you might use in any project. This will better enable you to use what resources you have in the most effective and efficient manner.

### Learning Activities

u06s1 - Studies

## Readings

Use [Project Risk Management](#) to read the following:

- Chapter 8, "Individual Project Risk Analysis."
- Chapter 9, "Overall Project Risk Analysis."

u06s2 - Discussion Preparation

In Unit 7, you must share with your peers an annotated outline of the Unit 8 assignment. The intent is for each of you to provide peer feedback on draft materials with one another, gaining insight into how to refine your draft materials for submission of the next paper. It is not expected that you will have the final paper complete in all ways—you will post what you have, but you will find, the more complete the work is in content and presentation, the more effectively your peer will be able to provide feedback.

For this activity, begin to prepare or refine your annotated outline for sharing with a peer in the Unit 7 discussion. Be sure to review the Unit 8 assignment instructions and grading criteria.

### **u06d1 - Project Management Risk Analysis Tools**

In earlier units, you explored concepts associated with identifying the risks associated with project management of a specific project. Once potential risk is identified, it must be analyzed, and an accurate analysis will be foundational to ameliorate these risks in an effective and efficient manner. It is not possible to use the same approaches in each project. Not every type of risk will be present in every project, and even when it is present, it will most probably vary in severity from project to project, as well as at differing stages within the project.

In this unit, you will explore a number of tools which might be used to analyze and measure risk – tools which a public administrator might use to develop and refine their skills in effective project management.

In this discussion, address the following:

- Explain why the use of standardized tools to identify risk might be important for public administrators tasked with project management.
  - Provide an example to support your argument.
- Explain why professional project managers might argue for the use of quantitative over qualitative measures in identifying and assessing risk levels.
  - Provide an example to support your argument.

## **Response Guidelines**

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

- 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 post should be at least 150 words and substantive in nature. Support your views with references to assigned readings as well as to other theoretical, empirical, or professional literature. If you are responding with a personal perspective or an example from your workplace experience, be sure to focus on both the theoretical and practical implications. Cite all sources in current APA style.

### Course Resources

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#### APA Style and Format

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Creating Strong Discussion Posts [PDF]

### u06d1 - Learning Components

- Explain why the use of standardized tools to identify risk is important to project management.
- Apply graduate-level skill in research, writing, and critical thinking.
- Explain why professional project managers argue for the use of quantitative over qualitative measures in identifying and assessing risk levels.
- Apply knowledge of APA citation style.

### **u06d2 - PowerPoint Presentation: Simple Risk Registers**

There are several tools a project manager might use to analyze risks associated with a project. Some are complex, some are simple. Each of them has differing strengths and weaknesses, and some are associated more with specific aspects or phases of project management, so it is important to consider applying more than one tool to the analysis of risks in any specific project. One commonly used tool is the simple risk register. The register might differ in format, and differing models might include differing elements, but the basic concept is common across all forms of simple risk register. A simple risk register helps the project manager to effectively identify risks, analyze them using various factors, then prioritize them as concerns to be addressed.

In this discussion, you are to assume the role of a public administrator assigned to manage the project identified in Unit 2. You are introducing new project management team members to the concept of a simple risk register and how it might be used in project management activities.

In this PowerPoint presentation, you are to:

- Identify the component parts of a simple risk register, explaining the value such a simple tool might bring to project management.
  - Provide an example to illustrate your point.
- Provide a simple risk register for any one project management risk associated with the project identified in Unit 2. (NOTE: Due to space constraints in a PowerPoint, you do not have to use the same format as the simple risk register illustrated in the text, but you must cover all the elements of the simple risk register in relation to the risk you identified.)

Create your PowerPoint presentation using one of two formats:

1. Record a presentation using Kaltura or similar software. This approach uses a PowerPoint presentation that advances itself, accompanied by an audio recording that guides viewers through the presentation. Include a transcript, a detailed outline, or notes—either in the notes area at the bottom of each slide or in a separate document. Post your recording, your PowerPoint slides, and your detailed presentation notes in the discussion area.
2. Create a PowerPoint presentation with a detailed presentation notes section completed. This approach uses a PowerPoint presentation with detailed notes in the notes area at the bottom of each slide. The presentation notes are a transcript of the presentation you would make if showing the presentation to an audience.

