

## QSO 680 Final Project Guidelines and Rubric

### Overview

The final project for this course is the creation of a program report that shows how the program of projects aligns with and benefit the organization's overall performance.

Successful project managers are those who have a unique focus that is shaped by the organization's strategic goals, resources, and schedules. They can expertly manage a program of projects by looking across the program to ensure a strategic fit for the organization. This level of technical skill requires the project manager to be able to effectively organize the smallest of details, utilizing both quantitative and qualitative tools and techniques to understand the current state of the program. At the same time, the project manager must also have the ability to engage and motivate people to complete the work at the highest professional level. Finally, effective project managers must be able to design executive-level reporting that informs leadership of the program status. At the completion of this course, you will understand the intricacies of managing various functions and activities across multiple projects and effective management and communication techniques to employ for various stakeholders.

For the final project in the course, you will utilize the provided case study and additional course resources to create a program report for a hypothetical organization. The completion of this assessment will allow you to demonstrate your knowledge of program-level management and your ability to develop key executive reporting following standard frameworks.

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 product will be submitted in **Module Nine**.

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

- Distinguish between project-, program-, and portfolio-level management approaches for supporting organizational strategies
- Analyze project methodologies for maintaining consistency in organizational design
- Determine appropriate metrics within portfolio management for aligning to organizational goals
- Examine the program management life cycle from initiation to benefits realization for ensuring organizational sustainability

### Prompt

For the final project, create a program report based on the hypothetical organization highlighted within the case study [Value-Driven Project and Portfolio Management in the Pharmaceutical Industry: Drug Discovery Versus Drug Development - Commonalities and Differences in Portfolio Management Practice](#). This report will concentrate on the organization's project hierarchy and management and the project data within the program of projects. Your report will ultimately show how the program of projects aligns with and benefits the organization's overall performance.

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

- I. **Overview:** Provide a concise overview of the **organization** in the given case study, including pertinent information about the organization's program of projects.
- II. **Project Hierarchy**
  - A. Differentiate your project, program, and **portfolio management**. What are the differences and similarities of managing each level?
  - B. Compare the advantages and disadvantages of **managing projects** at program and portfolio levels. Provide detailed examples to support your claims.
  - C. Determine the **most advantageous** organizational structure for portfolio and program management to ensure organizational strategic goals are met. Provide detailed examples to support your claims.
- III. **Project Methodology**
  - A. Identify the **key advantages** to the organization of having a project methodology.
  - B. Outline which **components** of project methodology are used at each stage of the program life cycle.
  - C. **Recommend a project methodology** for the organization that is consistent with the organizational design. Include a description of the methodology's approach and the key deliverables needed at each life stage of the program.
  - D. Explain **potential challenges** to implementing this project methodology for the organization. You should consider the advantages and disadvantages of the recommended methodology when determining potential challenges.
- IV. **Metrics and Measurements**
  - A. Determine the **common metrics** used to measure the alignment of the program to the organization's strategic goals.
  - B. Explain where the metrics fit into the **framework and dimensions** of the balanced scorecard.
  - C. Create a **balanced scorecard** for a program of projects using a standard framework.
  - D. Explain the **advantages and disadvantages** of using a balanced scorecard within the organization highlighted in the case study.
  - E. Determine the **key measurements** necessary throughout the program life cycle (initiating, planning, executing, controlling, and closing).
  - F. Propose a method for **capturing realized benefits** within the organization to ensure the overall program strategy has been met.

## Milestones

### Milestone One: Project Charter

In **Module Three**, you will submit a project charter. **This milestone will be graded with the Milestone One Rubric.**

### Milestone Two: Project Scope Statement

In **Module Five**, you will submit a paper that analyzes the scope of the project. **This milestone will be graded with the Milestone Two Rubric.**

### Milestone Three: Resource Management Plan

In **Module Seven**, you will submit a paper that analyzes resources needed for the project. **This milestone will be graded with the Milestone Three Rubric.**

### Final Submission: Program Report

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

## Deliverables

Milestone	Deliverable	Module Due	Grading
One	Project Charter	Three	Graded separately; Milestone One Rubric
Two	Project Scope Statement	Five	Graded separately; Milestone Two Rubric
Three	Resource Management Plan	Seven	Graded separately; Milestone Three Rubric
	Final Submission: Program Report	Nine	Graded separately; Final Project Rubric

## Final Project Rubric

**Guidelines for Submission:** Your program report should be 10–12 pages and double-spaced, with one-inch margins and 12-point Times New Roman font, and adhere to the latest guidelines of APA formatting.

