MBA 715: Advanced Project and Program Management

Spring 2012 Course Syllabus

Section 001

Timothy Porter

Location

Class Session
Wednesday from 7:20 PM to 10:00 PM.

Office Hours
Fairfax: Enterprise Hall Room 149
Monday and Wednesday from 11:30 AM to 1:00 PM; or by appointment.

Phone
(703) 993-4697

Fax
(703) 993-1809

E-mail
tporter6@gmu.edu

Website
MyMason

Description
This course examines topics in project and program management. It is intended for experienced professionals who already have a foundation in basic project management skills.

The course will cover advanced topics in the project management knowledge areas including: scope, time, cost, quality, human relations, risk, communications, procurement and integration.

Program Management is the centralized coordinated management of a program to achieve the program’s strategic objectives and benefits. It involves aligning multiple projects to achieve the program goals and allows for optimized or integrated cost, schedule and effort. Organizations use different definitions for programs. This course focuses on various areas of program management such as benefits realization, stakeholder management, program cost control, project and operational performance management, and program level risk management.

The course content will be aligned with the Project Management Institute standards. The course is not intended to directly prepare the student to stand for certification exams such as the PMP. It is however oriented towards and aligned with the relevant standards and will provide a stepping off point for further study.

The learning format will be lectures, case studies, discussions, reports and team assignments.

Required Textbook
There is no required textbook. There will be assigned case studies, and other assigned outside reading.
Grading Metrics
1. The metrics used for the final course grade are the scores earned on:
   - Research paper/report (20% of final score)
   - Mid Term Exam (25% of final score)
   - Final Exam (35% of final score)
   - Participation (20%)
2. A numerical final course total score is calculated as the sum of scores earned.
3. The final course letter grade is assigned objectively and strictly according to the numerical final course total score. (See “Course Grade” below. Maximum points = 100)

Exams
1. A mid-term and final examination will be given.
2. Specific topic coverage of the exams will be announced in advance of test dates. Each individual test contributes the points earned to the final course score.
3. The exams will be primarily subjective in nature requiring the student to respond to short case studies or hypothetical situations and demonstrating application of project and program management principles, tools and techniques discussed in class or in assigned reading.
4. All exams are an individual effort.
5. All exams given in class are open book.
6. A missed test may be made up only under unusual circumstances at the sole discretion of the instructor. Make-ups may be of a different format and level of difficulty than the original test.

Individual research and report
Each student will select (subject to instructor approval) a suitable topic, prepare a written report and make a presentation of the research to the class. The topic must have direct applicability to the study of project and program management. Some examples are listed below. The student may propose another topic from those listed. Students will be required to read/research only their chosen topic but are expected to participate in the review and discussion in class of other students. Each student, for their chosen topic, will prepare a 10 page, double spaced paper. The paper will address relevance to the study of project/program management, lessons learned, and insightful observations that can be applied in the future. Be sure to cite any references.
- Project management lessons learned from the movie *The Bridge Over the River Kuai*.
- Project management lessons learned from the movie *The Great Escape*.
- Project management lessons learned from the movie *Hearts of Darkness* (the behind the scenes documentary about the making of the movie *Apocalypse Now*.)
- Project management lessons learned from the movie *The Pentagon Wars*.
- Project management lessons learned from the movie *Battle of the X-Planes*.
- Book Report on *Alpha Project Managers* by Andy Crowe
- Book Report on *Dreaming in Code* by Scott Rosenberg
- Book Report on *The Soul of a Machine* by Tracy Kidder
- Book Report on *The Goal* by Eliyahu M. Goldratt

Case Studies
For most class sessions there will be an assigned case study. The student must read and analyze the case study in advance of class and be prepared to discuss it during class.

**Course Grade**

1. Final course grades are assigned on a point system with a maximum of 100 points for the course, based on the final total point score for the course.
2. Final course grades will be assigned as whole letters, WITH plus and minus.
3. The final course grade is assigned objectively according to the numerical final course total point score earned on all grading instruments.
4. There is no “extra credit” of any kind, for any reason.

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<thead>
<tr>
<th>COURSE TOTAL SCORE *</th>
<th>COURSE GRADE</th>
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<tbody>
<tr>
<td>FROM UP TO</td>
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<tr>
<td>97 100</td>
<td>A+</td>
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<tr>
<td>93 96</td>
<td>A</td>
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<td>90 92</td>
<td>A-</td>
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<td>87 89</td>
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<td>D</td>
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**Communications**

All offline communications from me to you will be directed via e-mail or Blackboard.

All emails will be addressed to your @gmue.edu e-mail address for concerns of privacy and confidentiality. If you use another e-mail account as your primary e-mail, it is your responsibility to forward and/or monitor your gmu.edu email account. Please only send me email from your gmu.edu account. If you have any questions or concerns please feel free to contact me by email. Include the course abbreviation in the subject line of all email to me.

Please do not leave messages for me at my GMU office telephone. I do not check this voicemail very often.

