

QSO 645 Final Project Guidelines and Rubric

Overview

The final project for this course is a postproject analysis paper.

In the final project, you are put in the role of a consultant to conduct a postproject assessment. You will act as project manager, using your skills and expertise to provide a thorough analysis of a completed project. As a project manager preparing for the PMP® exam, you must be able to synthesize every area of a project through successful application of tools and techniques as advised through the *PMBOK® Guide*. The goal of this project is for you to offer substantive feedback that provides insight into successful and unsuccessful practices in real-world scenarios. Furthermore, this project will allow you to demonstrate your mastery of the 10 knowledge areas and five process groups of project management, and help you prepare for the critical thinking aspect of the PMP® exam.

You will select one project from the provided list of completed projects in order to complete a post-project analysis. Choose one of the following projects for your analysis:

- [The 2014 FIFA World Cup](#)
- [The Wembley Stadium Project](#)
- [Airbus A380 Project](#)
- [Manhattan Project](#)

The project is divided into **three milestones**, which will be submitted at various points throughout the course to scaffold learning and ensure quality final submissions. These milestones will be submitted in **Modules Three, Five, and Seven**. The final submission is due in **Module Nine**.

In this assignment, you will demonstrate your mastery of the following course outcomes:

- Evaluate strategic management decisions based on application of project methodologies and practices
- Synthesize the ten knowledge areas and five process groups of project management to complete projects that conform to generally accepted practices and policies, including ethical standards
- Analyze project documents in order to identify project inputs and outputs
- Determine feasibility of projects by assessing organizational factors, past projects, stakeholder requirements, and the risks, assumptions, and constraints in the process
- Assess the progress of project work, utilizing quantitative and qualitative measurement tools to determine levels of both quality and performance
- Develop plans that meet diversified project needs for supporting collaboration with all stakeholders throughout the project life cycle

Prompt

You have been hired as a project manager consultant to conduct a thorough postproject analysis. You will use your knowledge and expertise to create and submit a report assessing the project as it was completed, and you will offer any recommendations based on action you would have taken as the project manager during the project's life cycle. Choose a project from the provided list and complete a detailed analysis paper. Your paper should use APA formatting.

Specifically, the following **critical elements** must be addressed:

- I. Summarize the key **project details**.
- II. Determine what was in-**scope** and out-of-scope for the project, including the success criteria for the project as expected by the sponsor.
- III. **Stakeholders**
 - A. Discuss how the **progress** of the project impacted key stakeholders and the roles they play in the project.
 - B. Recommend solutions and their expected outcomes to **staffing issues**.
- IV. **Planning measures**
 - A. Describe how the **schedule** was executed and managed, including specific planning measures that were utilized during the project.
 - B. Assess any **discrepancies** in the timeline, and explain how the project manager could have handled or avoided them.
- V. **Budget**
 - A. Assess the budget of the project, including a description of **efficiencies and inefficiencies** in how the budget was managed.
 - B. Explain possible contingency **allotments and limitations**.
 - C. Recommend any **adjustments** to the budget that were necessary, providing reasoning.
- VI. **Risks and control tactics**
 - A. Evaluate the **risk response planning** executed based on the major project risks and control tactics, and explain the missed and exploited opportunities in the project.
 - B. Summarize qualitative and quantitative **measurements** of major project risks.
- VII. In this section, you will be assessing the **project control techniques** utilized during the project, specifically:
 - A. Determine the **quality auditing** tools and techniques executed during control.
 - B. Recommend specific **reporting metrics** from which the project could have benefited, considering how elements of Earned Value Management were used to help control the project.
- VIII. In this section, you will break down the **communication plan** used during the project, including its elements (e.g., frequency of meetings, types of meetings, and tools used), specifically:

- A. **Critique** the communication tactics chosen for the project.
- B. Propose communication **strategies** that would have been more appropriate for the project, providing reasoning for your proposal.

