Course Description

Provides the tools to understand, design, and apply systematic project management organization and administration. In addition to learning how to satisfy customer needs, this course will assist students with learning how to apply budgeting concepts, manage production time, invest resources, and create performance specifications designed within defined requirements.

Prerequisites

None

Course Textbook


Course Learning Outcomes

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

1. Explain the relationship between the technical and socio-cultural sides of a project.
2. Discuss the strengths and weaknesses of different project management structures.
3. Discuss guidelines for creating a work breakdown structure (WBS) for a project.
4. Discuss the factors that influence project time and cost estimates.
5. Provide a process for computing early, late, and slack activity times and identify the critical path.
6. Describe the risk management process.
7. Illustrate approaches for risk identification, analysis, and assessment.
8. Contrast time and resource constrained projects.
9. Explain the costs and risks associated with compressing or crashing a project.
10. Discuss the "currencies" a project manager can use to influence others.
11. Explain how to implement a partnering arrangement on a major project.
12. Calculate and interpret different project performance indices.
13. Describe the major elements of a project audit.
14. Summarize key issues surrounding project closure.
15. Discuss strategies for effectively working overseas.

Credits

Upon completion of this course, the students will earn three (3) hours of college credit.

Course Structure

1. **Unit Learning Outcomes**: Each unit contains Unit Learning Outcomes that specify the measurable skills and knowledge students should gain upon completion of the unit.
2. **Unit Lesson**: Each unit contains a Unit Lesson, which discusses lesson material.
3. **Reading Assignments**: Each unit contains Reading Assignments from one or more chapters from the textbook. Supplemental Reading is provided in Unit III to aid students in their course of study.
4. **Key Terms**: Key Terms are intended to guide students in their course of study. Students should pay particular attention to Key Terms as they represent important concepts within the unit material and reading.

5. **Unit Assignments**: Students are required to submit for grading Unit Assignments in Units I-VIII. Specific information and instructions regarding these assignments are provided below. Grading rubrics are included with the Unit I-VIII Assignments. Specific information about accessing these rubrics is provided below.

6. **Unit Assessments**: This course contains five Unit Assessments, one to be completed at the end of Units II, III, IV, V, and VI. Assessments are composed of written response questions.

7. **Unit Quiz**: This course contains a quiz in Unit III. It is suggested that the quiz be completed before students complete the Unit Assessment. Quizzes are used to give students quick feedback on their understanding of the unit material and are composed of multiple-choice questions.

8. **Ask the Professor**: This communication forum provides you with an opportunity to ask your professor general or course content related questions.

9. **Student Break Room**: This communication forum allows for casual conversation with your classmates.

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**CSU Online Library**

There is a virtual library with resources, including both journals and ebooks, to support your program and your course at Columbia Southern University. eResources are accessible 24 hours a day/7 days a week from the CSU Online Library gateway page. To access the library, log into myCSU, and then click on CSU Online Library. Resources are organized in the library by title, but if you click on Research Guides, you will find eResources arranged by subject.

The Library Reference service is available 7 days a week; you can reach CSU’s virtual librarians by e-mailing thevirtuallibrarian@columbiasouthern.edu. These professional librarians will be glad to help you develop your research plan or to assist you in any way in finding relevant, appropriate, and timely information.

Librarian responses may occur within minutes or hours, but it will never take more than 24 hours for a librarian to send a response to the e-mail address you have provided. Replies to reference requests may include customized keyword search strategies, links to videos, research guides, screen captures, attachments, a phone call, live screen sharing, meeting room appointments, and other forms of instruction.

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**Unit Assignments**

**Unit I Mini Project**

Project Evaluation

Throughout this course, you will be implementing project planning skills and techniques to a project. You will use the same project throughout the entire course, and you have a choice in the project you use.

**Option 1**

You may choose a project that you are already involved in or have been involved in through your company or personal life (examples include projects such as upgrading computer software throughout a company, a construction project, or planning a wedding).

**Option 2**

You are the Curriculum Manager for a large textbook publishing company. As part of your job, you must put together the forecast of the projects your department will focus on for the next three years (2014-2017). You have eight different textbook revisions that should be completed during 2014. The revisions themselves do not bring in high dollar amounts, but clients are fickle, and if updated textbooks are not available they will look at your competitor for books. Four of the books are your top sellers. Three of them are fairly popular, and one revision is so old that your clients have looked elsewhere over the past year for a better resource. You also need to create a new line of textbooks for Engineering that should be completed by the end of 2017.
Your boss has also tasked you with the assignment of creating multi-media learning tools for the entire line of Biology textbooks your company produces. This multi-media line could bring in huge profits for the company if it could be completed by mid-year of 2015. This multi-media area is new and not an area the company has worked on in the past. You have some technology resources that could be used and some employee resources that are capable of starting the project, but there will be additional resources you will need to complete this project.

