



**Project Management Capstone Course**  
**Course Syllabus**  
Duration - 4 days

**Course Description:**

The focus of this intensive course is on the concepts, skills, tools, and techniques involved in project management, as outlined in the Project Management Institute's *Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*. This four-day course will examine the basics of putting together a well-defined, planned, and executed project and its implementation in real life—delivering on time, on budget and to meeting performance specifications. Learn the components of project management and the project life cycle: project definition; practical and collaborative methods for creating a successful project charter; assembling and managing an appropriate project team; risk analysis; and project closure. Explore how to create high-performance teams and produce extraordinary results by focusing on the language-action relationship. If you have never managed a project before, this class will give you an introduction and provide tools that you can use the next day. You will learn the best practices involved in managing and controlling project scope, time, cost, and resources. Finally, you will form small project teams and complete a team project that adheres to specified project management best practices. ***In addition to the base course, optional modules available include: Microsoft Project, Agile/Scrum, and Alpha Project Manager Techniques.***

**Learning Outcomes:**

Upon successful completion of this course, the student will be able to:

1. Define the characteristics of a project and be able to contrast it with a business process (or operation)
2. Understand the challenges of balancing project constraints (i.e., time, cost, scope, quality, and risk)
3. Distinguish the differences between projects, programs, and portfolios
4. Recognize and describe the PMBOK® project management five process groups (Initiating, Planning, Executing, Monitoring & Controlling, and Closing) and nine knowledge areas
5. Articulate the roles and skill sets of the effective project manager practitioner
6. Specify the ethical responsibilities of the professional project manager
7. Identify those organizations, including the Project Management Institute (PMI), that offer certification programs for project managers and the process for obtaining such certifications
8. Develop awareness of factors that impact projects, including leadership, the organization, team dynamics, and power
9. Work with basic project management documents, such as the project charter, the work breakdown structure (WBS), the project management plan, and the lessons learned report



### **Student/Course Requirements:**

#### **Attendance:**

This course is an intense program of study. The Project Management Capstone course is not only fast-paced, but it involves classroom exercises and team projects that **require** participants to attend each day and to be engaged actively in their team's project.

### **Course Materials:**

Schwalbe, K. (2010). *Revised an introduction to project management, Third edition: With brief guides to Microsoft Project 2010 and @task*. Kathy Schwalbe, LLC. (**Highly Recommended**) ISBN: 978-1451551648

Project Management Institute (PMI). (2008). *A guide to the project management body of knowledge (PMBOK® guide)* (4<sup>th</sup> ed.). Newtown Square, PA: Author. (**Optional**) ISBN: 978-1933890517

### **Grading of Student Submissions:**

To foster student development, the instructor will provide real time feedback and grades for all team in-class assignments, presentations, and project management documents. The emphasis of such feedback is to promote project management best practices and to simulate real world input from key stakeholders (i.e., project sponsors and senior management) that occurs in the workplace.

### **Course Structure:**

#### **Reading Assignments:**

Reading assignments in the Schwalbe (2010) text are designed to augment the knowledge gained from lecture and student interaction. Chapter readings contain the concepts and best practices of successful project management. Attendees will gain significant knowledge that will prove vital to a meaningful project management simulation. Attendees will be held responsible for the assigned readings on the Final Exam (*Optional*).

#### **Lectures:**

Lectures will consist of materials from the reading and PowerPoint presentations, often culminating in student discussions. Attendees are expected to learn from each other as well as from the instructor. Participants should be able to bring their own perspectives from the reading and from real-life projects that they have managed or worked on.

#### **In-Class Assignments**

In-class assignments will be task-driven exercises that simulate some aspect of completing *a real world project*. For example, teams may be asked to complete a Risk Register and/or a Risk Probability x Impact Matrix for their chosen project.

#### **Homework Assignments**

In addition to readings from the textbook, additional optional readings from the *PMBOK® Guide* will be recommended to enhance the student's classroom experience. As part of their team projects, students will be given time during class to start on project-related documents (e.g., project charter, work breakdown



structure, etc.) and be asked to complete those documents for delivery to the instructor at the beginning of the next class meeting.

**Exam (Optional):**

The Final Exam will be administered during the final afternoon of the class. It will consist of fifty (50) multiple choice questions based upon the assigned readings, the lectures and notes by the instructor, the class exercises and homework, and the team project.

