GEORGETOWN UNIVERSITY
School of Continuing Studies
Public Relations and Corporate Communications

PRCC 837: Foundations of Project Management and Budgeting

Dates: January 11, 2017- May 8, 2017

Location: Online

Faculty: Sasha Bradford

Virtual Office Hours: By appointment through Canvas Conference. Contact me by email to set up an appointment.

COURSE DESCRIPTION

This course teaches students to manage a multitude of phases for various communications projects and provides practical information on managing project scope, teams, schedule, personality, resources and contracts. Students will learn how to translate a communication project plan into a budget. Concepts such as the definition of a project, the makeup of a project team and the role and function of the project manager, are presented. Students gain experience with Gantt charts, S curves, Billing, and apply techniques and tools to a project simulation of their own, from initiation to close. The ideal takeaway of this course will be to allow students to either begin or further expand on their knowledge of how to not only manage work or corporate related projects, but personal projects and experiences that may take place in their life.

REQUIREMENTS

Required Textbooks and Readings

Free Online through GU Library:

To access the textbooks click on the links below and scroll down to where it says "Connect to Online Resource." You will be prompted to enter your Georgetown credentials to access the book. You will have the option of downloading the entire book or separate chapters.

Heagney, Joseph. 2012. Fundamentals of Project Management, 4th edition. New York: Amacom Books

http://catalog.library.georgetown.edu/record=b5819235~S4

Kerzner, Harold. 2013. Project Management Case Studies, 4th edition. NJ: John Wiley & Sons, Inc.

http://catalog.library.georgetown.edu/record=b5806203~S4

LEARNING GOALS

- Explain the foundations of project management and budgeting
- Explain the role of the project manager and the importance of communication
- Identify personal goals for project management
- Develop a mission, vision, goals, and objectives for the final project
- Apply techniques and tools of project management and budgeting to two class projects, from initiation to close (e.g., project planning, risk management, timeline, budgeting, quality and change management).
- Apply techniques and tools of project management and budgeting to one's own life
- Describe communication styles and explain how those styles can affect a project
- Explain Government billing and how imperative it is align the right billing codes to a project

STUDENT EXPECTATIONS

This course consists of 14 modules. You are expected to do the readings, watch the lecture videos, and to complete all activities as assigned.

Your responsibilities include taking the quizzes, completing the module deliverables, and turning in the all of the assignments.

Participation is essential to your success in this class. In distance education courses you are required to participate just as if you were in a face-to-face course. This means that in order to get full credit for participation, you will have to complete all of your module assignments and quizzes.

COMMUNICATION STRATEGIES

Canvas

Georgetown University School of Continuing Studies (SCS) uses Canvas as its Learning Management System. This course will be taught entirely through the Canvas platform. To learn more about Canvas, please go through the [Canvas Guide for Students](#).

Communication with Peers

You will be expected to communicate with your peers via the discussion board.

Email

In this course we will use Canvas to send email for private messages. You can either check your messages in the Canvas system or set your notifications to your preferred method of contact. Please check your messages at least once per day. When submitting messages, please do the following:

- Put a subject in the subject box that describes the email content with your name and module.
- Do not send messages asking general information about the class, please post those in the question forum.

Questions

In online courses, everyone will likely have many questions about things that relate to the course, such as clarification about assignments, course materials, or assessments. Please post these in the NEED HELP? question forum, which you can access by clicking the DISCUSSIONS button in the course navigation links. This is an open forum, and you are encouraged to give answers and help each other.

Turnaround / Feedback

If you have a concern and send me a message, you can expect a response within 2 business days. Please allow 3 business days for assessment submission feedback.

Netiquette Guidelines

To promote the highest degree of education possible, we ask each student to respect the opinions and thoughts of other students and be courteous in the way that you choose to express yourself. In order for us to have meaningful discussions, we must learn to genuinely try to understand what others are saying and be open-minded about others' opinions. If you want to persuade someone to see things differently, it is much more effective to do so in a polite, non-threatening way rather than to do so antagonistically. Everyone has insights to offer based on his/her experiences, and we can all learn from each other. Civility is essential.

COURSE ACTIVITIES AND ASSIGNMENTS

Below are the assignments and their point value with respect to your course grade, which is based on a total of 200 points.

