



Syllabus

SCHOOL OF BUSINESS AND MANAGEMENT **MBA 515: Project Management and Prioritization**

3 Credits
Effective: Fall 2021

*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

Faculty Name: FACULTY NAME

Contact Information: CONTACT INFORMATION

[INSTRUCTOR MAY INSERT PERSONAL MESSAGE IF DESIRED]

COURSE DESCRIPTION

In this course students develop relationships between the project management Process Groups (Initiating, Planning, Executing, Monitoring and Controlling, Closing) and the PMBOK Knowledge Areas. Students exercise the critical tasks associated with managing a single project to best meet project success criteria and stakeholders' expectations. Throughout the course, students gain practical experience by developing project deliverables utilizing Microsoft Project software and applying several project management tools and techniques including project charter, work breakdown structure, network diagrams and critical path.

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.

CITYU LEARNING GOALS

This course supports the following City University learning goals:

- Strong communication and interpersonal skills

COURSE OUTCOMES

In this course, learners:

- Assess project risk and integrate risk mitigation plans into the project plan
- Assess individual projects based on their performance and/or potential performance against organization priorities
- Create a project plan that includes effective resource allocation, use of technology and cross-functional awareness to solve a specific problem.
- Create a project plan that maximizes talent and work effort by effectively managing human resources

CORE CONCEPTS, KNOWLEDGE, AND SKILLS

- Alignment and evaluation of projects with organizational strategy
- Characteristics of a project
- Project cost estimating and budgeting
- Project planning tools, techniques and methods
- Project scheduling fundamentals
- Project, program, and portfolio management best practices as strategic core business competencies
- Resource loading and resource leveling
- Risk management fundamentals

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:

<i>Overview of Required Assignments</i>	<i>Points</i>
Student Introductory Assignment	15
Week 2. Problem Statement and Project Selection	15
Week 3. Project Charter	200
Week 4. Work Breakdown Structure	70
Week 5. Network Diagram/Critical Path	70
Week 6. Project Schedule/Gantt Chart	70
Week 7. Responsibility Assignment Matrix (RAM)	70
Week 8. Estimating/Budgeting	70
Week 9. Risk Management	70
Week 10. Presentation/Lessons Learned	100
Discussion question each week (25 points each week)	250
TOTAL	1000

SPECIFICS OF COURSE ASSIGNMENTS

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

Project Plan – Problem Statement and Project Selection

A major objective of the MBA 515 assignments is to give you exposure to actual project, program, and portfolio management decision-making processes and tools, such as those typically encountered in a project environment. This course is not designed to make you a project manager, but to enable you as a manager to understand what a project manager does and the language of project management.

In this course you will create a complete plan for a project one step at a time through eight weekly assignments. This first assignment is aimed at understanding and clearly stating the problem the project will be designed to fix. The problem statement must be measurable; therefore, quantitative as well as qualitative analysis of the problem is key to a successful project.

Requirements for Problem Statement assignment.

1. The problem statement should be no longer than one page of text.
2. Describe the problem, giving a brief background of the perceived problem; do NOT describe the fix.
3. Describe the current situation. Make this measurable. (What should you measure?)
4. Describe the future or desired state of the situation. Make this measurable. (What do you want the situation to look like?)
5. Describe what has to be done to go from the current state to the desired or future state. This becomes your project. This is also known as the gap between the current and the future state. Since the current and desired states are quantifiable, success can be defined in real terms. It may be to increase production from current state = 60% capacity to desired state = 70% capacity, reduce safety incidents by 15%, etc.

<i>Components</i>	<i>% of Grade</i>
Background of the project	45%
Project aligned with organizational needs	45%
Writing Mechanics	10%
TOTAL	100%

Project Plan - Project Charter

This assignment is aimed at establishing a “practical understanding” of the Project Charter according to PMBOK. The Project Charter consists of the following major elements:

- Executive Summary
- Table of Contents
- Project Purpose
- Project Description
- Project Deliverables
- Risks
- Milestones
- Budget
- Approvals

It is important to understand the elements of the project. Be as complete as you can in your project charter.

