Degree Applicable
Course ID 010251

Glendale Community College
December 2015

COURSE OUTLINE

**Business Administration 212**
**Advanced Project Management**

## Catalog Statement

BUSAD 212 covers the advanced topics of project management (PM) including: scheduling; risk and quality management; and cost control. Comprehensive instruction in scheduling and other PM tools is provided. The topic of delivering complex projects is introduced, with a focus on resource management, scheduling, control, and opportunity and risk management.

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: BUSAD 210

## Course Entry Expectations

Prior to enrolling in the course, the student should 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;
- select and describe an appropriate project management strategy for a new project that can meet stakeholder expectations in a given organizational context;
- describe the typical PM process documentation and the PM deliverables that are produced by project managers in each project phase;
- 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;
- compose a life cycle for a specific project in a specific industry;
- 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.

## Course Exit Standards

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

- create a business-case cost-benefit analysis;
- analyze schedule, tools and techniques;
- manage project uncertainty and conduct strategic risk appraisal;
- perform cost estimating, budgeting and cost control;
- plan, analyze and control quality project(s).

## Course Content

**Total Faculty Contact Hours = 48.0**

Project-Selection Methods **(5 hours)**
Creating a Business-Case, Cost-Benefit Analysis **(5 hours)**
Advanced Time, Cost, Risk, and Quality Estimating and Planning **(5 hours)**
Cost Budgeting and Cost Control using Earned Value Management, Estimate at Completion **(5 hours)**
Cost and Schedule Performance **(5 hours)**
- Schedule variance
- Cost variance
- Optimize for the second phase
- Corrective options and actions

Scheduling **(5 hours)**
- Estimation
- Management

Risk Management **(5 hours)**
- Identifying and quantifying risks
- Creating a risk response plan
- Monitoring and controlling risks
- Simulation tools to quantify risks

Quality Management **(5 hours)**
- Plan and control quality
- Quality analysis tools (control charts, Ishikawa diagram, audits)

Dealing with Unstructured Projects **(8 hours)**
- Data analytics
- System dynamics

## Methods of Instruction

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

- lecture/demonstration;
- interactive discussion;

- hands-on activities and exercises.

## Out of Class Assignments

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

- case projects or research projects (e.g. a written description of how to rescue troubled projects).

## Methods of Evaluation

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

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

## Textbook(s)

Kerzner, Harold. *Project Management: A Systems Approach to Planning, Scheduling, and Controlling.* 11th 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.* 5th ed. Newtown Square: Project Management Institute, 2013. Print.
10th Grade Textbook Reading Level. ISBN: 978-1935589679

## Student Learning Outcomes

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

- describe and evaluate the different approaches to accomplishing a project
- explain the importance of planning and control quality in a project;
- discuss techniques of dealing with unstructured project.