Graded Assignments:

- **Engagement Activities (85 points)**
    - 10 Discussion Board Assignments (35 points)
    - 3 Book Exercise Assignments (15 points)
    - 10 Peer Feedback Assignments (35 points)
- **3 Quizzes (15 points)**
- **Project Plan (45 total points to include draft plan)**
- **Final Project (55 total points)**
    - Word Document (35 points)
    - Video and or Audio Presentation of Final Project (20 points)

Descriptions of and Expectations for assignments

1. Engagement Activities (85 points)

    Discussion Board Assignments (35 points):

    Active and engaged participation is essential to making online learning successful. Over the course of the semester you will engage in in depth discussions and provide each other with feedback. Your contribution to the topic should be clear, complete, and accurate. You will be required to post an initial response to the questions and then respond to two classmates within a designated time period. You will be evaluated based on the quality of your work

and your feedback to your classmates. There will be 10 discussion board assignments over the course of the semester.

<u>Book Assignments (15 points)</u>

There are three book assignment exercises due throughout the semester, during modules 2, 3, and 8. For these assignments, students will need to read and respond to questions and submit as a word document via Canvas.

<u>Peer Feedback Assignments (35 Points)</u>

Students will be assigned a partner who they will work with over the course of the semester. Students will share drafts of their projects with their partner over the course of the semester. There will be a total of 10 Peer Feedback Assignments, 3 of which pertain to the Project Plan and 7 that pertain to the Final Project. Students will be evaluated on the quality of their work as well as the quality of feedback they provide to their partner.

2. <u>Quizzes </u>(15 points)

   Students will be evaluated on their knowledge retention from the lessons taught in class and from assigned book readings. There will be 3 quizzes over the course of the semester.

3. <u>Project Plan/Client-ready Summary Proposal of Your Simulation (45 points):</u> Projects are designed around solving a problem, and excellent execution begins with a strong project plan. I will provide you with a template proposal during the first class. You will be assigned a company during Week 1 from Georgetown's list of partners to work with along with their potential need your Project Plan will potentially solve and, within the confines of the template, endeavor to solve it over the next two months through media relations, events, social media, advertising and so on. This plan and summary proposal, with your "proposed" client's acceptance, will serve as a foundation for the balance of the course. Exemplary proposals will be identified by the instructor and with the student's permission will be sent to the company. Submit in Microsoft Word via Canvas. Note the there are 4 steps to this assignment.
   a. MODULE 1:
      i. Review the Project Plan Template
      ii. You will be assigned a company from Georgetown's list of partners with a public affairs or communications need
   b. MODULE 2: Peer Feedback Assignment 2 : Review and find all information about the company you were assigned to and discuss one question related to their need and how you will go about trying to find a solution to their need

c. MODULE 7: Peer Feedback Assignment 9: Submit a draft project plan to your assigned partner for feedback via Discussion Board

d. MODULE 9: Peer Feedback Assignment 10: Submit your proposed change management solution for your Project Plan to your assigned partner for feedback

e. Week 11: Final Project Plan due

Final Project (55 total points): For the final project you will need to select a company of choice where you will create a proposed project need and solution in which all the tools in the course can be incorporated. Be creative in your choice and clearly think about a need that you can solve. The company must be a nationally/internationally known company that is considered a large business entity and it cannot be where you currently work or the company you were assigned in the Project Plan. You will be required to create a simulation from start to end incorporating all of the Project Management principles and assignments from the course. You will be required to create and complete a proposal that supplies a solution to the proposed project need. A template for the proposal will not be provided. You will have to creatively think how to submit the best proposal both visually and containing solid content. The proposal will need to include your chosen company's business name on the cover sheet. The cover sheet should include name, title of project, who it's being submitted to, and date.