<i>Components</i>	<i>% of Grade</i>
Project Scope and Business Case	20%
Project Objectives	20%
Project Assumptions, Constraints and High-level Requirements	20%
Project Success Criteria	10%
Stakeholder List	20%
Writing Mechanics	10%
TOTAL	100%

Project Plan - Work Breakdown Structure

In this assignment you will design a work breakdown structure (WBS). The work breakdown structure visually divides the project into manageable chunks that a project team can understand, as each level of the work breakdown structure provides further definition and detail. Building a WBS helps to provide a detailed illustration of project scope, monitor progress, create accurate cost and schedule estimates, and build project teams.

<i>Components</i>	<i>% of Grade</i>
Identify Activities Level 1	30%
Identify Summary Tasks Level 2	30%
Identify Work Packages Level 3	30%
Presentation and Format	10%
TOTAL	100%

Project Plan - Network Diagram/Critical Path Chart

Using the WBS from a previous assignment, you will create Network Diagram for your project and identify the Critical Path. The diagram and documentation must include all the work package tasks and work packages from your WBS, and the formula for each duration. Your instructor will provide more details about this assignment.

<i>Components</i>	<i>% of Grade</i>
Network Diagram	45%
Critical Path	45%
Presentation and format	10%
TOTAL	100%

Project Plan - Project Schedule/ Gantt Charts

In this assignment, you will create a project schedule by creating a Gantt chart. The Gantt Chart is a visual map of tasks positioned in sequence with a time allotment indicated. You will create the Gantt chart using Microsoft Project or other project management software. The scheduling is the successive step from the Network Diagram assigned last week. The Verzuh text has a great Gantt Chart explanation and illustration.

<i>Components</i>	<i>% of Grade</i>
Project Schedule/Gantt Charts	80%
Presentation and format	20%
TOTAL	100%

Project Plan – Responsibility Assignment Matrix (RAM)

In this assignment, you will create a Responsibility Assignment Matrix/ sometimes called RAM. (It may also be known as a Responsible, Assists, Consulted, Informed, (RACI) model.) Using the WBS you created in week 3 as a guide, identify who is responsible for each task and work package on your WBS, who is assigned as responsible for making sure the task/work package is performed correctly, who must be consulted about tasks, and who has to be informed.

<i>Components</i>	<i>% of Grade</i>
Responsibility Assignment Matrix (RAM) Spreadsheet	45%
Validation check list Spreadsheet	45%
Effort and Duration Estimate Spreadsheet	10%
TOTAL	100%

Project Plan - Estimating/Budgeting

Using the examples and information in the texts, you will create a project cost estimate for your project. You will submit two estimates – a Parametric estimate and a Bottom Up estimate. You will also identify the differences between these two estimating types and describe which one is most accurate.

<i>Components</i>	<i>% of Grade</i>
Parametric Estimate	35%
Bottom Up Estimate	35%
Descriptions/Comparisons	20%
Writing Mechanics	10%
TOTAL	100%

Project Plan - Risk Planning and Management

Each team will create a table listing the major risks to the project, a mitigation plan for each associated risk, and an estimate of costs to the project for each risk.

<i>Components</i>	<i>% of Grade</i>
Major risks are identified	30%
Identified risks have a mitigation plan	30%
Identified risks have associated cost impact	30%
Presentation and format	10%
TOTAL	100%

Project Plan - Final Project Presentation

The final project presentation will be built from the revised elements of the project plan that were the weekly deliverables in the course. The final project plan will be presented to the class in a manner suitable for the course delivery mode. The instructor will provide more information on the presentation requirements.

<i>Components</i>	<i>% of Grade</i>
Writing Mechanics	10%
Visual Aspects of Presentation	50%
Project Plan requirements	25%
Lessons Learned	15%
TOTAL	100%

Instructor Determined Assignments and Activities (Discussion question each)

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.

<i>Components</i>	<i>% of Grade</i>
Quality of Responses	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 team projects.

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.