Please complete this form and attach a copy of the syllabus for new courses. Forward it as an email attachment to the Secretary of the Graduate Council. A printed copy of the form with signatures should be brought to the Graduate Council Meeting. Complete the Coordinator Form on page 2, if changes in this course will affect other units.

Please indicate:  _X_ NEW  ___ MODIFY  ___ DELETE

Local Unit:  School of Management  Graduate Council Approval Date:

Course Abbreviation:  MBA  Course Number: 715

Full Course Title: Advanced Project and Program Management

Abbreviated Course Title (24 characters max.): Adv Project & Program Mgmt

Credit hours: 3  Program of Record: MBA

Repeatable for Credit?  _D_ Yes, not within same term  Up to  hours

_T_ Yes, within the same term  Up to  hours

_X_ N=Cannot be repeated for credit

Activity Code (please indicate):  _X_ Lecture (LEC)  _Lab (LAB)  _Recitation (RCT)

_Studio (STU)  _Internship (INT)  _Independent Study (IND)  _Seminar (SEM)

Catalog Credit Format  3:3:0  Course Level:  GF(500-600)  _GA(700+)  _X_

Maximum Enrollment: 35  For NEW courses, first term to be offered: Spring 2007

Prerequisites or corequisites: Completion of MBA core or permission of instructor.

Catalog Description (35 words or less) Please use catalog format and attach a copy of the syllabus for new courses.: Examines advanced topics in project and program management with specific attention to issues and skills that managers needs to effectively manage multiple projects and programs. Topics include project selection, multiple project resource allocation and organization of the project office.

For MODIFIED or DELETED courses as appropriate:

Last term offered:  Previous Course Abbreviation:  Previous number:

Description of modification:

APPROVAL SIGNATURES:

Submitted by:  Phillip G. Buchanan  email:  buchanan@gmu.edu

Department/Program:  Phillip G. Buchanan  Date:  September 1, 2005

College Committee:  Laurie Meamber  Date:  September 1, 2005
GEORGE MASON UNIVERSITY  
Course Coordination Form

Approval from other units:

Please list those units outside of your own who may be affected by this new, modified, or deleted course. Each of these units must approve this change prior to its being submitted to the Graduate Council for approval.

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Graduate Council approval: ___________________________________________________________________ Date: __________

Graduate Council representative: __________________________________________ Date: __________

Provost Office representative: ___________________________________________ Date: __________
MBA 715: Advanced Project and Program Management

Master Syllabus

Prerequisite: Completion of MBA core or permission of instructor

Course Description:
The course examines advanced topics in project and program management, with specific attention to the issues and skills that managers need to effectively manage multiple projects and programs. This involves managing resources (both internal and external to the organization) and managing within an existing organizational structure. Project management skills that pertain to team management, partnering, and management of other stakeholders are addressed. Specific program management topics include project selection, multiple project resource allocation, and organization of the project office. (3:3:0)

Learning Objectives:
The specific objectives of the course are:
- To gain knowledge of the challenges and issues associated with the multi-project environment of program management.
- To develop expertise in managing resources in a multi-project environment
- To understand the issues of managing people to effectively accomplish project goals.
- To understand the issues of effectively managing a project or projects within an organizational structure and culture.

Approach to Learning:
The approach of the course will include lectures and case analysis. The course materials have been carefully selected to illustrate the principles of managing project resources and of managing projects within organizations. Please note that the readings assigned for any session should be completed before the class. Furthermore, because these readings may be quite useful in formulating recommendations, they should precede case analysis.

A research paper on an advanced project management topic may be required.

Course Website: (See instructor syllabi for specific section addresses)

Representative Text(s) and Required Materials:
- Kerzner, Advanced Project Management – Best Practices on Implementation (2nd Edition), Wiley; or other text selected by specific instructors.
- Additional readings will be distributed in class.
- Lecture notes in PowerPoint will be posted on the course web site.

Methods of Student Evaluation:
The course grade will be based on:
- Case Reports
- Research Paper
- Class Participation

**Topics Covered:**
The following topics are the core subjects covered in the course.
- Alignment of projects with organizational strategy
- Project selection/Project portfolio management
- Project quality management
- Resource allocation between multiple projects
- Organizational structure and culture
- Organizing the project office
- Managing project teams
- Procurement and outsourcing
- Establishing and maintaining best practices databases
- Terminating projects
- Project audit
Other topics may be added at the instructor’s discretion.

**Honor Code:**
The faculty expects students to follow the University’s honor code as presented in the University’s publications.

**DRC Statement:**
If you are a student with a disability and you need academic accommodations, please see the instructor and contact the Disability Resource Center (DRC) at 993-2474. All academic accommodations must be arranged through the DRC.