

QSO 345 Final Project Guidelines and Rubric

Overview

An understanding of project management is becoming increasingly important for professionals working within a project environment. A grasp of PM language, structures, and processes will help you succeed as a member or leader of a project. This course is designed around the skills and abilities required for the CAPM® certification and applicable to careers in PM related positions. Gaining the CAPM® certification can help make you more marketable to potential employers.

The final project for this course is a project management plan report. You will create several components of a project management plan, synthesizing the skills learned in the course and required for the CAPM® into a well-organized deliverable. In addition to the Harvard case study, you will select one of two scenarios and use the information to craft a project charter, work breakdown structure, stakeholder register, and RACI matrix and then gather the documents into a well-organized project plan. You will demonstrate your knowledge of CAPM®, specifically the ten knowledge areas and five process groups critical for an understanding of PMI®. Some of the parts of the plan will be provided, some will be only partially completed, and others will be created using the provided templates. Use the materials to completely and accurately produce a project charter, stakeholder register, and project scope, in addition to schedule, cost, procurement, human resource, communications, quality management, and project risk plans. Then, gather the documents into an organized project plan to show your knowledge of PMI®.

The project is divided into **six 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 One, Two, Three, Four, Five, and Six**. The final project will be submitted in **Module Eight**.

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

- Develop project management plan components necessary for effective project delivery
- Differentiate between the knowledge areas of PMI® in terms of the associated activities, processes, and place in strategic project management
- Analyze process groups of the project life cycle for application to real world project management
- Integrate Project Management Book of Knowledge (PMBOK®) methodology and terminology into project management activities

Prompt

You will first develop a short response paper that covers the following components, using appropriate terminology in your response:

- Define the ten knowledge areas and five process groups of PMI®, differentiating between them and discussing the activities that occur, inputs, tools, technologies, and outputs.
- How are the knowledge areas and process groups related to each other?

Next, you will develop a project management plan report that covers a series of required components, using appropriate terminology in your response. Using the Harvard case study, *Waterloo Regional Police Services: Reassessing the CIMS Project*, begin by selecting one of the two following scenarios to work on as you complete your project management plan report:

Project Scenario 1 Summary: Technical Redesign

You are the project manager responsible for one of the projects in the overarching CIMS project program portfolio, and you will be managing the technical redesign due to the new federal requirements. Chief Gravill, your project sponsor, needs the technical software designs to be reviewed and the new federal requirements incorporated. Then the development, testing, validation, pilot, and deployment plans need a complete reworking. In addition to updates for the internal platform, updates are needed for all websites to comply with inclusion and disability standards. This project must be completed first before the vendor selection team can create the new requests for proposal (RFPs) and start vetting the new software vendors. Your development team has been given high-level sizing of six months and \$300,000. The rest of the project team and operational costs are estimated to be \$150,000. Chief Gravill says the project cannot take more than six months and has approved \$200,000 more in the budget if the project can be done within four months. For complete project details, review the [Project Scenario One: Technical Redesign](#) document.

Project Scenario 2 Summary: Procure a New Software Vendor

The technical redesign has been completed, and you are the new project manager taking over one of the critical projects in the overarching CIMS project program portfolio; you need to select, contract, and onboard the new software vendor. Chief Gravill, your project sponsor, wants to get the project back on track and would like you to lead the new software vendor project. Since the past project was unable to identify a vendor and there are new federal requirements, this new project will be part of the critical path needed for CIMS program to get back on track. The project will involve creating new requests for proposal (RFPs) with the new requirements, vetting the best vendors, negotiating the new contract within budget, and onboarding the new vendor for the project. In addition to meeting the federal platform requirements, all of the regional offices need their websites updated to meet the new inclusion and disability requirements identified by the project team. Chief Gravill wants this project completed within the next two months, but it should not take more than five months. The operating budget for the project is \$100,000, and the new vendor contract must be no more than \$8.6 million for the internal software and \$1 million for the website updates. For complete project details, review the [Project Scenario Two: Procure a New Software Vendor](#) document.

