

MSOM 640: Project Management as a Business Function

Prerequisite(s): None

Credits: 3



I. Course Description

This course applies a business approach to project management and introduces the student to project integration and stakeholder management offered by the Project Management Institute's (PMI) A Guide to the Project Management Body of Knowledge (PMBOK® Guide) and other resources. The course provides an overview of project management concepts to include a history of PMI and its growing popularity as a global industry standard for project management. The primary intent of the course is to expose students to the many challenging issues being faced internally and externally by businesses to select profitable projects and pitfalls to avoid. Key topics covered will include the need for effective processes and management agility, ethics, establishing a culture of communication, and superior stakeholder engagement.

II. Course Objectives

1. Define a project and its attributes and constraints.
2. Explain the benefits of project management.
3. Develop an understanding of PMI organization and history.
4. Describe how to identify and engage stakeholders.
5. Apply project management principles.
6. Apply the elements of project management process.
7. Explain the responsibilities and skills needed for project manager to manage projects successfully.
8. Recognize the implications of global project management.
9. Describe how projects are identified, selected, authorized and outsourced.
10. Develop relationships with customers and develop a winning proposal.

III. Course Textbooks and Readings

****Students must purchase in advance texts and/or materials for this course.***

Successful Project Management, Seventh Edition

Jack Gido, James P. Clements, and Rose Baker

Cengage Learning

ISBN: 9781337095471

A Guide to the Project Management Body of Knowledge (PMBOK Guide), 6th ed. (2017)

Project Management Institute

ISBN: 978-1628251845

Management by Proverbs: Scriptural Wisdom for Superior Results

Michael Zigarelli

ISBN: 9780578718217

IV. Weekly Information

Module One – Week 1

Project Attributes and Balancing Project Constraints

Objectives

At the end of this lesson, you should be able to:

- 1.1 Explain the history and evolution of project management.
- 1.2 List and discuss the attributes of a project.
- 1.3 Explain what is meant by a project objective.
- 1.4 Define what is meant by a project deliverable.
- 1.5 Describe project constraints.
- 1.6 Evaluate circumstances that may jeopardize the achievement of the project objective.

Reading

Read in our textbook(s):

Preface, Chapter 1 (pp. 2-9): *Successful Project Management*

Chapter 1 (pp. 1-17): *PMBOK*

Watch the following videos:

- The History of Project Management
Video: <https://youtu.be/C1uxCBx2-UQ>
- The History of Project Management - Author's Perspective
Video: <https://www.youtube.com/watch?v=dYgMT57I7UI>

Lecture

Chapter 1 Lecture

Deliverables

Discussion: Introduction

Discussion: Scope, Schedule, Cost, Customer Satisfaction and Project Management History and Evolution

Written Assignment: Case Study – Hong Kong Natural Gas Pipeline (Essay)

Module Two – Week 2

The Project Life Cycle and Project Management Process

Objectives

At the end of this lesson, you should be able to:

- 2.1 Explain the phases of the project life cycle.
- 2.2 Define and apply project management.
- 2.3 Identify the three elements of the executing process.
- 2.4 Discuss the steps of the project management process.

Reading

Read in our textbook(s):

Chapter 1 (pp. 10-22 and 38-39): *Successful Project Management*

Chapter 1 (pp. 18-36): PMBOK

Principles 1 (Commit Your Work to God) and 4 (Avoid Cultural Conformity): *Management by Proverbs*

Lecture

Chapter 1 Lecture (continued)

Deliverables

Discussion: Project Management Concepts, Organization Context, and Proverbs Principles 1 & 4
Course Project - Part I

Module Three – Week 3 **The Role of the Project Manager**

Objectives

At the end of this lesson, students should be able to:

- 3.1 Discuss three responsibilities of a project manager.
- 3.2 Explain at least five skills and abilities a project manager should have.
- 3.3 Describe actions to develop project manager competence.
- 3.4 Discuss effective delegation.
- 3.5 Explain how to manage changes.

Reading

Read in our textbook(s):

Chapter 10 (pp. 326-351): *Successful Project Management*

Chapter 3 - The Role of the Project Manager (pp.51-64): *PMBOK*

Principles 2 (Lead with Humility) and Principle 3 (Lead with Integrity): *Management by Proverbs*

Lecture

Chapter 10 Lecture

Deliverables

Discussion: Project Manager Skills and Proverbs Principles 2 (Lead with Humility) and Principle 3 (Lead with Integrity)

Written Assignment: Case Study – Codeword (Essay)

Module Four – Week 4
Stakeholder Engagement

Objectives

At the end of this lesson, students should be able to:

- 4.1 Create a stakeholder register.
- 4.2 Examine stakeholder engagement.
- 4.3 Describe keys to successful stakeholder engagement.
- 4.4 Evaluate collaborative communication tools.

