Program Management in Complex Organizations

MSA-607

Spring 2024-2025   Section 22448976   3(3-0) Credits   03/10/2025 to 05/02/2025
Modality Online Asynchronous   Modified 11/15/2024

🖥 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: Practitioner's Guide to Program Management
Author: Didinsky
Edition: 1st
ISBN: 978-1-628253689
Publisher: Project Management Institution
eBookAvailable: No
InclusiveAccess: No
Required: Yes

✔ Grading Scale/Evaluation

Research paper with annotated bibliography - 25%
Group project/case studies - 25%
Class assignments - 10%
Final plan presentation - 30%
Participation - 10%
Total - 100%

A student's participation grade will be based on the instructors assessment of the quality of the student's constructive contributions to the learning experiences of all course participants. Participation will be evaluated on the basis of (1) the regularity of the students participation, (2) whether the students take the leading roles in certain discussions, (3) asking reading-informed questions about course subject matter, and (4) in a group, whether the students play the roles of leaders and followers well. The instructor will evaluate the students using a rubric based on the above criteria.

Grading Scale: A grading scale must be included on the syllabus. CMUs College of Graduate Studies allows grades from "A" through "C" and "E". The MSA program recommends the following grading scale:

Graduate
94-100 A
90-93 A-
87-89 B+
84-86 B
80-83 B-

77-79 C+
74-76 C
<74 E

🏛 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, including submitting artificial intelligence (AI) generated products as your own original work, 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.

Family Educational Rights and Privacy Act

The Family Educational Rights and Privacy Act of 1974 (FERPA) is a federal law designed to protect the privacy of student education records. More information concerning FERPA regulations and confidentiality, including how this directly affects your course, can be found on the [Office of the Registrar's website](#).

Intellectual Property Policy

Central Michigan University is committed to providing an atmosphere of scholarship, research, and creative activity. These activities can result in the development of intellectual property that may be protected by patent, copyright, or otherwise have value. It is the purpose of this policy to inform all employees and students of their rights and respecting the rights of others. Review the full [Intellectual Property at CMU policy](#) and read more about [Author's Rights](#).

☰ 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).

📅 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%)