

Syllabus

SCHOOL OF BUSINESS AND MANAGEMENT
PM 508: Managing Risks: Project and Business

3 Credits
Effective: **Winter 2017**

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

Risks associated with cost, schedule, quality, and performance are prevalent in project work and therefore need to be managed. This course exposes students to a plethora of project risks and the means for effective mitigation. Specifically, students will investigate principle theories and practices of risk management to learn the latest techniques for identifying, assessing, and evaluating trade-offs to manage the various types of risk associated with a project. These theories and practices will help students devise effective strategies to prevent and/or respond to potential risks in a timely manner. From such work, students will learn about the impact of project risk as it relates to the probability of failure to achieve the business goals associated with the project and further determine the potential damage it has to the overall organization.

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:

- Critical thinking and information literacy

COURSE OUTCOMES

In this course, learners:

- Understand the application of risk management relevant to project success.
- Explain the effects of heuristics and cognitive biases on decision making.
- Analyze complex project situations using philosophical and ethical principles of risk management.
- Demonstrate the processes to identify risk especially as it pertains to assumption analysis, constraint analysis, complexity analysis, and the means to determine and manage risk.

- Demonstrate capable skills and competencies to plan for risk with knowledge of best practices and appropriate mitigation strategies.
- Demonstrate a practical understanding of threat versus opportunity risk, the differences between business, portfolio, program, and project risks and the relation among them all, and the organizational behaviors toward risk (tolerance).

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>
Instructor Determined Activities (including participation)	20%
Organizational Assessment	20%
Risk Management Best Practices	15%
Case Analysis (Group Assignment)	20%
Exam	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; 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. Your 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%
Timeliness	20%
Quantity of Responses	30%
TOTAL	100%

Organizational Assessment

Students will use or research a company in which they are familiar with and detail the behavior and perception of risk (an emphasis on the evolution of the company’s risk management paradigm). Specifically, this paper should address four primary areas: (a) Describe the company's existing perception

of and behavior towards risk; (b) Analyze and explain/justify the internal and external factors that have influenced and contributed to the existing risk management perception and behavior; and (c) Describe how the firm's perception of risk has generated and transformed into its risk management methods, techniques, and tools. From a general perspective, with respect to the firm's evolutionary path in the area of risk, is its prevailing risk management system effective? Why or why not?

This essay should be between 5-7 pages, in APA format, with 4 or more professional references beyond course resources.

<i>Components</i>	<i>% of Grade</i>
Requirements	30%
Purpose/Thesis Statement	10%
Content	20%
Writing Mechanics	20%
References	10%
Organization	10%
TOTAL	100%

Risk Management Best Practices

Write a research paper regarding the best practices in risk management. Specifically, conduct research to find and discuss 10 best practices in risk management. Students should utilize scholarly sources to justify the effectiveness of the selected best practices. This essay should be approximately 6 - 8 pages, in APA format, with 2 or more professional references beyond course resources.

<i>Components</i>	<i>% of Grade</i>
Identifying and Describing 10 best practices	45%
Justifying the effectiveness of each best practice	30%
APA	15%
Style and Mechanics	10%
TOTAL	100%

Case Analysis (Group Assignment)

Students will be divided into groups. Team members will read Saadat's (2015) case study, "Go out of Business or Risk Surviving?" Each group will write a technical paper to address the following:

1. Case summary: Summarize the case by presenting the highlights and connecting key points in a meaningful manner to help the reader develop a general understanding of the case.
2. Alternative solutions: It is anticipated that members of the team propose a number of solutions to solve the case. Discuss briefly 2-5 alternative solutions that were NOT selected as the team's final solution to the case. Most likely, "a considerable amount of potential risk" represents a primary reason for not selecting these alternatives as your final solution. Accordingly, explain key reasons behind eliminating some of the alternative solutions by highlighting the risks that are associated with each item (i.e., "The team decided to eliminate the proposed "solution X" because...").
3. Propose and "justify" a feasible solution to solve the case. Identify potential risks that could negatively influence the implementation of the proposed solution.
4. Based on risks that the team identified in step 3, develop corresponding risk response plans to facilitate a successful implementation.

This paper should be 6-10 pages, in APA format, with at least 4 references beyond course resources. Please note that peer participation is required and any failure to participate will be up to the instructor to adjust grades.

<i>Components</i>	<i>% of Grade</i>
Case summary: Did the student summarize the case properly?	15%
Risk response plans: Are the proposed risk response plans feasible and aligned with corresponding risks?	15%
Alternative solutions: Were alternative solutions and reasons for eliminating each described well?	25%
Final solution to the case: Is the final solution effective and feasible? Were potential risks associated with implementing the proposed solution identified clearly and accurately?	20%
APA Style (citations, references, formatting)	15%
Style and Mechanics	10%
TOTAL	100%

Instructor Determined Final Assessment

The instructor will develop a final assessment of learning in the form of an exam, written paper, or presentation that covers the outcomes of this course.

<i>Components</i>	<i>% of Grade</i>
Requirements	30%
Purpose/Thesis Statement	10%
Content	20%
Writing Mechanics	20%
References	10%
Organization	10%
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.edu to request a user name and password.