IX. **Resource Management**

- A. Describe the **resource conflict** within the project and how it was handled.
- B. Recommend **best practices** in resource management that could have been used in this project, including those related to staffing needs and ways to avoid resource conflict.

X. **Procurement options**

- A. **Evaluate** the procurement options selected for the project, and identify missed procurement opportunities.
- B. Discuss the **contract types** used and why they were chosen.
- C. Determine what **modifications** are needed to employ the best contract type options for this project, providing reasoning.

XI. **Efficient Project Management Practices**

- A. Analyze how well the project manager implemented **project principles**.
- B. Determine how you would have handled the project differently as a **project manager**, providing reasoning, including any ethical or moral inefficiencies that should have been called out by the PM.

- XII. Synthesize your findings in a **conclusion** through the evaluation of the overall success or failure of the project based on the application of the 10 knowledge areas and five process groups of project management.

Milestones

Milestone One: Project Vision, Scope, and Stakeholders

In **Module Three**, you will submit a draft of the project vision, scope, and stakeholders sections of your final project. In this milestone, you will have the opportunity to summarize the key details of the project, discuss the initial vision and scope, and assess the impact of the different levels and roles of various stakeholders. **This milestone is graded with the Milestone One Rubric.**

Milestone Two: Planning Measures, Budget, Project Risk

In **Module Five**, you will submit a draft of the planning measures, budget, and project risk sections of your final project. In this milestone, you will have the opportunity to examine the planning measures that were used in the project, assess the budget of the project, and identify major project risks and corresponding control tactics. **This milestone is graded with the Milestone Two Rubric.**

Milestone Three: Project Control Techniques, Communication Plan, and Resource Management

In **Module Seven**, you will submit a draft of the project control techniques, communication plan, and resource management sections of the final project. In this milestone, you will consider your chosen project for the course and assess project control techniques, analyze the communication plan, and make recommendations regarding resource management. **This milestone is graded with the Milestone Three Rubric.**

Final Submission: Postproject Analysis Paper

In **Module Nine**, you will submit your analysis paper. It should be a complete, polished artifact containing **all** of the critical elements of the final product. It should reflect the incorporation of feedback gained throughout the course. **This final submission will be graded using the Final Project Rubric.**

Final Project Rubric

Guidelines for Submission: Your final submission should be 15 pages in length (not including title or reference pages) and use 12-pt. Times New Roman font, double spacing, and one-inch margins. It should follow the most recent APA guidelines for formatting and references.

Critical Elements	Exemplary (100%)	Proficient (90%)	Needs Improvement (70%)	Not Evident (0%)	Value
Project Details	Meets “Proficient” criteria, and summary provides keen insight into the details of the project	Summarizes the key project details	Summarizes the project details, but summary lacks specificity, misses key details, or contains inaccuracies	Does not summarize key project details	5.28
Scope	Meets “Proficient” criteria, and determination demonstrates keen insight into how the needs of the sponsor reflect on the project’s success criteria	Determines what was in-scope and out-of-scope for the project, including the success criteria for the project as expected by the sponsor	Determines what was in-scope and out-of-scope for the project, but determination is missing elements of scope, lacks success criteria, or contains inaccuracies	Does not determine what was in-scope and out-of-scope for the project	3.96
Stakeholders: Progress	Meets “Proficient” criteria, and discussion demonstrates keen insight into how project progress relates to stakeholders	Discusses how the progress of the project impacted key stakeholders and the roles they play in the project	Discusses how the progress of the project impacted key stakeholders and the roles they play in the project, but discussion is cursory or contains inaccuracies	Does not discuss how the progress of the project impacted key stakeholders and the roles they play in the project	3.96
Stakeholders: Staffing Issues	Meets “Proficient” criteria, and recommendations demonstrate keen insight into how to solve staffing issues	Recommends solutions and their expected outcomes to staffing issues	Recommends solutions and their expected outcomes to staffing issues, but recommendations are inappropriate or do not address outcomes	Does not recommend solutions to staffing issues	2.64
Planning Measures: Schedule	Meets “Proficient” criteria, and description demonstrates advanced knowledge of how planning measures impact scheduling	Describes how the schedule was executed and managed, including specific planning measures that were utilized during the project	Describes how the schedule was executed and managed, but description is lacking detail or contains inaccuracies	Does not describe how the schedule was executed and managed	3.96

