

**DOCUMENT N: COURSE AND PROGRAM DEVELOPMENT COVER SHEET**

See Course and Program Development Policy and Procedures for Instructions

<b>SCHOOL:</b> LAW <input type="checkbox"/> MSB <input type="checkbox"/> YGCLA <input checked="" type="checkbox"/>	<b>Contact Name:</b> George Julnes	<b>Phone:</b> x-6256
<b>DEPARTMENT / DIVISION:</b> School of Public Affairs		
<b>SHORT DESCRIPTION OF PROPOSAL</b> Action 8; New Course in Managing Public Sector Projects for a Graduate Certificate Program in Strategic Management and Accountability Exclusively w/ existing degree program in the School of Public Affairs		
PuAD 733		
<b>PROPOSED SEMESTER OF IMPLEMENTATION:</b> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> Year: 2010		

<b>Box 1: TYPE OF ACTION</b>	ADD(NEW) <input checked="" type="checkbox"/>	DEACTIVATE <input type="checkbox"/>	MODIFY <input type="checkbox"/>	OTHER <input type="checkbox"/>
<b>Box 2: LEVEL OF ACTION</b>	Non-Credit <input type="checkbox"/>	Undergraduate <input type="checkbox"/>	Graduate <input checked="" type="checkbox"/>	OTHER <input type="checkbox"/>

<b>Box 3: ACTION ITEM</b> (check appropriate boxes)		DOCUMENTS REQUIRED (see box 4 below)	IMPACT REVIEWS (see box 5 on back)	APPROVAL SEQUENCE (see box 6 on back)
	1. Experimental Course <sup>1</sup>	N, O, P	a, c, e	AC
	2. Course Title	N, O		ABCD
	3. Course Credits	N, O, (P)		ABCD
	4. Course Number	N, O		ABCD
	5. Course Level	N, O		ABCD
	6. Pre & Co-Requisite	N, O		ABCD
	7. Course Description	N, O, P		ABCDEF
x	8. New Course	N, O, P		ABCDEF
	9. Deactivate a Course	N, O		ABCDEF
	10. Program Requirements	N, O	(b, c, d, e)	ABCDEF
	11a. UG Specialization (24 credits or less)	N, O	a, b, c, d, e	ABCDEF
	11b. Masters Specialization (12 credits or less)	N, O	a, b, c, d, e	ABCDEF
	11c. Doctoral Specialization (18 credits or less)	N, O	a, b, e	ABCDEF
	12. Minor (add or delete)	N, O	a, b, c, d, e	ABCDEF
	13. Closed Site Program	N, O	e	ABCDHIK
	14. Program Suspension	N, O, S	a, e	ABCDEFGIK
	15. Program Reactivation	N, O		
	16a. Certificate Program (ug/g) exclusively within existing degree program	N, O	a, c, e	ABCDEFHIK
	16b. Certificate Program (ug/g) where degree programs do not exist or where courses are selected across degree programs (12 or more credits)	N, O, Q, R, S	a, c, e	ABCDEFHJL
	17. Off-Campus Delivery of Existing Program	N, O, S	a, b, c, e	ABCDHIL
	18a. UG Concentration (exceeds 24 credit hrs)	N, O, S	a, c, d, e	ABCDEFHJL
	18b. Masters Concentration (exceeds 12 credit hrs)	N, O, S	a, c, d, e	ABCDEFHJL
	18c. Doctoral Concentration (exceeds 18 credit hrs)	N, O, S	a, c, d, e	ABCDEFHJL
	19. Program Title Change	N, O, S	a, c, d, e	ABCDEFHJL
	20. Program Termination <sup>2</sup>	N, O, S	d, e	ABCDEFHIK
	21. New Degree Program <sup>3</sup>	N, O, Q, R, S	a, c, d, e	ABCDEFHJL
	22. Other	Varies	Varies	Varies

<b>Box 4: DOCUMENTATION (check boxes of documents included)</b>				
X	N. This Cover Sheet		Q. Full 5-page MHEC Proposal	X
X	O. Summary Proposal		R. Financial Tables (MHEC)	
X	P. Course Definition Document		S. Other documents as may be required by MHEC/ USM. See <a href="http://www.ubalt.edu/downloads/program_approval_Grid-USM-10-07.doc">http://www.ubalt.edu/downloads/program approval Grid-USM-10-07.doc</a>	
			T. Other : 3-page proposal	

<sup>1</sup> Approval of experimental course automatically lapses after two offerings unless permanently approved as a new course.  
<sup>2</sup> See USM Policy on the Review and Abolition of Academic Programs (<http://www.usmd.edu/regents/bylaws/SectionIII/III702.html>) for list of information that must be provided for this action.  
<sup>3</sup> Letter of Intent is required by USM at least 30 days before a full proposal can be submitted. Letter of Intent requires only the approval of the dean and the provost and is forwarded to USM by the Office of the Provost.

