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Stevens Institute of Technology

Howe School of Technology Management

## Syllabus

**MGT613**

# Project Portfolio Management and Program Management Office

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| Semester: | Day of Week/Time: |
| Instructor Name & Contact Information: | Office Hours:  Class Website: |

**Overview**

MGT 613 covers the concepts of Project Portfolio Management (PPM) and Program Management Office (PMO). The course discusses a framework of PPM, including portfolio planning and monitoring and control. Tools and techniques of PPM are discussed. The course addresses different types of PMO including their functions. Steps for implementing PPM and PMO in an organization are also covered. Class exercises and case studies are used to help students gain a better understanding.

*Prerequisites: MGT 610*

**Relationship of Course to Rest of Curriculum**

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| MGT 613 is a required course for students pursuing the Master of Enterprise Project Management. It is an elective for students pursuing MS and MBA. Students should take MGT 609 and MGT 610 prior to taking this course. |

**Learning Goals**

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| * Introduce a strategic, system perspective of organizational project management. * Discuss a framework of project portfolio management. * Practice applying tools and techniques used in project portfolio management. * Discuss different types and functions of program management offices. |

**Pedagogy**

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| Team-based class exercises and case studies |

**Required Text(s)**

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| **“The Standard for Portfolio Management,”**  by Project Management Institute,  ISBN-10: 1933890533, ISBN-13: 978-1933890531  **“Portfolio Management for New Products,”** (Second Edition)  by Robert G. Cooper, Scott J. Edgett, and Elko J. Kleinschmidt  Basic Books, ISBN-13: 978-0-7382-0514-4  “ **Case Studies for Project, Program, and Organizational Project Management”**  by Dragan Z. Milosevic, Peerasit Patanakul, and Sabin Srivannaboon  Wiley, ISBN: 978-0-470-18388-5  “**The Program Management Office: Establishing, managing, and growing the value of a PMO”**  by Craig J. Letavec  J. Ross Publishing, ISBN: 1-932159-59-2  All lecture notes (PowerPoint) and assignments can be found at [www.stevens.edu/moodle](http://www.stevens.edu/moodle) |

**Assignments**

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| Weekly assignments are team-based presentations of class exercises. Those assignments are not graded but feedbacks are provided for continuously developing and integrating the assignments into midterm and final presentations and reports. | |
| **Assignment** | **Grade Percent** |
| Class participation (individual) | 20 |
| Midterm: PPM presentation and report (team) | 40 |
| Final: PMO presentation and report (team) | 40 |
| **Total Grade** | **100%** |

# Ethical Conduct

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| The following statement is printed in the Stevens Graduate Catalog and applies to all students taking Stevens courses, on and off campus.  “Cheating during in-class tests or take-home examinations or homework is, of course, illegal and immoral. A Graduate Academic Evaluation Board exists to investigate academic improprieties, conduct hearings, and determine any necessary actions. The term ‘academic impropriety’ is meant to include, but is not limited to, cheating on homework, during in-class or take home examinations and plagiarism.“  Consequences of academic impropriety are severe, ranging from receiving an “F” in a course, to a warning from the Dean of the Graduate School, which becomes a part of the permanent student record, to expulsion.  *Reference: The Graduate Student Handbook, Academic Year 2003-2004 Stevens*  *Institute of Technology, page 10.*  Consistent with the above statements, all homework exercises, tests and exams that are designated as individual assignments MUST contain the following signed statement before they can be accepted for grading. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  I pledge on my honor that I have not given or received any unauthorized assistance on this assignment/examination. I further pledge that I have not copied any material from a book, article, the Internet or any other source except where I have expressly cited the source.  Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_  Please note that assignments in this class may be submitted to [www.turnitin.com](http://www.turnitin.com), a web-based anti-plagiarism system, for an evaluation of their originality. |

**Course Schedule**

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| **Week** | **Topic Covered/Readings/Assignments** |
| 1 | Introduction to project portfolio management and program management office  *Reading:*  Case study: Our portfolio stink, DPS\* p. 387. |
| 2 | Fundamentals of project portfolio management  *Readings:*  PMIβ: Ch. 1& 2  CEK#: Ch. 1&2  Case study: Are We Ready for Portfolio Management, DPS p. 493. |
| 3 | Project evaluation and prioritization  *Readings:*  PMI: Ch. 4  CEK: Ch. 3 |
| 4 | Portfolio risks and balancing  *Readings:*  PMI: Ch. 5  CEK: Ch. 4 |
| 5 | Integrated valuation and strategic alignment  *Readings:*  CEK: Ch. 5, 9  Case study: LorryMer Information Technology, DPS p. 377 |
| 6 | Resource management and portfolio optimization |
| 7 | Portfolio monitoring and control and PPM framework  *Readings:*  PMI: Ch. 4  CEK: Ch. 6, 8 & 10 |
| 8 | PPM presentation and report |
| 9 | Fundamentals of program management office  *Readings:*  Letavec§: Ch. 1&2  Case study: The Program Management Office, DPS p. 417 |
| 10 | Functions of PMO 1: Consulting, knowledge, or standard center  *Readings:*  Letavec: Ch. 6 &7  Case study: Let’s Go All the Way, DPS p. 483. |
| 11 | Functions of PMO 2: Business integration and governance, and resource and career center  *Readings:*  Letavec: Ch. 8  Case study: They are Business Leader at Spotlight Corporation, DPS p. 409. |
| 12 | Implementation of PPM and PMO  *Readings:*  CEK: Ch. 11  Letavec: Ch. 4& 5  Case study: Progress—One Step At a Time, DPS p. 425. |
| 13 | PMO presentation and report |

**\*DPS:** Case Studies for Project, Program, and Organizational Project Management by Dragan Z. Milosevic, Peerasit Patanakul, and Sabin Srivannaboon

β**PMI:** The Standard for Portfolio Management by Project Management Institute

#**CEK**: Portfolio Management for New Products by Robert G. Cooper, Scott J. Edgett, and Elko J. Kleinschmidt

§**Letavec**: The Program Management Office: Establishing, managing, and growing the value of a PMO by Craig J. Letavec