Syllabus

PROJ-660: Project Close Out

Course Description

In this course, students will identify and plan for troubled project recovery: Stage 1—Recognition, Stage 2—Immediate Recovery, Stage 3—Sustained Recovery, and Stage 4—Maturity and Organizational Learning. Students will assess project validation and verification and distinguish between implementation and transition plans. Students will identify methods for procurement closeout and completion of final acceptance, lessons learned, and organization learning

Prerequisite Courses: MGMT-501 Foundations of Graduate Business, COMM-515 Decision-Making and Essential Business Communication, FINC-525 Accounting and Finance for Managers, MKTG-530 Marketing Management, ECON-511 Business Economics, MGMT-528 Global Management, and MGMT-522 Business Strategy and Policy or Academic Approval

Course Outcomes

Upon completion of this course, you should be able to:

1. Construct a troubled project recovery framework.
2. Identify aspects of troubled project recognition: awareness, admission, assessment, decision.
3. Develop escalation plan for troubled projects.
4. Plan for immediate troubled project recovery (triage and treatment), sustained recovery (analyze, revise, and execute), as well as maturity/organizational learning (document, propagate, implement).
5. Assess project validation and verification (building the right thing).
6. Distinguish between implementation (internal projects) and transition (external projects) plans.
7. Recognize methods for procurement (contract) closeout (vendor management, evaluation and formal acceptance, alternative dispute resolution methods).
8. Complete final acceptance (realized benefits and gap analysis), including the documentation of lessons learned and organization learning (explicit and tacit knowledge and feedback loop).

Course Textbooks

Pinto, J. (2019). *Project management: Achieving competitive advantage* (5th ed.). Boston, MA: Pearson Education.

Project Management Institute. (2017). *A guide to the project management body of knowledge (PMBOK® Guide)* (6th ed.). Newtown Square, PA: Author.

Project Management Institute. (2017). *Agile practice guide*. Newtown Square, PA: Author.

Course Technology

- Computer: Laptop or desktop
- PM FASTrack Cloud Online Exam Simulator for the PMP Exam - 12 Month Student License (Access Received in PROJ610).
- PMI Student Membership (Access Received in PROJ610)
- Sound: Working sound and speakers are required. Some optional assignment opportunities require a microphone and/or camera.
- Internet Connection: High-speed Internet connection, such as DSL or a cable modem. Your Internet connection is critical for viewing online videos and accessing websites linked in Brightspace.
- Software:
  - Chrome is the recommended web browser for viewing all online courses in Brightspace. Other Internet browsers include Firefox or Safari. All may be downloaded for free.
  - Microsoft Office and PowerPoint are not required, but students must have access to some version of a word processor and presentation software. Google Docs or Slides may be used as students can download either and submit files via the Brightspace Dropbox.

Grading Scale

Grade	Quality Points Per Credit	Percentage	Score
A	4.0	95%–100%	950–1000
A-	3.7	92%–94.9%	920–949
B+	3.3	89%–91.9%	890–919
B	3.0	85%–88.9%	850–889
B-	2.7	82%–84.9%	820–849
C+	2.3	79%–81.9%	790–819

C	2.0	75%–78.9%	750–789
C-	1.7	72%–74.9%	720–749
D+	1.3	69%–71.9%	690–719
D	1.0	65%–68.9%	650–689
F	0.0	0%–64.9%	0–649

Grading Policies

Your grading policy for your course is dependent on your school and program. Your grading policies can be found in the IWU Catalog.

