

CENTRAL MICHIGAN UNIVERSITY
GLOBAL CAMPUS
COURSE SYLLABUS

I. IDENTIFYING INFORMATION

Course: MSA 607
Course Title: Program Management in Complex Organizations
EPN: 22430504
Term: Fall II
Location: Online
Course Dates: 10/24, 12/16/2022
Course Days and Times: N/A
Prerequisites: None.

Blackboard:

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Instructor: James Howard, II
Primary Phone Number: 410.505.4199
Secondary Phone Number: N/A
E-Mail Address: howar1jp@cmich.edu
Availability: I am available via phone or video conference by appointment.
Academic Biography:

I am a scientist at the [Johns Hopkins Applied Physics Laboratory](#). Previously, I have been a consultant to numerous government agencies, including the Securities and Exchange Commission, the Executive Office of the President, and the United States Department of Homeland Security, and worked for the Board of Governors of the Federal Reserve System as an internal consultant on scientific computing. I am a passionate educator, teaching mathematics and statistics at the [University of Maryland Global Campus](#) since 2010 and have taught public management at [Baruch College](#), [Central Michigan University](#), [Penn State](#), and the [University of Baltimore](#).

I am fortunate to [play in everyone else's backyard](#). My most recent work has modeled the spread of infectious respiratory diseases and Ebolavirus, predicted global disruptive events, researched using blockchain for government services, and created devices for rescuing victims of building collapse. I have written [two books](#) on my work and co-edited two more.

In my spare time, I serve Howard County, Maryland, as [a member of the Board of Appeals](#) and [Charter Review Commission](#) and the [Watershed Stewards Academy Advisory Committee](#) of the [University of Maryland Extension](#). Prior volunteer experience includes providing economic advice to the [Columbia Association](#), establishing an alumni association for the [College Park Scholars Program](#) at the University of Maryland, and serving on numerous public and private volunteer advisory boards.

II. TEXTBOOKS AND INSTRUCTIONAL MATERIALS

Order book(s) from either the Barnes & Noble Bookstore (<https://bncvirtual.com/cmu>) or the CMU Bookstore (<https://cmich.verbacompare.com>)

Textbooks and Course Materials:

Title: How to Manage Complex Programs: High-Impact Techniques for Handling Project Workflow, Deliverables, and Teams
Author: Kendrick
Edition: N/A
ISBN: 978-0-8144-3692-9
Publisher: American Management Association
Required: Yes

Course Reserves:

N/A

Required Materials:

N/A

Recommended Materials:

N/A

III. COURSE DESCRIPTION

Examines oversight and coordination of complex management processes involving multiple activities and teams. Discusses effective techniques for structuring deliverables, workflow and staffing.

IV. COURSE GOALS AND OBJECTIVES

Upon successfully completing this course, the student will be able to:

1. Dissect the elements of the project management process in complex organizations.
2. Determine strategies for program alignment and meeting objectives.
3. Propose strategies for deliverables management.
4. Deduce strategies for working with sponsors and shareholders including communication and conflict resolution.
5. Perceive risks and challenges in each phase of multiple project management.
6. Develop a startup plan and roadmap for managing programs.
7. Plan program scope, understand risks and challenges.
8. Incorporate the key elements of planning processes and tools in an organization's strategic goals.
9. Propose strategies for managing organizational change and recovering troubled projects.
10. Evaluate methods of accessing performance.
11. Recommend strategies for status tracking and documentation.

V. METHODOLOGY

This course is organized around five key instructional tools:

1. videos and readings,
2. discussion boards,
3. a weekly video conference,
4. a research paper, and
5. a final examination.

The content is designed to provide a solid understanding of how to manage programs and the projects within them. The course will cover program management, initiation, deliverables, planning, organizing, leadership, execution, control, and

closure, reflecting the knowledge areas specified by the Project Management Institute.

VI. COURSE OUTLINE/ASSIGNMENTS

Pre-Class Assignment:

1. Read this Syllabus.
2. Ensure that your Central Michigan University (cmich.edu) email is checked or forwarded to an email you do check daily.
3. Navigate your way around BlackBoard (check out the Syllabus, Assignments, Course Materials, etc.).
4. Post an introductory note tell us about yourself, your background, and what you hope to get out of the MSA program and why you're taking this class.
5. Review the term paper requirements and start thinking about ideas of the research paper you plan to write.

