

Jayhawk Flex

Jayhawk Flex is the name for the University of Kansas' competency-based education (CBE) offerings. Competency-based education is an outcome focused model of education, confirming students learning through demonstrations of what they know and can do. Programs that are offered through the CBE format have the same outcomes for learners as a program offered in a traditional format. For more information about CBE at KU, please review our website (<https://jayhawkflex.ku.edu/>).

Approved programs that are offered in a CBE format are managed by individual Schools or Colleges within the University of Kansas. Students are expected to follow the the appropriate school level regulations and requirements.

Information regarding College or School specific information for each program can be found below.

School or College	Program
School of Professional Studies (https://next.catalog.ku.edu/professional-studies/)	Master of Science in Project Management (https://next.catalog.ku.edu/flex/flex-project-management-ms/)

Competencies

PM-C 811. Aligning Project and Organizational Objectives. 1 Credits.

This competency unit is designed to ensure that project managers can effectively synchronize project goals with the broader strategic objectives of the organization. This involves a deep understanding of the organization's vision, mission, and strategic goals, and the ability to translate these into specific project objectives. Key topics covered include strategic analysis, goal-setting, communication strategies, and stakeholder engagement. Mastery of this competency allows project managers to ensure that every project undertaken advances the organization's agenda, supports its strategic direction, and delivers value. It equips them with the skills to communicate project objectives and progress to stakeholders clearly and persuasively, ensuring that decision-making is informed and aligned with organizational goals. Ultimately, this competency is about creating harmony between project execution and organizational strategy, ensuring that both are moving in tandem towards shared success. Graded on a satisfactory/unsatisfactory basis.

PM-C 812. Project Initiation. 1 Credits.

This competency unit is designed to equip project managers with the essential skills and knowledge needed to effectively launch new projects. This includes the ability to clearly articulate the purpose and business value of a project, which forms the foundation for initiating and chartering the project. Project managers will learn to develop a comprehensive business case, outlining the potential benefits, costs, and risks associated with a project, as well as a benefit management plan to ensure the project's outcomes align with business objectives. Additionally, this competency covers the identification of necessary resources and stakeholders, ensuring that all relevant parties are engaged and informed from the outset. Finally, project managers will gain the expertise to write a detailed project charter, which serves as a formal document that authorizes the project and provides a roadmap for project delivery. Mastery of these elements ensures that projects are started with a clear direction and a strong alignment with organizational goals, setting the stage for successful project management. Graded on a satisfactory/unsatisfactory basis.

PM-C 813. Project Methodologies. 1 Credits.

This competency unit delves into the selection, application, and adaptation of project management methodologies, particularly the waterfall model, to meet specific project deliverables. It underscores the strategic importance of choosing the right methodology to align with a project's unique attributes and desired outcomes. Key topics include the principles of the waterfall methodology, its structured sequential approach, and its suitability for projects with clear objectives and stable requirements. This unit provides project and program managers with the essential knowledge and skills needed to effectively select and apply the waterfall methodology, adapt it as necessary to cater to project demands, and design comprehensive training for team members to ensure a thorough understanding of the chosen methodology's impact on project structure and governance. It equips professionals with the ability to discern when the waterfall methodology is the most appropriate and how to implement it to enhance project success. Graded on a satisfactory/unsatisfactory basis.

PM-C 814. Project Scope Creation. 1 Credits.

This competency unit is designed to impart project managers with the essential knowledge and skills necessary to effectively define and organize the total scope of a project. This includes the ability to break down a project scope into discrete tasks, create a detailed Work Breakdown Structure (WBS), and define clear milestones. Mastery of this competency ensures that project managers can verify the completeness of the WBS, ensuring that it encompasses the entire scope of the project. The unit emphasizes the importance of clarity, foresight, and precision in planning, which are crucial for maintaining alignment and focus within project teams and with stakeholders. Graded on a satisfactory/unsatisfactory basis.

PM-C 815. Project Schedule Development. 1 Credits.

