

PROJECT MANAGEMENT

Graduate Program Head	Greg Filbeck
Program Code	PRMGT
Campus(es)	World Campus (M.P.M.)
Degrees Conferred	Master of Project Management (M.P.M.)
The Graduate Faculty	View (https://secure.gradsch.psu.edu/gpms/?searchType=fac&prog=PRMGT)

The Master of Project Management (M.P.M.) is a graduate degree program that emphasizes all aspects of project management theory and practice. The M.P.M. is an interdisciplinary program that utilizes problem-based learning as well as web-based instructional methods to transcend time and space, and to support effective teaching and learning. The key areas of the M.P.M. include:

- planning, cost, and value management;
- project control;
- human issues in project management;
- strategic issues in project management; and
- commercial and procurement law as it relates to project management.

Admission Requirements

Applicants apply for admission to the program via the Graduate School application for admission (<http://gradschool.psu.edu/prospective-students/how-to-apply/>). Requirements listed here are in addition to Graduate Council policies listed under GCAC-300 Admissions Policies (<http://gradschool.psu.edu/graduate-education-policies/>).

Only candidates who demonstrate high promise of success for graduate work are admitted to the M.P.M. program. Successful admission to the M.P.M. Program can be achieved in one of the following ways:

1. Applicants have a cumulative undergraduate grade-point average or major grade-point average of 3.0 or above and five or more years of relevant project management experience as approved by the program chair. Applicants must also submit a personal essay and 2 letters of recommendation for review.
2. Students may apply to enter the M.P.M. degree program upon successful completion of the Graduate Certificate in Project Management with a GPA of 3.0 or higher.

The M.P.M. program emphasizes application of course concepts to actual project management opportunities and problems. Therefore, students who currently are, or previously were, employed as project managers or project team members will derive the greatest benefit from the program. All applicants must provide evidence of sufficient current or previous work experience that will enable them to successfully complete course assignments requiring the application of course concepts to real project management situations. This evidence may be provided in either the form of two letters of recommendation from individuals who know the applicant in a professional capacity or through nomination to participate in the program by an appropriate official within the applicant's employing organization. Those who write letters of recommendation or submit nominations on behalf of the applicant will be asked to attest to the applicant's suitability for the program of study considering factors such as the applicant's length of employment, level and areas of work

responsibility, personal qualities, career goals, maturity of purpose, and program requirements to apply course concepts to work-related issues. Applicants are encouraged to consult with the program chair concerning the suitability of their work experiences in relationship to program requirements.

All students must be computer literate and have ready and reliable access to a computer and the internet to successfully complete the M.P.M. program. They must know how to use word processing software, log on to an Internet provider, and use email. Additionally, M.P.M. students will use Microsoft Office in their course work that will require they have a working knowledge of Microsoft Office programs such as Word, Excel, Power Point, and Access. Access to fax facilities may be needed as an additional form of communications between student and instructor or between students.

Degree Requirements

Master of Project Management (M.P.M.)

Requirements listed here are in addition to Graduate Council policies listed under GCAC-700 Professional Degree Policies (<http://gradschool.psu.edu/graduate-education-policies/>).

Students complete eight required courses (24 credits) in which they apply course concepts to project management scenarios through the use of cases, simulations or actual situations in their employing organizations. The recommended maximum course load is 6 credits per semester for students working full-time. MANGT 510 must be taken in the first semester of study and is a prerequisite or co-requisite for all other courses in the program.

Code	Title	Credits
Required Courses		
MANGT 510	Project Management	3
MANGT 515	Cost and Value Management	3
MANGT 520	Planning and Resource Management	3
MANGT 525	Commercial Law and Project Procurement	3
MANGT 531	Organizations	3
MANGT 535	Interpersonal and Group Behavior	3
MANGT 540	Strategy: Corporate, Business and Project	3
All students must attend a minimum of one online orientation in order to complete the graduation requirements of the program.		
Electives		
6 credits of elective courses. Electives may include additional program-approved courses or an applied research project focusing on some aspect of project management completed as an independent study.		6
Culminating Experience		
MANGT 575	Management of Projects (Capstone Project)	3
Total Credits		30

The program culminates with a capstone project, which is completed while enrolled in MANGT 575. MANGT 575 is a problem-based capstone course that integrates the themes necessary to appreciate the overall challenge of project management. The course includes a final, integrative and comprehensive project based on the identification and analysis of real project management problems from the students' work organizations. This written assignment requires the integration of theory from previous courses along with significant library and literature searches to analyze and propose solutions to these problems.

MANGT 575 must be taken following completion of at least 18 credits. No more than one of the required courses may be taken concurrently with MANGT 575.