Specifically, the following **critical elements** must be addressed in your project management plan report:

I. Knowledge Areas

- A. Differentiate between each of the **ten knowledge areas** and support your response with activities and processes from each knowledge area.
- B. Explain the **activities and processes** associated with each knowledge area in terms of their places in strategic project management, using examples to illustrate your explanations.
- C. Discuss the **inputs, outputs, tools and techniques** associated with each knowledge area. Use examples to help clarify if necessary.
- D. Correctly apply discipline-specific **terminology** throughout your discussion of the knowledge areas to show your knowledge of PMBOK.

- II. **Process Groups**
 - A. Differentiate between the **five process groups** of PMI® by listing the major activities that are associated with each group.
 - B. Discuss the flow of the **project life cycle**, including how the various process groups transition during a project.
 - C. Discuss the **inputs, outputs, tools and techniques** associated with each process group. Use examples to help clarify if necessary.
 - D. Correctly apply discipline-specific **terminology** throughout your discussion of the process groups to show your knowledge of PMBOK.

- III. **Project Charter:** Your project charter is the first step in completing your project management plan report. The following artifacts, from sections III–XII, will be compiled together for submission of your report.
 - A. **Introduce** your project, outlining the purpose of the plan, using discipline-specific terminology. Your introduction should describe the purpose of the project plan for pertinent stakeholders in order to facilitate the management of the project throughout the various management activities.
 - B. Your **charter** should completely and accurately cover the components required by the charter template.

- IV. **Project Stakeholder Management Plan:** Your stakeholder management plan should completely and accurately represent the necessary components from the template, including:
 - A. Names and titles of stakeholders
 - B. Communication requirements
 - C. The interest each stakeholder has in the project
 - D. Project requirements for each stakeholder and expectations
 - E. Level of influence over the project ranking and level of power in the project ranking
 - F. Stakeholder project impact ranking

- V. **Project Scope Management Plan:** Your project scope management plan should completely and accurately represent the necessary components of the project, including:
 - A. Scope statement
 - B. Work breakdown structure (WBS)
 - C. Scope verification
 - D. Scope control

- VI. **Project Schedule Management Plan:** Your project schedule management plan should completely and accurately represent the necessary components of the project, including:
 - A. The schedule management approach
 - B. An activity list
 - C. A network diagram
 - D. Project sequencing and the critical path for your project

- VII. **Project Cost Management Plan:** Your project cost management plan should completely and accurately represent the necessary components, including:
 - A. The cost management approach

- B. Project costs
 - C. Reporting format
 - D. Cost variance response process
 - E. Cost change control
 - F. Project budget
- VIII. **Project Procurement Plan:** Your procurement management plan should completely and accurately define the procurement requirements for the project and how it will be managed, from developing procurement documentation through contract closure. Ensure you include the following necessary components:
- A. Definition of procurements
 - B. Contract type
 - C. Cost determination basis
 - D. Contract approval process
 - E. Performance metrics for procurement activities
- IX. **Project Resources Management Plan:** Your project resources management plan should consist of:
- A. The RACI Matrix
 - B. The staffing plan
- X. **Project Communications Management Plan:** Your project communications plan should consist of a complete communication matrix that completely and accurately represents the necessary components from the template.
- XI. **Project Quality Management Plan:** Your project quality management plan should be concise and include the following components:
- A. The quality requirements
 - B. Quality assurance
 - C. Quality control
- XII. **Project Risk Management Plan:** Your project risk management plan should completely and accurately describe:
- A. The risk management approach
 - B. Risk register
 - C. Control risk process

Milestones

Milestone One: Project Scenario

In **Module One**, you will submit a one-page paper that identifies your chosen scenario, assesses process groups, and explores the factors that contribute to process failure. **This milestone will be graded with the Milestone One Rubric.**

Milestone Two: Project Charter and Stakeholder Register

In **Module Two**, you will complete your project charter and stakeholder register (critical elements III and IV). **This milestone will be graded with the Milestone Two Rubric.**

Milestone Three: Project Scope Management Plan

In **Module Three**, you will complete your project scope management plan (critical element V). **This milestone will be graded with the Milestone Three Rubric.**

Milestone Four: Project Schedule Management Plan

In **Module Four**, you will complete your project schedule management plan (critical element VI). **This milestone will be graded with the Milestone Four Rubric.**

Milestone Five: Project Cost Management Plan and Project Procurement Management Plan

In **Module Five**, you will complete your project cost management plan (critical element VII) and project procurement management plan (critical element VIII). **This milestone will be graded with the Milestone Five Rubric.**