Reading

Read in our textbook(s):

Read Chapter 1 (pp. 22-23): *Successful Project Management*

Read Chapter 2 - The Environment in Which Projects Operate (pp. 34-35): *PMBOK*

Read Chapter 13 - Project Stakeholder Management (pp. 503-514): *PMBOK*

Read the Case Study Peter at Polydeck: *Management by Proverbs*

Lecture

Chapter 1 Lecture (continued)

Deliverables

Discussion: Stakeholder Engagement and Case Study Peter at Polydeck: *Management by Proverbs*

Course Project – Part II

Module Five – Week 5
Project Management Associations and Tools

Objectives

At the end of this lesson, students should be able to:

- 5.1 Discuss the Project Management Institute (PMI).
- 5.2 Discuss influencing factors of globalization on projects.
- 5.3 Evaluate the benefits of a customer-centric culture

Reading

Read in our textbook(s):

Read Chapter 1 - The Importance of Project Management (pp. 10-11): *PMBOK*

Read Chapter 1 - Project Management Associations & Benefits of Project Management (pp. 24-28): *Successful Project Management*

Lecture

Chapter 1 Lecture (continued)

Deliverables

Discussion: Project Management Institute, Globalization and Customer Focus

Written Assignment: Case Study – Influencing Factors of Globalization on Projects

Midterm Exam

Module Six – Week 6 **Selecting the Right Project**

Objectives

At the end of this lesson, students should be able to:

- 6.1 Outline how projects are selected and prioritized.
- 6.2 Identify and list at least eight elements of a project charter.
- 6.3 Describe the project charter development process.

Reading

Read in our textbook(s):

Read Chapter 2 - Identifying and Selecting Projects (pp. 36-56): *Successful Project Management*

Read Chapter 1 - Projects (pp. 4-9): *PMBOK*

Lecture

Chapter 2 Lecture

Deliverables

Discussion: Project Charter Development and Diligence

Written Assignment: Case Study – Transportation Improvements Case Study

Module Seven – Week 7 **Creating a Winning Proposal**

Objectives

At the end of this lesson, students should be able to:

- 7.1 Discuss how to develop relationships with customers and partners.
- 7.2 Decide whether to prepare a proposal in response to a customer's request for proposal.
- 7.3 Create a credible proposal.
- 7.4 Determine a fair and reasonable price for a proposal.
- 7.5 Discuss how customers evaluate proposals.
- 7.6 Explain types of contracts.
- 7.7 Explain measuring proposal success.
- 7.8 Create a project charter

Reading

Read in our textbook(s):

Read Chapter 3 (pp. 64-93): *Successful Project Management*

Lecture

Chapter 3 Lecture

Deliverables

Discussion: Visual Management and Fixed-Price/Cost-Reimbursement Contracts

Course Project - Part III

Final Exam

V. Course Project

Overview

This project supports all the course objectives and requires the student to apply all of the critical thinking principles and methodologies learned throughout the course. The project spans the duration of the course with Part I covering Lessons 1 & 2, Part II covering Lessons 3 & 4, and Part III covering Lessons 5, 6, & 7.

Part I

Deliverables, DUE BY THE END OF WEEK 2:

1. Consider your current job and select a project you have worked on or perhaps even led. If you have not been a part of a project, learn what you can by interviewing a project manager.
2. Write a 6-7 page paper following APA format (latest edition) utilizing information from the Gido and Clements text and at least two other scholarly sources that accomplishes the following:
 - i. Define and describe these terms: project and project management.
 - ii. Define the seven attributes of a project and describe the project you selected in terms of those seven attributes.
 - iii. Define the four project life cycle phases and describe the project you selected in terms of those four phases.
 - iv. Define the eleven planning steps that make up the project planning process and describe the project you selected in terms of those eleven planning steps.

Part II

Deliverables, DUE BY THE END OF WEEK 4:

1. Write a 6-7 page paper following APA format (latest edition) utilizing information from the Gido and Clements text and at least two other scholarly sources that accomplishes the following:
 - i. Define the three main project manager responsibilities and describe the project manager of the project you selected in terms of those three responsibilities.
 - ii. Define the eight skills required of project managers and describe the project manager of the project you selected in terms of those eight skills.
 - iii. Discuss ten methods for developing project manager competence and describe the project manager of the project you selected in terms of those ten competencies.
 - iv. Define and discuss delegation with respect to project management and describe the delegation associated with the project you selected.
 - v. Define and discuss project change management and describe how changes were handled with the project you selected.

- vi. Identify the stakeholders and what “stake” each has in the project you selected. Create a stakeholder register for the project that you selected.