**Note:** If you require the use of assistive technology or alternative communication methods to participate in these activities, please contact [DisabilityServices@Capella.edu](mailto:DisabilityServices@Capella.edu) to request accommodations.

The presentation must include:

- Title slide.
- Purpose slide.
- Content slides.
- Summary slide.
- References slide.

For best practices, refer to [Guidelines for Effective PowerPoint Presentations](#), linked in the resources. Be sure to appropriately cite and reference your sources in current APA style.

## Response Guidelines

Be sure to appropriately cite and reference your sources in current APA style. Read the posts of other learners and note the themes that emerge. Respond to at least one other learner by comparing their posts to your own, and to the broader themes you noted. Ensure your response mirrors the Faculty Expectations requirements for discussions in terms of deadlines, length, and support with credible sources.

**Special note:** For the PowerPoint presentations, you are also free to provide constructive feedback on the presentation itself. This presentation is not a graded element of the course, but the use of PowerPoint can help you develop professional communications skills that can be of benefit in both the professional and academic realms. Your feedback as a peer can be helpful in refining future presentations.

### Course Resources

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[APA Style and Format](#)

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[Creating Strong Discussion Posts \[PDF\]](#)

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[DisabilityServices@Capella.edu](mailto:DisabilityServices@Capella.edu)

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[Guidelines for Effective PowerPoint Presentations \[PPTX\]](#)

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[Using Kaltura](#)

- Explain the value that a simple risk register would bring to project management.

## Unit 7 >> Planning Project Management Risk Amelioration

### Introduction

Unit 7 revolves around selecting practical responses to the project management risks you have identified. Just as the literature suggests several evidence-based means to define, categorize, and analyze risk, there are evidence-based means to ameliorate it. Some responses are more relevant to some categories of risk, while some are more relevant to specific phases of the project management cycle. If you select a response haphazardly, you might find the impact of that form of amelioration is not as effective as it might be, contributing to long-term suboptimal outcomes for the community. Consequently, it is critical to select the right tool for the problem.

In this unit, you explore various approaches to respond to identified risk. This involves tools which consider the specific characteristics of both the identified risk and the model response, helping you select the risk management response which best aligns with the circumstances. This promotes effective and efficient use of resources, supports the success of the project, and, in the end, serves to provide the highest levels of service delivery to the community.

### Learning Activities

#### u07s1 - Studies

### Readings

Use [\*Project Risk Management\*](#) to read the following:

- Chapter 10, "Determining and Planning Project Risk Responses."

Use the [\*PMBOK Guide\*](#) to read the following:

- Chapter 4, "Project Integration Management."

### Optional Readings

Use the [\*PMBOK Guide\*](#) to read the following:

- Chapter 4, "Executing Process Group."

#### u07d1 - Ameliorating Project Management Risk

One of the basic means to assess an organizational response to a concern involves a SWOT analysis. SWOT is an acronym that represents an assessment of a concern to an organization in terms of organizational Strengths, Weaknesses, Opportunities, and Threats. Two of these component concepts are viewed as valuable means of planning a response to risks identified with any project.

In this discussion, you will explore risks associated with opportunities and threats to the organization in relation to the project you identified in Unit 2.

In this discussion, address the following:

- Identify one opportunity risk associated with the project you identified in Unit 2, providing insight into at least one response option you might used to ameliorate that risk.
  - Provide an example to illustrate your argument.
- Identify one threat risk associated with the project you identified in Unit 2, providing insight into at least one response option you might used to ameliorate that risk.
  - Provide an example to illustrate your argument.

## Response Guidelines

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

- 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 post should be at least 150 words and substantive in nature. Support your views with references to assigned readings as well as to other theoretical, empirical, or professional literature. If you are responding with a personal perspective or an example from your workplace experience, be sure to focus on both the theoretical and practical implications. Cite all sources in current APA style.

