

UNIVERSITY OF SAN FRANCISCO
College of Professional Studies

Master of Science in Project Management—Program Assessment Plan

The Project Management Program (MSPMGT) is the newest program within the College of Professional Studies. The program proposal was officially approved in July 2005 and the first cohort launched in February 2006. The program goals and learning outcomes reflect the initial direction for the program. Refinements to these goals and learning outcomes are emerging and will be included in a spring 2008 update. As in all CPS programs, the goals and learning outcomes drive the curriculum development, delivery and assessment.

Program Description

The MS in Project Management program (MSPMGT) prepares individuals in the planning and execution of complex projects within a variety of industry and organizational settings. The program is designed to be completed in just under two years. Professionals who complete the program will be capable of assuming leadership roles in the strategic management of complex organizational projects.

Developed for working adults with any level of experience in project management, the MSPMGT program offers professional skills and training consistent with the Guide to the Project Management Institute (PMI). The PMBOK Guide covers standards in project integration, scope, time, cost, quality, communication, human resources, risk, and procurement management. The MSPMGT program also incorporates the foundations of organizational behavior including group dynamics and decision making, social capital, networks and virtual teams, organizational change, leadership, and applied research methods.

The MSPMGT program is geared toward individuals interested in advancing their knowledge and capabilities in project management. Included are senior executives, program managers, project managers and project team members, members of project management and related fields, and project management researchers.

Program Goals

Students in the project management program will learn to:

1. Manage increasingly complex projects from both a strong theoretical and practical curriculum.
2. Integrate ethical, analytical, economic and organizational knowledge for managing projects within a variety of industry and organizational settings.
3. Organize, define, plan and implement a real-life service learning project that will also count as project work experience toward the Project Management Professional (PMP) credential.
4. Lead, manage and work effectively with persons of varying backgrounds and cultures.
5. Create and prepare a culminating project management portfolio that unifies and documents their comprehensive learning and knowledge.

Program Learning Outcomes

Upon completion of the project management program, students will be able to accomplish the following program learning outcomes (Note: the learning outcomes are listed according to their primary correspondence with a particular program goal).

PROGRAM GOALS	PROGRAM LEARNING OUTCOMES
1. Strategically manage increasingly complex projects from both a strong theoretical and practical curriculum	<ul style="list-style-type: none"> a. Evaluate the degree of strategic fit between projects, organizations and environment. b. Use quantitative and qualitative methods to analyze and manage project scope, schedule, costs and control. c. Gather and analyze project plan inputs and requirements and create measurable success criteria to evaluate project progress and completion. d. Construct risk identification, assessment and mitigation plans and utilize estimation and evaluation tools. e. Appraise an organization's procurement management process and develop and respond to requests for proposals (RFPs).
2. Integrate ethical, analytical, economic and organizational knowledge for managing projects within a variety of industry and organizational settings.	<ul style="list-style-type: none"> a. Identify the ethical, theoretical and practical challenges of the project management framework including the phases of project initiation, planning, execution, control and closure. b. Apply micro economic principles of ROI, cost/benefit analysis and earned value to resource requirement estimation. c. Employ appropriate computer tools and algorithms to assist in estimating, tracking and managing project resources and milestones. d. Distinguish among project quality policies, standards, and tools and techniques for quality management, assurance, and control. e. Determine methods for leading projects within specific industries and interfacing with program management and product development.
3. Organize, define, plan and implement a real-life service learning project that will also count as project work experience toward the Project Management Professional (PMP) credential.	<ul style="list-style-type: none"> a. Indicate the theories of group dynamics and communication that are essential for effective project team formation and motivation. b. Examine the initiation and authorization process for defining the scope of a project in order to enhance decision-making among project stakeholders. c. Disseminate project plans and implementation changes to viable stakeholders and manage the interpretive process. d. Identify and apply the development of project scope, work breakdown structures, and quality and contingency management in project planning and implementation. e. Apply methods for analyzing and managing change on projects including baseline changes and those in response to uncertainty and complexity. f. Conduct reflective learning exercises with project team members.