Planning Measures: Discrepancies	Meets “Proficient” criteria, and the assessment provides keen insight into how timeline discrepancies can be avoided by project managers	Assesses any discrepancies in the timeline, and explains how the project manager could have handled or avoided them	Assesses any discrepancies in the timeline, but assessment is cursory, lacks explanation of how they could have been handled or avoided, or contains inaccuracies	Does not assess discrepancies in the timeline	2.64
Budget: Efficiencies and Inefficiencies	Meets “Proficient” criteria, and the assessment demonstrates advanced knowledge of budgeting efficiency	Assesses the budget of the project, including a description of efficiencies and inefficiencies in how the budget was managed	Assesses the budget of the project, including a description of efficiencies and inefficiencies in how the budget was managed, but assessment is cursory, or description is incomplete or contains inaccuracies	Does not assess the budget of the project, including a description of efficiencies and inefficiencies in how the budget was managed	5.28
Budget: Allotments and Limitations	Meets “Proficient” criteria, and explanation provides keen insight into the flexibility of the project’s budget	Explains possible contingency allotments and limitations	Explains contingency allotments and limitations, but explanation is inappropriate or cursory or contains inaccuracies	Does not explain contingency allotments and limitations	3.96
Budget: Adjustments	Meets “Proficient” criteria, and recommendations demonstrate keen reasoning into budgetary decisions	Recommends any adjustments to the budget that were necessary, providing reasoning	Recommends adjustments to the budget, but recommendations are unnecessary or inappropriate, incomplete, without reason, or contain inaccuracies	Does not recommend adjustments to the budget	5.28
Risk and Control Tactics: Risk Response Planning	Meets “Proficient” criteria, and evaluation demonstrates keen insight into the relationship between project risks and control tactics for risk response	Evaluates the risk response planning executed based on the major project risks and control tactics, and explains the missed and exploited opportunities in the project	Evaluates the risk response planning executed, and explains the missed and exploited opportunities in the project, but evaluation is cursory, not based on project risks or control tactics, illogical, or contains inaccuracies	Does not evaluate the risk response planning executed and does not explain the missed and exploited opportunities in the project	3.96
Risk and Control Tactics: Measurements	Meets “Proficient” criteria, and summary demonstrates advanced knowledge of measurements utilized for project risks	Summarizes qualitative and quantitative measurements of major project risks	Summarizes qualitative and quantitative measurements of major project risks, but summary is incomplete or lacking detail or contains inaccuracies	Does not summarize qualitative and quantitative measurements of major project risks	5.28
Project Control Techniques: Quality Auditing	Meets “Proficient” criteria, and determination demonstrates keen insight into the tools and techniques required of the project during control	Determines the quality auditing tools and techniques executed during control	Determines the quality auditing tools and techniques executed during control, but determination is incomplete or contains inaccuracies	Does not determine the quality auditing tools and techniques executed during control	5.28