Course Resources

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[APA Style and Format](#)

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[Creating Strong Discussion Posts \[PDF\]](#)

u07d1 - Learning Components

- Explain how to ameliorate opportunity risks and threat risks.
- Apply graduate-level skill in research, writing, and critical thinking.
- Apply knowledge of APA citation style.

### u07d2 - Peer Review of Annotated Outline for Unit 8 Assignment

To provide greater support in developing a strong paper, post as your initial post a draft of your annotated outline, whatever its current state. It is not necessary to post anything else in the text box. The document itself will count as your posting and your references.

Each of you is asked to "claim" the initial posting of at least one other learner. Try to claim a paper of a learner no one else has yet claimed before being the second person to claim a specific paper, if at all possible. The goal is to create an environment where each of you has an opportunity to get appropriate feedback in a timely manner.

## Response Guidelines

Review the outline of at least one peer in the class. Feedback is of the greatest value when it is clear and specific. Provide specific insights into what you thought was covered well, what could be covered better, and what you believe is not covered but should have been. Also, feel free to share any insights into any refinements you are recommending for the APA formatting or general writing.

Keep in mind these are works in progress. However, try to be as clear and specific as you can be in your feedback, and you will be providing the greatest value to your peers. When you do this type of activity, it not only helps you to refine your critical thinking skills, but it also affords the opportunity to provide peer-to-peer support, in the end making you more critical of your own work as you consider the feedback provided to others as a means for reframing or refining anything you have done.

Course Resources

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[APA Style and Format](#)

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[Creating Strong Discussion Posts \[PDF\]](#)

u07d2 - Learning Components

- Provide peer feedback to refine critical thinking skills and writing performance.
- Apply graduate-level skill in research, writing, and critical thinking.
- Apply knowledge of APA citation style.

### Unit 8 >> Monitoring and Controlling Risk

## Introduction

In earlier units, you explored the presence of project management risks, their forms, their severity, and means to ameliorate them. In this unit, you move further, considering how to monitor risk to determine how greatly it might have been ameliorated. Some might approach such activities in an intuitive manner, presuming if the response has been carefully selected and implemented, it will be successful. However, this is somewhat presumptive.

Even if the risk management plan has been carefully crafted and implemented, unexpected factors might come into play, or you might find the selected response is not as effective as might be desirable. The only way to ensure the project risk management process is working is to monitor it in an effective and continuous manner.

If the response is working, you can continue it. If it is working, but not as well as it might, you can refine the response. If it is not working, you can consider replacing the planned response with another, finding a means to more effectively ameliorate risk. Effective public administrators in any function, including project management, must monitor the activities of themselves and their teams if they are to increase the probability of achieving long-term success in an effective and efficient manner.

## Learning Activities

### u08s1 - Studies

## Readings

Use [\*Project Risk Management\*](#) to read the following:

- Chapter 11, "Monitoring and Controlling Project Risk."
- Chapter 12, "Project Management Tools and Techniques Affecting Project Risk."

### u08s2 - Discussion Preparation

In Unit 9, you share an annotated outline of the Unit 10 assignment with your peers. The intent is for each of you to provide peer feedback on draft materials with one another, gaining insight into how to refine your draft materials for submission of the next paper. It is not expected that you will have the final paper complete in all ways. You will post what you have, but you will find the more complete the work is in content and presentation, the more effectively your peer will be able to provide feedback.

For this activity, begin to prepare or refine your annotated outline for sharing with a peer in the Unit 9 discussion. Be sure to review the Unit 10 assignment instructions and grading criteria.

### u08a1 - Project Risk Amelioration

## Assignment Introduction

Amelioration is an important concept for public administrators. It suggests you can rarely eliminate a problem or fully address any challenge; instead, you are asked to do the best you can with the resources available. These resources include not only funding and staffing, but also organizational authority, support of upper leadership and the community, and personal strengths related to the topic or to professional relationships.

In your previous assignment, you explored potential risks to successful project completion. In this assignment, build upon your previous work and explore how to ameliorate the identified risks.

## Assignment Instructions

In a 6–8 page paper, using the five risks you identified in the previous assignment, address the following:

- Evaluate how to minimize negative influences and better leverage positive influences to support successful project completion.