This competency unit encompasses the principles and practical application of creating effective project timelines that align with project goals and stakeholder expectations. This unit delves into the intricacies of scheduling, from establishing a comprehensive project schedule based on identified tasks and dependencies to evaluating the optimal sequence of project tasks to enhance project value. It covers the critical skill of accurately appraising task durations to ensure realistic timeframes are set. Participants will learn to construct a robust project schedule, integrating all aspects of project planning. Additionally, this unit addresses the proactive identification of potential risks to the schedule, enabling project managers to anticipate and communicate the implications of these risks effectively. Mastery of this competency ensures that project managers can maintain a dynamic and responsive project schedule, adapting to changes and challenges to deliver successful project outcomes. Graded on a satisfactory/unsatisfactory basis.

PM-C 816. Project Budget Development. 1 Credits.

This competency unit encompasses the principles and practical application of creating a comprehensive project budget. This includes the ability to establish a budget aligned with project requirements, identify the resources necessary for each task, and accurately determine the costs associated with these tasks. Mastery of this competency enables a project manager to develop a detailed cash flow projection and budget plan as well as contingency fund plan, ensuring financial resources are effectively allocated throughout the project's lifecycle. Equipped with these skills, project managers can ensure that financial planning contributes to the overall success and sustainability of the project, fostering trust and credibility among stakeholders. Graded on a satisfactory/unsatisfactory basis.

PM-C 817. Utilizing Project Management Application(s). 1 Credits.

This competency unit provides project managers with essential knowledge and proficient skills necessary to navigate project management tools

effectively, select the most suitable applications based on project demands and methodologies, construct detailed project plans with organizational tools, and oversee project timelines and deliverables. This unit aims to enhance the efficiency and effectiveness of project management through the adept use of technology, ensuring that project managers can adapt to various project scenarios and maintain optimal productivity. Graded on a satisfactory/unsatisfactory basis.

PM-C 818. Financial Literacy. 1 Credits.

This competency unit introduces foundational financial analysis tools that can support informed decision-making in project management. It covers the adept use of financial information to guide project financial decisions, the evaluation of a project's financial health through organizational financial documents such as income statements, balance sheets, and annual reports, and the application of key financial metrics including Internal Rate of Return (IRR), Net Present Value (NPV), Return on Investment (ROI), and break-even analysis. This unit equips project managers with the analytical skills necessary to assess financial data critically, recommend actions based on financial insights, and ensure the financial viability and success of projects. Mastery of this competency enables managers to maintain fiscal responsibility while fostering sustainable growth and stakeholder value within the organization. Graded on a satisfactory/unsatisfactory basis.

PM-C 819. Project Success Measures. 1 Credits.

This competency unit covers the concepts and application of frameworks for project success that emphasizes the importance of ensuring value delivery and maintaining alignment with project goals and stakeholder expectations. This unit equips project managers with the fundamental knowledge and mastery skills required to develop project success metrics (quantitatively and qualitatively) to ensure value delivery, develop Key Performance Indicators based on anticipated value of project delivery, and design measurement criteria for Key Performance Indicators, including leading and lagging indicators. Graded on a satisfactory/unsatisfactory basis.

PM-C 821. Business Writing. 1 Credits.

This competency unit encompasses the principles and practices of effective written communication within a business context, highlighting the significance of conveying messages with precision, clarity, and brevity. Core topics include the structuring of information, the application of an appropriate tone and style, and the adaptation of content to suit diverse audiences ranging from project team members to executives. This unit empowers professionals with the essential skills to craft accurate and organized written documents, compose compelling project status updates, and tailor communication to various stakeholders. Mastery in Business Writing enables individuals to enhance collaboration, support decision-making processes, and uphold the professional image of the organization through proficient written expression. Graded on a satisfactory/unsatisfactory basis.

PM-C 822. Information Synthesis. 1 Credits.