Course Outline:

- Week 1: Program Management
 - Projects, Programs, and Portfolios
 - Program Definition
 - How Do Programs Originate?
 - Why Are Programs Difficult?
 - Project/Program Size Boundaries
 - Program Life Cycles
 - Dimensions of Program Complexity
- Week 2: Program Initiation
 - Strategic Alignment and Tactical Objectives
 - Program Governance and Sponsorship
 - Portfolio Management
 - Program Benefit Analysis and Return on Investment
 - Program Risks
 - Program Challenges
 - Process Maturity for Program Management
 - Planning for the Plan
 - Program Startup
- Week 3: Program Deliverable Management
 - Managing Program Scope
 - Program Stakeholders
 - Gathering Program Requirements
 - Stakeholder Priority Conflicts and Resolution
 - Characterizing Programs
 - Establishing the Program Roadmap
 - Defining Program Deliverables
 - System Decomposition and Analysis
 - Program Scope Risks and Optimization
 - Documenting Program Scope
 - Program Scope and Change Management
- Week 4: Program Planning and Organizing
 - Program Planning Processes
 - Program Planning Tools
 - Program Decomposition and Project Planning
 - Project Plan Integration and Interface Management
 - Program Workflow Risks
 - Hierarchical Plan Baselines and Plan Documentation
- Week 5: Program Leadership
 - Program Governance and Stakeholder Expectations

- The Program Management Office
- Hierarchies of Teams and Leaders
- Program Leadership
- Program Communications
- Program Staff Motivation
- Program Staffing and Other Resource Risks
- Week 6: Program Execution and Control
 - Sponsor and Stakeholder Expectations Management
 - Program Metrics
 - Program Status Tracking
 - Program Reporting and Information Management
 - Controlling Program Scope
 - Program Review
 - Managing Organizational Change
 - Recovering Troubled Programs
- Week 7: Program Closure
 - Program Closure Process
 - Program Process Improvement
- Week 8: Conclusion
 - Program Deliverable Management
 - Program Planning and Organizing
 - Program Leadership
 - The Path Forward

Assignment Due Dates:

Week 1 Task Summary

- Review and complete the pre-assignments, if not finished
- Read textbook Chapter 1
- View the PowerPoint and videos
- Go to Large Case Project. Read the instruction and select the project/organization
- Follow the instructions to complete and submit your Assignment 1 & Assignment 2
- Go to the Discussion Board. Follow the instruction and participate in the Week 1 Discussion
- Go to Live Sessions. Join the Live Chat Session 1

Week 2 Task Summary

- Read textbook Chapter 2
- View the PowerPoint and videos
- Go to Large Case Project. Start working on the project
- Follow the instruction to complete and submit your Assignment 3 & Assignment 4
- Go to the Discussion Board. Follow the instruction and participate in the Week 2 Discussion
- Go to Live Sessions. Join the Live Chat Session 2

Week 3 Task Summary

- Read textbook Chapter 3
- View the PowerPoint and videos
- Go to Large Case Project. Continue working on the project
- Follow the instruction and complete Assignment 5 & Assignment 6
- Go to the Discussion Board. Follow the instruction and participate in the Week 3 Discussion
- Go to Live Sessions. Join the Live Chat Session 3

Week 4 Task Summary

- Read textbook Chapter 4

- View the PowerPoint and videos
- Go to Large Case Project. Continue working on the project
- Follow the instruction and complete Assignment 7 & Assignment 8
- Go to the Discussion Board. Follow the instruction and participate in the Week 4 Discussion
- Go to Live Sessions. Join the Live Chat Session 4

Week 5 Task Summary

- Read textbook Chapter 5
- View the PowerPoint and videos
- Go to Large Case Project. Continue working on the project
- Follow the instruction and complete Assignment 9 & Assignment 10
- Go to the Discussion Board. Follow the instruction and participate in the Week 5 Discussion
- Go to Live Sessions. Join the Live Chat Session 5

Week 6 Task Summary

- Read textbook Chapter 6
- View the PowerPoint and videos
- Go to Large Case Project. Finalize the project
- Follow the instruction and complete Assignment 11 & Assignment 12
- Go to the Discussion Board. Follow the instruction and participate in the Week 6 Discussion
- Go to Live Sessions. Join the Live Chat Session 6

Week 7 Task Summary

- Read textbook Chapter 7
- View the PowerPoint and videos
- Go to Large Case Project. Complete and submit your Large Case Project Paper
- Follow the instruction and complete Assignment 13 & Assignment 14
- Go to Discussion Board. Follow the instruction and participate in the Week 7 Discussion
- Go to Live Sessions. Join the Live Chat Session 7

Week 8 Task Summary

- Read textbook Chapter 8
- View the PowerPoint and videos
- Go to the Final Exam. Follow the instruction and complete the Final Exam by Friday of Week 8 at 11:59PM

Post-Class Assignment:

There is no post-class assignment.

Student Involvement Hours:

This course is a compressed graduate level course worth 3 semester hours. Accordingly, you are expected to spend between 20 and 30 hours per week working on this course. That includes reading, discussion, videos, and working on your term paper.

