

## MSOM 641: Managing a Project Schedule and Budget



### Prerequisite(s):

### Credits:

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#### **I. Course Description**

This course addresses techniques and tools for planning, performing and controlling a project in order to accomplish a project objective successfully. Students will use concepts from the Project Management Institute's (PMI) A Guide to the Project Management Body of Knowledge (PMBOK® Guide) and other resources to develop a project schedule, estimate cost, and develop a budget. In addition, students will become familiar with managing a project schedule and cost using a project management software ProjectLibre. In this course the student will learn to write a proper scope document, plan activities, schedule resources, apply basic project accounting and financial terms and control impacts brought on by schedule and cost changes.

#### **II. Course Objectives**

1. Generate project planning outputs including a scope statement, work breakdown structure, and network diagram.
2. Estimate project resources and durations in development of a project schedule.
3. Develop an understanding of controlling a project schedule and cost using case study analysis.
4. Analyze how resources are managed and utilized in project planning.
5. Develop project management costs estimates, budget, and earned value.
6. Analyze project cost performance, reporting, and forecasting.

#### **III. Course Textbooks and Readings**

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

***Successful Project Management, 7th ed. (2018)***

Author: Jack Gido and James P. Clements

Publisher: 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***

Author: Michael Zigarelli

Publisher: 9 to 5 Media

ISBN: 9780578718217

## **IV. Weekly Information**

### **Module One – Week 1**

#### **Defining Scope, Quality, Responsibility, and Activity Sequence**

##### **Objectives**

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

- 1.1 Explain a project scope document
- 1.2 Create a work breakdown structure (WBS)
- 1.3 Assign responsibilities
- 1.4 Define and sequence activities
- 1.5 Create a project in ProjectLibre

##### **Read and Study**

Read Chapter 4: Defining Scope, Quality, Responsibility, and Activity Sequence (pp.102-145) Successful Project Management

Read Chapter 5: Project Scope Management (pp. 129- 162) Sections 5.0 - 5.4, (PMBOK® Guide) 6e

\*\*\*Download Project Libre to your computer from

<https://www.projectlibre.com/>

Follow the instructions on the Download tab. Click on the Download button in the middle of the page to start the download

Read ProjectLibre Tutorial Part 1: Creating Your First Project

<https://project-management.com/projectlibre-tutorial-part-1/>

##### **Deliverables**

Discussion: Introductions

Discussion: Scope, Schedule, Cost, and Customer Satisfaction

Written Assignment: Successful Project Management Case Study

### **Module Two – Week 2**

#### **Developing the Schedule**

##### **Objectives**

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

- 2.1 Describe project activity estimating
- 2.2 Explain the relation of earliest start/finish and latest start/finish
- 2.3 Explain different types of project slack
- 2.4 Describe the critical path of a project
- 2.5 Enter project tasks into ProjectLibre file

### **Read and Study**

Read Chapter 5: Developing the Schedule (pp. 146-166) Successful Project Management

Read Chapter 6: Project Schedule Management (pp. 173- 221) Sections 6.0 - 6.5, (PMBOK® Guide) — 6e

Read Principles 5 and 7 in the Management by Proverbs book

ProjectLibre tutorial part 2: Task Breakdown, Resources

<https://project-management.com/projectlibre-tutorial-part-2-task-breakdown-resources/>

### **Deliverables**

Discussion: Proverbs Principles 5 & 7

Assignment: Word Problems

Course Project - Part 1

## **Module Three – Week 3**

### **Controlling the Schedule**

### **Objectives**

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

- 3.1 Estimate project activity durations
- 3.2 Calculate activity start and completion times
- 3.3 Sequence project activities
- 3.4 Determine a projects critical path
- 3.5 Manage a schedule in ProjectLibre
- 3.6 Apply the four steps of schedule control

### **Read and Study**

Read Chapter 5: Project Control Process (pp. 166-213) Successful Project Management - 7th Edition

Read Chapter 6: Project Schedule Management - Control Schedule (pp. 222-230) Section 6.6, (PMBOK® Guide) — Sixth Edition

