# http://www.ric.edu/webcommunications/images/SealWithText_Small_Black.pnggraduate COMMITTEE curriculum PROPOSAL FORM

## Cover page Scroll over blue text to see further [instructions](#instructions)

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| --- | --- | --- |
| A.1. [Course or program](#Proposal) | **MGT 544 Program Management** |  |
| [Replacing](#Ifapplicable)  |  |  |
| A.2. [Proposal type](#type) | **Course: creation**  |  |
| A.3. [Originator](#Originator) | **Paul Jacques** | [Home department](#home_dept) | **Management and Marketing** |
| A.4. [Rationale](#Rationale)/Context | **The Program Management course will address the management of projects that, together and from an organizational perspective, comprise a coherent grouping. The main areas of discussion will be strategic alignment, the role of effectively managing organizational assets through an enterprise project management office, portfolio management, and program management.****This course represents new learning opportunities for students and would give the student taking the course tools enabling the student to manage an array of projects aimed at addressing an organization’s strategic goals. Students completing the course will learn tools that enhance awareness of the strategic significance of a varied collection of projects with respect to overarching organizational success factors and initiatives. Students completing this course would satisfy one of the course requirements in the Project Management CGS.** |
| A.5. [Student impact](#student_impact) | **There is no negative student impact. The course broadens the options that students have to choose from in the pursuit of the MS Operations Management degree.** |
| A.6. Impact on other programs |  |
| A.7. [Resource impact](#Resource) | *[Faculty PT & FT](#faculty" \o "Need to hire new full-time or part-time faculty? This is where you indicate if this proposal will be affecting FLH in your department/program.)*:  | **Two new full-time faculty members would be needed in the Fall of 2018 to support this proposal and the package of related proposals. One faculty member would be a Ph.D. while the other would be an Executive in Residence, professionally qualified.** |
|  | [*Library*:](#library) | **no impact**    |
|  | [*Technology*](#technology) | **no impact**    |
|  | [*Facilities*](#facilities): | **Classroom in the evening will be needed.** |
|  | *Promotion/ Marketing needs*  | **None…part of overall MS Operations Management promotion package.** |
| A.8. [Semester effective](#Semester_effective) | **Fall 2018** | A.9. Rationale if sooner than next fall |  |

B. [NEW OR REVISED COURSES](#delete_if):

|  | Old ([for revisions only](#Revisions) – list only information that is being revised) | New |
| --- | --- | --- |
| B.1. [Course prefix and number](#cours_title)  |  | **MGT 544** |
| B.2. Cross listing number if any |  |  |
| B.3. [Course title](#title)  |  | **Program Management** |
| B.4. [Course description](#description)  |  | **Students learn how managers support successful project-level activity with a focus on decision- making capacity and understanding requisite systems.** |
| B.5. [Prerequisite(s)](#prereqs) |  | **Graduate status, MGT 537** |
| B.6. [Offered](#Offered) |  | **Annually** |
| B.7. [Contact hours](#contacthours)  |  | **4** |
| B.8. [Credit hours](#credits) |  | **4** |
| B.9. [Justify differences if any](#differences) |  |
| B.10. [Grading system](#grading)  |  | **Letter grade**  |
| B.11. [Instructional methods](#instr_methods) |  | **Lecture Seminar Small group Individual**  |
| B.12.[Categories](#required) |  | **Major/program free elective; Requirement for CGS in Project Management**  |
| B.13. [How will student performance be evaluated?](#performance) |  | **| Class participation | Exams | Presentations | Papers |** **Class Work Quizzes |** |
| B.14. [Redundancy with, existing courses](#competing) |  |  |
| B. 15. Other changes, if any |  |

