

PM 504:

Project Planning and Control

School of Business and Management

3 Credits

Effective Date 7/1/2022

Access to the Internet is required.

All written assignments must be in Microsoft-Word-compatible formats.

See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.

Faculty Information

Professional experience information for instructors is found under *Syllabus, Schedule, and Course Team* in the online course menu.

Contact Information

Contact information for instructors is found under *Syllabus, Schedule, and Course Team* in the online course menu.

Course Description

Planning is central to project management and the second phase in the cycle of project management. This course will examine the beginning of the planning phase based upon the Project Management Body of Knowledge (PMBOK® Guide). In this course students will begin by reviewing the initiation phase and move into the first steps of the planning phase utilizing project management software. Students will create a project charter, communication matrix, requirements traceability matrix, and work breakdown structure to define and sequence a real-world project, allowing them to apply their knowledge.

Course Resources

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). Access is provided through the *Reading List* link in your online course as well as from the library homepage (“Find Your Reading List” button).

Note: Required resources that must be purchased by the student are tagged “Purchase from a vendor of your choosing.” Required resources with a direct link, “Available through CityU Library”, are available electronically at no cost to students.

Students in Canada may purchase course resources from the [Canada Bookstore](#), and students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

Course Outcomes

This course will prepare students to:

- Apply appropriate project management tools and concepts to finalize the initiation a project. **(Project Stakeholder Analysis and Charter)**
- Apply fundamental project planning practices into a scheduling software. **(Using Project Management Software)**
- Generate appropriate project management planning documentation. **(Work Breakdown Structure and Schedule)**
- Produce an inclusive communications plan for project management planning. **(Communications Plan)**

Additional Information

This is a new heading for our syllabus template. Programs are using this to list additional information required by accreditors, or core concepts/knowledge/skills.

Grading Scale

The grades earned for the course will be calculated using City University of Seattle's decimal grading system, found in the current [University Catalog](#).

Grading rubrics with details on how each assignment will be graded are located under *Assignments* and/or in *My Grades* in the online course menu. Students should review the rubric for each assignment prior to completing their work in order to understand how it will be assessed.

Course Assignments and Grading

<i>Overview of Required Assignments</i>	<i>% of Final Grade</i>
Stakeholder Analysis	20%
Project Charter	15%
Project Communication Matrix	10%

Work Breakdown Structure	15%
Using Project Management Software	20%
Instructor Determined Assignments and Activities	20%
TOTAL	100%

Course Assignments and Rubrics

Stakeholder Analysis (20% of Final Grade)

Students will complete a stakeholder analysis for a project of their choosing. Stakeholder identification is key to all aspects of a project, and very important for project initiation and planning purposed. Students will complete the stakeholder analysis grids provided in the course, determining roles, needs, interests, value, levels of power, and ongoing involvement for all applicable stakeholders.

Components	% of Grade
Stakeholder Groups	15%
Stakeholder Needs and Interests	15%
Stakeholder Level of Power and Interest	15%
Stakeholder Role	15%
Stakeholder Value	15%
Stakeholder Ongoing Involvement	15%
Writing Quality	10%
TOTAL	100%

Project Charter (15% of Final Grade)

Project charters are the final step in the initiation phase of a project and allow the project manager to begin the project by moving into the planning phase. Students will complete a project charter for the project they chose. The charter provides a high-level summary of the project including an introduction, alignment of the needs and strategic objectives of the organization for which the project is being completed, an initial cost benefit analysis, and a stakeholder register. The project charter should be two-three pages in length.

Components	% of Grade
Scope	30%
Project Risks	10%
Team Members	20%
Milestones	15%
Budget	15%
Writing Quality	10%
TOTAL	100%

Project Communication Matrix (10% of Final Grade)

Planning communication is integral to the success of any project. Students will begin to build their communication plan by completing the communication matrix utilizing the template provided in the course. This matrix plans project team and stakeholder role, contact information, method, and frequency of communications, and assigns responsibility of communication to team members. The length of this document is dependent upon the number of team members and stakeholders.

Components	% of Grade
Project Team Communication	50%
Project Stakeholder Communication	50%
TOTAL	100%

Work Breakdown Structure (15% of Final Grade)

The Work Breakdown Structure (WBS) is an integral planning document that provides a detailed schedule for all of the deliverables and steps necessary for a successful project throughout the project life cycle from initiation to closing. Using the sample provided in the course, students will complete the WBS chart for their project.

Components	% of Grade
WBS	100%
TOTAL	100%

Using Project Management Software (20% of Final Grade)

Project management software can save time, money, and can also serve as a main hub for communication throughout the project life cycle. Students are given instructions and training on project management software and will now utilize that software continue planning their project. Students will share their inputs with the instructor. These inputs include:

- Project management board

- Lists and subcards
- Checklists and documents
- Calendar

Components	% of Grade	
Project Management Board	30%	
Lists for Major Deliverables/Sub Cards		30%
Checklists and Documents		20%
Power-up Calendar	20%	
TOTAL	100%	

Instructor Determined Assignments and Activities (20% of Final Grade)

The instructor will determine a set of activities that support the course outcomes and major assignments of the class. These activities could include collaboration, discussion, participation, peer-review, learning reflections, learning checks or other activities online or in-class. Descriptions are provided by the instructor in the course.

Components:	% of Grade	
Quality of Content	50%	
Quantity of Responses	30%	
Timeliness	20%	
TOTAL	100%	

Course Policies

Late Assignments

A critical aspect of management is to meet predefined deadlines. Therefore, all assignments are expected to be submitted when due. No late assignments are accepted. Life-situations do occur. When an issue arises, coordinate with the instructor prior to the assignment's due date and the due date may be adjusted. It is in the best interest of the student to ensure that all assignments are submitted on time.

Participation

Class participation will be evaluated during class. Participation includes being prepared for class discussions and contributing meaningful content when appropriate. It also includes individual effort contributed to the team project.

Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

University Policies

Students are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

Antidiscrimination

City University of Seattle and its staff and faculty are committed to supporting our students. We value equity, diversity, and inclusion as a way of life as well as the educational opportunities it provides. City U will not tolerate any form of discrimination based on race, color, ethnicity, sexual orientation, gender identification, socioeconomic status, or religious values. If you have experienced any discrimination based on any of the above, we encourage you to report this to the University. Please report this to your instructor. If you do not feel safe reporting this to your instructor, please report to the Provost or to the Vice President of Student Affairs.

Non-Discrimination & Prohibition of Sexual Harassment

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit the [Title IX](#) portal page or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through

person-to-person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at the [CityU website](#) under the Policies section or at [CityU in Canada](#) website.

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Academic Integrity Policy*.

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Attendance*.

Final Assignment Due Date

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

Support Services

Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at disability@cityu.edu or 206.239.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal.

Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

Library Services

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services online](#), 24 hours a day, seven days a week.

Smarthinking Tutoring

CityU students have access to free online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at mycityusupport@cityu.ed to request a username and password.