### **Deliverables**

Discussion: Proverbs Principle 9

Written Assignment: Case Study

## **Module Four- Week 4**

### **Resource Utilization**

## Objectives

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

- 4.1 Create a network diagram that takes resource constraints into account
- 4.2 Prepare a resource requirements plan
- 4.3 Add resources into ProjectLibre

## Read and Study

Read Chapter 6: Resource Utilization (pp. 214-231) Successful Project Management - 7th Edition

Read ProjectLibre Tutorial Part 3: Assigning resources

<https://project-management.com/projectlibre-tutorial-part-2-task-breakdown-resources/>

## Deliverables

Discussion: Proverbs Principle 12

Assignment: Word Problems

Course Project Part II

## **Module Five – Week 5**

### **Estimating Cost**

## Objectives

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

- 5.1 Describe the processes that establish the policies, procedures and documentation for planning, managing, expending and controlling project cost
- 5.2 Estimate the cost of activities
- 5.3 Set a project baseline in ProjectLibre

## Read and Study

Read Chapter 7: Estimate Activity Costs (pp. 242-247) Successful Project Management - 7th Edition

Read Chapter 7: Project Cost Management (pp. 231-247) Sections 7.0 - 7.2, (PMBOK® Guide) 6e

Read ProjectLibre tutorial Part 4: Project Baseline, Calendar

<https://project-management.com/projectlibre-tutorial-projectbaseline-calendar/>

Read ProjectLibre tutorial Part 3: Calculating costs

<https://project-management.com/projectlibre-assigning-resources-costs/>

## Deliverables

Discussion: Estimating Activity Costs and Tools

Written Assignment: Case Study

## **Module Six – Week 6**

### **Determining Budget**

#### **Objectives**

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

- 6.1 Understand project budget inputs
- 6.2 Aggregate the total budgeted cost
- 6.3 Develop a time-phased baseline budget

#### **Read and Study**

Read Chapter 7: Determine Project Budget (pp. 247-250) Successful Project Management - 7th Edition

Read Chapter 7: Project Cost Management (pp. 248-256) Section 7.3, (PMBOK® Guide) 6e

Read ProjectLibre tutorial Part 3: Calculating costs

<https://project-management.com/projectlibre-assigning-resources-costs/>

#### **Deliverables**

Discussion: The Budgeting Process

Written Assignment: Case Study

## **Module Seven - Week 7**

### **Controlling Cost**

#### **Objectives**

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

- 7.1 Describe how to accumulate actual costs
- 7.2 Determine the earned value of work performed
- 7.3 Calculate and analyze key project performance measures
- 7.4 Discuss and apply approaches to control project budget

#### **Read and Study**

Read Chapter 7: Determine Actual Costs (pp. 251-268) Successful Project Management - 7th Edition

Read Chapter 7: Project Cost Management (pp. 257-270) Section 7.4, (PMBOK® Guide) 6e

#### **Deliverables**

Discussion: Visual Management

Course Project - Part 3

Final Exam (Weeks 1-7)

## **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 Modules 1 & 2, Part II covering Modules 3 & 4, and Part III covering Modules 5, 6, & 7.

### **Part I**

#### **Deliverables, DUE BY THE END OF WEEK 2: BY THE END OF WEEK 2:**

1. Complete a project management case analysis by discussing key topics and concepts from modules 1 & 2 and with a detailed application to the chosen case study. **The project must have at least 50 activities.**  
Topics: project scope, WBS/RAM, activity sequencing, ES-EF-LS-LF, network diagram, total and free slack, estimating activities and durations, project start and completion times.
2. Write a 5-6 page paper following APA format (latest edition) utilizing information from the case study and at least four other scholarly sources.

### **Part II**

#### **Deliverables, DUE BY THE END OF WEEK 4:**

1. Complete a project management class analysis by discussing key topics and concepts from modules 3 & 4 and with a detailed application to the chosen case study. **The project must have at least 50 activities.**  
Topics: project scope, project control process, project resourcing, resource-constraint planning, resource-requirements plan, resource leveling, and resource-limited scheduling. One required figure, create and incorporate a report similar to figure 6-14 shown in the Successful Project Management textbook p. 229.
2. Write a 5-6 page paper following APA format (latest edition) utilizing information from the case study and at least four other scholarly sources.