Milestone Six: Project Cost Management Plan and Project Procurement Management Plan

In **Module Six**, you will complete your project resources management plan (critical element IX) and project communication management plan (critical element X). **This milestone will be graded with the Milestone Six Rubric.**

Final Submission: Short Response Paper and Project Management Report

In **Module Eight**, you will submit your final project. 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 submission will be graded with the Final Project Rubric.**

Deliverables

Milestone	Deliverable	Module Due	Grading
One	Project Scenario	One	Graded separately; Milestone One Rubric
Two	Project Charter and Stakeholder Register	Two	Graded separately; Milestone Two Rubric
Three	Project Scope Management Plan	Three	Graded separately; Milestone Three Rubric
Four	Project Schedule Management Plan	Four	Graded separately; Milestone Four Rubric
Five	Project Cost and Procurement Management Plans	Five	Graded separately; Milestone Five Rubric
Six	Project Resources and Communication Management Plans	Six	Graded separately; Milestone Six Rubric

Eight	Final Submission: Project Management Plan Report and Response Paper	Eight	Graded separately; Final Project Rubric
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Final Project Rubric

Guidelines for Submission: Your short response paper covering critical elements I and II should be 2–3 pages in length, double spaced, with 12-point Times New Roman font, one-inch margins, and all citations and references formatted according to current APA guidelines. The project management plan report should include each completed template in a single Word document.

Critical Elements	Exemplary (100%)	Proficient (85%)	Needs Improvement (55%)	Not Evident (0%)	Value
Knowledge Areas: Ten Knowledge Areas	Meets “Proficient” criteria and differentiation demonstrates a complex grasp of what separates the ten knowledge areas	Differentiates between each of the ten knowledge areas and supports response with activities and processes from each knowledge area	Differentiates between each of the ten knowledge areas, but response lacks support or contains inaccuracies	Does not differentiate between the ten knowledge areas	2.78
Knowledge Areas: Activities and Processes	Meets “Proficient” criteria, and illustrations show in-depth knowledge of the activities and processes associated with each knowledge area	Explains the activities and processes associated with each knowledge area in terms of their places in strategic project management, using examples to illustrate explanations	Explains the activities and processes associated with each knowledge area in terms of their places in strategic project management, using examples, but explanations are cursory, or examples used do not illustrate the explanations	Does not explain the activities and processes associated with each knowledge area	2.78
Knowledge Areas: Inputs, Outputs, Tools, Techniques	Meets “Proficient” criteria, and discussion shows in-depth knowledge of inputs, outputs, tools, and techniques related to knowledge areas	Discusses the inputs, outputs, tools and techniques associated with each knowledge area, using examples to clarify when necessary	Discusses the inputs, tools and techniques, and outputs associated with each knowledge area, but discussion is omits key details or lacks clarity	Does not discuss the inputs, tools and techniques, and outputs associated with each knowledge area	2.78
Knowledge Areas: Terminology	Meets “Proficient” criteria and integrates discipline-specific terminology seamlessly into discussion of knowledge areas	Correctly applies the discipline-specific terminology learned in the course to the discussion of knowledge areas	Applies the discipline-specific terminology learned in the course to the discussion of knowledge areas but with gaps in accuracy	Does not apply discipline-specific terminology	2.78
Process Groups: Five Process Groups	Meets “Proficient” criteria, and the major activities for each group show a sophisticated understanding of PMI® processes	Differentiates between the five process groups of PMI® by listing the major activities that are associated with each group	Differentiates between the five process groups of PMI® by listing the major activities that are associated with each group, but differentiation is cursory or contains inaccuracies	Does not differentiate between the five process areas by listing the major activities that are associated with each group	2.78