Part III

Deliverables, DUE BY THE END OF WEEK 7:

1. Write a 6-7 page paper following APA format (latest edition) utilizing information from the Gido and Clements text and at least two other scholarly sources that accomplishes the following:
 - i. Discuss how projects are identified and describe how the project you selected was identified.
 - ii. Discuss the four steps of project selection and describe how the project you selected was selected for implementation.
 - iii. Define a project charter and write the charter for the project you selected.
 - iv. Define and describe a Request for Proposal (RFP) and write an abbreviated RFP for a phase or activity associated with the project you selected.
2. Create the Work Breakdown Structure (WBS) and overall project schedule for the project you selected. (See Figure 1.3 and Figure 1.5 pp. 16-20 in the **Successful Project Management Textbook for samples**).

VI. Course Information and Grading

Course Requirements (Weekly)

Each lesson will be based on the inclusion and grading of the following segments. The overall program outcomes will be measured based on the following standardized grading scale percentages.

50% Discussion Boards

45% Case Study Assignments/Course Project

5% Quiz/Exam

100 %

Class Discussions

Successful online learning requires active and meaningful participation in the Discussion Board Forum. Critical thinking, appropriate use of judgment and professional comments are required for all responses. Simple agreement or disagreement with a fellow student does not constitute a quality response. Student opinions are important but must be supported by relevant data obtained in the literature or text.

1. One initial discussion board post is due by the fourth day (Thursday @ 11:59 pm) of each weekly module and two response posts are due by the last day (Sunday @ 11:59 pm) of each weekly module.
 - a. Undergraduate Word Count Requirements:
 - i. Initial post must be >200 words

- ii. Responses must be >150 words
 - b. Graduate Word Count Requirements:
 - i. Initial post must be >250 words
 - ii. Responses must be >200 words
2. Participation – Students must meet initial and response post deadlines to be eligible for full points. Late initial posts may be accepted with a 33% reduction in the overall score assessed for each day late. Two response posts are required. If only one is received, then the overall score will be reduced by 25%. If no response posts are received, then the overall score will be reduced by 50%.
3. Students should be respectful and write in a proper and professional manner.

Please refer to the Discussion Board Rubric located within course syllabus for specific requirements and guidance on delivering a substantial discussion.

Late and Make-up Assignments

All deliverables are due by 11:59 PM on the due dates indicated. When substantive emergencies occur, acceptance of late submissions is left to the discretion of the course instructor.

Assignments that are submitted after the due date with prior written approval (text or email) from the instructor may receive the following deductions:

1. Late assignments are subject to a deduction of 10% of the available points for each day late.
2. Assignments submitted later than one week after due date will not be accepted and will receive a zero (0).
3. No work may be submitted after the last day of the course.
4. See Class Discussions for late discussion post policy.

Written Work

- All graded assignments must be typewritten, as designated by the professor of record for the course.
- All referenced materials must be presented according to the Publication Manual of the American Psychological Association (APA), based on the most current published edition. (current, 7th edition) (Except for English courses that specify use of MLA format.)
- All required written assignments are due on the last night of each lesson week at 11:59pm EST. This information is included in the course scheduler and calendar of every course.
- All written and graded assignments are considered the property of the College of Adult and Professional Studies and should be returned to the appropriate professor of record for the related course.
- SafeAssign may be used to check for plagiarism.

Grading Scale and Assigned Letter Grades

The College of Adult and Professional Studies follows the following numerical and letter grading scale. Grades will be posted by the Sunday night following the closing of the lesson. No grades will be given to students over the phone.

A: 930 - 1,000 points

B+: 900 - 929 points

B: 830 - 899 points

C: 750 - 829 points

F: 0 - 749 points

Discussion Board Rubric – Introduction (First week only)

Criteria	Minimal	Effective
Percent Possible: 0 or 50 Initial Post Introduction.	Percent Possible: 0 No post or did not follow instructions at all.	Percent Possible: 50 Posted following instructions.
Percent Possible: 0 or 50 Response Posts Welcome.	Percent Possible: 0 No post or did not follow instructions at all.	Percent Possible: 50 Posted following instructions.

