Course Description

Comprehensive study of the project management process and the complexities of project management from a systems perspective. Includes the systematic approach to planning activities, controlling and closing project integration management, project scope management, project time management, project cost management, project quality management, project communication management, project risk management, and project human resources management. Prepares students to plan, control, and perform projects within the modern workplace by presenting requisite processes and techniques.

Course Textbook


Course Learning Objectives

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

1. Identify the roles and responsibilities of a project manager.
2. Analyze the purpose and elements of Measures of Performance in the context of the triple constraints.
3. Articulate the content of the various sections of a project plan.
4. Determine the scope of a project by defining product requirements and constructing the work breakdown structure.
5. Use precedence diagramming to create a network diagram that depicts the sequence of the work.
6. Define terminology and apply techniques associated with project estimating.
7. Examine project quality considerations in the context of cost of quality.
8. Explain key techniques to assure effective communication among and between project stakeholders.
10. Define key scheduling terminology and apply proven scheduling techniques.
11. Identify the steps involved in building a project’s budget.
12. Classify and apply the processes and techniques of monitoring project execution and change control.
13. Identify the tasks associated with closing a project.
14. Examine the processes of managing a project team to obtain optimal performance.
15. Evaluate a project against project management “best practices.”

Credits

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

Course Structure

1. **Unit Learning Objectives:** Each unit contains Unit Learning Objectives that specify the measurable skills and knowledge students should gain upon completion of the unit.
2. **Written Lectures:** Each unit contains a Written Lecture, which discusses lesson material.
3. **Reading Assignments:** Each unit contains Reading Assignments from one or more chapters from the textbook.
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. **Discussion Boards:** Discussion Boards are a part of all CSU term courses. Information and specifications regarding these assignments are provided in the Academic Policies listed in the Course Menu bar.
6. **Unit Assessments:** This course contains one Unit Assessment to be completed at the end of Unit I. The Assessment is composed of short answer essay questions.

7. **Unit Assignments:** Students are required to submit for grading Unit Assignments in Units II-VII. Specific information and instructions regarding these assignments are provided below.

8. **Final Project:** Students are required to submit for grading a Final Project in Unit VIII. Specific information and instructions regarding this assignment are provided below.

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

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

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**Unit Assignments**

**Unit II Assignment**

**Project Proposal**

For this assignment, you need to create a project proposal based upon a fictional project. You may base your project on one of the following topics or a topic of your choice approved by your professor:

- Training seminar
- Construction project
- Department retreat
- New product development
- Software development project
- Other

When you create the proposal, you should take into account the technical considerations, management considerations, and pricing considerations. However, you do not necessarily need to include these within your project proposal as you will be performing a more extensive project later in the term. As for now, follow the model of a simplified project proposal, which will include the following sections:

1. Statement of customer’s need
2. Assumptions
3. Project Scope
4. Deliverables
5. Resources
6. Schedule
7. Price
8. Risks
9. Expected benefits

Your proposal should be a minimum of three pages in length, with each section properly delineated. If another person were to read your proposal, he or she should know exactly what is expected and what direction the project will take.

Make sure you use appropriate APA style writing and citations as you craft your proposal. Also, make sure you use Times New Roman, 12 point font, with all lines double spaced.

**Unit III Scholarly Activity**

**Phase II: Project Scope Document**

Refer back to the Project Proposal you created for the Unit II Assignment. For this assignment, you will be expanding upon that project to include a Project Scope Document—that is, the definition of what needs to be done to produce the project deliverables and to satisfy the customer. The project scope document should satisfy the following components:

1. Customer Requirements
   a. Defines the functional or performance specifications of the project’s end product
2. Statement of Work (SOW)
   a. Defines the major tasks or work elements to be performed to accomplish and produce all project deliverables
3. Deliverables
   a. Products to be accomplished for duration of and conclusion of the project
4. Acceptance Criteria
   a. Must be described in greater detail than what is stated in the project proposal
5. Work Breakdown Structure
   a. A hierarchical breakdown of the scope into smaller work packages that produce the deliverables

The above components are only brief descriptions. You should consult your textbook for further details.

