



Syllabus

SCHOOL OF BUSINESS AND MANAGEMENT

PM 404: Project Scheduling and Cost Management

5 Credits

Effective: Spring 2020/2021

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

This course exposes students to the techniques and tools for project scheduling and cost management. It includes detailed discussions and a series of related learning exercises on the sequence of project activities, including creating work breakdown structures, creating integrated networks, scheduling, and project cost and schedule controls. Cost management introduces the basic approaches and methods associated with cost management, from the establishment of budgets and cost accounts to the monitoring, interpretation, and use of cost data throughout the life cycle of the project.

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.

CITYU LEARNING GOALS

This course supports the following City University learning goals:

- Professional competency and professional identity
- Strong communication and interpersonal skills
- Critical thinking and information literacy

COURSE OUTCOMES

In this course, learners:

- Analyze and refine project time and cost estimates to define project baseline, schedule and budget.
- Communicate project status and summary based on project analysis.
- Define and document project schedule, budget, resources, and quality.
- Analyze project progress by applying performance reporting, cost management, cost control analysis, identifying problems, recommending and justifying potential solutions using project management techniques to ensure activities are executed as planned.

- Demonstrate the importance of a work breakdown structure (WBS) to the management of a project and how it serves as a tool for project planning and control.

CORE CONCEPTS, KNOWLEDGE, AND SKILLS

- Critical path and hidden critical paths
- Project cost management
- Project estimating
- Project lifecycle
- Project monitoring and control systems
- Project network diagrams
- Project resources and resource allocation
- Project schedule
- Project scope
- Project work breakdown structure
- Risk management

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>% of Final Grade</i>
Discussion Board or Instructor Determined Participation	30%
Team Project Notebook - Case Study	35%
Team Presentation	15%
Midterm/Final Exam	20%
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.

Discussion Board or Instructor Determined Participation

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 project 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.

Online classes are required to use the Discussion Board. Participation through discussion is an integral part of this course and is defined as active engagement in a discussion or other activity. Instructors will

determine the type of questions and their due dates. To provide a structure for balanced participation and allow you to maximize the benefit of the discussion boards, it is recommended that you follow these guidelines for online classes:

- 1) Each response should be at least 150 words in length and provide insight, substance, and reflect a respectful, supportive spirit.
- 2) Each response should demonstrate proper grammar, spelling, syntax, and punctuation. Your style should be lucid, expressive, and easily read.
- 3) Reference to any material must be properly cited using APA format. Cite at least 1 reference per weekly discussion board posting.
- 4) All responses are to be posted to the BlackBoard learning management system. It is advisable to post your original response by mid-week (determined by your instructor) to allow other students time to read and digest your words and appropriately respond to you. In addition, students are also required to provide at least two (2) substantial feedback/comments to their classmates by end of week. All responses are due by midnight (or other time requirement determined by your instructor) prior to the next class session.

<i>Components</i>	<i>% of Grade</i>
Timeliness of responses	15%
Quantity of responses	15%
Quality of responses	50%
Position/Support	10%
APA Style (Citations and References)	10%
TOTAL	100%

Team Project Notebook - Case Study

This project is designed to give you and your teammates the chance to practice being on project teams using the various project management tools, techniques, and processes as you develop a plan from a case study provided by your instructor. Each team member will be given the same grade. However, the instructor will make the final adjustment to individual grades based on team peer feedback.

Team Project Notebook must contain (at a minimum) the following elements:

- Cover Page
- Team Name
- List of Team members
- Table of Contents
- Initiation:
 - Preliminary cost estimate
 - Project Organizational Chart/Team Roles and Responsibilities
 - Project Brief
- Planning
 - Scope Statement
 - Work Breakdown Structure
 - Requirements Traceability Matrix
 - Milestone List
 - Gantt chart with critical path
 - Network Diagram

- Probability/Impact Matrix
- Executing
- Progress Report
 - Change Request
 - Scope Change Brief
- Monitoring and Controlling
- Issue Log
 - Risk Register
 - Change Communication
- Closing
- Updates to project plan and schedule
 - Lessons Learned
 - Best Practices
 - Slides to Final Presentation

<i>Components</i>	<i>% of Grade</i>
Application of Fundamental Project Management Practices	70%
Organization	30%
TOTAL	100%

Team Presentation

This (virtual or in person) class will be facilitated by the instructor but led by the students. This presentation will represent an overall project summary status focusing on project highlights and lessons learned. All team members must present in some way [MS PowerPoint]. This exercise is to simulate an executive debriefing where the team has limited time with an executive – maximum 15 minutes. Classmates and instructor will represent the executive board and Project Management Office (PMO) by asking questions and providing feedback.

<i>Components</i>	<i>% of Grade</i>
Oral Presentation	40%
Visual Presentation	30%
Content	30%
TOTAL	100%

Midterm/Final Exam

Students should be prepared to answer a variety of questions pertinent to course content and assignments. The instructor will provide additional information on how exams will be administered.

<i>Components</i>	<i>% of Grade</i>
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. CityU 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.