4. Lead, manage and work effectively with persons of varying backgrounds and cultures.	<ul style="list-style-type: none"> a. Apply critical communication strategies for negotiating agreements and managing conflicts. b. Identify the underlying dynamics of perception, judgment, analysis and choice in decision-making methods. c. Identify the organizational, project and ethical considerations in outsourcing and off-shoring practices. d. Identify how to manage dispersed, virtual project teams including methods for trust-building across organizational boundaries through technology.
5. Create and prepare a culminating project management portfolio that unifies and documents their comprehensive learning and knowledge.	<ul style="list-style-type: none"> a. Analyze and appraise the lessons learned from the learning outcomes for each of the twelve courses in the program and prepare a culminating portfolio. b. Prepare and write a future perfect strategy for the role of project manager within complex, dynamic organizational settings.

Assessment Methods

The Curriculum Map linking the 22 program learning outcomes with the twelve courses in the MSPMGT program will be developed in the 2008-2009 academic year and revised/updated in the 2009-2010 and 2010-2011 academic years.

Program Learning Outcomes	PM 601	PM 611	PM 621	PM 631	PM 632	PM 633	PM 634	PM 635	PM 641	PM 651	PM 661	PM 691
<p>Evaluate the degree of strategic fit between projects, organizations and environment.</p> <p>Use quantitative and qualitative methods to analyze and manage project scope, schedule, costs and control.</p> <p>Gather and analyze project plan inputs and requirements and create measurable success criteria to evaluate project progress and completion.</p> <p>Construct risk identification, assessment</p>												

<p>and mitigation plans and utilize estimation and evaluation tools</p> <p>Appraise an organization's procurement management process and develop and respond to requests for proposals (RFPs).</p>												
<p>Identify the ethical, theoretical and practical challenges of the project management framework including the phases of project initiation, planning, execution, control and closure.</p> <p>Apply micro economic principles of ROI, cost/benefit analysis and earned value to resource requirement estimation.</p> <p>Employ appropriate computer tools and algorithms to assist in estimating, tracking and managing project resources and milestones.</p> <p>Distinguish among project quality policies, standards, and tools and techniques for quality management, assurance, and control.</p> <p>Determine methods for leading projects within specific industries and interfacing with program management and product development.</p>												

<p>Indicate the theories of group dynamics and communication that are essential for effective project team formation and motivation.</p> <p>Examine the initiation and authorization process for defining the scope of a project in order to enhance decision-making among project stakeholders.</p> <p>Disseminate project plans and implementation changes to viable stakeholders and manage the interpretive process.</p> <p>Identify and apply the development of project scope, work breakdown structures, and quality and contingency management in project planning and implementation.</p> <p>Apply methods for analyzing and managing change on projects including baseline changes and those in response to uncertainty, chaos and/or complexity.</p>												
<p>Apply critical communication strategies for negotiating agreements and managing conflicts.</p> <p>Identify the underlying dynamics of perception, judgment, analysis and</p>												

<p>choice in decision-making methods.</p> <p>Identify the organizational, project and ethical considerations in outsourcing and off-shoring practices.</p> <p>Identify how to manage dispersed, virtual project teams including methods for trust-building across organizational boundaries through technology.</p>												
<p>Analyze and appraise the lessons learned from the learning outcomes for each of the twelve courses in the program.</p> <p>Prepare and write a future perfect strategy for the role of project manager within complex, dynamic organizational settings.</p>												

Key: I=Introduced. M=Moderate Coverage. C=Comprehensive Coverage.

Note: All courses in the Project Management Program have specific learning outcomes listed in each syllabus.

Assessment Plan Specifics

The MSPMGT program director (Linda Henderson, Ph.D.) will be responsible and accountable for the assessment plan with the adjunct faculty serving as partners in the implementation and evaluation of the assessment plan. During the fall 2009 semester, the assessment methods listed in the table below will be evaluated and refined where appropriate.

Year	Program Learning Outcome Assessed	Assessment Methods
2008-2009	Learning outcomes for Program Goal #5.	Culminating Project Portfolio (PM 691) Graded Course Assignments (all courses; specific to course learning outcomes) End-of-Course Student Self-Learning Assessment End-of-Course Reports from Faculty (brief) SUMMA Evaluations (including written comments) Cohort Visits by Program Director Student Surveys prior to graduation Periodic Alumni Surveys
2009-2010	Learning outcomes for Program Goal #3	The service learning project will be a new addition to the curriculum with the start of the spring 2009 cohort(s). The curriculum material for this project will be developed during the 2008-2009 academic year, and the assessment methods will be developed during the 2009-2010 academic year.
2010-2011	Learning outcomes for Program Goals 1, 2 and 4.	TBD during the 2009-2010 academic year.