This competency unit encompasses the principles and application of methodologies for the integration and interpretation of information from diverse sources. Information Synthesis equips learners with the ability to synthesize and present information from multiple sources effectively, both in written and verbal forms. Constructing a cohesive and comprehensive understanding of material is a critical skill project managers can leverage to support decision-making and strategy development within project teams and stakeholder interactions. In practice, this involves gathering data from diverse sources, integrating this information, and developing comprehensive reports and presentations. This competency is crucial for clear communication and informed decision-making in professional settings. Graded on a satisfactory/unsatisfactory basis.

PM-C 823. Project Methodologies-Advanced. 1 Credits.

This competency unit is designed to enhance the proficiency of project managers in selecting, applying, and adapting cutting-edge project management methodologies to meet specific project deliverables. This unit delves into the strategic application of agile methodologies, tailored to align with the unique attributes and requirements of a project. It empowers project managers with the skills to not only apply agile principles effectively but also to adapt these methodologies to optimize project outcomes. Furthermore, it encompasses the development of comprehensive training programs for team members, ensuring a thorough understanding of the selected project methodology and its impact on project structure and governance. This competency unit is pivotal for project managers aiming to drive project success through advanced, flexible, and responsive project management techniques. Graded on a satisfactory/unsatisfactory basis.

PM-C 824. Team Development. 1 Credits.

This competency unit is designed to enhance the capabilities of project managers in building and nurturing effective teams. It focuses on the formation of teams with a diverse mix of styles, perspectives, and experiences, ensuring a well-rounded approach to project execution. This unit delves into the organization of team members to streamline project progression and emphasizes the importance of leveraging individual strengths to achieve collective goals. It also highlights the significance of supporting team members' growth and development as a cornerstone for project success. Through this competency, project managers will gain the essential skills to foster a collaborative environment, encourage continuous learning and improvement, and drive their teams towards excellence in achieving project objectives. Team development is not just about managing people but inspiring and leading them to innovate, collaborate, and succeed together. Graded on a satisfactory/unsatisfactory basis.

PM-C 825. Conflict Management. 1 Credits.

This competency is a critical skill set that enables project managers to navigate and resolve disputes effectively, drawing on conflict resolution frameworks and strategies to maintain harmony and foster collaboration, ensuring project success and team cohesion. Project managers who are proficient in communication, empathy, problem-solving, composure, and mediation are equipped to identify and de-escalate conflicts swiftly, addressing underlying issues impartially. They are adept at facilitating inclusive discussions, encouraging all parties to share their perspectives, and steering them towards amicable solutions. Post-conflict, they focus on preserving positive relationships and have the discernment to involve higher authorities when necessary. Additionally, they possess the analytical ability to employ project metrics for early conflict identification, evaluate team dynamics to pinpoint conflict causes, and manage both constructive and destructive conflicts, distinguishing between them to leverage or mitigate as needed. This competency is not just about resolving conflicts but transforming them into opportunities for growth and innovation. Graded on a satisfactory/unsatisfactory basis.

PM-C 826. Interpersonal Skills. 1 Credits.

This competency unit is designed to enhance a learner's ability to effectively interact, communicate, and collaborate with individuals from diverse cultural backgrounds. This unit underscores the significance of understanding and respecting varied cultural practices, norms, and expectations within project teams and stakeholder groups. Key topics include cross-cultural communication, emotional intelligence, adaptability, and inclusivity. Participants will gain essential knowledge and skills to manage and engage with culturally diverse individuals, adapt leadership styles to accommodate different cultural contexts, recognize and appropriately respond to the emotions of themselves and others, and demonstrate sensitivity and open-mindedness towards a range of

values, beliefs, and perspectives. This competency enables professionals to foster a collaborative and respectful environment that is conducive to achieving project goals and building strong, positive relationships with all team members and stakeholders. Graded on a satisfactory/unsatisfactory basis.

PM-C 827. Personnel Management. 1 Credits.