**DOCUMENT N: COURSE AND PROGRAM DEVELOPMENT COVER SHEET (Page 2 of 2)**

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<b>DEPARTMENT / DIVISION:</b> School of Public Affairs		
<b>SHORT DESCRIPTION OF PROPOSAL</b> Action 8; New Course in Managing Public Sector Projects for a Graduate Certificate Program in Strategic Management and Accountability Exclusively w/i existing degree program in the School of Public Affairs		
<b>PROPOSED SEMESTER OF IMPLEMENTATION:</b> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> Year: 2010		

Box 5: IMPACT REVIEW	SIGNATURES (see procedures for authorized signers)	DATE
a. Library <input type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	Director or designee:	
b. OTS <input type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	CIO or designee:	
c. University Relations <input type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	Director or designee:	
d. Admissions <input type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	Director or designee:	
e. Records <input type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	Registrar or designee:	

Box 6: APPROVAL SEQUENCE	APPROVAL SIGNATURES	DATE
A. Department / Division	Chair: <i>Laura A. Wilson-Gentry</i>	9/22/09
B. General Education (as required for #7, #8)		
C. Final faculty review body within each School	Chair: <i>Margaret J. Potthast</i>	10/23/09
D. College Dean	Dean: <i>Ray W. T. [Signature]</i>	10/27/09
E. Provost and Senior Vice President for Academic Affairs	Provost: <i>Maury C. Wey for Joseph Wood</i>	11/2/09
F. Curriculum Review Committee (UFS subcommittee)	Chair:	
G. University Faculty Senate (UFS option)	Chair:	
H. University Council <sup>4</sup>	Chair:	
I. President	President:	
J. Board of Regents – notification only		
K. Board of Regents – approval		
L. MHEC – notification only		
M. MHEC – approval		
N. Middle States Association notification	Required only if the mission of the University is changed by the action	

<sup>4</sup> University Council *review* (for a recommendation to the President or back to the Provost) shall be limited to curricular or academic policy issues that may potentially affect the University's mission and strategic planning, or have a significant impact on the generation or allocation of its financial resources.

## UNIVERSITY OF BALTIMORE

**DOCUMENT O: SUMMARY PROPOSAL**

See Course and Program Development Policy and Procedures for Instructions

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<b>DEPARTMENT / DIVISION:</b> School of Public Affairs		
<b>SHORT DESCRIPTION OF PROPOSAL</b> Action 8; New course in Managing Public Sector Projects (for Graduate Certificate Program offered by the School of Public Affairs)		
<b>PROPOSED SEMESTER OF IMPLEMENTATION:</b> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> Year: 2010		

O-1: Briefly describe what is being requested:

Seeking approval of a new course entitled Managing Public Sector Projects that would be part of a 12-credit Graduate Certificate Program in Strategic Management and Accountability, to be offered to BRAC-affected personnel and other DoD employees by the School of Public Affairs

For new courses or changes in existing courses (needed by Registrar)

OLD Title:	Course # / HEGIS Code:	Credits:
NEW Title: Project Management	Course # / HEGIS Code: PUAD 733	Credits: 3

O-2: Set forth the rationale for the proposal:

This course is part of a proposed certificate program. The development of the Graduate Certificate Program in Strategic Management and Accountability is being supported with BRAC funds. This course will also be open to MPA students in the Public Management Specialization with an interest in this area. Project management is becoming increasingly important to many federal agencies, especially those in the Defense area. Other policy areas with interests in public management include information technology and transportation.

## **Document P**

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1. **Date Prepared:** September 15, 2009
2. **Prepared by:** George Julnes
3. **Department:** Public Administration
4. **Course Numbers:** PUAD 733
5. **Course Title:** Managing Public Sector Projects
6. **Credit Hours:** 3
7. **Catalog Description:** This course, PUAD 733, provides graduate students, both in the MPA program and the affiliated Certificate Program in Strategic Management and Accountability, with an introduction to the theories and techniques of project management. While there will be coverage of some standard project analytic techniques (e.g., PERT charts and project management software), the emphasis will be on recognizing barriers to effective project team functioning and project completion. As such, students completing the course will understand and be able to design plans for effective project management. Students will also be able to identify and respond to problems in team dynamics and to external problems requiring adaptation.
8. **Prerequisites:** none
9. **Course Purpose:** Elective for MPA degree; required for Certificate Program
10. **General Education Area:** Public Administration
11. **Course Type** Lecture
12. **Faculty Qualified to Teach Course:** Dr. Tom Darling; adjunct faculty

13. **Content Outline**
  1. Public sector contexts of project management
  2. Identifying needs for projects
  3. Soliciting proposals for projects
  4. Building relationships with stakeholders and partners
  5. Planning projects for outcomes, activities, and scheduling
  6. Managing costs
  7. Managing project teams
  8. Promoting effective communication
  9. Using different management approaches in different contexts
  
14. **Learning Goals:** Students in this class will achieve the following objectives:
  1. Comprehend the role of projects in promoting the public interest;
  2. Identify stakeholder needs and develop a Request for Proposals to solicit project proposals;
  3. Analyze activities needed to manage projects that effectively addresses identified needs;
  4. Analyze project time requirements, project costs, and project resource requirements;
  5. Identify emerging problems in project implementation and respond effectively.
  
15. **Assessment Strategies:** Embedded course assessment strategies could involve weekly think-pieces, development of reports for actual projects; and use of case studies.
  
16. **Texts:** Texts will include: *Project Management: A Managerial Approach* (6<sup>th</sup> Ed.), by J. Meredith & S. J. Mantel, Wiley, 2008, or *Successful Project Management* (4<sup>th</sup> Ed.), by J. Gido & J. Clements, South-Western, 2009..
  
17. **Suggested class size:** 20
  
18. **Lab Fees:** None