While project scope documents may vary from project to project, your document should contain a thorough description of each section. If your project varies in such a way that a thorough description is not possible, you will then include elements of the section in question to at least provide an outline of what is provided.

Your project scope document should be a minimum of three pages in length, with each section properly delineated. If another person were to pick up your document, he or she should know exactly what is expected and what direction the project will take.

Make sure you use appropriate APA style writing and citations when you craft your proposal. Also, make sure you use Times New Roman, 12 point font, with all lines double spaced.

Unit IV Scholarly Activity

This next phase of the project is meant to build off the previous phase (Unit III Scholarly Activity) and chapters.

Phase II: The Rest of the Story…

Phase II Work Breakdown:

Step 1: Read the remaining timetable of news reports from May 15, 2002-December 8, 2006. Links are provided below in Table 2: Phase II Readings. (You are also free to perform additional research on the Navy/Marine Corps Intranet (NMCI) if you wish.)

<table>
<thead>
<tr>
<th>Article Date</th>
<th>Article Title and URL</th>
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<tr>
<td></td>
<td><a href="http://computerworld.com/managementtopics/management/outsourcing/story/0,10801,71193,00.html?nlid=PM">http://computerworld.com/managementtopics/management/outsourcing/story/0,10801,71193,00.html?nlid=PM</a></td>
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<tr>
<td>April 25, 2003</td>
<td>“DOD Needs to Leverage Lessons Learned from Its Outsourcing Projects”</td>
</tr>
<tr>
<td>February 5, 2004</td>
<td>“EDS Posts Q4 Loss, Blames Navy Contract”</td>
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<td><a href="http://www.computerweekly.com/articles/2004/03/03/200709/sec-probes-eds-us-navy-deal.htm">http://www.computerweekly.com/articles/2004/03/03/200709/sec-probes-eds-us-navy-deal.htm</a></td>
</tr>
<tr>
<td>June 25, 2004</td>
<td>“NMCI Officials Press for Big Changes”</td>
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<td><a href="http://www.signonsandiego.com/uniontrib/20040729/news_1b29eds.html">http://www.signonsandiego.com/uniontrib/20040729/news_1b29eds.html</a></td>
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<tr>
<td>September 16, 2004</td>
<td>“U.S. Navy, EDS Modify NMCI Contract”</td>
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<td><a href="http://www.crn.com/government/47900114">http://www.crn.com/government/47900114</a></td>
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<tr>
<td>March 27, 2006</td>
<td>“EDS Gets $3.12B for USMC-Navy Intranet Services”</td>
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<td><a href="http://www.defenseindustrydaily.com/eds-gets-312b-for-usmcnavy-intranet-services-02067">http://www.defenseindustrydaily.com/eds-gets-312b-for-usmcnavy-intranet-services-02067</a></td>
</tr>
<tr>
<td>December 8, 2006</td>
<td>“DOD Needs to Ensure That Navy Marine Corps Intranet Program Is Meeting Goals and Satisfying Customers”</td>
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Table 2: Phase II Readings

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<tr>
<th>Article Date</th>
<th>Article Title and URL</th>
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Step 2: Based on the NMCI project information you obtained, analyze and critique the NMCI project in terms of the following:

- Its handling of estimating costs and budget
- Its handling of quality with the project
- Its handling of communication

While this course has not covered project communication just yet, provide an analysis based upon your experience/knowledge regarding communication within a business environment and more specifically, within project management.

Step 3: Explain the challenges EDS faced in each of these areas; if, how, and why they went off track; and how EDS might have managed these areas to prevent or minimize the problems.

Step 4: Create the Phase II deliverable.

Phase II Deliverable

For this assignment, you will submit a four-page report that presents an analysis, critique, and recommendations/remedies regarding the project management areas of estimating resources, costs, quality, and communication as they apply to NMCI's performance.

If you were the lead manager on a project dealing with the NMCI, how would you go about creating a resource requirements plan? Do you believe the NMCI put forth enough effort in the planning stages?

Unit V Scholarly Activity

This next phase of the project is meant to build off the previous phases and chapters:

Phase III: More Lessons Learned

Phase III Work Breakdown:

1. Analyze and critique the NMCI project in terms of its:
   - risk identification and management,
   - its scheduling,
   - its budgeting, and
   - its manner of project execution and closure.