Your current target market for your textbook products has been at the high school level, and the CEO of the company wants to enter the college textbook market. You have also been tasked with determining what educational areas (Business, Criminal Justice, English, or Psychology) are the best areas to begin entry into this market. You will need to set up a task force, direct this process, create a timeline for entry, and begin work on a plan for your area regarding this new market. Then, entry into this new market should occur sometime in 2016.

For this assignment, use Microsoft Word to answer the following:

1. If you chose Option 1, describe your project and why you chose it to use.
2. For both options, explain whether project management techniques are appropriate for this project and why.
3. For both options, describe the strategic planning process involved in this project.
4. For both options, choose five key topics that you would use as criteria for prioritizing projects, and then use a weighted scoring matrix that includes at least two financial criteria to determine how you would evaluate the components of your project.
5. Your assignment should be at least 300 words.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

**Unit II Mini Project**

**Project Proposal**

Using the project you chose from Unit I, complete the following assignment. Use the project scenario you created from Unit I in order to organize your project.

Use an Internet search engine to search for a project charter template. Using this template as a model, use Microsoft Word to define the following for your project: the Objective, Constraints, Resources, the Budget, and the Schedule. In addition, discuss the matrix style you would prefer to use for your project and why this choice is the best. Also include the communication methods you will use to communicate to the various resources involved in this project. Use Word to create your scope statement. Your assignment should be two to three pages (not including your project cover page).

If you chose Option 2 from Unit I, you will need the following information:

In addition to the Unit I information, your boss has given you a budget of $7 million to complete the projects you have on the table. You will be working with the marketing department, the IT department, and the school-level division department throughout the next three years in order to complete these projects. Also remember that you do not have all the resources you need for the multi-media project.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

**Unit III Mini Project**

**Schedule**

Now you need to schedule the project you chose in Unit I. Reread the scenarios from Units I and II. Based on the previous project information you created, the project priorities you set, and your budget, you will now need to break down your project into activities. Using an Internet search engine, locate a project scheduling template or use the Microsoft Project trial software included with your textbook. Build a WBS and project schedule using the templates or Microsoft Project. You will need to identify all dependencies and estimate your costs. Assign contingency reserves, and determine how much reserve your team would estimate for the whole project. Justify and explain your choices and estimates. You may want to review the WBS section located on pages 108-116 in Chapter 4 of your textbook. Save your assignment as a PDF file.

If you chose Option 2 in Unit I, you may need to research the publishing process to give you adequate information to make your decisions. In addition you will need to know the following information:
You will use the project scenario you worked on in Unit I. In addition to the Unit I information, your boss has given you a budget of $7 million to complete the projects you have on the table. You will be working with the marketing department, the IT department, and the school-level division department throughout the next three years in order to complete these projects. Also remember that you do not have all the resources you need for the multi-media project.

The textbook revisions and Engineering project come from your department and use writers, editors, and, instructional designers. The writers and instructional designers must rewrite the textbooks and send them to the editors. The final products are then sent to the publishing department.

The task force project will include instructional designers from your department (some of the same ones who need to work on the textbook revisions) marketing associates, the manager from the education department of your company, the IT manager, a person responsible for writing the proposal, and an expert from your company in the areas of Business, Criminal Justice, English, and Psychology.

The multi-media project will require the best resources you have, including your best instructional designer, writer, and editor; your in-house Biology expert; the IT Manager; and a media consultant from outside the company.

You will need to submit all parts of the project in one document. Click here to access submission instructions.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

**Unit IV Mini Project**

**Risk Management Plan**

Based on the project option you chose from Unit I and your previous decisions from Units II and III, you will need to write a Risk Management Plan for your project. Be sure to identify and assess major and minor risks inherent to the project. Decide on a response type. Develop a contingency plan for two to four identified risks. Assign your resources to the project activities. Determine the best way to use the resources you want on multiple projects, and develop a contingency play for your resources.

If you chose Option 2, you will need the following information:

You will use the project scenario you worked on in Unit I. In addition to the Unit I information, your boss has given you a budget of $7 million to complete the projects you have on the table. You will be working with the marketing department, the IT department, and the school-level division department throughout the next three years in order to complete these projects. Also remember that you do not have all the resources you need for the multi-media project.