This competency unit is designed to enhance project managers' capabilities in fostering the growth and development of their team members. This unit delves into the strategic cultivation of team skills relevant to project objectives, ensuring that each member's professional trajectory aligns with the project's needs and their personal aspirations. It encompasses the art of delivering and receiving constructive feedback, a critical component for continuous professional and personal enhancement. Furthermore, it involves guiding team members in setting realistic and relevant goals, providing steadfast support in the execution of project delivery plans, and offering mentorship in career progression. This comprehensive approach to personnel management not only augments the proficiency and satisfaction of individual team members but also contributes significantly to the project's overall success and the creation of a cohesive and collaborative work environment. Graded on a satisfactory/unsatisfactory basis.

PM-C 828. Stakeholder Engagement. 1 Credits.

This competency unit is designed to empower project managers with the essential skills and knowledge necessary to effectively engage with stakeholders throughout the project lifecycle. This unit emphasizes the importance of strategic communication, tailored to the unique needs and perspectives of each stakeholder group, ensuring that all parties are aligned with the project goals. It covers the art of balancing stakeholder needs with project objectives, adapting engagement strategies to suit various stakeholder roles, and maintaining a proactive communication plan that keeps stakeholders informed and involved. This ensures that project managers will be able to foster a collaborative environment, preemptively address concerns, and sustain positive stakeholder relationships, thereby contributing to the successful delivery of the project. Graded on a satisfactory/unsatisfactory basis.

PM-C 829. Continuous Improvement. 1 Credits.

This competency unit encompasses the principles and practical application of techniques for enhancing project efficiency and effectiveness. It underscores the significance of systematic evaluation and refinement of project processes to foster superior performance and results. Core topics include process assessment, performance optimization, and change management. This unit arms project managers with the essential knowledge and advanced skills necessary to scrutinize and enhance processes, apply proven performance improvement methodologies such as Lean Six Sigma, propose and assess alternative strategies for project enhancement, and devise and execute detailed implementation plans. By mastering this competency, professionals will be equipped to drive continuous improvement, ensuring projects not only meet but exceed stakeholder expectations, while fostering an environment of perpetual advancement and innovation. Graded on a satisfactory/unsatisfactory basis.

PM-C 831. Problem Identification. 1 Credits.

This competency unit is designed to empower project managers with the essential skills and knowledge necessary to detect and define problems accurately within a project's lifecycle. This unit delves into the methodologies for dissecting problems, recognizing opportunities, and conducting thorough root cause analyses to uncover the fundamental reasons behind adverse events. It encompasses the evaluation of issues using suitable tools, the assessment of information for accuracy and relevance, and the identification of potential obstacles that could impede

project success. By mastering this competency, project managers will be adept at articulating problems in terms of their root causes, ensuring a clear understanding and strategic approach to problem-solving. This competency is crucial for maintaining project integrity, ensuring timely delivery, and upholding the overall quality of the project outcomes. Graded on a satisfactory/unsatisfactory basis.

PM-C 832. Problem-Solving. 1 Credits.

This competency unit is designed to empower project managers with the essential skills and knowledge to effectively address and resolve project-related issues. This unit delves into the methodologies of problem identification, leveraging a blend of analytical thinking and creativity to evaluate information. It emphasizes the importance of logical reasoning to determine and evaluate potential solutions, ensuring alignment with project objectives. Participants will learn to identify and navigate obstacles, ensuring the successful implementation of solutions. This unit also focuses on the ability to discern and execute logical next steps, fostering a comprehensive understanding of the project landscape. By mastering these competencies, project managers will be equipped to maintain project momentum and achieve desired outcomes, even in the face of complex challenges. Graded on a satisfactory/unsatisfactory basis.

PM-C 833. Project Quality Management. 1 Credits.

This competency unit equips project managers with the fundamental knowledge and mastery skills required to construct a quality plan for a project, assess change requests to assure continued project viability, and evaluate project outcomes. Topics include quality planning, quality assurance, quality control, and quality improvement. Participants will learn to maintain positive relationships with all parties after the resolution of a quality issue and recognize when to involve higher authorities in quality management decisions. This ensures that the project outcomes are of high quality and meet the expectations of all stakeholders. Graded on a satisfactory/unsatisfactory basis.