During modules 1-6 students will provide Peer Feedback to their assigned partners on the following items. Students are expected to give thoughtful and detailed feedback to their partners. You will be graded on the quality of your work and the quality of the feedback you provide to your partner.

a. MODULE 1: Peer Feedback Assignment 1 Draft Idea: You will be required to submit an idea identifying any company of your choice to use for your final project. Make sure it is a nationally/internationally known company that is considered a large business entity. Any articles used on the company must have references.

b. MODULE 3 Peer Feedback Assignment 3: Mock Draft Timeline: Develop and submit a mock draft timeline for your final project via Canvas. Keep in mind your readings and learning on timelines and their importance. This should give an idea of the timing to complete your goal or meet the need of your choice organization.

c. MODULE 3 Peer Feedback Assignment 4: Risk Management Plan : This assignment will serve both the client and internal teams allowing for the realities of swift changes, agile client conversations and budgeting reserves. This will apply to your final project. Your objective is to identify potential risks that could take place in your project and provide guidelines on how to solve any possible risks. This can be a simple list chart with proposed risks and solutions.

d. MODULE 4 Peer Feedback Assignment 5: Work Breakdown Structure (WBS): This assignment will deal with creating a WBS and timeline of your final project simulation. Content, organization and presentation will be graded.

e. MODULE 4 Peer Feedback Assignment 6: Draft Gantt Chart: This assignment will deal with the scheduling and sequencing of your final project simulation— essentially, who's doing what and when and what comes after that? For this assignment, both content and presentation is key, as this is the document that keeps the entire project team's work synchronized.

f. MODULE 5 Peer Feedback Assignment 7: Draft Project Budget: This assignment will communicate to your final project for the level of financial resources required, what your proposed allocation is and at what rate resources will be consumed. Content and presentation will be graded, alongside the underlying formulae you use. Submissions in Microsoft Excel and word format will be accepted.

g. MODULE 6 Peer Feedback Assignment 8: Managing client changes and project schedule – This will be a midway mark where the instructor will serve as the client and suggest various conflict resolution changes that you will have to solve after reviewing previous submitted work. Utilizing a template, track changes requested by your proposed client (i.e., your instructor). All requested changes will need to be incorporated into your final project. You will also need to develop and turn in an arrow diagram of your proposed project schedule.

Final Project Submission (Due Module 14).

1. FINAL PAPER: (35 points) Compile and complete all of the above mentioned assignments as well as anything you feel would be an addition to your final project. Your final project will consist a 10-30 page paper (APA, double-spaced, 12 point font), which will include an executive summary, the revised components, and a final Project Budget, and a presentation to the class using the tool VoiceThread. You are free to create your own design/method as to how you want to compile all of the information and above assignments that defines and demonstrates providing a solution to the proposed need.

Your final paper must also include the final project budget, which needs to be incorporated into the word document. This will not only be your final submission of the draft budget above, but it will also analyze your final project's anticipated profitability on this project, given what the client is willing to pay, the outside costs

associated with this project and any internal costs. Content and presentation will be graded, alongside the underlying formulae you use.

2. VoiceThread Presentation (20 points): Create a presentation via VoiceThread using audio or Video. Present all of your information and findings.

Grading Scheme

93 - 100 % = A
90 - 92 % = A-
87 - 89 % = B+
83 - 86 % = B
80 - 82 % = B-
70 - 79 % = C
Below 70 % = F

Assignment Submission & Homework and Make-up Policy

No credit will be given for any assignment that is submitted late without the prior approval of the instructor. Prior Approval means the student has communicated with the instructor before the assignment deadline. An assignment that is submitted late with the instructor's approval will have its grade reduced.

Work is due by the due dates set in Canvas.

Absences

The instructor will count a student as "absent" in any week in which the student fails to submit any of the assignments due that week, including discussion postings, knowledge checks, and/or writing assignments.

After the student accumulates two such "absent" weeks, the student will receive a failing grade in this course, regardless of grades earned in any other assignment.

ABSENCES

The instructor will count a student as "absent" in any week in which the student fails to submit any of the assignments due that week, including discussion postings, knowledge checks, and/or writing assignments.

After the student accumulates two such "absent" weeks, the student will receive a failing grade in this course, regardless of grades earned in any other assignment.

MAKE-UP POLICY

In this course, no sort of make-up or missed work is accommodated. Please know that in order to be excused from an exam or from any assignment you must have a doctor's excuse and permission from your Dean, and/or have secured my permission well in advance.