The textbook revisions and Engineering project come from your department and use writers, editors, and, instructional designers. The writers and instructional designers must rewrite the textbooks and send them to the editors. The final products are then sent to the publishing department.

The task force project will include instructional designers from your department, (some of the same ones who need to work on the textbook revisions), marketing associates, the manager from the education department of your company, the IT manager, a person responsible for writing the proposal, and an expert from your company in the areas of Business, Criminal Justice, English, and Psychology.

The multi-media project will require the best resources you have including your best instructional designer, writer, and editor; your in-house Biology expert; the IT Manager; and a media consultant from outside the company.

Your assignment should be at least 300 words in length.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.
Unit V Mini Project

Schedule Crashing

Using a template or Microsoft Project, create a detailed schedule for the project you chose in Unit I. It can be similar to the one you created in Unit III, but you may need to tweak it a bit if the duration was not over two years. Then, prepare another detailed schedule that crashes your project duration by nine months. Save both schedules as PDF files. Using Microsoft Word, you also need to prepare a paper outlining how the scope and budget might be impacted by the crashed schedule. Your paper should be at least 300 words. Submit both PDF versions of your schedule and the Word document as one submission.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit VI Mini Project

High Performing Teams

Describe in your own words what you believe are the four most important characteristics of high-performing project teams for your project. Tell why you believe each is so critical, explain how they are related to each other, and give at least two specific examples from your project for each characteristic. If you outsourced any resources on your project, explain why you outsourced and how that outsourced relationship helped or hindered your project. Would you use that resource again? Why, or why not? Your assignment should be typed in Microsoft Word, be at least 300 words, and follow APA format.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit VII Mini Project

Project Closure Checklist

You are coming to the end of this course and the “closeout” of your project. Your assignment is to create a closeout checklist for your specific project. Use Microsoft Word to create your checklist, and make sure to include details on what steps you need to take to closeout your project and your communication method(s) in doing so. In addition include what, if anything, could have been done differently to improve your project performance. Remember that each project you will manage will be unique, but by creating a checklist for this project, you will have a model to use for future projects. The checklist and your written summary should be a least one page long.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit VIII Project

Select one of the following options.

Option 1

Management Certification

Access the Project Management Institute’s home page at www.pmi.org. Review the qualifications necessary to earn certification as a Program Management Professional, Project Management Professional, and Certified Associate in Project Management. Use an Internet search engine to search for project management practice tests, and take at least one practice exam on the Internet. Use Microsoft Word to answer the following: What exam(s) did you take, and how well did you do on the exam(s)? Describe the value of a project management certification in your professional life. What are the next steps in your path to become a project manager? Your discussion should be at least 500 words in length. One website to reference is http://free.pm-exam-simulator.com/.

Note to student: The results on your practice test(s) will not affect your grade in any way. The purpose of the practice exam(s) is to give you exposure to PMI certification and its rigors. You will be graded on the responses to the questions above.
Option 2

Management in a Foreign Country

Research business practices and labor issues in Brazil, South Africa, Turkey, or Japan (choose one location). Discuss the advantages and disadvantages of planning a project in this country. Use specific examples to support your opinion of why you would or would not want to be a project manager for a project in this country. Discuss the project environment and what adjustments would need to be made if the project was conducted in the United States versus this country.

Explain your answer in a Word document, using specific examples to support your conclusions, and cite your references according to APA format. Your assignment should be at least 750 words.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

APA Guidelines

CSU requires that students use the APA style for papers and projects. Therefore, the APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed. Students can find CSU’s Citation Guide in the myCSU Student Portal by clicking on the “Citation Resources” link in the “Learning Resources” area of the myCSU Student Portal. This document includes examples and sample papers and provides information on how to contact the CSU Success Center.

CSU Grading Rubrics for Papers/Projects and Assessments

The Learning Resource area of the myCSU Student Portal provides the rubrics, and information on how to use them, for written response questions in Unit Assessments, and Research Papers/Projects.

The course writing assignments will be graded based on the CSU Grading Rubric for all types of writing assignments, unless otherwise specified within assignment instructions. In addition, all papers will be submitted for electronic evaluation to rule out plagiarism. Course projects will contain project-specific grading criteria defined in the project directions.

To view the rubrics, click the Academic Policies link on the Course Menu or access them through the CSU Grading Rubric link found in the Learning Resources area of the myCSU Student Portal.