PM-C 834. Adaptability. 1 Credits.

This competency unit is designed to enhance the agility and flexibility of project and program managers in the face of evolving project landscapes. This unit delves into the methodologies and strategic approaches for adapting to change, underscoring the significance of agile project management in achieving project objectives amidst uncertainty. Core topics include the assessment of changing project requirements, the evaluation of impacts on project timelines and budgets, and the development of responsive project management plans. Participants will gain proficiency in swiftly adjusting plans, techniques, or approaches, articulating the rationale for changes to stakeholders, and ensuring that team members are promptly informed and aligned with the new direction. This competency unit empowers managers to not only respond to change but to anticipate and lead through it, maintaining project momentum and stakeholder confidence. Graded on a satisfactory/unsatisfactory basis.

PM-C 835. Ingenuity. 1 Credits.

This competency unit is designed to foster innovative thinking and creative problem-solving in project management. This unit delves into the methodologies and practical applications of ingenuity, highlighting the significance of pioneering new paths and solutions within project teams and for stakeholders. Core topics include innovative thinking, creative problem-solving tools, solution design, and unconventional project management techniques. This unit equips project managers with the essential knowledge and advanced skills necessary to generate novel solutions to complex project challenges, brainstorm effectively using diverse problem-solving tools, and develop or integrate cutting-edge solutions, designs, or plans tailored to meet specific client needs within a project's scope. Additionally, it prepares managers to propose and implement nontraditional methods to ensure project success, fostering

an environment where innovation thrives. Graded on a satisfactory/unsatisfactory basis.

PM-C 836. Risk Identification and Evaluation. 1 Credits.

This competency unit is designed to empower project managers with the essential knowledge and skills needed to effectively identify, assess, and prioritize project risks. This unit delves into the methodologies and tools for risk identification, including risk analysis and categorization of risks. By mastering this competency, project managers will be equipped to anticipate risks that might impact the project. This competency is crucial for fostering a culture of risk awareness and responsiveness and underscores the significance of proactive planning and collaboration among project teams and stakeholders to ensure project resilience and success. Graded on a satisfactory/unsatisfactory basis.

PM-C 837. Risk Mitigation and Management. 1 Credits.

This competency unit encompasses the principles and practical application of strategies to preemptively address and manage potential risks within project environments. This competency unit arms project managers with the essential knowledge and advanced skills necessary to develop comprehensive mitigation plans tailored to each identified risk and execute risk monitoring protocols. It also equips them to implement mitigation strategies effectively as required, recognize early warning signs, and establish trigger events to manage project risks efficiently. Maintaining a vigilant stance on risk management enables project managers to minimize negative impacts and uphold project integrity, ensuring continuity and stakeholder confidence. Graded on a satisfactory/unsatisfactory basis.

PM-C 838. Project Control. 1 Credits.

This competency unit focuses on methods to oversee and manage the financial and operational aspects of a project, ensuring that it adheres to the scope, budget, and timeline, and that it aligns with quality standards and organizational goals. This competency unit equips project and program managers with the fundamental knowledge and mastery skills to make the necessary project changes to help ensure timely project completion, maintaining alignment with project goals and stakeholder expectations. Topics include measuring identified control metrics, monitoring and communicating with stakeholders, making and recording necessary changes in the project plan, assessing the cost impact of changes on a project, and developing and utilizing project monitoring dashboards. Graded on a satisfactory/unsatisfactory basis.

PM-C 839. Project Monitoring. 1 Credits.

This competency unit focuses on methods to track, review, and regulate the progress and performance of a project; to ensure that project objectives are met within the set timelines and budget. This competency unit teaches project and program managers ways to monitor project progress along multiple value dimensions, enabling them to maintain alignment with project goals and stakeholder expectations. Topics include establishing a project control matrix, applying Earned Value Management (EVM) techniques/indicators (SPI, CPI, EV, etc.), and determining frequency of measurement. Graded on a satisfactory/unsatisfactory basis.