- Evaluate practical steps to increase the perceived priority of the identified project.
- Evaluate potential challenges in communicating and minimizing risks when working with organizational leadership higher in the organizational hierarchy.
  - Provide examples of how to address those challenges.
- Evaluate potential challenges associated with managing a project.

## Submission Requirements

- **Written communication:** Write a paper of 6–8 pages in length, excluding cover page, references, and abstract.
- **APA guidelines:** Format resources and citations according to current APA style and formatting. When appropriate, use APA-formatted headings.
- **Resources:** Support your ideas with relevant scholarly sources dated within the past five years and properly cited and referenced in current APA style. There is no minimum number of citations for this paper.
- **Length of paper:** Submit 6–8 typed, double-spaced pages, not including the title page and references.
- **Font and font size:** Use Times New Roman, 12-point font.
- **Writing assistance:** Find additional resources and support through the Writing Center and Smarthinking's free, online tutoring service.

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

Course Resources

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[APA Style and Format](#)

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[Introduction to the Writing Center](#)

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[Smarthinking](#)

## u08d1 - Project Management Tools and Techniques

Project management can be a specific position within an organization—although, as noted earlier, it is more often a function carried out by public administrators throughout the organization, with specific projects tied to specific primary roles. Regardless of how the project management role is framed in your organization, there is a growing body of knowledge regarding evidence-based best practices to support effective and efficient project management.

In this unit, you explored many techniques for managing and controlling risk. All have value, but there are strengths and weaknesses associated with each. It is very beneficial for public administrators seeking to be effective project managers to familiarize themselves with various techniques, developing the skills to identify the techniques that best fit the needs of specific projects.

For this discussion:

- Identify the one technique listed in Bissonette's Chapter 12 (linked in Resources) that is the greatest value to you in managing the project you identified in Unit 2, explaining your reasoning.
- Identify the one technique listed in Bissonette's Chapter 12 that is the least value to you in managing the project you identified in Unit 2, explaining your reasoning.

## Response Guidelines

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

- Identify knowledge gaps or unknowns 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 post should be at least 150 words and substantive in nature. Support your views with references to assigned readings as well as to other theoretical, empirical, or professional literature. If you are responding with a personal perspective or an example from your workplace experience, be sure to focus on the theoretical and practical implications. Cite all sources in current APA style.

[\*Project Risk Management: A Practical Implementation Approach\*](#)

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[APA Style and Format](#)

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Creating Strong Discussion Posts [PDF]

## Unit 9 >> Project Management Competencies

### Introduction

One of the cornerstones of modern human resource management is the study of competencies—the knowledge, skills, and abilities (KSAs) required to achieve success in any position. While KSAs often inform job descriptions used for the recruitment, selection, development, management, and evaluation of personnel, they are also relevant to function-specific roles within the organization. Consequently, this suggests we should consider the relevant KSAs for those involved in project management.

Earlier in the course, you explored team-based risks associated with project management. One point stressed in that unit was that, if the team does not contain the appropriate KSAs, the potential for success is lessened. In this unit, you will build upon that earlier discussion, considering what competencies the team might need based upon not only the general roles associated with teams and project management, but concerning the competencies required within the context of specific projects. This should support you as a public administrator to be more effective in developing project management teams that can be more effective and efficient in their work, supporting more positive outcomes for the end users of public agency service delivery.

### Learning Activities

#### u09s1 - Studies

### Readings

Use [\*Project Risk Management\*](#) to read the following:

- Chapter 13, "Project Manager Competencies Versus Project Risk."

Use the [\*PMBOK Guide\*](#) to read the following:

- Chapter 3, "The Role of the Project Manager."

### Optional Readings

Use the [\*PMBOK Guide\*](#) to read the following:

- Chapter 3, "Planning Process Group."

#### u09d1 - Project Management Competencies

The goal of human resource management is to ensure the organization has the right person with the right skills in the right position at all times, leveraging the strengths of individual employees for the betterment of the organization and the community it serves. When you explore competencies, you are considering relevant knowledge, skills, and abilities (KSAs).

