



EVERYONE'S SMART UNIVERSITY

Course Syllabus

Fall 2022

PROJECT MANAGEMENT DEPARTMENT 2022	
Program & Portfolio Project Management	
Code Number	PMG 665
Credit Hours	3 credit hours
Pre-Requisites	-----
Instructor's Name	Dr. Sami Alzahrani
Schedule	Recorded lecture (90 Min) uploaded each Saturday and Tuesday.
Office Hour / Zoom Meeting	Monday (8:30 – 9:30 pm)
Email Address	salzahrani@esu.ac.ae
COURSE DESCRIPTION	

This course addresses the fundamental principles of managing portfolios and programs. Portfolios translate an organization's business strategy into a collection of activities that can be managed with desired benefits and results. Program management deals with managing several related projects in a cohesive, multi-project environment, and provides benefits that one might not get from managing the projects individually. Both portfolio and program management align projects with business objectives. This course also describes the processes that follow project cost estimation and pricing. Students master how to construct a project budget and how to monitor and control it. It covers Achieving Business Advantages through Program Management, Strategic Planning and Program Management: Implementing an Organizational Strategic Vision through a Disciplined Program Management, Change Management: The Good, the Bad and the Ugly, Program Initiation, Benefits Management, The Earned Benefit Method for Controlling Program Performance, Communication and Its Power at the Program Level: Managing Power Brokers with Effective Communication, Decision Gate Discipline for Programs, Program Risk Management, Information Structuring "Methodology": Tools and Techniques for Effective Program Management, Portfolio, Program, and Project Management as Enablers of Innovation, Sustainability Program Management.



GENERAL OBJECTIVES

The focus of this course is Students will be able to:

- Evaluate critical success factors for projects and programs, use these factors to create project portfolios that align with strategic goals of the organization and describe best practices for managing such a portfolio.
- Construct a program management plan that describes best practices for the creation and management of programs and how to coordinate activities such as finance, procurement, and risk across programs.
- Given a case consisting of a specific set of project contexts and plans within a project portfolio, recommend approaches for managing and balancing resource demands, allocations, and stakeholder expectations across the projects, programs, and the portfolio
- Critique the concepts of responsibility-center accounting and budgeting.
- Given a specific project context, which includes a plan, cost, schedule, and deliverable metrics, analyze the project data, classify various project expenditures as capital or operational, and recommend approaches for funding the project.

LEARNING OUTCOME

Week	Topics	Specific Topics & Objectives	Students Work
1	Interlocution	- Introduction to the course	Trail quiz Class Discussion during ZOOM session
2	Introduction to Program and Portfolio Management	- Program & Portfolio History and Drivers - What is Program & Portfolio? - Benefits of Program & Portfolio - Vision, mission and strategic goals	Quiz 1 (Trail) Class Discussion during ZOOM session
3	Achieving Business Advantages through Program Management	- What Is competitive advantages (CA) - Program management & CA - Program & complexity	Quiz 2 Class Discussion during ZOOM session
4	Strategic Planning and Program Management	- Strategic planning - Program management life cycle	Quiz 3 Class Discussion during ZOOM session
5	Change Management: The Good, the Bad and the Ugly	- What is change management - Change resistance - Addressing resistance - Roles and responsibilities	Quiz 4 Assignment 1 Class Discussion during ZOOM session
6	Program Initiation	- Program initiation roles and responsibilities Tools and techniques for program initiation	Quiz 5 Class Discussion during ZOOM session



7	Benefits Management	- What is benefits in program management - Benefits management life cycle	Quiz 6 Class Discussion during ZOOM session
8	The Earned Benefit Method for Controlling Program Performance	- What is earn benefits methods? - Benefits management life cycle	Quiz 7 Class Discussion during ZOOM session
9	Communication and Its Power at the Program Level	- Importance of communication in program management - Power brokers effects & influence - Determine communication plans and needs - Communication types, channels	Quiz 8 Class Discussion during ZOOM session
10	Decision Gate Discipline for Programs.	- The role of decision gates - Scheduling decision gats - Planning DG - DG in business process	Quiz 9 Class Discussion during ZOOM session
11	Program Risk Management.	- What is risks - Risks within program environment - Risk identification - Risk evaluation & categorizing - Risk tools and techniques - Risk treatment and monitoring	Quiz 10 Class Discussion during ZOOM session
12	No Class		Class Discussion during ZOOM session
13	Final Exam		

Instructor's Teaching Strategies/Methods

- The lectures of this course are given to the students as a recorded lectures, the instructor explain the contents of each chapter with explaining a real cases and different studies related to the topic of the lecture, then the instructor discuss and analyze with the students during the virtual meeting (ZOOM Session) in order to help them comprehend the learning objectives and relate them to real life situations.
- During the course, the students are required to complete a number of quizzes and exams that are going to measure their comprehension. And the instructor will give continuous feedback on students course work.

Course Material

Program Management: A Life Cycle Approach by Ginger Levin

Course Assessment



	Assessment Tools	Weights	
1	Quizzes (10)	8 each	80%
2	Final Examination	20	20%
Total			100%

Class Policies	
1. A. Attendance	- Students are required to attend all the recorded lectures. - Scheduled virtual meetings (ZOOM meeting) is optional. - Failure to attend any quiz, the student considers absent. - Failure to attend more than 4 quizzes the student considers 'DN' (Denial). Only extraordinary/Major force situations may be considered along with some supportive legal documentation to request any deviation from this policy.
2. Quizzes, Assignment, and Exams	- Quiz is added on a weekly base for 10 weeks (10 quizzes) and it should be submitted within 7 days. - Final Exam will be on the final exam period which will be announced on the MOODEL
3. Class Etiquettes AND Academic Honesty	- Adherence to class etiquettes and the rules set by the Instructor and the University is a must. - The student is not allowed to voice/video record ZOOM session/instructor without permission. - Students must take responsibility in attending all recorded lectures, submitting all the quizzes and assignment on time, being present for mid-term and final examinations. - Students must refrain from plagiarism and other dishonest actions and behaviors. Plagiarized cases will be filed to the disciplined committee.
4. Examination Rules	ESU Examination rules apply.