PM-C 841. Project Closure. 1 Credits.

This competency unit is designed to ensure project managers possess the essential knowledge and skills to effectively conclude projects. This includes the development of a comprehensive project closure plan, adhering to industry best practices and procedures. It emphasizes the importance of recognizing the completion or necessary termination of a project, and the methodical delivery of project outcomes to clients. Key components of this competency involve documenting all project-related information, effectively communicating closure details to stakeholders, and strategically planning the redistribution of project team members. Additionally, it focuses on the documentation and celebration of project

successes, the critical reflection and documentation of lessons learned, and the adept use of appropriate project closure tools and techniques.

This competency ensures that project managers maintain a structured and positive conclusion to projects, fostering a sense of accomplishment and learning for future endeavors. Graded on a satisfactory/unsatisfactory basis.

PM-C 842. Supply Chain Management. 1 Credits.

This competency unit provides project managers with essential knowledge and proficient skills necessary to efficiently manage the supply chain for external and non-personnel resources in project settings. This competency involves formulating resource needs, negotiating contracts, procuring materials, and organizing resources to ensure smooth project progression, while adeptly managing shifting resource demands throughout the project lifecycle. Mastery in this area is essential for maintaining project timelines and budget constraints. Graded on a satisfactory/unsatisfactory basis.

PM-C 843. Prioritization. 1 Credits.

This competency unit encompasses the principles and application of prioritization frameworks that underscore the significance of effective time management and resource allocation within project teams and stakeholders. Learners will gain the ability to identify and manage the most important and urgent tasks within a project, adjusting priorities as needed. In practice, this involves prioritizing project tasks, assigning resources based on task priority, and efficiently managing tasks according to their urgency and importance. This competency is crucial for ensuring project success and optimal resource utilization. Graded on a satisfactory/unsatisfactory basis.

PM-C 844. Project Governance. 1 Credits.

This competency unit encompasses the principles and implementation of effective project governance frameworks, underscoring the significance of clear role delineation and accountability within project teams and in relation to stakeholders. Key topics include the articulation of a structured hierarchy of roles and responsibilities, the strategic design of project structures and governance mechanisms to complement the chosen project methodology, and the ongoing evaluation and refinement of these structures to ensure their effectiveness. This competency unit provides project managers with the essential knowledge and advanced skills necessary to establish and maintain a robust governance framework that supports project objectives, enables efficient decision-making, and facilitates successful project delivery while remaining adaptable to project dynamics and stakeholder needs. Graded on a satisfactory/unsatisfactory basis.

PM-C 845. Stewardship. 1 Credits.

This competency unit is designed to integrate the principles of corporate social responsibility (CSR) and environmental sustainability and governance (ESG) into project management. It emphasizes the importance of aligning project actions with the organization's broader CSR goals and the critical role of identifying areas that impact organizational CSR & ESG objectives. This competency enables project managers to develop, implement, and routinely review plans that address CSR/ESG goals, ensuring that projects not only achieve their immediate objectives but also contribute positively to the organization's long-term sustainability and ethical standing. Through this unit, managers will acquire the skills necessary to create a harmonious balance between meeting project deliverables and enhancing the organization's commitment to social and environmental stewardship. Graded on a satisfactory/unsatisfactory basis.

PM-C 899. Project Value Delivery. 1 Credits.

This competency unit emphasizes the importance of ensuring that a project delivers intended value and benefits to customers, organizations, and other stakeholders. Learners will develop and apply strategies

for tracking and communicating the status and trend of various Key Performance Indicators (KPIs) and project deliverables, as well as evaluating the success of KPIs in delivering anticipated value. Successful project value delivery ensures that the project outcomes align with the project plan and meet the expectations of all stakeholders. Graded on a satisfactory/unsatisfactory basis.