### **Part III**

#### **Deliverables, DUE BY THE END OF WEEK 7:**

1. Complete your course project schedule in ProjectLibre incorporating concepts from modules 5, 6, & 7: required information includes project activities, activity durations, activity costs (include a minimum of three categories of activity costs, ref. p. 145) and resources. **The project must have at least 50 activities.** The final project schedule should align with key dates noted in the case study, resolve any resource constraints. Submit the final assignment as an ProjectLibre file, saved in Gantt view.

## **VI. Course Information and Grading**

### **Course Requirements (Weekly)**

Each Module will be based on the inclusion and grading of the following segments. The overall program outcomes will be measured based on the following criteria:

<b>Criteria</b>	<b>Point Details</b>	<b>Points</b>
Introductory discussion post	One submission	20
Discussion Forums	7 (40 Points each)	280

Weekly Assignments	6 (75 points each)	450
Course Project 1 – Case Study Analysis	One submission	75
Course Project 2 - Case Study Analysis	One submission	75
Course Project 3 - Case Study Analysis	One submission	75
Final Exam Module (1-7)	One submission	25
Total		1000

### 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.

- 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.
  - Undergraduate Word Count Requirements:
    - Initial post must be >200 words
    - Responses must be >150 words
  - Graduate Word Count Requirements:
    - Initial post must be >250 words
    - Responses must be >200 words
- 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%.
- 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:

- Late assignments are subject to a deduction of 10% of the available points for each day late.
- 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, 7<sup>th</sup> 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**

Charleston Southern Online Graduate classes follow the following numerical and letter grading scale. Grades will be posted by the Sunday night following the closing of the Module. 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)**

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

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

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

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

## Short Answer Rubric

Short Answer Rubric	Minimal	Competent	Effective	Mastery
Grade	0-74%	75-82%	83-92%	93-100%
Clarity	<ul style="list-style-type: none"> <li>Consistently below expectations</li> <li>Lacks significant details of the assignment</li> <li>Lacks critical thought, analysis, and application</li> <li>Partially addresses the topic</li> </ul>	<ul style="list-style-type: none"> <li>Inconsistent comprehension</li> <li>Marginal responses</li> <li>Content, concepts, ideas/responses are not fully developed</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates satisfactory understanding</li> <li>Lacks answer to all questions/full scenario</li> <li>Demonstrates some knowledge of content and professional vocabulary</li> <li>Content needs additional focus for innovative responses other than restatement of text</li> </ul>	<ul style="list-style-type: none"> <li>Relevant use of vocabulary throughout</li> <li>Demonstrates superior knowledge of concepts and theories</li> <li>Addresses problem/issue directly</li> <li>Demonstrates active critical thinking relevant to problem identification and effective solutions</li> </ul>
Depth	<ul style="list-style-type: none"> <li>Lacked detail that demonstrates active thought</li> <li>One-sentence answer</li> </ul>	<ul style="list-style-type: none"> <li>Provided enough detail for marginal requirement</li> <li>"Textbook" in nature (restatement of what was in textbook)</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrated some form of outside material used</li> <li>Shows some critical thinking and active thought</li> </ul>	<ul style="list-style-type: none"> <li>Articulates critical thoughts &amp; analysis throughout the answer</li> <li>Obvious use of outside resources to supplement resources</li> </ul>
Quality	<ul style="list-style-type: none"> <li>Unorganized</li> <li>Poorly written</li> <li>0 points for late assignments</li> </ul>	<ul style="list-style-type: none"> <li>Lacks focus on content</li> <li>Some writing errors</li> </ul>	<ul style="list-style-type: none"> <li>Follows assignment instructions</li> <li>Well-written</li> <li>Few writing errors</li> </ul>	<ul style="list-style-type: none"> <li>Professional writing structure</li> <li>Well-organized response</li> <li>Free of grammatical, spelling, &amp; formatting errors</li> </ul>