VII. CRITERIA FOR EVALUATION

Evaluation Criteria:

You will be evaluated on five basic activities. The first is the class discussion. Class discussion will consist of a weekly topic and you will have to enter a primary response by Thursday of that week. The primary response should be substantial and well-considered. You will also have to respond to at least two of your classmates' discussions before Sunday of that week. Again, your response to your classmates should be substantial and well-considered. There is a weekly discussion in each of weeks 1 through 7.

The second activity is live participation. This is participation in the weekly live chat. There are weekly live chats each of week 1 through 7, though you are only required to participate in 4 of them over the term. These will be scheduled at staggered times throughout the week (though typically in the evening) to allow everyone a chance to participate. If you are unable to participate, you may watch the recording and participate in the live discussion alternative discussion forum.

The third activity is a quiz on the APA paper writing requirements. This includes 25 questions with a 45-minute time limit. You are permitted two attempts at this quiz.

The fourth activity is a final paper, due at the end of week 7. The final paper is a substantive case study of program management, though you have substantial freedom in picking the case.

Finally, the fifth activity is a final exam, held during week 8. The final exam is 32 questions with a 1-hour time limit. You are permitted one attempt at the final exam.

Grading Scale:

Grading Scale

APA Quiz	25
Annotated Bibliography & Case Studies: 14@25points each	350
Discussion Questions (Discussion Board) Questions: 7@15 points each	105
Chats: 4 @ 25 points each	100
Paper Large Project Case Study	160
Final Exam	260
Total Points	1000

Final Grade Calculation

<u>Points</u>	<u>Letter Grade</u>
>= 940	A
900-939	A-
870-899	B+
840-869	B
800-839	B-
770-799	C+
740-769	C
<= 739	E

Late Assignments:

To succeed in an online course, it is important to complete all assignments on time. Print out a copy of this Syllabus and keep it in a place where you can consult it as necessary. Late work will be accepted only in cases of documented emergency.

Turn in your material on time. The Syllabus is clear that no material will be accepted late. If you have a thing happening, let me know ahead of time. I can plan; you can plan; we will both be much happier. Most assignments are due no later than 11:59PM on the last day of the week unless it is otherwise specified in the instructions and/or announced. Scores and feedback will be posted under "My Grades" on Blackboard within a week of the deadline.

Make-ups and Rewrites:

Students will be advised if a rewrite is appropriate. Makeups will not be accepted.

VIII. EXPECTATIONS

Attendance and Participation:

This course is divided into 8 one-week units that start on Monday and end on Friday. As an online class, most material is handled asynchronously. Students are reminded that participation and requirements must be met each week. This is a fast-moving course with a substantial amount of material to cover. If you think you are falling behind, please contact me, rather than letting yourself fall further behind.

There are weekly video chats that will be held in the evening. During these chats I will give a brief discussion of the material, likely focusing on some element that needs additional coverage. That will be followed by an open question-and-answer session. This is an opportunity for all students to talk to each other, share ideas, and ask questions. Remember, if you have a question, it is likely on everyone else's mind, too. But also remember, that it is an opportunity to really dig in and learn more about the material. I teach this because I love it and welcome the opportunity to share experiences, insight, or my own questions that I am stuck with.

Academic Integrity:

Because academic integrity is a cornerstone of the University's commitment to the principles of free inquiry, students are responsible for learning and upholding professional standards of research, writing, assessment, and ethics in their areas of study. Written or other work which students submit must be the product of their own efforts and must be consistent with appropriate standards of professional ethics. Academic dishonesty, which includes cheating, plagiarism and other forms of dishonest or unethical behavior, is prohibited. A breakdown of behaviors that constitute academic dishonesty is presented in the CMU Bulletin (<https://bulletins.cmich.edu/>).

Student Rights and Responsibilities:

Each member of the Central Michigan University community assumes an obligation regarding self conduct to act in a manner consistent with a respect for the rights of others and with the University's function as an educational institution. As guides for individual and group actions within this community, the University affirms the general principles of conduct described in the Code of Student Rights, Responsibilities and Disciplinary Procedures at <https://www.cmich.edu/ess/studentaffairs/Pages/Code-of-Student-Rights.aspx>.

