

Project Management

Syllabus Overview

This syllabus contains all relevant information about the course: its objectives and outcomes, the grading criteria, the texts and other materials of instruction, and weekly topics, outcomes, assignments, and due dates. Consider this your roadmap for the course. Please read through the syllabus carefully and ask questions if you would like anything clarified. Please print a copy of this syllabus for reference.

Course Description

3 Credits

This course explores both the theory and the practice necessary to successfully understand and manage projects. Students will learn the terminology, processes and key concepts that are essential to effective project management. They will explore the five stages of a project's life cycle, and examine important project elements—such as integration management, scheduling, costing, quality, control, risk management, procurement, and stakeholder engagement—that must be monitored, evaluated, and executed throughout a project. Through interactive lectures, exercises and case studies, Students will identify the roles that project managers and stakeholders play in developing and managing efficient projects in their organization, to ensure that they will meet requirements and reach a successful conclusion.

Project management is both an art and a science. To effectively manage projects, practitioners need a unique combination of skills, expertise, and knowledge, to help teams bring their projects to completion in the most productive and efficient way possible. Students will see how talented project managers employ concrete tools, techniques, and methodologies—as well as the less-concrete "soft skills"—that make the difference between a successful project and an unmitigated disaster.

Course Outcomes

At the completion of this course, students should be able to:

- Explain how to advance organizational goals using effective project management techniques
- Describe the role of the project manager in an organizational setting
- Compare predictive, iterative, and adaptive life cycles and discuss the strengths and weaknesses of each
- Identify external environmental factors and internal organizational environmental factors that surround or influence the project's success.

- Describe the Role of the Project Management Institute (PMI)
- Describe the project life cycle and its common trends and patterns
- Apply common PMI practices to manage project scope and time constraints
- Explain methods used to control project cost, ensure quality, and procurement
- Recommend the appropriate staff to support a defined project
- Effectively communicate with stakeholder to resolve conflict and maximize negotiations

Communication with Your Instructor

You will receive a welcome email from your instructor prior to the start of class. This email will contain your instructor's contact information. Your instructor will also be communicating with you via several methods in the course, including:

- **Announcements** – This communication tool, located on the navigation menu within your course in Canvas, contains important updates. Be sure to check for new announcements from your instructor each time you access your course.
- **Q&A** – Use this discussion board, located on the Home screen in your course, to communicate with your instructor and classmates regarding general course questions (i.e. missing links, assignment clarification, etc.).
- **Inbox** – Use the Inbox, located in the top right corner of Canvas, to send a message to your instructor or classmates.

Materials and Resources

MindEdge Text.

Bookstore Information

The bookstore can be located in the left-hand navigation of any Canvas course.

Library Services

Detailed information about the eLibrary can be found in the Student Resource Center. This is a course that all students have access to during their academic career.

Canvas Help Desk and Technical Questions

If you experience technical issues in your course, please contact the Canvas Help Desk by clicking the Help link (top right corner within Canvas). There are 3 ways to contact them:

- Phone (888-628-2749)

- Live chat
- Report a problem (submit a ticket)

Be sure to notify your instructor of any technical difficulties you are experiencing.

Additional resources are available in the Student Resource Center and the Canvas Guides website: <https://community.canvaslms.com/docs/DOC-4121>

Summary

Week One. Getting Started as a Project Manager	
Interactive Reading	<ul style="list-style-type: none"> • Introduction to Project Management • Project Management Body of Knowledge • Understanding Projects and Project Management • Project Selection and Success Factors • Alignment with Strategic Objectives • Organizational Structures • Organizational Assets and Environmental Factors • Project Management Office • Stakeholders • Prioritization • Project Life Cycle • Project Stages • Selecting a Project Manager • Best Practices: Project Team Leadership • Forming the Project Team • Project Communications • Negotiations • Conflict Management • Project Management and Ethics
Test your knowledge	<ul style="list-style-type: none"> • Seven Strikes Game • Exercise: Why do projects Fail? • Project Management Crossword Puzzle • Vocabulary Game • Tuckman Model Fill-in-the-Blank • Ordering the Communication Model • Vocabulary Game
MiniCase	<ul style="list-style-type: none"> • Project at MontClair Luggage • Handling Conflict on Teams
Discussion	Selecting a Project Manager: Project Manager Candidate Profile Review
Weekly Quiz	Week One Quiz