| B.16**.** [**Course learning outcomes**](#outcomes)**: List each outcome in a separate row** | [**Professional organization standard(s)**](#standards)**, if relevant**  | [**How will the outcome be measured?**](#measured) |
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| Objectives: Students who successfully complete this course should be able to:1. Determine the alignment between organizational strategies and project, program selection 2. Describe the elements of an effective enterprise project office 3. Describe how to use portfolio management as a strategic tool 4. Develop a portfolio planning process 5. Apply prioritization approaches to portfolios 6. Identify critical factors in managing the performance of portfolios 7. Develop an effective management process for monitoring portfolio performance 8. Implement an effective governance process for refreshing the project portfolio 9. Apply effective project management practices to managing portfolios and programs | Collectively, the course learning objectives reflect the Project Management Institute’s Body of Knowledge for Project Management Professionals. The scope of this course addresses the 1st, 2nd, 5th and 10th of 10 knowledge areas in greater detail than in other courses in the MS Operations Management Program. These knowledge areas are: • Project Integration Management: the processes and activities needed to identify, define, combine, unify, and coordinate the various processes and project management activities within the project management process groups. • Project Scope Management: the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. • Project Quality Management: the processes and activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertaken. | Attainment of these learning outcomes will be measured via quizzes, examinations per semester, and student responses to multiple case studies throughout the semester.  |
|  |  | Click Tab from here to add rows |

| B.17. [**Topical outline**](#outline)**: Do NOT insert a full syllabus, only the topical outline** |
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| **Topic Outline** **I. Organizational strategies****A. aligning projects to strategy****B. project selection approaches****C. governance methodologies, requirements, and options in organizations****II. The role of project offices**1. **Purpose of project offices**
2. **levels of project offices**
3. **functions of project offices**

 **III. Launching project offices**1. **preparing for organizational change**
2. **Earned value**
3. **creating a project management methodology in the project office**
4. **building competency**

 **IV. Portfolio management versus program management**1. **characteristics**
2. **differences and overlaps**

**V. Managing the project portfolio**1. **Assessing organizations project load**
2. **defining the pipeline**
3. **Project selection processes**
4. **Monitoring and controlling the portfolio**
5. **defining critical metrics**
6. **schedule integration**
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| **INSTRUCTIONS FOR PREPARING THE CATALOG COPY**: The proposal must include all relevant pages from the college catalog, and must show how the catalog will be revised. (1) Go to the “Forms and Information” page on the Graduate Committee website. Scroll down until you see the Word files for the current catalog. (2) Download ALL catalog sections relevant for this proposal, including course descriptions and/or other affected programs. (3) Place ALL relevant catalog copy into a single file. Put page breaks between sections and delete any catalog pages not relevant for this proposal. (4) Using the track changes function, revise the catalog pages to demonstrate what the information should look like in next year’s catalog. (5) Check the revised catalog pages against the proposal form, especially making sure that program totals are correct if adding/deleting course credits.  |

## D. Signatures

* Changes that directly impact more than one department/program MUST have the signatures of all relevant department chairs, program directors, and relevant dean (e.g. when creating/revising a program using courses from other departments/programs).
* Proposals that do not have appropriate approval signatures will not be considered.
* Type in name of person signing and their position/affiliation.
* Send electronic files of this proposal and accompanying catalog copy to graduatecommittee@ric.edu and a printed or electronic signature copy of this form to the current Chair of Graduate Committee. Check Graduate Committee website for due dates.

##### D.1. Approvals: required from programs/departments/deans who originate the proposal. may include multiple departments, e.g., for joint/interdisciplinary prposals.

| Name | Position/affiliation | [Signature](#_Signature" \o "Insert electronic signature, if available, in this column) | Date |
| --- | --- | --- | --- |
| Paul Jacques | Director, MS Operations Management Program |  |  |
| Mike Casey | Chair of Management and Marketing |  |  |
| Jeffrey Mello | Dean of the School of Business |  |  |

##### D.2. [Acknowledgements](#acknowledge): REQUIRED from OTHER PROGRAMS/DEPARTMENTS IMPACTED BY THE PROPOSAL. SIGNATURE DOES NOT INDICATE APPROVAL, ONLY AWARENESS THAT THE PROPOSAL IS BEING SUBMITTED. List all other programs and departments affected by this proposal. Signatures from these departments are required in the signature section. CONCERNS SHOULD BE BROUGHT TO THE GRADUATE COMMITTEE MEETING FOR DISCUSSION.

| Name | Position/affiliation | [Signature](#Signature_2) | Date |
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