ACCOMMODATION

Under the Americans with Disabilities Act (ADA) and the Rehabilitation Act of 1973, individuals with disabilities are provided reasonable accommodations to ensure equity and access to programs and facilities. Students are responsible for communicating their needs to the Academic Resource Center, the office that oversees disability support services. The University is not responsible for making special accommodations for students who have not declared their disabilities and have not requested an accommodation in a timely manner. Also, the University need not modify course or degree requirements considered to be an essential requirement of the program of instruction. For the most current and up-to-date policy information, please refer to the Georgetown University Academic Resource Center website. Students are highly encouraged to discuss the documentation and accommodation process with an Academic Resource Center administrator.

ACADEMIC INTEGRITY

As signatories to the Georgetown University Honor Pledge, you are required to uphold academic honesty in all aspects of the course, especially on exams and papers. The instructor is aware of and regularly consults all of the major Internet sources for plagiarized assignments. Thus, you are hereby cautioned to follow the letter and the spirit of the Standards of Conduct outlined in the Georgetown Honor Code. If you have any questions about conforming to rules regarding plagiarism or about the proper format for citations, consult the instructor. The first instance of plagiarism will result in an incomplete on that assignment. Any further instance of plagiarism will result in an incomplete for the course.

COMPUTER REQUIREMENTS

Students need to have sufficient technology and Internet access to complete this course.

Here are the requirements listed by Canvas:

Operating Systems

- Windows XP SP3 and newer
- Mac OS X 10.6 and newer
- Linux - chromeOS

Mobile Operating System Native App Support

- iOS 7 and newer
- Android 2.3 and newer

Computer Speed and Processor

- Use a computer 5 years old or newer when possible
- 1GB of RAM
- 2GHz processor

Internet Speed

- Along with compatibility and web standards, Canvas has been carefully crafted to accommodate low bandwidth environments.
- Minimum of 512kbps

TECHNICAL SUPPORT

Technical Skills

As an online student your "classroom" experience will be very different than a traditional student. As part of your online experience, you can expect to utilize a variety of technologies, such as:

1. Communicate via email including sending attachments
2. Navigate the internet using a Web browser
3. Use office applications such as Microsoft Office or Google Docs to create documents
4. Learn how to communicate using a discussion board and upload assignments to a classroom Web site
5. Upload and download saved files

6. Have easy access to the Internet
7. Navigate Canvas, including using the email component within Canvas.

You can also search for Technical Support answers in the following guides:

Canvas

Click on the Help link (on top-right of page in Canvas) to reach Canvas Support, including the Canvas Student Guide and 24 hour Canvas Support Hotline at 855-338-2770.

Google Apps

Use of Georgetown University-issued accounts (Links to an external site.) for Google Mail, Calendar, Groups, Talk, Docs, Sites, Video, and Contacts is governed by the contract between Georgetown University and Google. For help managing your Google Documents, visit Google Drive Help Center (Links to an external site.)

STUDENT SUPPORT SERVICES

Services & Resources for Online Students @ the School of Continuing Studies

Students enrolled in online School of Continuing Studies SCS coursework have access to the University Library System's eResources, including 500+ research databases, 1.5+ million ebooks, and thousands of periodicals and other multimedia files (films, webinars, music, and images). Students can access these resources through the Library's Homepage by using their University username (NetID) and password (this is the same login information used to access email, BlackBoard, etc.). The Library does not mail physical items to students.

SCS students may make an appointment with a librarian to discuss a research topic, develop a search strategy, or examine resources for projects and papers. Librarians offer an overview of and in-depth assistance with important resources for senior or master's theses, dissertations, papers and other types of research. Appointments are conducted using Google Hangout (video-conferencing function) through the Georgetown Gmail System or by telephone. This service is available to currently enrolled students who need assistance with Georgetown-assigned projects and papers. Please review the Services & Resources Guide for Online Students for additional information.

COURSE CONTENT OUTLINE

This course is divided into 15 modules plus and orientation to the course and Canvas. Below is an outline for each module.