IX. SUPPORT SERVICES AND OTHER REQUIREMENTS

CMU Library

As a CMU student you have full access to the services and resources of the CMU Library. Librarians are happy to help you find information for your assignments and answer questions about using the library and doing research. Working with a librarian is a great way to make the process of doing research easier and to save yourself time and effort. To request help from a librarian, send an email to libref@cmich.edu

If you need a copy of a particular journal article or book --or many articles and books-- the library's Documents on Demand office is the place to go. They will get you copies of the items you need, typically within a day or two, and at no cost to you. Documents on Demand can be reached at docreq@cmich.edu

Check out <https://library.cmich.edu> for more information about helpful library services and resources

Writing Center

The CMU Writing Center is a free online service for all CMU students, providing help with grammar, citations, bibliographies, drafts, and editing of academic papers. Suggestions and feedback are typically provided within two business days. For additional information and to submit work, visit <https://www.cmich.edu/global/writingcenter/Pages/default.aspx>

Mathematics Assistance Center

The CMU Mathematics Assistance Center provides free tutoring in mathematics and statistics to students enrolled in select

courses. Tutoring is available online and via telephone. To see what courses qualify and to register with the Math Assistance Center, visit <http://global.cmich.edu/mathcenter/tutoring-request.aspx>.

ADA

CMU provides individuals with disabilities reasonable accommodations to participate in educational programs, activities and services. Students with disabilities requiring accommodations to participate in class activities or meet course requirements should contact Student Disability Services at (800) 950-1144, extension 3018 or email sds@cmich.edu, at least 4 weeks prior to registering for class. Students may find additional ADA information and forms at <https://www.cmich.edu/ess/studentaffairs/SDS/Pages/default.aspx>

Note to faculty: CMU Administration will notify you if applicable; otherwise, the student will provide a "Notification Letter to the Instructor" outlining the accommodations the student is approved to receive.

X. BIBLIOGRAPHY

Additional reading will be provided in the classroom.

Center Information

[Student & Enrollment Services for CMU Online Courses](#)

(800) 688-4268 or (989) 774-1129 or cmuonline@cmich.edu

Drop & Withdrawal Policy for Online Courses

<https://www.cmich.edu/offices-departments/registrars-office/registration-information-request-forms/drop-withdrawal-information>

Credit/No Credit Deadlines for Online Courses

<https://www.cmich.edu/offices-departments/registrars-office/registration-information-request-forms>

Office of Information Technology Help Desk https://www.cmich.edu/office_provost/OIT/help/help_desk/Pages/default.aspx

Pre-Class Computer Checklist for Online Courses

<https://www.cmich.edu/admissions-aid/global-campus/cmu-online/prepare-your-computer-for-online-courses>

Online Learning Resource Center

<https://www.cmich.edu/admissions-aid/global-campus/cmu-online/online-learning-resource-center>

Certified Testing Center & Proctoring Information

(989) 774-4461 <https://www.cmich.edu/academics/certified-testing-center>

Veterans Resource Center & PAVE: Peer Advisors for Veteran Education (PAVE) Program is a peer support program that connects incoming student veterans with student veterans already attending CMU in order to help them navigate college life, identify challenges they are facing, refer them to the appropriate resource on or off campus, and provide ongoing support to their academic and personal goals. Please refer to the contact information below if you have any questions about PAVE: Veterans' Resource Center (114 Warriner Hall; telephone 989-774-7991, veterans@cmich.edu).

CMU CARES: CMU adheres to Core Values of integrity, respect, compassion, inclusiveness, social responsibility, excellence, and innovation. We deeply care about the health, well-being, safety, and success of our students and our employees. More information available at <https://www.cmich.edu/student-life/cmu-cares>

Harassment and discrimination: You have a right to feel safe and supported while pursuing your degree at CMU. If any professor, student, or staff member makes you feel that you have been discriminated against, disrespected or stuck in a hostile environment, the Office of Civil Rights and Institutional Equity (OCRIE) is here to help: Bovee UC 306, (989) 774-3253. For resources and more information, please see <https://www.cmich.edu/offices-departments/OCRIE>

Sexual misconduct policy: With the exception of the confidential resources named explicitly within the Sexual Misconduct Policy, all CMU staff and faculty are responsible employees and are required to report any information they know about possible sexual misconduct to the Title IX Coordinator in OCRIE at (989) 774-3253. This means that any information you may divulge about such an incident in the classroom or with a faculty member cannot be confidential. Reports to OCRIE are intended to provide options and resources to survivors. Please keep these reporting obligations in mind as you seek support

from staff and faculty you trust, and know that there are also support centers on campus that will maintain confidentiality, which include Sexual Aggression Peer Advocates (989-774-2255) and the CMU Counseling Center (989-774-3381). For resources and more information, please see <https://www.cmich.edu/offices-departments/OCRIE>

CMU does not discriminate on the basis of sex in the education program or activity that it operates, including admission and employment, and is required by Title IX of the Education Amendments of 1972 not to discriminate in such a manner.

Inquiries about the application of Title IX can be made to CMU's Title IX Coordinator, the US Department of Education's Assistant Secretary, or both.

CMU's Title IX Coordinator can be reached at:

Office: 103 E. Preston St.

Bovee University Center, suite 306

Mount Pleasant, MI 48858

Email: titleix@cmich.edu

Phone: 989-774-3253