



College of Education and Human Services · Master of Science Administration ·

Program Management in Complex Organizations

MSA-607

Fall 2024-2025 Section 22472050 3(3-0) Credits 08/26/2024 to 10/18/2024 Modality Online Asynchronous
Modified 08/04/2024

Meeting Times

Dates Arr Hours Arr

Live Session

Tuesday, 8:00 PM to 9:00 PM, Webex

Students are required to either attend 4 live sessions or review the recordings of 4 live sessions.

Contact Information

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Bulletin Description & Requisites

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

Rationale for Course Level

This is placed at the graduate level as it reflects graduate level treatment of project management in complex organizations and requires the social and intellectual maturity necessary to integrate and synthesize knowledge, skills, and applications with real-world experiences. The student is expected to

develop coherent plans for component projects and analyze complex theoretical and practical aspects of project management.

Student Learning Outcomes

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.

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

eBookAvailable: No

InclusiveAccess: No

Required: Yes

Publication manual of the American Psychological Association

American Psychological Association. (2019). *Publication manual of the American Psychological Association* (7th ed.). American Psychological Association.

Optional

Standard for Program Management

Project Management Institute. (2017). *Standard for Program Management* (4th ed.). Project Management Institute.

Optional

A guide to the Project Management Body of Knowledge (PMBOK guide) and the Standard for project management

Project Management Institute. (2021). *A guide to the Project Management Body of Knowledge (PMBOK guide) and the Standard for project management* (7th ed.). Project Management Institute.

Optional

Assignments

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

✓ Grading Scale/Evaluation

<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

Breakdown

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

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.

Institutional Policies

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. In the academic community, the high value placed on truth implies a corresponding intolerance of scholastic dishonesty. Written or other work students submit must be the product of their own efforts and be consistent with appropriate standards of professional ethics. Academic dishonesty, which includes cheating, plagiarism, and other forms of dishonest or unethical behavior, is prohibited. Behaviors that constitute academic dishonesty are listed in the [CMU Bulletin \(https://cmich.smartcatalogiq.com/en/2023-2024/undergraduate-bulletin/policies-and-general-information/academic-policies-and-information/policy-on-academic-integrity/\)](https://cmich.smartcatalogiq.com/en/2023-2024/undergraduate-bulletin/policies-and-general-information/academic-policies-and-information/policy-on-academic-integrity/) or in the university's [Academic Integrity Policy \(https://www.cmich.edu/offices-departments/office-of-student-conduct/university-policies\)](https://www.cmich.edu/offices-departments/office-of-student-conduct/university-policies).

Accommodations

Central Michigan University complies with the Americans with Disabilities Act and Sect 504 of the Rehabilitation Act, which provides individuals with disabilities reasonable accommodations to participate in educational programs, activities, and services. If you anticipate needing accommodations in this course, please [register with Student Disability Services \(mailto:sds@cmich.edu\)](mailto:sds@cmich.edu) at Park Library, Room 120, (800) 950-1144 extension 3018, and contact me with a letter of accommodations as soon as possible. Retroactive requests for accommodations will not be honored. Students may find additional [ADA information and forms on the CMU Student Disability Services website \(https://www.cmich.edu/student-life/student-support-services/student-disability-services\)](https://www.cmich.edu/student-life/student-support-services/student-disability-services).

Accommodation of Religious Obligation

If an academic or work requirement conflicts with your religious practices and/or observances, you may request reasonable accommodations. Your request must be in writing, and your instructor or supervisor will review the request. See the [Accommodation of Religious Obligations policy \(https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/3/p03016.pdf?sfvrsn=c96abf70_19\)](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/3/p03016.pdf?sfvrsn=c96abf70_19) for additional information.

Code of Student Rights, Responsibilities, and Disciplinary Procedures

Each member of the Central Michigan University community assumes an obligation regarding self-conduct to act in a manner consistent with and 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 \(https://www.cmich.edu/offices-departments/office-of-student-conduct/university-policies/code-of-student-rights-responsibilities-and-disciplinary-procedures\)](https://www.cmich.edu/offices-departments/office-of-student-conduct/university-policies/code-of-student-rights-responsibilities-and-disciplinary-procedures).

LGBTQ, Chosen Names, Personal Pronouns, Restroom Locations

Everyone has the right to be addressed by the name and pronouns that correspond to their gender identity, including non-binary pronouns (e.g., they/them/theirs). Rosters do not list pronouns, so while you are not obligated to do so, you may indicate the pronouns you use so that I do not make assumptions based on your name and/or appearance/self-presentation. Chosen names and pronouns are to be respected at all times in the classroom (access Central Michigan University's [name change policies and forms \(https://www.cmich.edu/offices-departments/registrars-office/records-policies\)](https://www.cmich.edu/offices-departments/registrars-office/records-policies)).

Mistakes in addressing one another may happen, so I encourage an environment of openness to correction and learning. I will not, however, tolerate repeated comments that disrespect or antagonize students who have indicated pronouns or a chosen name. Chosen names and personal pronouns may evolve over time, so if at any point during the semester, you would like to be addressed differently, please let me know.