**Project:**

Students will form 4-5 member teams to work on a project. The detailed project requirements will be presented in class. (*Such projects may be assigned by the instructor or may be constructed with input ahead of time from the customer.*) Throughout the four-day course, the teams will “progressively elaborate” on their projects, culminating in a team project presentation on the final day of class. At the start of each class on Days 2 through 4, the team project managers will meet with the instructor for a daily PM stand-up meeting (of approximately 5 minutes) to provide project status updates. To simulate real world complications, the instructor may introduce unexpected “issues” that teams must address in the completion of their projects.

**Ethics:**

The course will identify ethical policies and practices relevant to the project management practitioner. Specifically, the **PMP® Code of Ethics & Professional Responsibility** governs all class activities and projects.

**Technology:**

Attendees are expected to be competent in using current technology appropriate for this discipline. Such technology will include word processing, spreadsheet, and presentation software. Use of the internet and email may also be required.

**Administrative Items and Courtesies:**

As working professionals, we all have competition for our time and attention. As such, the following courtesies are requested:

- Conflicting opinions among members of a class are to be respected and responded to in a professional manner.
- Side conversations or other distracting behaviors are not to be engaged in during lectures, class discussions, or presentations.
- During class, cell phones and pagers should be turned off or set to vibrate. Students should step outside the classroom to take business calls.

| Session<br>(Date) | Activity   | Assignment  | Deliverables |
|-------------------|--|---|--------------|
| Day 1             | Administrative & Overview<br>Lesson 1: General Management Issues; Project Management as a Profession | Read <b>Chapters 1-2</b><br>Deragon, J. (2006, November 12). <i>Team development</i> . Retrieved May 10, 2010, from |              |



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|-------|---|---|--|
|       | Lesson 2: An Overview of Project, Program, and Portfolio Management; Initiating Projects  | <a href="http://hrfactors.blogspot.com/">http://hrfactors.blogspot.com/</a><br><br>Project Management Institute (PMI) (2006, October). <i>Project Management Institute code of ethics and professional conduct.</i> |  |
| Day 2 | Lesson 3: Planning Projects; Project Scope Management<br>Lesson 4: WBS to Schedule; Project Cost Management; Earned Value Management  | Read <b>Chapters 3, 4, 5, and 9</b><br><br>Suggested: PMBOK® Guide, p. 39-40, 44-55   | Submit <b>Project Proposal</b> at start of class and do brief (10 min) presentation for class                              |
| Day 3 | Lesson 5: Risk Management; Issue Management<br>Lesson 6: Project Integration Management; Monitoring & Controlling a Project; Change Management<br>Lesson 7: Managing Expectations | Read <b>Chapters 6-7</b><br><br>Suggested: PMBOK® Guide, p. 55-64, 279-312  | Submit <b>Stakeholder Analysis, Project Charter and WBS</b> at start of class and do brief (15 min) presentation for class |
| Day 4 | Lesson 8: Project Procurement Management; Closing a Project; Project Quality Management;<br>Take <b>Final Exam (Optional)</b>   | Read <b>Chapter 8</b><br><br>Suggested: PMBOK® Guide, p. 39-40, 64-65, 99-102, 125, 341   | Submit <b>Project Summary Report</b> at start of class and do Team Project Presentations (30 min)                          |

NOTE: All readings refer to the Schwalbe (2010) text unless otherwise specified. Other suggested readings (i.e., from the PMBOK® Guide) are optional but recommended, particularly for those who intend to take the PMP® exam at some later point.

### Optional Modules:

The following optional modules may be included based on customer interest and needs. For example, if the customer uses Microsoft Project in the workplace and wants attendees to see how PM best practices are applied using this software application, then the instructor will tailor the presentation of work breakdown structures (WBS) and project schedule to include demonstrations using MS Project. Thereafter, participants will employ MS Project to complete their team WBS.

| Module            | Length          | Description  |
|-------------------|-----------------|--|
| Microsoft Project | ¼ day (2 hours) | Using MS Project to construct the work breakdown structure (WBS) and project schedule. Entering project tasks, durations, resources, and predecessor relationships.<br>Constructing and displaying a |



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|                             |                 | project's critical path.   |
| Agile/Scrum                 | ½ day (4 hours) | An introduction to the agile/scrum world, with an emphasis on comparing & contrasting to the PMBOK® methodology. Discussion of scrum methods for estimating work and running projects. Demonstrations will include "planning poker" (for estimating work), the daily stand-up meeting, and real world examples of scrum metrics (e.g., the burndown chart, velocity, acceleration, and risk management). |
| The "Alpha Project Manager" | ¼ day (2 hours) | A discussion of the "Alpha Study" of professional project managers and how the attributes of the "best of the best" may be applied in the workplace, regardless of industry or PM methodology. The emphasis here is on what attendees can apply "right now" in their work environments to drive projects to success!   |