   You are to refer back to your knowledge from previous units to complete this portion.

2. Explain the challenges EDS faced in each of these areas, how and why they went astray, and how EDS might have managed these areas to prevent the problems or at least lessen their impact.

3. Determine whether this project could be judged a success or failure from a stakeholder's perspective by reviewing the article “The NMCI Experience and Lessons Learned” by Kenneth Jordan. The link to the article may be found by clicking here.

Phase III Deliverable

For this assignment, you are to submit a four-page report that presents an analysis, critique, and recommendations/remedies regarding the project management areas of risk management, risk response, scheduling, budgeting and project execution, and closure as they apply to NMCI's performance. The report should also include your post-project evaluation of whether this project is/was a success from the stakeholders’ perspectives.

Finally, describe the elements of this project that could have led to its early termination.
Unit VI PowerPoint Presentation

Project Management Presentation

For this activity, you are going to create a minimum 10-slide PowerPoint Presentation on the barriers and challenges surrounding project management communication. You should act as though you are presenting this in a business professional environment to people who are new to project management. Within the presentation, you should address the barriers to effective communication in a project, its purpose, the elements of a project communication plan, and how it can address these challenges. You should also describe what is needed to conduct an effective meeting and provide a summary (within your presentation) of various collaboration tools to enhance the project experience.

Again, this presentation should be business professional and cater to those who are new to the project management experience.

You should use Times New Roman, 12 point font throughout your presentation. Any sources used throughout the presentation (including your textbook) should be appropriately cited using APA style writing.

Unit VII Scholarly Activity

As the general manager of a large contracting firm, it is your responsibility to hire employees who will positively contribute to the organization. Recently, your project manager of the past 20 years, who has been both reputable and trustworthy, retired from the position. As such, you need to hire a project manager who can immediately contribute to the organization and would be able to fulfill the role right away with minimal training.

For this assignment, you are to create a job posting for the position of project manager at your company to which, hypothetically, people would apply. This posting should contain the following areas:

1. Job description
2. Responsibilities of the position
3. Necessary knowledge, skills, and abilities
4. General qualifications
5. Education and/or experience

Since there is no general standard for the length of a job description, it should be as thorough as possible, at least one to two pages of material. If you use a website as a reference, it should be noted on a separate reference page. If any material is used verbatim from a website, it should be appropriately cited using APA style writing.

Final Project

For this final assignment, you are to create a PowerPoint Presentation that discusses the project management process with a focus on effectiveness and ways teams can prevent some of the pitfalls to a project. Here is an outline of items you should address:

• The purpose of a project proposal
• The project scope document
• The importance of estimating costs, budget, and earned value
• Risk management, risk mitigation, and risk response
• Communication between the project team, project manager, and the stakeholders
• The importance of the project manager

Additionally, you should include at least two points that you believe are important to project management. These should relate to the course objectives with a thoughtful, critical mindset. Overall, this presentation should be a reflection of your knowledge regarding project management.

The presentation should include a minimum 20-25 slides and a business professional look, with Times New Roman, 12 point font. Any sources used should be appropriately cited using APA style writing.

Submitting Course Papers/Projects

Once you have completed your papers/projects, submit your completed papers/projects by uploading through the Assignment tab in each unit. Do not e-mail your paper directly to your professor. By using the Assignment tab, your university record will automatically be updated to indicate you have submitted your papers/projects and the assignment
will be provided to your professor for grading. Instructions for submitting your assignment can be found under the Assignment tab in each unit.

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. A document titled “APA Guidelines Summary” is available for you to download from the APA Guide Link, found in the Learning Resources area of the myCSU Student Portal. It may also be accessed from the Student Resources link on the Course Menu. This document provides links to several internet sites that provide comprehensive information on APA formatting, including examples and sample papers.

CSU Grading Rubric for Papers/Projects

The course papers will be graded based on the CSU Grading Rubric for all types of papers, 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 rubric, click the Academic Policies link on the Course Menu, or access it through the CSU Grading Rubric link found in the Learning Resources area of the myCSU Student Portal.