Letter Grade Equivalencies

Grade	Description of Work
A	Clearly stands out as excellent performance. Has unusually sharp insights into material and initiates thoughtful questions. Sees many sides of an issue. Articulates well and writes logically and clearly. Integrates ideas previously learned from this and other disciplines. Anticipates next steps in progression of ideas. Example "A" work should be of such nature that it could be put on reserve for all cohort members to review and emulate. The "A" cohort member is, in fact, an example for others to follow.
B	Demonstrates a solid comprehension of the subject matter and always accomplishes all course requirements. Serves as an active participant and listener. Communicates orally and in writing at an acceptable level for the degree program. Work shows intuition and creativity. Example "B" work indicates good quality of performance and is given in recognition for solid work; a "B" should be considered a good grade and awarded to those who submit assignments of quality less than the exemplary work described above.
C	Quality and quantity of work in and out of class are average. Has marginal comprehension, communication skills, or initiative. Requirements of the assignments are addressed at least minimally.
D	Quality and quantity of work are below average. Has minimal comprehension, communication skills, or initiative. Requirements of the assignments are addressed at below-acceptable levels.
F	Quality and quantity of work are unacceptable and do not qualify the student to progress to a more advanced level of work.

NOTE: In graduate-level courses, a grade of C- or below will require the course to be repeated.

Course Workshop Summary

Workshop	Discussion	Assignment	Quiz	Total Points per Workshop
Workshop One	2/40	2/80	1/15	135
Workshop Two	2/40	2/80	1/15	135
Workshop Three	2/40	2/80	1/15	135
Workshop Four	2/40	2/80	1/15	135
Workshop Five	2/40	2/170	1/15	225
Workshop Six	1/20	1/100	1/115	235
End of Course Survey	-	-	-	10 Extra Credit
Total	**11/220**	**11/590**	**6/190**	**1000**

Course Assignments

Workshop One Outline

Title	Due Dates	Time	Points
1.1 Discussion: Troubled Projects I	Initial post due by the end of the third day of the workshop; two	1 hour	20

Title	Due Dates	Time	Points
	responses due by the end of the workshop.		
1.2 Discussion: Sensing and Handling Trouble	Initial post due by the end of the third day of the workshop; two responses due by the end of the workshop.	2 hours	20
1.3 Assignment: Integrative Project: Identifying and Addressing Risks and Problems	Due by the end of the workshop.	4 hours	50
1.4 Quiz: Graded Quiz	Due by the end of the workshop.	3 hours	15
1.5 Exercise: Course Final Exam Prep	Due by the end of the workshop.	1 hour	0
1.6 Assignment: PMP Simulation Test Prep	Due by the end of the workshop.	3 hours	30
	Totals	**14 hours***	**135**

* These times are only estimates. Actual assignment completion times will vary.

Workshop Two Outline

Title	Due Dates	Time	Points
2.1 Discussion: Troubled Projects II	Initial post due by the end of the third day of the workshop; two responses due by the end of the workshop.	1 hour	20
2.2 Discussion: Navigate Troubled Projects to Success	Initial post due by the end of the third day of the workshop; two responses due by the end of the workshop.	2 hours	20
2.3 Assignment: Integrative Project: Verifying and Validating Deliverables	Due by the end of the workshop.	4 hours	50
2.4 Quiz: Graded Quiz	Due by the end of the workshop.	3 hours	15
2.5 Exercise: Course Final Exam Prep	Due by the end of the workshop.	1 hour	0
2.6 Assignment: PMP Simulation Test Prep	Due by the end of the workshop.	3 hours	30
	Totals	**14 hours***	**135**

* These times are only estimates. Actual assignment completion times will vary.

Workshop Three Outline

Title	Due Dates	Time	Points
3.1 Discussion: Project Validation and Acceptance	Initial post due by the end of the third day of the workshop; two responses due by the end of the workshop.	1 hour	20
3.2 Discussion: How Procurement Works	Initial post due by the end of the third day of the workshop; two responses due by the end of the workshop.	2 hours	20
3.3 Assignment: Integrative Project: Make or Buy Analysis	Due by the end of the workshop.	4 hours	50
3.4 Quiz: Graded Quiz	Due by the end of the workshop.	3 hours	15
3.5 Exercise: Project Management Program Final Exam Prep	Due by the end of the workshop.	1 hour	0
3.6 Assignment: PMP Simulation Prep	Due by the end of the workshop.	3 hours	30
	Totals	**14 hours***	**135**

* These times are only estimates. Actual assignment completion times will vary.