ORIENTATION: Welcome to Project Management and Budgeting (January 8- January 15)

LEARNING OBJECTIVES

- Familiarize yourself with the Weekly Activity Flow
- Watch the Introductory Video
- Learn how to navigate the Canvas course environment
- Meet your Instructor
- Review our Netiquette Guidelines
- Set up your Personal Profile

MODULE ACTIVITIES

- Introduce yourself using the Discussion Board
- Participate in synchronous session

MODULE 1: Foundations of Project Management and Budgeting (January 16-22)

LEARNING OBJECTIVES
- Explain key terms of project management and budgeting
- Identify potential problems in project management and budgeting
- Explain how project management can be applied in both personal and professional lives
- Explain the role of the project manager and the importance of communication
- Assign Georgetown Partner to students

MODULE ACTIVITIES
- Read the Lecture on Project Management Key Terms and Fundamentals
- Read Heagney: Chapters 1-2: Fundamentals of Project Management
- Review Project Plan Template for Project Plan, *Piscopo, Mark. "Project Plan." Project Management Doc. N.p., n.d. Web. 23 Aug. 2016.*
- Review Georgetown Partner that you have been assigned

ASSESSMENTS
- Discussion Board Assignment 1: The Role of the Project Manager
- Peer Feedback Assignment 1 (Final Project): Submit Draft Idea for Final Project

MODULE 2: Project Planning (January 23-29)

LEARNING OBJECTIVES
- Describe how to identify a need for a project plan and how to develop one
- Define planning, project planning steps, and their importance in project management
- Explain the importance of strategy, tactics and logistics in project planning
- Explain how to develop a mission, vision and goal for the Final Project
- Identify a company with a communications or public relations need

MODULE ACTIVITIES
- Read Heagney: Chapters 3 & 4: Fundamentals of Project Management
- Synchronous Session: Project Plan

ASSESSMENTS
- Discussion Board Assignment 2: Greyson Corporation Case Study
- Peer Feedback Assignment 2 (Project Plan): Review and find all information about the company you were assigned to and discuss with your partner one question related to their need and how you will go about trying to find a solution to their need.
- Book Exercise Assignment 1
- Quiz 1 Chapters (1-4)

MODULE 3: Risk and Timeline (January 30-February 5)

LEARNING OBJECTIVES

- Explain the concept of risk in project management and budgeting
- Project Plan Assignment:
- Create a project risk plan for final the Project Plan

- Develop a mock draft timeline to complete tasks for the Project Plan and submit via Canvas

MODULE ACTIVITIES
- Read Heagney: Chapters 5: Fundamentals of Project Management
- Watch two short videos on Risk. One is a video on Risk Management Fundamentals in handling a project and the other is an inspirational video on becoming a risk taker

ASSESSMENTS
- Discussion Board Assignment 3: Discuss potential risks you take as a communicator on the job and in life
- Peer Feedback Assignment 3 (FInal Project)
    - Develop and submit a mock draft timeline to complete tasks for the Final Project
    - Submit a Risk Management Plan for the Final Project
- Book Exercise Assignment 2

MODULE 4: Applying Tools of Planning: Gantt Chart and SOW (February 6-12)

LEARNING OBJECTIVES
- Explain the concepts of a Gantt Chart and Statement of Work (SOW)
- Create a SOW to apply towards Final project
- Create a Gantt Chart to apply toward Final project

MODULE ACTIVITIES
- Watch lecture on SOW's and Gantt Charts.
- Read Heagney: Chapters 6: Fundamentals of Project Management

ASSESSMENTS
- Discussion Board Assignment 4: Gantt Chart game
- Peer Feedback Assignment 4 (Final Project):
    - Breakdown Structure/SOW for Final Project
    - Gantt Chart for the Final Project

MODULE 5 : Creating a Budget (February 13-19)

LEARNING OBJECTIVES

- Explain the concept and design of a Budget
- Develop a budget for Final project

MODULE ACTIVITIES
- Read Lecture on Creating a Budget
- [Read article on Strategic Budgeting](#)

ASSESSMENTS
- Discussion Board Assignment 5: Strategic Budgeting Reading
- Peer Feedback Assignment 5 (Final Project):

MODULE 6: Producing a Project Schedule (February 20-26)

LEARNING OBJECTIVES
- Explain the concept of a schedule
- Explain the concepts of conflict resolution
- Develop a project schedule to be applied towards the Final Project