Minor

A graduate minor is available in any approved graduate major or dual-title program. The default requirements for a graduate minor are stated in Graduate Council policies listed under GCAC-600 Research Degree Policies (<http://gradschool.psu.edu/graduate-education-policies/>) and GCAC-700 Professional Degree Policies (<http://gradschool.psu.edu/graduate-education-policies/>), depending on the type of degree the student is pursuing:

- GCAC-611 Minor - Research Doctorate (<https://gradschool.psu.edu/graduate-education-policies/gcac/gcac-600/gcac-611-minor-research-doctorate/>)
- GCAC-641 Minor - Research Master's (<https://gradschool.psu.edu/graduate-education-policies/gcac/gcac-600/gcac-641-minor-research-masters/>)
- GCAC-709 Minor - Professional Doctorate (<https://gradschool.psu.edu/graduate-education-policies/gcac/gcac-700/gcac-709-professional-doctoral-minor/>)
- GCAC-741 Minor - Professional Master's (<https://gradschool.psu.edu/graduate-education-policies/gcac/gcac-700/gcac-741-masters-minor-professional/>)

Student Aid

World Campus students in graduate degree programs may be eligible for financial aid. Refer to the Tuition and Financial Aid section (<http://www.worldcampus.psu.edu/tuition-and-financial-aid/>) of the World Campus website for more information.

Courses

Graduate courses carry numbers from 500 to 699 and 800 to 899. Advanced undergraduate courses numbered between 400 and 499 may be used to meet some graduate degree requirements when taken by graduate students. Courses below the 400 level may not. A graduate student may register for or audit these courses in order to make up deficiencies or to fill in gaps in previous education but not to meet requirements for an advanced degree.

Management (MANGT) Course List (<https://bulletins.psu.edu/university-course-descriptions/graduate/mangt/>)

Learning Outcomes

1. MPM LG1 - Project Strategy: Students will be able to connect project strategies with overall corporate strategies and manage the risks associated with actual project strategies
 - MPM LG1 OBJ 1 Students will understand how to develop an appropriate TOWS strategy matrix.
 - MPM LG1 OBJ 2 Students will recognize the value that a TOWS analysis provides (by applying to specific case scenarios).
 - MPM LG1 OBJ 3 Students will understand how risk affects project strategy and be able to manage it.
 - MPM LG1 OBJ 4 Students will identify critical stakeholders affected by as well as affecting the strategic decisions and actions of project management.
2. MPM LG2 - Planning, Resource Assignment, and Scheduling: Students will be able to apply appropriate concepts and techniques to develop comprehensive project plans and solve scheduling and resource assignment problems.
 - MPM LG2 OBJ 1 Students will be able to develop comprehensive project plans including project scope documents and Work Breakdown Structures (WBS).
 - MPM LG2 OBJ 2 Students will be able to develop comprehensive project schedules and are able to analyze the time/cost trade-offs in developing a project schedules.
 - MPM LG2 OBJ 3 Students will understand different types of project risks and how to manage them.
 - MPM LG2 OBJ 4 Students will understand how resource constraints impact project progress and analyze various resource allocation methods and how to effectively schedule resources.
 - MPM LG2 OBJ 5 Students will be able to monitor project progress by applying appropriate evaluation and control techniques.
3. MPM LG3 - Project Leadership and Motivation: Students will be able to identify, analyze, and solve issues surrounding employee performance in project teams.
 - MPM LG3 OBJ 1 Students will be able to define employee performance in terms of its dimensionality.
 - MPM LG3 OBJ 2 Students will be able to identify multiple drivers of employee performance and discuss the direct and indirect effects of the drivers using multiple theories/perspectives.
 - MPM LG3 OBJ 3 Students will be able to demonstrate a broad understanding of contemporary theory on each driver of employee performance.
4. MPM LG4 - Solve Project Management Challenges: Students will be able to critically evaluate project performance and identify key errors and opportunities and recommend relevant solutions to project problems
 - MPM LG4 OBJ 1 Students will be able to analyze projects and identify key strengths.
 - MPM LG4 OBJ 2 Students will provide evidence of their knowledge of the basic concepts associated with projects and project management.
 - MPM LG4 OBJ 3 Students will be able to describe techniques that have become fundamental to the current practice of project management.
5. MPM LG5 - Commercial Law and Project Procurement: Students will be able to identify and critically evaluate their project's and organization's supply chain.
 - MPM LG5 OBJ 1 The student will identify the need to negotiate flexibility in long-term contracts, such as changes in prices in the cost of goods over time and other terms, to facilitate productive working relationships within in the supply chain, including tier vendors.
 - MPM LG5 OBJ 2 The student will critically evaluate the legal impact of contract language with tier vendors and others in the supply chain.

- MPM LG1 OBJ 5 Students will understand the consequences of decisions/actions to and by stakeholders.
- MPM LG1 OBJ 6 Students will develop well defined objectives for managing project strategies (using SMART c3 formats).
- MPM LG1 OBJ 7 Students will understand and appropriately identify strategic objectives of a project.

- MPM LG5 OBJ 3 The student will be able to recommend performance objectives for each phase of a supplier's contract payment terms.
- MPM LG5 OBJ 4 The student will identify the critical role that subcontractors play in the successful performance of the supply chain.
- MPM LG5 OBJ 5 The student will identify the critical risks in the procurement relationship and be able to draft appropriate contract provisions within the supply chain to address those risks.
- MPM LG5 OBJ 6 The student will understand the powerful impact that differing commercial law in other nations can have in negotiating contracts when the supply chain incorporates an international setting.

Contact

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Program Website	View (http:// www.worldcampus.psu.edu/ degrees-and-certificates/project- management-masters/overview/)