Workshop Four Outline

Title	Due Dates	Time	Points
4.1 Discussion: Project Closeout	Initial post due by the end of the third day of the workshop; two responses due by the end of the workshop.	1 hour	20
4.2 Assignment : Applying the Close Purpose	Due by the end of the workshop.	2 hours	20
4.3 Assignment: Integrative Project: Drafting the Final Project Report	Due by the end of the workshop.	5 hours	50
4.4 Quiz: Graded Quiz	Due by the end of the workshop.	3 hours	15
4.5 Exercise: Project Management Program Final Exam Prep	Due by the end of the workshop.	1 hour	0
4.6 Assignment: PMP Simulation Test Prep	Due by the end of the workshop.	3 hours	30
	Totals	15 hours*	135

* These times are only estimates. Actual assignment completion times will vary.

Workshop Five Outline

Title	Due Dates	Time	Points
5.1 Discussion: Post-Project Review	Initial post due by the end of the third day of the workshop; two responses due by the end of the workshop.	1 hour	20
5.2 Discussion: Post-Project Reviews with a Dissatisfied Customer	Initial post due by the end of the third day of the workshop; two responses due by the end of the workshop.	2 hours	20
5.3 Assignment: Integrative Project: The Final Project Report	Due by the end of the workshop.	5 hours	140
5.4 Quiz: Graded Quiz	Due by the end of the workshop.	3 hours	15
5.5 Exercise: Project Management Program Final Exam Prep	Due by the end of the workshop.	1 hour	0
5.6 Assignment: PMP Simulation Test Prep	Due by the end of the workshop.	3 hours	30
	Totals	14 hours*	225

* These times are only estimates. Actual assignment completion times will vary.

Workshop Six Outline

Title	Due Dates	Time	Points
6.1 Discussion: Final Exam	Initial post due by the end of the third day of the workshop; two responses due by the end of the workshop.	1 hour	20
6.2 Exercise: Comprehensive Project Management Program Practice Quiz	Due by the end of the workshop.	4 hours	0
6.3 Quiz: Project Management Program Final Exam	Due by the end of the workshop.	5 hours	115
6.4 Assignment: PMP Simulation Test Final Exam	Due by the end of the workshop.	5 hours	100
End-of-Course Survey	Due by the end of the workshop.	--	10 Extra Credit
	Totals	15 hours*	235

* These times are only estimates. Actual assignment completion times will vary.

Course Development Resources

Bible (English Standard Version Bible is used for all scripture quotations in this course unless otherwise specified.)

Pinto, J. (2019). *Project management: Achieving competitive advantage* (5th ed.). Boston, MA: Pearson Education.

Project Management Institute. (2017). *Agile practice guide*. Newtown Square, PA: Author.

Project Management Institute. (2017). *A guide to the project management body of knowledge (PMBOK® Guide)* (6th ed.). Newtown Square, PA: Author.

Project Management Institute. (2012). *PMI documents on ethics: Code of ethics & professional conduct and ethical decision-making framework.* Newtown Square, PA: Author.

Project Management Institute (PMI) Student Membership: Your student membership in PMI brings a complimentary digital copy of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, access to a wealth of exclusive resources and connections on ProjectManagement.com, and opportunities to network, volunteer, and get advice from local PMI chapter members. See the Project Management Institute website for more information and access to additional resources.

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Download and review the PROJ-660 Credits Page (PDF).

Alternative Assignment Policy

Students with a documented disability may request accommodations for an alternative assignment(s) for course activities (Examples: video assignments, etc.). It is the student's responsibility to submit the form received from the Disability Services Office indicating his/her specific accommodation to the instructor prior to the start of each course.

Expectations, Policies, and Important Student Information

School/Division	Link
DeVoe School of Business Division of Liberal Arts School of Services and Leadership	View School/Division Expectations, Policies, and Student Information
School of Educational Leadership	View School/Division Expectations, Policies, and Student Information
Wesley Seminary @ IWU	View School/Division Expectations, Policies, and Student Information
Nursing - Undergraduate	View School/Division Expectations, Policies, and Student Information
Nursing - Graduate	View School/Division Expectations, Policies, and Student Information