Project Control Techniques: Reporting Metrics	Meets "Proficient" criteria, and recommendations demonstrate keen insight into the use of Earned Value Management in the project	Recommends specific reporting metrics from which the project could have benefited, considering how elements of Earned Value Management were used to help control the project	Recommends reporting metrics from which the project could have benefited, but recommendations are inappropriate, lack specificity, or do not consider how Earned Value Management was used, or submission contain inaccuracies	Does not recommend reporting metrics from which the project could have benefited	2.64
Communication Plan: Critique	Meets "Proficient" criteria, and the critique demonstrates keen insight into the project's communication plan	Critiques the communication tactics chosen for the project	Critiques the communication tactics chosen for the project, but critique is inappropriate or cursory or contains inaccuracies	Does not critique the communication tactics chosen for the project	5.28
Communication Plan: Strategies	Meets "Proficient" criteria, and proposal provides advanced reasoning that demonstrates keen insight into appropriate communication strategies	Proposes communication strategies that would have been more appropriate for the project, providing reasoning for proposal	Proposes alternate communication strategies for the project, but the proposal is inappropriate, without reason, or contains inaccuracies	Does not propose alternate communication strategies for the project	2.64
Resource Management: Resource Conflict	Meets "Proficient" criteria, and description demonstrates keen insight into the handling of the project's resource conflict	Describes the resource conflict within the project and how it was handled	Describes the resource conflict within the project, but description is cursory, does not address how conflict was handled, or contains inaccuracies	Does not describe the resource conflict and how it was handled	3.96
Resource Management: Best Practices	Meets "Proficient" criteria, and recommendations provide keen insight into the needs of the project regarding resource management	Recommends best practices in resource management that could have been used in this project, including those related to staffing needs and ways to avoid resource conflict	Recommends best practices in resource management that could have been used in this project, but recommendations are inappropriate, ignore issues of staffing or resource conflict, or contain inaccuracies	Does not recommend best practices in resource management that could have been used in this project	2.64
Procurement Options: Evaluate	Meets "Proficient" criteria, and evaluation demonstrates keen insight into the project's procurement options through identification of specific missed opportunities	Evaluates the procurement options selected for the project and identifies missed procurement opportunities	Evaluates the procurement options for the project, but evaluation is cursory, lacks identification of missed opportunities, or contains inaccuracies	Does not evaluate the procurement options for the project	5.28
Procurement Options: Contract Types	Meets "Proficient" criteria, and discussion demonstrates keen insight into the reasoning behind the contract type choice	Discusses the contract types used and why they were chosen	Discusses the contract types used, but discussion is cursory, does not provide reasons for choice, or contains inaccuracies	Does not discuss the contract types used	3.96

Procurement Options: Modifications	Meets “Proficient” criteria, and determination provides advanced reasoning to support modifications that show keen insight into contract type decisions for the project	Determines what modifications are needed to employ the best contract type options for the project, providing reasoning	Determines what modifications are needed to employ contract type options for the project, but determination is not appropriate, lacks reasoning, or contains inaccuracies	Does not determine what modifications are needed to employ contract type options for the project	2.64
Project Management Practices: Project Principles	Meets “Proficient” criteria, and analysis demonstrates keen insight into the use of project principles	Analyzes how well the project manager implemented project principles	Analyzes how the project manager implemented project principles, but analysis is cursory or contains inaccuracies	Does not analyze how the project manager implemented project principles	3.96
Project Management Practices: Project Manager	Meets “Proficient” criteria, and determination provides advanced reasoning that demonstrates keen insight into the project manager’s role and responsibilities for this project	Determines how one could have handled the project differently, providing reasoning, including any ethical or moral inefficiencies that should have been called out by the PM	Determines how one could have handled the project differently, but determination is inappropriate, lacks reasoning, does not consider ethical or moral inefficiencies, or contains inaccuracies	Does not determine how one could have handled the project differently	5.28
Conclusion	Meets “Proficient” criteria, and synthesis demonstrates advanced knowledge of the relationship of the 10 knowledge areas and five process groups with the overall success or failure of projects	Synthesizes findings in a conclusion through the evaluation of the overall success or failure of the project based on the application of the 10 knowledge areas and five process groups of project management	Synthesizes findings in a conclusion, but synthesis is cursory, does not completely take into account the 10 knowledge areas and five process groups, or contains inaccuracies	Does not synthesize findings in a conclusion	5.28
Articulation of Response	Submission is free of errors related to citations, grammar, spelling, syntax, and organization and is presented in a professional and easy-to-read format	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	4.96
Total					100%