**Registration**

Instructors have no authority to resolve any issues concerning student registration. All matters relating to course registration are the exclusive domain of the Office of Academic and Career Services (OACS), and are handled solely by them without input from me. OACS is located on the lower level of Enterprise Hall in room 008 (ENT 008). Contact OACS by phone at 703-993-1880 or send e-mail to somserv@gmu.edu. Students must be officially registered for the course to receive a grade. Students are solely responsible to verify their own registration status.
**Due-Date Policy**
Due dates for course deliverables will be announced in advance. Students are expected to meet these dates and late submissions will be penalized.

**Disability**
All academic accommodations due to disability must be arranged through the Office of Disability Services (ODS). If you are a student with a disability and you require academic accommodations, please contact ODS at 703-993-2474. I will cooperate fully with the ODS to accommodate a student’s special needs.

**Honor Code**
Students are expected to be familiar with the Honor Code of George Mason University and with its specific application to all class work required by faculty in the program. If you are in doubt about how the honor system applies to a particular assignment or class, it is your responsibility to clarify the requirements with the professor. Concerns about breaches of the honor system may be discussed with the Program Director, with the professor, or with the Associate Dean (Graduate Studies) of the School of Management.

**Class Participation**
Students are expected to come prepared to discuss the material assigned for that date and take an active role in class activities. Some classes ask you to review cases. Students should read the case before class and be prepared to contribute to class discussion. Students will periodically be asked to submit short work assignments and review other students’ work.

**Course Website on Blackboard**
1. The course website will be available at MyMason.
2. The course website consists of separate pages and links containing this syllabus; announcements and assignments, PowerPoint presentations, supplemental notes, and other information.
3. During the semester, new documents may be created and existing documents may be modified as appropriate. Important course announcements will be posted on the main page and/or on the course calendar. **You should check the website often, at least once a week.**
4. It is recommended that students download the pertinent course documents before class and well before exams and assignment due dates. To alleviate the burden of taking notes in class and to give your full attention to the discussion, I recommend that you annotate my documents with your own notes as appropriate during class.
5. The student should be familiar with recent versions of MS Office products, especially MS Word, PowerPoint, Excel, and Project.

**File Naming Conventions**
All assignments and project files will be submitted electronically and will follow the format standards listed below: 
NameDeliverableVerx.docx (or .mpp, etc.) where
- Name is either your last name or your team identifier, e.g. Team01, Team12
- Deliverable is the name of the deliverable, e.g. Charter, Scope, MSProject, Interimstatus, Finalstatus)
Course Schedule
The following notional schedule is provided. Some adjustments to the schedule may be required for various reasons at the instructor’s discretion. The final exam is scheduled for May 9th 7:30 PM – 10:15 PM.

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<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Assignments</th>
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<tbody>
<tr>
<td>January 25</td>
<td>Course Overview, Review of PM fundamentals</td>
<td>Review and evaluate example PMP</td>
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<tr>
<td>February 1</td>
<td>PMP characteristics, review, and assessment PMP Checklists</td>
<td>Case Study: Waterloo CIMS (HBSP: 907E10-PDF-ENG). Case Review</td>
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<td>February 8</td>
<td>Creating the Business Case</td>
<td>Guest lecture: Fred McClimans Discussion of two examples.</td>
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<td>Case Study: Flight of the Kittyhawk (HBSP: 9-606-088, 9-606-089). Case Review</td>
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<td>February 15</td>
<td>Program Management, Risk Management</td>
<td>Case Study: A&amp;D High Tech (KEL156-PDF-ENG) Case Review</td>
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<td>February 22</td>
<td>Contract Management</td>
<td>Guest lecture: Tom Parry Case Study: Contract negotiation HG vs CS (will be provided on the website). Case Review</td>
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<tr>
<td>February 29</td>
<td>Impact of Culture on PM</td>
<td>Case Study: Living and working in Korea (97G029-PDF-ENG) Case Review</td>
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<td>March 7</td>
<td>Mid Term Exam</td>
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<td>March 21</td>
<td>Understanding project financials, cost estimating, pricing, Cost management and control</td>
<td>Guest lecture: (PMI Provided) Case Study: TBD</td>
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<td>April 4</td>
<td>Quality Management</td>
<td>Case Study: TBD Case Review Research reports (15 minutes each)</td>
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<td>April 11</td>
<td>Project Office and PMO</td>
<td>Guest lecture: Kal Majumdar (PMI) Case Study: Atek PMO (308049-PDF-ENG) Case Review Research reports (15 minutes each)</td>
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<td>April 18</td>
<td>Portfolio Management</td>
<td>Case Study: TBD Case Review Research reports (15 minutes each)</td>
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<tr>
<td>April 25</td>
<td>Modern Developments Scope Management</td>
<td>Research reports (15 minutes each)</td>
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<tr>
<td>May 2</td>
<td>Project Post Mortem</td>
<td>Guest Lecture: TBD</td>
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<tr>
<td>Crisis Projects</td>
<td>Research reports (15 minutes each)</td>
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