CityUniversity
of Seattle

Syllabus

SCHOOL OF BUSINESS AND MANAGEMENT
PM 420: Strategic Organization Design to Project Initiation

5 Credits
Effective: Spring 2020/2021

FACULTY

Faculty Name: FACULTY NAME

Contact Information: CONTACT INFORMATION

[INSTRUCTOR MAY INSERT PERSONAL MESSAGE IF DESIRED]

COURSE DESCRIPTION

This course expands on the foundation of project management by focusing on a strategy-oriented approach to project implementation within the initiation phase. It will cover important topics such as the role of the project manager, company culture, identification of important stakeholders, and aligning project priority with the organizational portfolio.

COURSE RESOURCES

Required and recommended resources to complete coursework and assignments are found on the course Reading List. The reading list can be found under *Course Information* in Blackboard as well as from the library homepage ("Find Your Textbook" 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

In this course, learners:
- Describe the role of projects as part of strategic role of the organization.
- Demonstrate how to evaluate a project's viability through various project management tools and techniques.
- Develop a stakeholder management plan that identifies how to determine the needs of key stakeholders in alignment to strategy and project outcomes.
- Translate strategic objective into a manageable project task.

OVERVIEW OF COURSE GRADING

The grades earned for the course will be derived using City University of Seattle's decimal grading system, based on the following:

Overview of Required Assignments	% of Final Grade
Instructor Determined Assignments and Activities	20%
Organizational Structure Paper	30%
Project Charter	30%
Stakeholder Management Strategy	20%
TOTAL	**100%**

SPECIFICS OF COURSE ASSIGNMENTS

All assignments are due by 11:59PM, PST on the last day of the module week.

Instructor Determined Assignments and Activities

Whether in class, online, or in a mixed mode setting, students will be graded on their participation in classroom discussions; their ability to present, explain, or defend alternative viewpoints; and the degree to which they have mastered the concepts and principles inherent in the study of business management. Written work will be assessed not only on relevance to the subject presented, but also on adherence to good written form, APA style, and professional presentation. The instructor may also choose to create additional activities to support learning in the classroom or online.

Components	% of Grade
Engagement	100%
TOTAL	**100%**

Organizational Structure Paper

A project organization is a structure that facilitates the coordination and implementation of project activities. The structure defines the relationships among members of the project management and the relationships it has with its stakeholders. At the start of every project, it is important to first determine the organization structure. On the basis of unique characteristics of the project, each project structure has its own form with its own advantages and disadvantages. The main goal of an organizational structure is to reduce confusion and uncertainty that is almost certain to occur in a project's early stages. Write a 3-5 paper, using proper APA format, in which the student will select an organization and present the following items as they relate to that organization: 1. Describe the organizational structure of the selected organization. 2. Compare and contrast that structure with two different organizational structures described in the PMBOK and the key project related characteristics. 3. Assess how project management and project managers play a role in each structure. 4. Evaluate how organizational functions (such as marketing, finance, human resources, and operations) influence and determine the organizational structure of your selected organization. The student should include a minimum of three external academic resources.

Components	% of Grade
Evaluate the implications of project management to organizational effectiveness	40%
Compare and Contrast	30%
APA style (citations/reference list)	10%
Style and Mechanics	20%
TOTAL	**100%**

Project Charter

The project charter is a formal document recognizing the existence of the project and the authority of the project manager. It defines the high-level requirements for the project and links the project to the ongoing work of the organization. Students will explore the various components of a project charter and develop a high-level scope, schedule, and resource window from which to operate. The project charter includes fundamental information used to authorize and establish the basis for a project. The charter justifies the project in terms of its value to the company. Specific items include but are not limited to the following (per instructor): Project Title and Description Project Manager Assigned and Authority Level Business Case/Project Purpose or Justification High Level Project description/ Statement of Work Measurable Project Objectives and Related Success Criteria/Metrics High Level Requirements Known Stakeholders and their Role/Responsibility High Level Project Risks Summary Milestone Schedule Summary Budget Name and Responsible Person(s) Authorizing Project Charter.

Components	% of Grade
Application of Project Strategy (Projects as strategy)	70%
Style and Mechanics	20%
Organization and Coherence	10%
TOTAL	**100%**

Stakeholder Management Strategy

Stakeholder identification and management is a key skill for all project managers. Stakeholders are individuals who represent specific interest groups served by the outcomes and performance of a project or program. Project managers are accountable for the end-to-end management of their projects, including performance and expectation management of individuals who may be outside their direct control. Students will create a formal stakeholder management process that is appropriate for the circumstances of the project described from the Project Charter assignment. First, the team will discuss the goals and objectives of the Stakeholder Management Strategy. Second, the teams will discuss the methodology that they will use to identify stakeholders and how stakeholders are defined. Third, the team will identify the subset of stakeholders as key stakeholders and the reasoning for determining them as key stakeholders. Fourth, the team will analyze its list of identified stakeholders into categories, and their level of impact based on their power, influence, and involvement in the project. Last, the students will summarize by creating a stakeholder management strategy that defines an approach to increase the support and minimize negative impacts of stakeholders throughout the entire project life cycle.

Components	% of Grade
Requirements	70%
Style and Mechanics	20%
Organization and Coherence	10%
TOTAL	**100%**

COURSE POLICIES

Late Assignments

A critical aspect of project 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 https://my.cityu.edu/titleix 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 https://www.cityu.edu/discover-cityu/about-cityu/ under the Policies section or at https://www.cityuniversity.ca/about/.

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 help@cityu.ed to request a user name and password.