Each role, formal or informal, has associated with it differing KSAs. Evidence suggests that, the more closely an individual's competencies mirror the requisite KSAs for a role, the greater the potential for success. Project management, whether it be a primary or secondary role in the organization, has KSAs associated with it. In this discussion, you are exploring those competencies.

Based upon the project you selected in Unit 2, address the following:

- Identify the competencies most critical to success in managing this project, explaining how those competencies might minimize project management risk.
- Reflect upon what you believe might be your strongest and weakest competency areas in relation to the project identified in Unit 2.
  - Discuss how you would address potential weak areas through either self-development or integrating team members with strengths differing from yours.

## Response Guidelines

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

- 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 post should be at least 150 words and substantive in nature. Support your views with references to assigned readings as well as to other theoretical, empirical, or professional literature. If you are responding with a personal perspective or an example from your workplace experience, be sure to focus on both the theoretical and practical implications. Cite all sources in current APA style.

Course Resources

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[APA Style and Format](#)

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[Creating Strong Discussion Posts \[PDF\]](#)

u09d1 - Learning Components

- Identify the competencies most critical to success in managing a project.
- Apply graduate-level skill in research, writing, and critical thinking.
- Explain how competencies would minimize project management risk.
- Apply knowledge of APA citation style.

**u09d2 - Peer Review of Annotated Outline for Unit 10 Assignment**

To provide greater support in developing a strong paper, post a draft annotated outline of your Unit 10 assignment as the initial discussion posting. Post as your initial post a draft of your outline, whatever its current state. It is not necessary to post anything else in the text box. The document itself will count as your posting and your references.

Each of you is asked to "claim" the initial posting of at least one other learner. Try to claim a paper of a learner no one else has yet claimed before being the second person to claim a specific paper, if at all possible. The goal is to create an environment where each of you has an opportunity to get appropriate feedback in a timely manner.

## Response Guidelines

Each of you is asked to review the outline of at least one peer in the class. Feedback is of the greatest value when it is clear and specific. Provide specific insights into what you thought was covered well, what could be covered better, and what you believe is not covered but should have been. Also, feel free to share any insights into any refinements you are recommending for the APA formatting or general writing.

Keep in mind these are works in progress. However, try to be as clear and specific as you can be in your feedback, and you will be providing the greatest value to your peers. When one does this type of activity, it not only helps you to refine your critical thinking skills, but it also affords the opportunity to provide peer-to-peer support, in the end making you more critical of your own work as you consider the feedback provided to others as a means for reframing or refining anything you have done.

Course Resources

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[APA Style and Format](#)

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#### u09d2 - Learning Components

- Provide peer feedback to refine critical thinking skills and writing performance.
- Apply graduate-level skill in research, writing, and critical thinking.
- Apply knowledge of APA citation style.

### Unit 10 >> Project Management Influencers and Best Practices

#### Introduction

Earlier in the course, the concept of best practices in project risk management was discussed. In this unit, you explore two broad areas:

- Various global influences on project management activities within any organization. In doing so, you increase and refine previous materials on such influences, perhaps suggesting new means to identify and assess external influences on project management activities which create some level of risk.
- Potential best practices in project risk management, developed over time in varied settings. This should support you further developing both your understanding of why such approaches are considered best practices, but also developing your appreciation of the value of adopting or adapting the best practices of others.

If public administrators keep their minds open and their eyes focused not only on their own experience but their own organizations, they are able to leverage the experiences of others, developing positive approaches to professional engagement. This is true in project risk management, as much as it might be a valuable lesson in any function. Successful public administrators should constantly strive to create, adapt, or adopt more effective and efficient practices, supporting increasingly more professional service delivery to the community.

#### Learning Activities

#### u10s1 - Studies

### Readings

Use [Project Risk Management](#) to read the following:

- Chapter 14, "Various Project Risk Management Influences."
- Chapter 15, "Project 'Best Practices' and Post-Mortems."

### Optional Readings

Use [Project Risk Management](#) to read the following:

- Chapter 16, "Example Project Case Studies."