Please take care of yourself and take your time in accessing the bathroom that fits your needs. You can find [information, including a list of gender-inclusive bathroom locations, here \(https://www.cmich.edu/offices-departments/office-lgbtq-services-gender-equity-programs/trans-at-cmu\)](https://www.cmich.edu/offices-departments/office-lgbtq-services-gender-equity-programs/trans-at-cmu).

See CMU's [Gender Recognition and Lived/Chosen Name Policy \(https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/3/p03052.pdf?sfvrsn=cd5dab78_27\)](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/3/p03052.pdf?sfvrsn=cd5dab78_27) for further information.

Sexual and Gender-Based Misconduct Policy

CMU strives to eradicate sexual and gender-based misconduct through primary prevention and ongoing awareness programs, education, training, clear policies, and serious consequences for acts of sexual and gender-based misconduct. With the exception of the confidential resources named explicitly within the [Sexual and Gender-Based Misconduct Policy \(https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/3/p03039.pdf?sfvrsn=2f7e3db9_32\)](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/administrative-policy-docs/3/p03039.pdf?sfvrsn=2f7e3db9_32), CMU staff and faculty are responsible employees and are required to report any information they know about possible sexual and gender-based

misconduct to the Title IX Coordinator in [OCRIE \(https://www.cmich.edu/offices-departments/OCRIE\)](https://www.cmich.edu/offices-departments/OCRIE) at (989) 774-3253. 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 includes [Sexual Aggression Peer Advocates \(https://www.cmich.edu/offices-departments/sexual-aggression-peer-advocates\)](https://www.cmich.edu/offices-departments/sexual-aggression-peer-advocates) (989-774-2255) and the [CMU Counseling Center \(https://www.cmich.edu/ess/studentaffairs/CounselingCenter/Pages/default.aspx\)](https://www.cmich.edu/ess/studentaffairs/CounselingCenter/Pages/default.aspx) (989-774-3381). 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 \(mailto:titleix@cmich.edu\)](mailto:titleix@cmich.edu) can be reached at 103 E. Preston St., Bovee University Center, Suite 306, Mount Pleasant, MI 48858, 989-774-3253.

Additional Items

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 which courses qualify and to register, visit the [CMU Math Assistance Center website \(https://www.cmich.edu/academics/colleges/college-science-engineering/centers/mathematics-assistance-center\)](https://www.cmich.edu/academics/colleges/college-science-engineering/centers/mathematics-assistance-center).

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 [The CMU Writing Center website \(https://www.cmich.edu/academics/colleges/liberal-arts-social-sciences/centers-institutes/writing-center\)](https://www.cmich.edu/academics/colleges/liberal-arts-social-sciences/centers-institutes/writing-center).

AI Policy

This course may make use of various AI tools to enhance the learning experience for students. These tools may include but are not limited to, machine learning platforms, language processing tools, and computer vision software. Students are expected to use these tools responsibly and ethically, adhering to the guidelines outlined below:

- Students must not use AI tools to cheat or plagiarize.
- Students must not use AI tools to harass or discriminate against others.
- Students must respect the terms of service and privacy policies of any AI tools used in the course.
- Students are encouraged to report any misuse of AI tools to the instructor.
- Students must not share their login credentials for any AI tools used in the course with others.
- Students should be aware of the limitations and biases of AI tools and consider them when interpreting results.

- Students must be able to explain how they used any AI tools and include an explanation with any assignment turned in using AI tools.
- Students are responsible for learning how to use AI tools effectively. The instructor will provide resources and opportunities for students to learn and practice using these tools, but it is ultimately the student's responsibility to become proficient in their use.

By enrolling in this course, students agree to abide by this policy on AI tools. Any violations of this policy will be reported to the appropriate authorities and may result in disciplinary action.

Course 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.

Addendum

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. 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.

Course Outline/Schedule

Unit - Topics (Percentage)

Unit 1 - Course overview: Background of Program and Project Management; Projects, programs and portfolios; Size boundaries; Program life cycles; Program complexities (12. 5%)

Unit 2 - Program Initiation; Strategic alignment and tactical objectives; Government sponsorships; Portfolio management; Risks, challenges Planning and startup (12. 5%)

Unit 3 - Program Deliverable Management; Managing scope; Stakeholders and stakeholder conflicts and resolutions; Establishing a roadmap; Program scope: risks, optimization and documentation; Program scope and change management (12. 5%)

Unit 4 - Program Planning and Organizing; Planning processes and tools; Decomposition and planning;

Integration and interface management; Workflow risks; Baselines and documentation (12. 5%)

Unit 5 Program Leadership; Governance and stakeholder expectations; Teams and leaders; Communication; Staff motivation; Staffing and risks (12. 5%)

Unit 6 - Program Execution and Control; Sponsor and stakeholder management; Program metrics; Status tracking; Reporting and information management; Program scope and control; Managing organizational change & recovering troubled programs (12. 5%)

Unit 7 Program Closure; Program closure processes; Program process improvement (12. 5%)

Unit 8 Program Conclusion; Deliverable management; Planning and organizing; Leadership; Next steps; Measuring effectiveness (12. 5%)