Discussion Board Rubric - Initial Post

Initial Post Rubric	Minimal	Competent	Effective	Mastery
Grade	0-74%	75-82%	83-92%	93-100%
Content	<ul style="list-style-type: none"> Provides weak contribution to the discussion board Does not convey concept understanding Shows evidence of critical thought but is not concise or complete 	<ul style="list-style-type: none"> Makes mostly complete response to the questions Mostly restatement of materials Conveys thoughts adequately; however, need to further develop critical aspects 	<ul style="list-style-type: none"> Advances the discussion and body of knowledge providing relevant, original thoughts to the question Conveys thoughts in a well-rounded manner that show understanding, critical thought, and application of concepts 	<ul style="list-style-type: none"> Relevant and thought-provoking viewpoints Innovative and indicates a high level of thought High level of critical thought, analysis, and application of concepts and ideas
Support & References	<ul style="list-style-type: none"> Does not cite any peer-reviewed sources Addresses questions in a manner that is unclear Not appropriate APA format 	<ul style="list-style-type: none"> Student cites 1 peer-reviewed source Not in appropriate APA format 	<ul style="list-style-type: none"> Student cites 2 peer-reviewed sources in the body of the post Not in appropriate APA format 	<ul style="list-style-type: none"> Student cites 2 peer-reviewed sources in the body of the posts Proper APA format
Mechanics/Length	<ul style="list-style-type: none"> Post is less than 196 Poorly written 0 points for posts submitted after 11:59 PM EST on Thursday 	<ul style="list-style-type: none"> Post is 197-221 words A few writing errors 	<ul style="list-style-type: none"> Post 222-250 words Well written 	<ul style="list-style-type: none"> Post exceeds 250 words Very well written

Discussion Board Rubric - Peer Response

Peer Response Rubric	Minimal	Competent	Effective	Mastery
Grade	0-74%	75-82%	83-92%	93-100%
Content	<ul style="list-style-type: none"> Shows minor comprehension of concepts and viewpoints from peers Responses are vague and do not show understanding or comprehension 	<ul style="list-style-type: none"> Shows adequate understanding of the knowledge and concepts posted by peers Responses are mostly, "I agree..." Source is somewhat relevant and published in last 5 years 	<ul style="list-style-type: none"> Advances discussion providing additional commentary and critique Responses are correct but mostly restate the peers' viewpoints without development of critical thought Source is relevant and published in last 3 years 	<ul style="list-style-type: none"> Advances discussion providing additional commentary that is relevant or offers an alternative Critical thought development is evidenced by thoughtful and meaningful responses Source is relevant and published in last 3 years
Support & References	<ul style="list-style-type: none"> Does not cite any peer-reviewed sources Not appropriate APA format 	<ul style="list-style-type: none"> Student cites 1 peer-reviewed source Not in appropriate APA format 	<ul style="list-style-type: none"> Student cites 2 peer-reviewed sources Not in appropriate APA format 	<ul style="list-style-type: none"> Student cites 2 peer-reviewed sources in the body of the posts Proper APA format
Mechanics/Length	<ul style="list-style-type: none"> Post is less than 158 words Poorly written 0 points for posts submitted after 11:59 PM EST on Sunday 	<ul style="list-style-type: none"> Post is 158-178 words A few writing errors 	<ul style="list-style-type: none"> Post 178-200 words Well written 	<ul style="list-style-type: none"> Post exceeds 200 words. Very well written

Assignment/Case Study/Course Project Rubric

Assignment Rubric	Minimal	Competent	Effective	Mastery
Grade	0-74%	75-82%	83-92%	93-100%
Critical Thinking	<ul style="list-style-type: none"> Consistently below expectations Lacks significant details of the assignment Lacks critical thought, analysis, and application Partially addresses the topic 	<ul style="list-style-type: none"> Inconsistent comprehension Marginal responses Content, concepts, ideas/responses are not fully developed 	<ul style="list-style-type: none"> Demonstrates satisfactory understanding Lacks answer to all questions/full scenario Demonstrates some knowledge of content and professional vocabulary Content needs additional focus for innovative responses other than restatement of text 	<ul style="list-style-type: none"> Relevant use of vocabulary throughout Demonstrates superior knowledge of concepts and theories Addresses problem/issue directly Demonstrates active critical thinking relevant to problem identification and effective solutions
References & Organization	<ul style="list-style-type: none"> Does not cite any peer-reviewed sources Not appropriate APA format 0-799 words Poorly written 0 points for late assignments Course Project: Does not meet required page count as stated in deliverable instructions 	<ul style="list-style-type: none"> Sources are outdated or ineffective Lacks focus on content Unorganized Some writing errors Not in appropriate APA format 800-899 words Course Project: Does not meet required page count as stated in deliverable instructions 	<ul style="list-style-type: none"> Student cites some relevant, current peer-reviewed sources Follows directions APA formatting demonstrated but not extensive 900-1000 words Course Project: Meets required page count as stated in deliverable instructions 	<ul style="list-style-type: none"> Professional writing structure Well-organized response Student cites appropriate, current peer-reviewed sources Proper APA format Exceeds 1000 words Course Project: Exceeds required page count as stated in deliverable instructions

Note: The required length for Course Project submissions is 6 – 7 pages.