



QSO 680 Milestone Two Guidelines and Rubric

Overview: For the final project in the course, you will analyze the case study [Value-Driven Project and Portfolio Management in the Pharmaceutical Industry](#) and additional course resources to create a program performance 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.

There are two parts to this milestone. In the first part, you will create a project scope statement. In the second part, you will set up your project using MS Project software and create a work breakdown structure (WBS).

Prompt I: Thus far in the course, you have completed a case study overview and a project charter. In this milestone, you will develop a project scope statement using the [template](#) provided. A [data set](#) for this case study has also been provided for your benefit.

Your project scope statement should include the following **critical elements**:

- I. **Introduction:** A concise overview of the project.
- II. **Purpose and Justification:** How does the project support business goals and objectives?
- III. **Scope Description:** All known characteristics of the project's product or service.
- IV. **High-Level Requirements:** All known requirements of the project's product or service.
- V. **Boundaries:** What should and should not be included in the project?
- VI. **Strategy:** Strategy to be used by the project team to manage the project.
- VII. **Acceptance Criteria:** Criteria that must be met for the project to be considered "complete."
- VIII. **Constraints:** Limitations due to time, budget, technology, or other resources.
- IX. **Assumptions:** Assumptions under which all stakeholders are making decisions.
- X. **Cost Estimate:** Estimate of funding needed to successfully complete the project.
- XI. **Cost/Benefit Analysis:** Analysis of organizational costs versus organizational benefits.

Prompt II: Once you completed your scope statement, you will set up your project using MS Project software. As you do this, you will be creating a WBS. In your WBS, you will identify what tasks need to be developed and the relationship among the tasks. This WBS will be used in planning your project. There is no need to go any further than a Level 3 in creating your WBS.

As part of the MS Project assignment, include project milestones and create relationships with all tasks with a start-to-finish dependency; create a project start time and document any assumptions you make in the task note field. If you choose to use it, a [MS Project file](#) has been created for your benefit. You can start with this and modify it as necessary, or you can create your own project using the software.

As needed, use the following Atomic Learning tutorials to help you set up your project using MS Project software:

[Atomic Learning: Project 2016 Training](#)

B. Set up Your Project (2016)

C. Tasks (2016)

Your MS Project file should be a WBS that includes the following **critical elements**:

- I. Project **milestones**
- II. **Relationship of tasks** to one another
- III. **Notes** in the task note field as necessary

Save your file with a unique file name for submission.

Rubric

Guidelines for Submission: Your project scope statement must be submitted using the provided project scope statement template. All citations should be in APA format. In addition, you will submit an MS Project file (.mpp) saved with a unique name.

Critical Elements	Proficient (100%)	Needs Improvement (75%)	Not Evident (0%)	Value
Introduction	Provides a concise overview of the project	Provides a concise overview of the project but overview lacks organization and pertinent detail	Does not provide a concise overview of the project	7
Purpose and Justification	Discusses project purpose, background, and justification	Discusses project purpose, background, and justification but lacks relevant detail	Does not discuss project purpose, background, and justification	7
Scope Description	Describes all known characteristics of the project's product or service	Describes some characteristics of the project's product or service but description is incomplete or inaccurate	Does not describe characteristics of the project's product or service	7
High-Level Requirements	Describes all known requirements of the project's product or service	Describes all known requirements of the project's product or service but description is incomplete or inaccurate	Does not describe requirements of the project's product or service	7
Boundaries	Identifies what should and should not be included in the project	Identifies some of what should and should not be included in the project	Does not identify what should and should not be included in the project	7
Strategy	Identifies strategy to be used by the project team to manage the project	Identifies strategy to be used by the project team to manage the project but strategy is not a good fit for the project	Does not identify strategy to be used by the project team to manage the project	7

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Acceptance Criteria	Explains what criteria must be met for the project to be considered "complete"	Explains what criteria must be met for the project to be considered "complete" but information is incomplete and/or inaccurate	Does not explain what criteria must be met for the project to be considered "complete"	7
Constraints	Identifies limitations due to time, budget, technology, or other resources	Identifies limitations due to time, budget, technology, or other resources but lacks details and certain information	Does not identify limitations due to time, budget, technology, or other resources	7
Assumptions	Identifies assumptions on which key decisions are based	Identifies assumptions on which key decisions are based but assumption are illogical and/or irrelevant	Does not identify assumptions on which key decisions are based	7
Cost Estimate	Provides estimate of funding needed to successfully complete the project	Provides estimate of funding needed to successfully complete the project but estimates are illogical based on facts of case study	Does not provide estimate of funding needed to successfully complete the project	7
Cost/Benefit Analysis	Analyzes organizational costs versus organizational benefits	Analyzes organizational costs versus organizational benefits but analysis lacks detail and/or logic	Does not analyze organizational costs versus organizational benefits	7
MS Project: Milestones	WBS in MS Project specifies project milestones	WBS in MS Project specifies some but not all significant project milestones	WBS in MS Project does not specify project milestones	7
MS Project: Relationship of Tasks	WBS in MS Project specifies relationship among tasks	WBS in MS Project specifies relationship among tasks but is inaccurate and/or illogical	WBS in MS Project does not specify relationship among tasks	7
MS Project: Notes	WBS in MS Project utilizes notes section as deemed necessary by project	WBS in MS Project utilizes notes section as deemed necessary by project but contains gaps of information	WBS in MS Project does not utilize notes section as deemed necessary by project	7
Articulation of Response	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	2
Total				100%