Critical Elements	Exemplary (100%)	Proficient (90%)	Needs Improvement (70%)	Not Evident (0%)	Value
<b>Overview: Organization</b>	Meets “Proficient” criteria and demonstrates insight regarding what constitutes pertinent information within a program of projects	Provides a concise overview of the organization, including the pertinent information about the program of projects	Provides an overview of the organization, including information about the program of projects, but description either lacks brevity or has gaps in the details	Does not provide an overview of the organization	4.16
<b>Project Hierarchy: Portfolio Management</b>	Meets “Proficient” criteria and demonstrates insightful detail, showing an advanced analysis of the different types of management	Differentiates project, program, and portfolio management by providing a comparison of the differences and similarities of managing each level	Differentiates among project, program, and portfolio management by providing a comparison of the differences and similarities of managing each level but with gaps in accuracy or detail	Does not differentiate among project, program, and portfolio management	7.64
<b>Project Hierarchy: Managing Projects</b>	Meets “Proficient” criteria and provides unique insight into the relationship between managing different levels	Compares the advantages and disadvantages of managing projects at program and portfolio levels and provides examples to support claims	Compares the advantages and disadvantages of managing projects at program and portfolio levels and provides examples but discussion and examples contain inaccuracies or are illogical	Does not compare the advantages and disadvantages of managing projects at program and portfolio levels	7.64
<b>Project Hierarchy: Most Advantageous</b>	Meets “Proficient” criteria and demonstrates insight into the relationship between program and portfolio management and meeting organizational strategic goals	Determines the most advantageous organizational structure for portfolio and program management to ensure strategic goals are met and provides examples to support claims	Determines an organizational structure for portfolio and program management to ensure strategic goals are met but discussion and examples do not support response or selection is not the most advantageous	Does not determine an organizational structure for portfolio and program management to ensure strategic goals are met	7.64
<b>Project Methodology: Key Advantages</b>	Meets “Proficient” criteria and demonstrates insight into the rationale supporting the use of project methodologies	Accurately identifies the key advantages of the organization having a project methodology	Identifies the key advantages of the organization having a project methodology but discussion is cursory or contains inaccuracies	Does not identify the key advantages of the organization having a project methodology	7.64

<b>Project Methodology: Components</b>	Meets “Proficient” criteria and demonstrates sophisticated understanding of the program life cycle	Outlines which components of the methodology are used at each stage of the program life cycle	Outlines which components of the methodology are used at each stage of the program life cycle but discussion is incomplete or contains inaccuracies	Does not outline which components of the methodology are used at each stage of the program life cycle	7.64
<b>Project Methodology: Recommended Project Methodology</b>	Meets “Proficient” criteria and demonstrates insight into relationship between project methodology and organizational design	Recommends an appropriate project methodology that is consistent with the organizational design, including a description of the methodology’s approach and key deliverables needed	Recommends a project methodology that is consistent with the organizational design, including a description of the methodology’s approach and key deliverables needed, but recommendation is inappropriate for the organization or discussion contains inaccuracies	Does not recommend a project methodology that is consistent with the organizational design	7.64
<b>Project Methodology: Potential Challenges</b>	Meets “Proficient” criteria and demonstrates insight into how the project methodology will affect the organization	Explains the potential challenges to implementing this project methodology	Explains the potential challenges to implementing this project methodology but explanation is cursory or illogical	Does not explain potential challenges to implementing this project methodology	7.64
<b>Metrics and Measurements: Common Metrics</b>	Meets “Proficient” criteria and demonstrates insight into the relationship between program alignment and the organization’s strategic goals	Accurately determines the common metrics used to measure the alignment of the program to the organization’s strategic goals	Determines the common metrics used to measure the alignment of the program to the organization’s strategic goals but determination contains inaccuracies	Does not determine the common metrics used to measure the alignment of the program to the organization’s strategic goals	5.73
<b>Metrics and Measurements: Framework and Dimensions</b>	Meets “Proficient” criteria and demonstrates insight into relationship between the framework and dimensions of the balanced scorecard and the program of projects	Explains where the metrics fit into the framework and dimensions of the balanced scorecard	Explains where the metrics fit into the framework and dimensions of the balanced scorecard but description is cursory or contains inaccuracies	Does not explain where the metrics fit into the framework and dimensions of the balanced scorecard	5.73
<b>Metrics and Measurements: Balanced Scorecard</b>	Meets “Proficient” criteria and scorecard is comprehensive across dimensions	Creates an accurate balanced scorecard for a program of projects, using a standard framework	Creates a balanced scorecard for a program of projects, using a standard framework, but scorecard contains inaccuracies	Does not develop a balanced scorecard for a program of projects, using a standard framework	5.73

<b>Metrics and Measurements: Advantages and Disadvantages</b>	Meets “Proficient” criteria and demonstrates insightful connection between using a balanced scorecard and the organizational culture	Explains the advantages and disadvantages of using a balanced scorecard within the organization	Explains the advantages and disadvantages of using a balanced scorecard within the organization but explanation is illogical or cursory	Does not explain the advantages and disadvantages of using a balanced scorecard within the organization	5.73
<b>Metrics and Measurements: Key Measurements</b>	Meets “Proficient” criteria and demonstrates insight into the relationship between measurements necessary throughout the program life cycle and the organizational context	Determines the key measurements necessary throughout the program life cycle	Determines the key measurements necessary throughout the program life cycle but discussion contains gaps or is illogical	Does not determine the key measurements necessary throughout the program life cycle	7.64
<b>Metrics and Measurements: Capturing Realized Benefits</b>	Meets “Proficient” criteria and demonstrates insight into the relationship between methods to capture benefits and the organizational context	Proposes a method for capturing realized benefits within the organization to ensure the overall program strategy has been met	Proposes a method for capturing realized benefits within the organization to ensure the overall program strategy has been met but proposal is inappropriate or cursory	Does not propose a method for capturing realized benefits within the organization to ensure the overall program strategy has been met	7.64
<b>Articulation of Response</b>	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	4.16
<b>Total</b>					<b>100%</b>