MODULE ACTIVITIES
- Read Heagney: Chapter 7 & 8: Fundamentals of Project Management
- Review Statement of Work Template *Piscopo, Mark. "Statement of Work." Project Management Doc. N.p., n.d. Web. 23 Aug. 2016.*

ASSESSMENTS
- Discussion Board Assignment 6: Based on Chapter 7 of the book, draw an arrow diagram based on your Final Project
- Peer Feedback Assignment 6 (Final Project) Assignment: Managing Client Changes and Project Schedule

MODULE 7: Quality Management and S Curve (February 27-March 5)

LEARNING OBJECTIVES
- Explain the concept of quality management and s curve

MODULE ACTIVITIES
- Watch Lecture on Quality Management and S Curve

- [Read article on the Role of Quality Management System in Project Completion](#)

ASSESSMENTS

- Discussion Board Assignment 7: Based on your journal reading and concepts learned from class, explain how Quality Management plays a role in Project Management.
- Peer Feedback Assignment 7 (Project Plan): Develop a draft project plan for and submit to assigned partner for peer review on Discussion Board

MODULE 8: Change Management (March 13-19)

LEARNING OBJECTIVES
- Explain the concept of change management
- Develop change management from your proposed projects

MODULE ACTIVITIES
- Read Heagney: Chapters 9 & 10: Fundamentals of Project Management

ASSESSMENTS
- Quiz 2
- Book Exercise Assignment 3

MODULE 9: When Errors Happen (March 20-26)

LEARNING OBJECTIVES
- Explain the concepts of errors and how it can affect the project

MODULE ACTIVITIES
- Read lecture on When Errors Happen
- [Read article on Managing Mistakes](#)

ASSESSMENTS
- Discussion Board Assignment 8
- Peer Feedback Assignment 10 (Project Plan)

MODULE 10: Challenges and Solutions Faced When Working on a Team (March 27-April 2)

LEARNING OBJECTIVES

- Identify the types of team members on a project and the variables that surround working on a team
- Explain the importance of team building in project management
- Explain the importance of leadership in project management

MODULE ACTIVITIES

- Listen to Lecture on Challenges Faced when working on a team
- Read Heagney: Fundamentals of Project Management (Chapters 11-13)
- Watch Video on Teamwork

- Watch Video on Leadership that will give ideas on how to be a team player with the right character traits, interpersonal and communication skills. This video will give a quick synopsis on how to manage people and become holistic leaders.

ASSESSMENTS

- Discussion Board Assignment 9:
  - Personality assessment
  - Discussion on personality test and videos on teamwork and leadership

MODULE 11: Billing in the PR and Communications Industry (April 3-9)

LEARNING OBJECTIVES

- Explain the concepts of Government billing for the PR industry
- Explain the concepts of private sector project billing

MODULE ACTIVITIES

- Billing worksheet

ASSESSMENTS

- Project Plan Assignment

MODULE 12: Final Review (April 10-16)

LEARNING OBJECTIVES
- Explain how to make project management work
- Apply the principles of project management and budgeting to the final project
- Prepare Final Project

MODULE ACTIVITIES
- Read Heagney: Chapter 14: Fundamentals of Project Management
- Sync session providing expectations for final project and opportunity for any questions relating to the project

ASSESSMENTS
- Discussion Board Assignment 10 Find a newspaper, journal, and or magazine article that discusses the completion and success of a project

MODULE 13: Overall Project Management Concepts (April 17 - April 24)

LEARNING OBJECTIVES
- Explain various examples and concepts of how Project Management is essential to any company, job, and or personal goal

MODULE ACTIVITIES
- Watch Interview with Guest Speaker, Patricia Ludlow (Division Director)
- Please submit at least one question or comment you have and submit via canvas after listening to the guest speaker. All questions will be submitted to the guest speaker.

MODULE 14 Finish Line (Two weeks: April 24 -May 8)

LEARNING OBJECTIVES
- Identify remaining questions about the course content to ask instructor

- Prepare Final Project Paper and Presentation

MODULE ACTIVITIES
- Virtual Office hours will be provided to meet with students who wish to discuss any questions and be provided an opportunity for one-on-one feedback

ASSESSMENT:
- Final Quiz 3
- Submit Final Project via Canvas and VoiceThread