Assignment	Submit a project idea for approval.
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Week Two. Initiating and Planning	
Interactive Reading	<ul style="list-style-type: none"> • Initiating a Project • Best Practices: Initial Preparations • Project Charter • Stakeholder List • Milestone Chart • Planning the Project • The Project Plan • Defining Scope through a Scope Statement • The Work Breakdown Structure • Risk Register • Responsibility Assignment Matrix • Network Diagram
Test your knowledge	<ul style="list-style-type: none"> • Elements of the Project Charter • Using the Stakeholders List to Plan Engagement Strategies • The Milestone Chart Crossword Puzzle • Vocabulary Game • Seven Strikes Game: Project Plan • The Scope Statement Crossword Puzzle
MiniCase	Communicating Progress with a Milestone Chart
Discussion	Building a Military Tank: What the project a success? Why or Why Not?
Weekly Quiz	Week 2 Quiz
Assignment	<p>Create the following:</p> <ul style="list-style-type: none"> • Stakeholder List • Milestone Chart • Scope Statement

Week Three. Managing time, scope and changes	
Interactive Reading	<ul style="list-style-type: none"> • Cost Baseline • Earned Value Management

	<ul style="list-style-type: none"> • Change Management • Contract and Vendor Management • Project Scope Management • Project Time Management • Working with Network Diagrams • Schedule Compression • Three Point Estimating
Test your knowledge	<ul style="list-style-type: none"> • Evaluating Project Status • Vocabulary Game • Project Scope <ul style="list-style-type: none"> ○ Collecting Requirements ○ Identify the Critical Path ○ Crashing ○ Using Three Point Estimating Techniques ○ Estimating Using Z-Score Calculations ○ Project Time Management Barriers • Vocabulary Game
MiniCase	<p>Project Planning:</p> <ul style="list-style-type: none"> • Creating a Work Breakdown structure • Developing a Risk Register • Creating Responsibility Matrix • Developing Estimates and Creating a Change Control Board
Discussion	Time Management (Randy Pauch)
Weekly Quiz	Week 3 Quiz
Assignment	<p>Create and submit the following:</p> <ul style="list-style-type: none"> • The Work Breakdown Structure • Risk Register • Responsibility Assignment Matrix

Week Four. Project Cost, Quality, and Procurement Management	
Interactive Reading	<ul style="list-style-type: none"> • Project Cost Management • Contingency and Management Reserves • Performance Measurement Baseline • Forecasting • Estimating and Budgeting

	<ul style="list-style-type: none"> • Calculating ROI, IRR, and NPV • Project Quality Management <ul style="list-style-type: none"> ○ Cost of Quality ○ Quality Assurance versus Quality Control ○ Quality Management Tools and Techniques • Project Procurement • Contract Types and Negotiations
Test your knowledge	<ul style="list-style-type: none"> • Project Cost Management Crossword Puzzle • Quality Control versus Quality Assurance • Forecasting • Source Selection Criteria Seven Strikes • Contract Types (check the drag & drop) • Vocabulary Game
MiniCase	Quality Control versus Quality Assurance
Discussion	<p><u>The walk from “No” to “YES”</u></p> <p>Negotiations:</p> <ul style="list-style-type: none"> • What are the four important principles of negotiation? • How are business negotiation and crisis negotiations similar? • What are some examples of negotiations that you have entered into with either positive or negative results?
Weekly Quiz	Week 4 Quiz
Assignment	<p>Create and submit the following:</p> <ul style="list-style-type: none"> • Project Assumptions • Network Diagram • Procurement documents: <ul style="list-style-type: none"> • the buyer's invitation for bid <ul style="list-style-type: none"> ○ tender notice ○ request for information ○ request for quotation ○ request for proposal • Invitation for seller's initial response • Procurement Statement of Work

Week Five. Execution	
Interactive Reading	<ul style="list-style-type: none"> • Executing the Project Work • Developing an Effective Team • Resolving Conflicts • Communicating with Project Participants • Kanban Boards • Project Journal • Empowerment in Practice • Collaborative Project Management • Reviewing Deliverables
Test your knowledge	<ul style="list-style-type: none"> • Tasks in the Executing Stage • Conflict Resolution • Push, Pull and Interactive Communication • Project Journal Crossword Puzzle • Vocabulary Game
Discussion	Story of Ross Ulbricht
Weekly Quiz	Week 5 quiz
Assignment	Select a Project Charter Template . Revisit all of the previous submissions and build those components into a full project charter with a detailed executive summary.

