



Syllabus

SCHOOL OF BUSINESS AND MANAGEMENT **PM 511: Measuring Project Performance for Success**

3 Credits
Effective: Spring 2016

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

Ensuring project health is a vital concern for all project managers. This certification course focuses on the underlying business goals that drive the need for projects. The course is designed to help project managers develop and implement a set of performance measures that evaluate and facilitate achievement of goals for the project and the business. Students will learn beyond the triple constraint project performance measures (time, budget, and quality) with a larger set of project measures specific to customer needs that together can define a successful project. Through this process of measuring performance, students learn how to determine and integrate appropriate performance targets, measures and metrics, and then detail the means to collect baseline and actual performance data necessary to measure, analyze, trend and report findings and recommendations to project stakeholders.

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:

- Commitment to ethical practice and service

COURSE OUTCOMES

In this course, learners:

- Illustrate how to measure success (beyond the triple constraints) in terms of project and organizational strategy.
- Research the benefits of analyzing stakeholders (including sponsor, customer, subject matter experts), in order to validate project alignment with organizational strategy and expected business value.
- Develop the quality management plan and define the quality standards for the project and its products, based on the project scope, risks, and requirements, in order to prevent the occurrence of defects and control the cost of quality.

- Illustrate the history of the quality movement and especially the development and application of common methodologies such as TQM, LEAN and Six Sigma.
- Implement the quality management plan using the appropriate tools and techniques, in order to ensure that work is performed in accordance with required quality standards.
- Evaluate stakeholder feedback by obtaining feedback using appropriate tools and techniques and based on the stakeholder management plan.
- Verify that project deliverable(s) conform to the quality standards established in the quality management plan by using appropriate tools and techniques, in order to meet project requirements and business needs.

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:

<i>Overview of Required Assignments</i>	<i>% of Final Grade</i>
Instructor Determined Activities (including participation)	20%
Quality Management Plan	40%
Project Sponsor Interview/Analysis Paper	40%
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, you will be graded on your participation in classroom discussions; your ability to present, explain, or defend alternative viewpoints; and the degree to which you 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%
Quantity of Responses	30%
Timeliness	20%
TOTAL	100%

Quality Management Plan

Project quality metrics go beyond the typical metrics associated with project schedule, cost and scope. Specific quality processes and measures may vary from one type of project to another, but they are always focused on delivering results that meet the defined requirements. For example, a quality process for a software development project might be to conduct a peer review of the code. An associated quality metric might be the number of defects found.

For this assignment you will develop a Project Quality Management Plan for a project of your choice. The Plan should contain the following information along with APA citation:

1. One paragraph overview of the scope of the project (for purposes of this exercise)
2. Four to five quality control processes to be implemented on the project
 - a. Description and purpose of each process
 - b. Who will participate in each process
 - c. The associated metrics and thresholds for each process
3. A description of the quality assurance activities that will be utilized to monitor the output from the quality processes and recommend actions where needed.

<i>Components</i>	<i>% of Grade</i>
Quality Assurance Requirements	25%
Quality Control Requirements	25%
Quality Plan Integrated into and Supports Project Plan	20%
APA Style (citations/references)	10%
Team Functioning and Processes	10%
Style and Mechanics	10%
TOTAL	100%

Project Sponsor Interview/Analysis Paper

Interview three executive project steering committee members, sponsors, or project managers of a significant project initiative at a company of your choice. Focus the interviews must be on the use and value of project measures and metrics beyond the triple constraints. The interviews should focus on what metrics are typically used by the company in their project monitoring, quality plan, customer satisfaction, and alignment to business goals and strategy. Also, explore the success – or lack of success – that has been experienced by the company in using these metrics, and any areas for potential improvement.

Because it can take a good deal of time to find a willing interviewee and schedule this interview, an early start to the assignment is advised. Students are also advised to plan for the interview in advance with some prepared questions to take full advantage of the time they provide. Suggestions of interview questions are provided by the instructor.

Students will write an APA-formatted 6 to 8 page paper, plus title page, abstract, and references page(s). In the paper, the student should examine how effectively the project measured success beyond the triple constraints such as quality measures, customer satisfaction, alignment with business goals. Based on analysis, document lessons learned and/or make recommendations for potential improvements for future projects. The interview questions and answers can be attached as part of the appendix of the paper.

<i>Components</i>	<i>% of Grade</i>
Style and Mechanics	15%
APA Style (citations, references, formatting)	10%
Quality	50%
Business Strategy/Goal	25%
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.