Blackboard Grading Rubrics

Assignment Rubrics

One or more assignments in this course utilizes a Blackboard Grading Rubric. A rubric is a tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of an assignment. Your professor will use the Blackboard Grading Rubric to assign points and provide feedback for the assignment.

You are encouraged to view the assignment rubric before submitting your work. This will allow you to review the evaluation criteria as you prepare your assignments. You may access the rubric in “My Grades” through the “Tools” button in your course menu. Click the “View Rubric” link to see the evaluation criteria for the assignment. Upon receiving your assignment grade, you may view your grade breakdown and feedback in the rubric.
Communication Forums

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

Once you have completed Unit VIII, you MUST unsubscribe from the forum; otherwise, you will continue to receive e-mail updates from the forum. You will not be able to unsubscribe after your course end date.

Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.

Ask the Professor

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to email your professor. Responses to your post will be addressed or emailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.

Student Break Room

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.

Grading

<table>
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<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Mini Projects (7 @ 6%)</td>
<td>42%</td>
</tr>
<tr>
<td>Unit Assessments (5 @ 8%)</td>
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<tr>
<td>Unit III Quiz</td>
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<tr>
<td>Unit VIII Project</td>
<td>12%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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Course Schedule/Checklist (PLEASE PRINT)

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.
### Course Schedule

By following this schedule, you will be assured that you will complete the course within the time allotted. Please keep this schedule for reference as you progress through your course.

#### Unit I  
**Project Management Overview and Project Selection**
- **Review:** [ ] Unit Study Guide
- **Read:**
  - [ ] Chapter 1: Modern Project Management
  - [ ] Chapter 2: Organization Strategy and Project Selection
- **Submit:**
  - [ ] Mini Project

#### Unit II  
**Considering Organizational Capability and Defining the Project**
- **Review:** [ ] Unit Study Guide
- **Read:**
  - [ ] Chapter 3: Organization: Structure and Culture
  - [ ] Chapter 4: Defining the Project
- **Submit:**
  - [ ] Assessment
  - [ ] Mini Project

#### Unit III  
**Project Planning and Scheduling**
- **Review:** [ ] Unit Study Guide
- **Read:**
  - [ ] Chapter 5: Estimating Project Times and Costs
  - [ ] Chapter 6: Developing a Project Plan
  - [ ] Supplemental Reading: See Study Guide
- **Submit:**
  - [ ] Quiz
  - [ ] Assessment
  - [ ] Mini Project

Notes/Goals:
<table>
<thead>
<tr>
<th>Unit IV</th>
<th>Risk Planning and Resource Scheduling</th>
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<tbody>
<tr>
<td>Review:</td>
<td>□ Unit Study Guide</td>
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</tbody>
</table>
| Read:   | □ Chapter 7: Managing Risk  
          | □ Chapter 8: Scheduling Resources and Costs |
| Submit: | □ Assessment  
          | □ Mini Project |
| Notes/Goals: | |

<table>
<thead>
<tr>
<th>Unit V</th>
<th>Project Duration and Leadership</th>
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<tbody>
<tr>
<td>Review:</td>
<td>□ Unit Study Guide</td>
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</tbody>
</table>
| Read:   | □ Chapter 9: Reducing Project Duration  
          | □ Chapter 10: Leadership: Being an Effective Project Manager |
| Submit: | □ Assessment  
          | □ Mini Project |
| Notes/Goals: | |

<table>
<thead>
<tr>
<th>Unit VI</th>
<th>Outsourcing and Managing Teams</th>
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<tbody>
<tr>
<td>Review:</td>
<td>□ Unit Study Guide</td>
</tr>
</tbody>
</table>
| Read:   | □ Chapter 11: Managing Project Teams  
          | □ Chapter 12: Outsourcing: Managing Interorganizational Relations |
| Submit: | □ Assessment  
          | □ Mini Project |
| Notes/Goals: | |
### Unit VII: Performance Management and Project Closure

**Review:**
- [ ] Unit Study Guide

**Read:**
- [ ] Chapter 13: Progress and Performance Measurement and Evaluation
- [ ] Chapter 14: Project Closure

**Submit:**
- [ ] Mini Project

**Notes/Goals:**

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### Unit VIII: International Projects and Project Oversight

**Review:**
- [ ] Unit Study Guide

**Read:**
- [ ] Chapter 15: International Projects
- [ ] Chapter 16: Oversight

**Submit:**
- [ ] Project

**Notes/Goals:**