Week Six. Monitoring and Controlling Stage	
MultiMedia	SMARTSHEET DEMO
Interactive Reading	<ul style="list-style-type: none"> • Constraints and Limited Human Resources • Team Development and Assessment • People Management Skills and Conflict Resolution • Stakeholder Management • Monitoring and Controlling Project Work • Risk Monitoring and Controlling

	<ul style="list-style-type: none"> • Change Control Process • Report Performance • Best Practice Performance Reporting • Performing Quality Control
Test your knowledge	<ul style="list-style-type: none"> • Constraints and Limited Availability • Communication Skills Crossword Puzzle • Vocabulary Game • Monitoring and Controlling • Seven Basic Quality Tools • Utilizing Project Management Software • Vocabulary Game
Discussion	Project Problems and Challenges
Weekly Quiz	Week 6 Quiz
Assignment	Create a Project Smartsheet and share with the Instructor

Week Seven. Project Risk Management	
Interactive Reading	<ul style="list-style-type: none"> • Identifying, Analyzing and Documenting Project Risks • The Decision Tree • Expected Monetary Value • Sensitivity Analysis and Tornado Diagrams • Simulations and Monte Carlo Technique • Developing Risk Responses Plans and Risk Strategies • Closing the Project <ul style="list-style-type: none"> ○ Closing Stage Tasks ○ Project Retrospective Meeting ○ Tips and Best Practices for Closing Projects
Test your knowledge	<ul style="list-style-type: none"> • Risk Identification Techniques • Calculating Risk Scores • EMV Scenarios • Decision Making with Uncertainty • Monte Carlos Simulation • Risk Response Scenarios • Vocabulary Game • Tasks in the Closing Stage • Collecting Requirements

	<ul style="list-style-type: none"> • Vocabulary Game
Discussion	Create a Powerpoint that describes your project. Upload the power point presentation to the discussion board. Review each other's project and provide recommendations.
Weekly Quiz	Week 7 Quiz
Assignment	Final Project Charter Due

Week Eight. Alternative Approaches to Project Management	
MultiMedia	Introduction to Lean Sigma Six Storyboard of Lean Startup Introduction Agile Introduction
Interactive Reading	<ul style="list-style-type: none"> • Agile and Waterfall Project Management • The Agile Cycle • Criticisms of Agile • Additional Methods and Programs: <ul style="list-style-type: none"> ○ Lean ○ Six Sigma • Sustainability
Test your knowledge	<ul style="list-style-type: none"> • Agile Methodologies • Agile versus Waterfall • Iteration Planning • Vocabulary Game
Discussion	Boston Project Management
Weekly Quiz	Week 8 Quiz
Assignment	Agile versus Waterfall

Grading and Evaluation

Your grades will reflect the way in which you present and support your topics and positions in the various learning activities used in this course. The grades will be based on the quality and quantity of your comments and responses in the various activities.

Be sure to review the discussion and assignment rubrics in the course for specific grading criteria.

The various graded activities are weighted as follows:

Course Element	% of Final Grade
Assignments	30%
Discussions	30%
Final Project Plan	10%
Quizzes	30%
Total	100%

Students will be expected to meet all the deadlines of the class as indicated throughout the course and in the syllabus. This is primarily so we don't get behind in the course. In addition, discussions cannot overlap from one week to the next. This is to ensure that all discussions and submissions take place within the week they are scheduled in order to be of value to the entire class as well as to help you not get behind. If there are extenuating circumstances, you will need to communicate that to the instructor and make arrangements accordingly, if appropriate.

Late Assignments: Exceptions are to be determined by the instructor on a case-by-case basis. There will be no opportunities for extra credit.

The final course grading criteria is described in the table below:

Learner Success Guidelines

These guidelines are provided to help you succeed in your coursework:

- Participate in the class introduction activity on the first day of class.
- Submit ALL assignments by the posted due dates and times.
- Check your emails daily.
- Contact Portal Help for logon problems or Canvas Help for technical issues with Canvas.
- Participate fully in all threaded discussions.
- Contact your instructor if you have questions about an assignment or need additional help completing your work successfully.

Academic dishonesty is grounds for dismissal from the program.

Academic Policies

The following Academic Policies can be found in the [Student Resource Center](#).

- Grading Criteria

- Reasonable Accommodations Policy
- Student Attendance Policy
- Academic Honesty and Integrity Policy
- Student Engagement and the Granting of Academic Credit
- Copyright Policy

Caveat

The above schedule, content, and procedures in this course are subject to change. All policies are superseded by the latest College Catalog available on our website:

<https://www.cambridgecollege.edu/student-rights-complaints-grievances/student-code-conduct>