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.

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

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<th>Component</th>
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<tr>
<td>Discussion Boards (8 @ 2%)</td>
<td>16%</td>
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<tr>
<td>Assessment</td>
<td>7%</td>
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<tr>
<td>Scholarly Activities (4 @ 7%)</td>
<td>28%</td>
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<tr>
<td>Assignment</td>
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<tr>
<td>PowerPoint Presentation</td>
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<td>Final Project</td>
<td>35%</td>
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<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.
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  
**Foundations of Project Management**

<table>
<thead>
<tr>
<th>Review</th>
<th>□ Unit Study Guide</th>
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<tbody>
<tr>
<td>Read</td>
<td>□ Chapter 1: Project Management Concepts</td>
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<tr>
<td>Discuss</td>
<td>□ <strong>Discussion Board Response</strong>: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)</td>
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<tr>
<td>Submit</td>
<td>□ <strong>Assessment</strong> by Tuesday, Midnight (Central Time)</td>
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Notes/Goals:

### Unit II  
**Planning, Performing, and Controlling the Project—Part 1**

<table>
<thead>
<tr>
<th>Review</th>
<th>□ Unit Study Guide</th>
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</table>
| Read     | □ Chapter 2: Identifying and Selecting Projects  
□ Chapter 3: Developing Project Proposals |
| Discuss  | □ **Discussion Board Response**: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)  
□ **Discussion Board Comment**: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time) |
| Submit   | □ **Assignment** by Tuesday, Midnight (Central Time) |

Notes/Goals:

### Unit III  
**Planning, Performing, and Controlling the Project—Part 2**

<table>
<thead>
<tr>
<th>Review</th>
<th>□ Unit Study Guide</th>
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</table>
| Read     | □ Chapter 4: Defining Scope, Quality, Responsibility, and Activity Sequence  
□ Chapter 5: Developing the Schedule |
| Discuss  | □ **Discussion Board Response**: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)  
□ **Discussion Board Comment**: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time) |
| Submit   | □ **Scholarly Activity** by Tuesday, Midnight (Central Time) |

Notes/Goals:
## MBA 6951, Managing Complex Projects

### Course Schedule

#### Unit IV
**Planning, Performing, and Controlling the Project—Part 3**

- **Review:**
  - Unit Study Guide

- **Read:**
  - Chapter 6: Resource Utilization
  - Chapter 7: Determining Costs, Budget, and Earned Value

- **Discuss:**
  - Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
  - Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

- **Submit:**
  - Scholarly Activity by Tuesday, Midnight (Central Time)

**Notes/Goals:**

#### Unit V
**Planning, Performing, and Controlling the Project—Part 4**

- **Review:**
  - Unit Study Guide

- **Read:**
  - Chapter 8: Managing Risk
  - Chapter 9: Closing the Project

- **Discuss:**
  - Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
  - Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

- **Submit:**
  - Scholarly Activity by Tuesday, Midnight (Central Time)

**Notes/Goals:**

#### Unit VI
**People: The Key to Project Success—Part 1**

- **Review:**
  - Unit Study Guide

- **Read:**
  - Chapter 12: Project Communication and Documentation
  - Chapter 13: Project Management Organizational Structures

- **Discuss:**
  - Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
  - Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

- **Submit:**
  - PowerPoint Presentation by Tuesday, Midnight (Central Time)

**Notes/Goals:**
## MBA 6951, Managing Complex Projects

### Course Schedule

<table>
<thead>
<tr>
<th>Unit VII</th>
<th>People: The Key to Project Success—Part 2</th>
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<tbody>
<tr>
<td>Review:</td>
<td>□ Unit Study Guide</td>
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<tr>
<td>Read:</td>
<td>□ Chapter 10: The Project Manager</td>
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<tr>
<td>Discuss:</td>
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<td>Submit:</td>
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**Notes/Goals:**

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<tr>
<th>Unit VIII</th>
<th>People: The Key to Project Success—Part 3</th>
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<tr>
<td>Review:</td>
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<tr>
<td>Read:</td>
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**Notes/Goals:**