#### u10a1 - Lessons Learned: Preparing New Project Managers

### Assignment Introduction

Throughout the course, you have been exploring the tools, skills, and approaches used by effective project managers to minimize risk when overseeing organizational activities. In this assignment, reflect on the lessons learned from those activities, assuming the perspective of a mid- or upper-level public administrator, and create a checklist for those new to project management to minimize risk in related activities. The work is reflective of real life situations where you, as a public administrator, will be asked to train, manage, coach, or mentor new employees in the skills you have developed over time.

The assignment has two parts.

1. Develop a simple (1–2 page) checklist for a new project manager to use to ensure all considerations with project risk management a new project manager might face are made. Attach this checklist to the paper as an appendix.
2. Write a 6–8 page paper in which you provide a high-level evaluation identifying and addressing project management risks. The goal is to simulate the type of guidance an experienced project management might provide a novice, speaking in general terms. In most instances, tenured public

administrators provide examples from past experience, so you are encouraged to use previous course room activities where you have explored project risk management during this term.

One way to learn is to teach, and if you can provide clarity to novices in how to address project risk management, it is probable you have a clear understanding of the basic tenets, which you would be able to apply in a real world setting.

## Assignment Instructions

### Part 1: Checklist (1–2 pages)

- Create a checklist, sharing it as an appendix to your paper.

### Part 2: Evaluation of Project Management Risks (6–8 pages)

- Evaluate how to communicate general guidance on defining risks associated with project management.
- Evaluate how to identify risks associated with a project management.
  - Provide insight into how to prioritize efforts to minimize those risks.
- Evaluate how internal and external influences might contribute to the existence of risk—or to the minimization of it.
- Evaluate means to react, proactively and reactively, to risk in project management.
- Evaluate means to identify and respond to potential risks associated with fluctuated fiscal support during long-term projects.

**Note:** Though this might seem to be an informal presentation of guidance, it remains a scholarly work. Academic tone, APA formatting, and the use of appropriate supporting citations are basic expectations in grading.

## Submission Requirements

- **Written communication:** Write a paper between 6–8 pages in length, excluding cover page, references, and abstract.
- **APA guidelines:** Format resources and citations according to current APA style and formatting. When appropriate, use APA-formatted headings.
- **Resources:** Support your ideas with relevant scholarly sources dated within the past five years and properly cited and referenced in current APA style. There is no minimum number of citations for this paper.
- **Length of paper:** Submit 6–8 typed, double-spaced pages, not including the title page and references.
- **Font and font size:** Use Times New Roman, 12-point font.
- **Writing assistance:** Find additional resources and support through the Writing Center and Smarthinking's free, online tutoring service.

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

### Course Resources

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[APA Style and Format](#)

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[Introduction to the Writing Center](#)

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[Smarthinking](#)

### u10d1 - Best Practices in Project Risk Management

Throughout this course, you have explored reducing risks associated with project risk management, primarily at the local government level. Many public administrators throughout the organization will be involved in project management on a frequent basis throughout their careers, being associated with projects associated with whatever role they happen to fill at a given time.

To succeed in these project management activities, public administrators must be well versed in evidence-based practices associated with identifying and ameliorating associated risks. In this discussion, reflect on the insights you have gained in this course.

In this discussion, address the following:

- What are most valuable takeaways from this course?
- Why might it be valuable for public administrators to consider the takeaways you identified to increase their potential for achieving successful project management activities?

## Response Guidelines

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

- 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 post should be at least 150 words and substantive in nature. Support your views with references to assigned readings as well as to other theoretical, empirical, or professional literature. If you are responding with a personal perspective or an example from your workplace experience, be sure to focus on both the theoretical and practical implications.

**Note:** As this is a personal reflection, you are not required to use citations and references. If you include them, however, use proper APA formatting.

Course Resources

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[APA Style and Format](#)

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Creating Strong Discussion Posts [PDF]

u10d1 - Learning Components

- Explain valuable considerations for public administrators to increase potential for achieving successful project management activities.
- Apply graduate-level skill in research, writing, and critical thinking.
- Apply knowledge of APA citation style.