CityUniversity
of Seattle

Syllabus

SCHOOL OF BUSINESS AND MANAGEMENT
PM 630: Action Learning Project I

3 Credits
Effective: Summer 2022

FACULTY

Faculty Name: FACULTY NAME

Contact Information: CONTACT INFORMATION

[INSTRUCTOR MAY INSERT PERSONAL MESSAGE IF DESIRED]

COURSE DESCRIPTION

In this course students begin their work on the Master of Science in Project Management (MSPM) capstone project using the applied action learning method. Students will construct elements of an overall Project Management Plan/e-portfolio as the capstone project moves through the initiation and planning phases, as well as plan the content for the execution and closeout phases of the capstone project.

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

In this course, learners:
- Baseline of scope, schedule, and budget of project plan
- Recognize business cycles and their implications to project management
- Apply the concept of a Community of Practice (CoP)
- Apply measures and metrics to monitor both project and organizational success
- Apply fundamental project planning practices in an organizational environment with a Project Management Plan/e-portfolio
- Develop and present a presentation to gain implementation approval your Capstone Project
- Conduct industry sector, business, and project analysis
- Explain how reflection, ethics, and phenomenology influenced development of your project strategy
- Collection, traceability, and management of stakeholder requirements
- Evaluate, select, and apply appropriate project management tools and techniques

CORE CONCEPTS, KNOWLEDGE, AND SKILLS

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 Activities	20%
Action Learning Portfolio	55%
Project Status Presentation	25%
TOTAL	**100%**

SPECIFICS OF COURSE ASSIGNMENTS

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

Instructor Determined Activities (including participation)

Whether in class, online, or in a mixed mode setting, students will be graded on their participation in classroom discussions; 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
Quality of Responses	50%
Quantity of Responses	30%
Timeliness	20%
TOTAL	**100%**

Action Learning Portfolio

Students will construct a portfolio of project management artifacts demonstrating competency in project planning, execution, monitoring and controlling, and closeout activities of a project. Students should produce what is necessary depending on their project. Any requirements not addressed in the portfolio by the student must be defended and reasoned out accordingly. Instructor(s) can adjust requirements.

The following are guided requirements in order to help baseline the scope, budget, and schedule in this course. Students should produce what is necessary depending on their project, with template information removed, and applied to a specific real world project approved by the instructor.

1. Business Case & Project Charter
   Business case:
   a. Organizational mission/objectives
   b. Project benefits and business case
   Project charter:
   a. Project purpose or justification,

b.   Measurable project objectives and related success criteria,
c.   High- level requirements,
d.   Assumptions and constraints,
e.   High- level project description and boundaries,
f.   High- level risks,
g.   Summary milestone schedule,
h.   Summary budget,
i.   Stakeholder list,
j.   Project approval requirements (i. e., what constitutes project success, who decides the project is successful, and who signs off on the project),
k.   Assigned project manager, responsibility, and authority level, and
l.   Name and authority of the sponsor or other person(s) authorizing the project charter.
2.   Scope management
   a.   Requirements document
   b.   Scope statement to include the following (from PMBOK)
      i.   Project and/or product scope description. Progressively elaborates the characteristics of the project, product, service, or result described in the project charter and requirements documentation.
      ii.   Project and/or product acceptance criteria. Defines the process and criteria for accepting completed project, products, services, or results.
      iii.   Project deliverable(s). Deliverable(s) include both the outputs that comprise the product or service of the project, as well as ancillary results, such as project management reports and documentation. The deliverable(s) may be described at a summary level or in great detail.
      iv.   Project exclusions. Generally identifies what is excluded as from the project. Explicitly stating what is out of scope for the project helps to manage stakeholders' expectations.
      v.   Project constraints. Lists and describes the specific project constraints associated with the project scope that limits the team's options, for example, a predefined budget or any imposed dates or schedule milestones that are issued by the customer or performing organization. When a project is performed under contract, contractual provisions will generally be constraints. Information on constraints may be listed in the project scope statement or in a separate log.
      vi.   Project assumptions. Lists and describes the specific project assumptions associated with the project scope and the potential impact of those assumptions if they prove to be false. Project teams frequently identify, document, and validate assumptions as part of their planning process. Information on assumptions may be listed in the project scope statement or in a separate log.
3.   Work Breakdown Structure (WBS):
   a.   In diagram or outline format
   b.   At least 20 work packages
   c.   Correctly coded
   d.   WBS Dictionary – a more detailed definition of each work package and can include but is not required to include all of the following:
      i.   Code of account identifier,
      ii.   Description of work,
      iii.   Responsible organization,
      iv.   List of schedule milestones,
      v.   Associated schedule activities,
      vi.   Resources required,
      vii.   Cost estimates,
      viii.   Quality requirements,

        ix.   Acceptance criteria,
4. Schedule – develop a schedule with Microsoft Project to include the following:
    a. Project Name
    b. Working days and non-working days correctly setup
    c. WBS deliverables, sub-deliverables, work packages and activities. Properly structure the hierarchy in MS Project with WBS identifier codes.
    d. Predecessors at the work package or activity level
    e. Identified critical path
    f. Identified float
    g. Milestones
    h. Resources identified in Section 4 assigned to work packages and leveled
    i. Materials assigned to work packages
    j. Costs entered for resources and materials
5. Stakeholder Management Plan
    a. Matrix
    b. Influence Grid
6. Communication Management Plan
    a. Define the communication processes for the project and how each stakeholder will receive project communications. This can include a Communication Matrix.
7. Quality Management Plan
    a. Determine success/acceptance criteria(s)/metrics

Components	*% of Grade*
Project Management Artifacts	30%
Demonstration of Project Management Competencies	50%
Technical Requirements	10%
Citations	10%
TOTAL	**100%**

Project Status Presentation

This presentation will represent an overall status of the project used for the Action Learning Portfolio. Students will present to project leadership and the acting project management office (PMO). Students will determine the critical items to present per the instructor's requirements applying project management best practices. This exercise is to simulate an executive debriefing where a project manager has limited time with an executive. Your classmates and instructor will act as the executive board and the PMO by asking questions and providing feedback. This presentation should be approximately 10-15 slides with extensive notes and/or voice over, using APA format, with four or more professional references beyond course resources.

Components	*% of Grade*
Application of Project Management Best Practices to Action Learning Portfolio Status	80%
Writing, Spelling, Structure, and APA	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 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 you find the resources and information you 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.