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Process Groups: Project Life Cycle	Meets “Proficient” criteria, and discussion of the transition between process groups shows an in-depth comprehension of the project management life cycle	Discusses the flow of the project life cycle, including how the various process groups transition during a project	Discusses the flow of the project life cycle, including how the various process groups transition during a project, but discussion is cursory or contains inaccuracies	Does not discuss the flow of the project life cycle, including how the various process groups transition during a project	2.78
Process Groups: Inputs, Outputs, Tools Techniques	Meets “Proficient” criteria, and discussion shows in-depth knowledge or inputs, outputs, tools, and techniques related to process groups	Discusses the inputs, outputs, tools and techniques associated with each process group, using examples to clarify when necessary	Discusses the inputs, outputs, tools and techniques associated with each process group, but discussion omits key details or is unclear	Does not discuss the inputs, outputs, tools and techniques associated with each process group	2.78
Process Groups: Terminology	Meets “Proficient” criteria and integrates discipline-specific terminology seamlessly into discussion of process groups	Correctly applies the discipline-specific terminology learned in the course to the discussion of process groups	Applies the discipline-specific terminology learned in the course to the discussion of process groups but with gaps in accuracy	Does not apply discipline-specific terminology	2.78
Project Charter: Introduce	Meets “Proficient” criteria and seamlessly integrates discipline-specific terminology to communicate the plan for stakeholders	Introduces the project, outlining the purpose of the plan and appropriately using discipline-specific terminology	Introduces the project but does not include detail regarding the purpose of the plan or uses discipline-specific terminology inappropriately	Does not introduce the project	2.78
Project Charter: Charter	Meets “Proficient” criteria, and charter meticulously presents all components and information of the project	Charter completely and accurately represents the components required by the charter template	Charter represents components required by the charter template, but charter is incomplete or contains inaccuracies	Does not include a charter that contains components required by the charter template	7
Project Stakeholder Management Plan	Meets “Proficient” criteria and meticulously represents necessary components and information	The Project Stakeholder Management Plan completely and accurately represents the necessary components from the template	The Project Stakeholder Management Plan represents the necessary components from the template, but not all are accurate or complete	Does not include a Project Stakeholder Management Plan	7
Project Scope Management Plan	Meets “Proficient” criteria and meticulously represents necessary components and information	The Project Scope Management Plan completely and accurately represents the components of the project, including the scope statement, WBS, scope verification, and scope control	The Project Scope Management Plan represents the necessary components of the project, but not all are accurate or complete	Does not include a Project Scope Management Plan	7

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Project Schedule Management Plan	Meets “Proficient” criteria and meticulously represents necessary components and information	The Project Schedule Management Plan completely and accurately represents the necessary components of the project schedule	The Project Schedule Management Plan represents the necessary components, but not all are accurate or complete	Does not include a Project Schedule Management Plan	7
Project Cost Management Plan	Meets “Proficient” criteria and meticulously represents necessary components and information	The Project Cost Management Plan completely and accurately represents the necessary components from the template	The Project Cost Management Plan represents the necessary components from the template, but not all are accurate or complete	Does not include a Project Cost Management Plan	7
Project Procurement Plan	Meets “Proficient” criteria and meticulously represents necessary components and information	The Project Procurement Management Plan completely and accurately defines the procurement requirements for the project and includes all the necessary components	The Project Procurement Management Plan includes the necessary components, but not all are accurate or complete	Does not include a Project Procurement Plan	7
Project Resources Management Plan	Meets “Proficient” criteria and meticulously represents necessary components and information	The Project Resources Management Plan includes a RACI matrix for each task in the project and completely and accurately represents the necessary matrix components and a staffing management plan	The Project Resources Management Plan includes a RACI matrix and a staffing management plan, but not all elements are complete or accurate, or some contain inaccuracies	Does not include a Project Resources Management Plan	7
Project Communications Management Plan	Meets “Proficient” criteria and meticulously represents necessary components and information	The Project Communications Management Plan concisely includes the stakeholder communication requirements and frequency and communication matrix components	The Project Communications Management Plan includes the stakeholder communication requirements and frequency and communication matrix components, but plan is not concise or contains inaccuracies	Does not include a Project Communications Management Plan	7
Project Quality Management Plan	Meets “Proficient” criteria and meticulously represents necessary components and information	The Project Quality Management Plan concisely includes quality requirements, quality assurance, and quality control	The Project Quality Management Plan includes quality requirements, quality assurance, and quality control, but plan is not concise or contains inaccuracies	Does not include a Project Quality Management Plan	7
Project Risk Management Plan	Meets “Proficient” criteria and meticulously represents necessary components and information	The Project Risk Management Plan completely and accurately describes all of the required elements	The Project Risk Management Plan describes the required elements, but not all are complete or accurate	Does not include a Project Risk Management Plan	7

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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	4.98
				Total	100%