

## COURSE OUTLINE

### **Business Administration 210 Foundations of Project Management**

#### **I. Catalog Statement**

BUSAD 210 covers the fundamental concepts and applied techniques for cost-effective management of both long-term development programs and short-term projects. The content deals with planning, scheduling, organizing, and controlling projects. The course uses cases from a wide variety of industries, including construction, information systems, nonprofit organizations, the government, and the military.

Project management principles and methodology are provided with special focus on planning, controlling, and managing projects to successful completion. The topics are divided into two categories: the behavioral aspects of a project and the technical components that make up the project. Behavioral issues include management and leadership, cultural differences, organizational structures, and conflict and negotiation. The course examines technical issues including the relation between the performing organization and the project; determining strategy and project selection; developing the project plan; estimating costs, schedules, and the critical path; methods for determining project status; and risks, quality, and procurement.

Total Lecture Units: 3.0

Total Laboratory Units: 0.0

**Total Course Units: 3.0**

Total Lecture Hours: 48.0

Total Laboratory Hours: 0.0

Total Laboratory Hours To Be Arranged: 0.0

**Total Faculty Contact Hours: 48.0**

Prerequisite: None

#### **II. Course Entry Expectations**

Prior to enrolling in the course, the student should be able to:

- read and understand textbook information and instructions;
- comprehend information and instructions presented in class lectures and demonstrations.

#### **III. Course Exit Standards**

Upon successful completion of the required coursework, the student will be able to:

- describe the importance of Project Management (PM) in the context of various organizational cultures and strategies, and summarize the typical components of the PM system and the processes that are considered essential to any project;
- evaluate factors important to project selection and prioritization as evidenced by organizational capability and available resource capacity;
- select and describe an appropriate project management strategy for a new project that can meet stakeholder expectations in a given organizational context;
- list and describe the project phases that make up a typical project, and summarize the PM processes that occur within each.
- explain the relationships between subject areas, process groups, and processes;
- describe the typical PM process documentation and the PM deliverables that are produced by project managers in each project phase;
- develop a sequence of categorized PM processes and activities that will meet stakeholder expectations;
- compose a life cycle for a specific project in a specific industry;
- develop a project charter and a preliminary scope that document high level project strategy, milestones, deliverables, and estimates for stakeholder, customer, and sponsor approval;
- develop a PM plan that documents the actions necessary to define and coordinate activities, assess project deliverables, and ensure control and management of costs, schedule, and changes to the project;
- describe the interaction of the various components of the PM system, and give examples of how changes impact projects and how project managers adjust activities, coordinate responses, and communicate the results to stakeholders.

#### IV. Course Content

**Total Faculty Contact Hours = 48.0**

##### A. Projects and the Project Manager (4 hours)

1. Definitions of project, project manager, and Project Management (PM)
2. Importance of the project manager's role
3. Project's internal and external environment
4. Project structures (functional, matrix, and projectized)
5. Project and product life cycles, with examples from different industries
6. Introduction to PM processes

##### B. Project Environment (3 hours)

1. Project management office
2. Rationale and business case for the project
3. Mission, goals, objectives, and strategy as they relate the project
4. Role of portfolio management in selecting projects
5. Financial analysis to determine the return on investment

##### C. Project Initiation, the PM Plan, and the Charter (3 hours)

1. PM plan
2. Charter, definition, and examples
3. Managing for stakeholders
4. Importance of change control

5. Triple constraints
- D. Scope **(3 hours)**
  1. Project justification
  2. Specifications
  3. Constraints, limits, assumptions, and technical requirements
  4. Statement of Work (SOW)
  5. Priority matrix
- E. The Work Breakdown Structure (WBS) **(3 hours)**
  1. Design and decomposition
  2. WBS structure
  3. WBS dictionary
  4. Graphical vs. outline format
  5. Work packages
  6. Control accounts
- F. Cost **(4 hours)**
  1. Cost elements: labor, travel, resources, etc.
  2. Top-down and bottom-up
  3. Types of estimates and their accuracies
  4. Parametric estimates
  5. Budget, contingencies, and reserves
  6. Negotiation with stakeholders
- G. Stakeholder Engagement **(3 hours)**
  1. Identify stakeholders
  2. Define stakeholder engagement strategies
  3. Manage stakeholder expectations
  4. Management of stakeholders and for stakeholders
- H. Communications **(3 hours)**
  1. Communications tools
  2. Leadership
  3. Teams
- I. The Network and the Critical Path **(4 hours)**
  1. Integration of the WBS into the network
  2. Forward and backward passes
  3. Slack and critical paths
  4. Assigning resources
  5. Scheduling
  6. Deliverables and milestones
  7. Lags, leads, and loops
- J. Automation Tools for Network and Critical-Path Analysis **(3 hours)**
  1. Tutorial for automation tool
  2. Implementation of project in software tool
- K. Earned-Value Management **(3 hours)**
  1. Planned value, earned value, and actual cost
  2. Cost and schedule performance indices
  3. Cost and schedule analyses
  4. Estimates at completion

- L. Risk Analysis (3 hours)
  - 1. Positive and negative risks
  - 2. Risk strategies
  - 3. Qualitative risk analyses
  - 4. Program evaluation and review technique
  - 5. Cost contingencies and reserves
- M. Quality (3 hours)
  - 1. Create a quality plan and identify metrics to control quality
  - 2. Quality standards
  - 3. Cause-and-effect diagrams
  - 4. Audits
- N. Procurement (3 hours)
  - 1. Overview of contract types and associated risks
  - 2. Non-financial issues: brand, reputation, etc.
  - 3. Incentives, award fees, and damages
  - 4. Legal issues
- O. Ethics and Professionalism (3 hours)
  - 1. Role of ethics and professional responsibility in project management
  - 2. Ethics terminology: deontology, teleology, Kant, utilitarianism
  - 3. Ethics case studies: personal, organizational, industrial, and corporate

**V. Methods of Instruction**

The following methods of instruction may be used in the course:

- lecture/demonstration;
- interactive discussion;
- hands-on activities and exercises.

**VI. Out of Class Assignments**

The following out of class assignments may be used in the course:

- reading assignments;
- case projects or research projects (develop project casework including project charter, scope, WBS, cost estimate, quality plan.).

**VII. Methods of Evaluation**

The following methods of evaluation may be used in the course:

- quizzes;
- midterm examinations;
- final project;
- final examinations.

**VIII. Textbook(s)**

Kerzner, Harold. *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*. 11<sup>th</sup> ed. Hoboken: Wiley, 2013. Print.  
10th Grade Textbook Reading Level. ISBN: 978-1118022276

Project Management Institute. *A Guide to the Project Management Body of Knowledge: PMBOK(R) Guide*. 5<sup>th</sup> ed. Newtown Square: Project Management Institute, 2013. Print.  
10th Grade Textbook Reading Level. ISBN: 978-1935589679

## **IX. Student Learning Outcomes**

Upon successful completion of the required coursework, the student will be able to:

- Identify the elements of the project management life cycle, including plan, control, and organize and allocate resources;
- Apply project management processes;
- Apply and become familiar with the use of basic tools and techniques to plan, organize, and manage a project.