M.S. IN PROJECT AND PROGRAM MANAGEMENT

Brandeis University
Graduate Professional Studies
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>OVERVIEW</td>
<td>1</td>
</tr>
<tr>
<td>MASTER’S DEGREE OVERVIEW</td>
<td>3</td>
</tr>
<tr>
<td>LEARNING OUTCOMES</td>
<td>4</td>
</tr>
<tr>
<td>CURRICULUM</td>
<td>6</td>
</tr>
<tr>
<td>CAREER OUTCOMES</td>
<td>9</td>
</tr>
<tr>
<td>ABOUT BRANDEIS UNIVERSITY</td>
<td>11</td>
</tr>
<tr>
<td>ABOUT GRADUATE PROFESSIONAL STUDIES</td>
<td>12</td>
</tr>
<tr>
<td>POINTS OF PRIDE</td>
<td>14</td>
</tr>
</tbody>
</table>
Welcome to Brandeis University’s online M.S. in Project and Program Management

Brandeis University is pleased to offer its M.S. in Project and Program Management in a convenient online format for working professionals interested in project management. The program curriculum is consistent with (though not bound by) PMI’s Project Management Body of Knowledge (PMBOK®). Graduates should feel equipped to lead projects with successful techniques for planning, estimating, budgeting, negotiation, conflict resolution and communications management.

Founded in 1948, Brandeis University is an internationally recognized research institution with the intimacy and personal attention of a small liberal arts college. Brandeis is an accredited, non-sectarian institution focused on academic excellence with a commitment to social justice. Brandeis University counts among its faculty 11 members of the National Academies, four Howard Hughes Medical Institute investigators, five Pulitzer Prize winners, two MacArthur Foundation “genius grant” recipients and two Nobel Prize winners.
Brandeis is a world-class university that is:

• Ranked by prestigious publications such as *U.S. News & World Report* (No. 34)

• Committed to academic excellence

• Innovative with interdisciplinary programs

• A member of the Association of American Universities (AAU)

• Accredited by the New England Association of Schools and Colleges (NEASC)
About the M.S. in Project and Program Management

Managing projects and programs brings together the hard skills of planning, estimating and budgeting with the soft skills of negotiation, conflict management, influencing and effective communication. It requires an integrated understanding of business functions and challenges at various levels of corporate operation.

This program in the Division of Graduate Professional Studies prepares students already working in project management for assignments of increasing complexity and responsibility. It also provides a significant advantage to those wishing to advance into the field of project management.

The program curriculum is consistent with the Project Management Body of Knowledge (PMBOK®) and related standards published by the Project Management Institute. By integrating PMI standards, yet remaining flexible and not rigidly constrained by PMBOK® boundaries, the program explores a wide range of techniques applicable to project management practices.
Learning Outcomes

Graduates of the M.S. in Project and Program Management can:

• Lead successful projects and manage the project lifecycle in all its phases in a way that assures the delivery of the negotiated scope and quality level, while meeting time and budget constraints.

• Effectively communicate the project/program status, issues, expectations and risks, both verbally and in writing, to project and program stakeholders and team members.

• Demonstrate and communicate how projects contribute to an organization’s ability to realize its strategic goals and business benefits.

• Exercise leadership, management, and facilitation skills in the conduct of programs and projects of various size, scope and complexity that may be global in nature.

• Effectively manage the roles, communications and expectations of project stakeholders throughout the lifecycle of the project.

The program curriculum is consistent with (though not bound by) PMI’s Project Management Body of Knowledge (PMBOK®). It integrates understandings of business functions and challenges at various levels of corporate operation, and involves the interdisciplinary study of management, leadership and technology.
“This course has already helped me at work. I now have an awareness of the practices of great leadership. ... It has been like someone turned on a light switch, and I could really see what was happening.”

~ Mike DeFuria,
Student in the Organizational Leadership and Decision Making course
Curriculum

Brandeis University’s M.S. in Project and Program Management is 10 courses in length (30 credits total, seven required courses and three electives). Courses are 10 weeks long and there are four entry points per year. The majority of students enroll in one or two courses per session.

The Foundations of Project Management (RPJM101) course must be taken first.

Required Courses:

- RPJM101 Foundations of Project Management
- RCOM202 Communication for Effective Leadership
- RPJM103 Project Scheduling and Cost Management
- RPJM110 Risk Management in Projects and Programs
- RPJM113 Negotiating and Conflict Resolution
- RPJM117 Program Management: Theory and Practice
- RPJM 119 The Human Side of Project Leadership
Elective Courses (Choose three):

- RPJM115  Challenges in Project Management
- RPJM118  Procurement and Contract Management
- RPJM 130  Demystifying Agile Project Management
- RPJM 290  Special Topics in Project Management
- RMGT 110  Organizational Leadership and Decision Making
- RMGT 140  Management of Virtual and Global Teams
- RSAN 190  Project Management for Analytics

“During the course, we formed teams that were very much like real virtual teams that we would normally have in real life. I now have many takeaways from the course and a list of best practices that I can use in a real setting.”

~ Ed Shehab,
M.S. in Project and Program Management student
“Instructors start a discussion and effectively cause students to think ‘outside the box’ to address key roadblocks, which builds further understanding of management concepts.”

~ Dee Dung,
Student in the Professional Communications, Foundations of Project Management, and Organizational Leadership and Decision Making courses
Career Outcomes

Professionals with an M.S. in Project and Program Management from Brandeis University will find that their expertise is needed in a number of industries, from software and manufacturing to construction and finance.

Titles of project/program management professionals vary across organizations and reflect a number of career options, including:

• Project manager
• Project leader
• Program manager
• Portfolio manager
• Senior business analyst
• Implementation manager
• Technical director
• Senior project team member

To be successful in today’s competitive interdisciplinary and increasingly distributed and virtual environments, project and program managers must possess shared concepts and skills and a common language with which to communicate. The Master of Science in Project and Program Management equips students with the skills to analyze, organize, and manage projects and programs to successful completion, within budget, time, and with the expected scope and quality.
“When I signed up for this class, I was wondering how an online communication class would be, and I have to say it went very well. With the changes in today’s work environment, so much communication is done remotely, so it makes even more sense to take the class online.”

~ Kevin O’Keefe,
Student in the Professional Communications course
Founded in 1948, Brandeis University is named for the late Louis Dembitz Brandeis, the first Jewish justice of the United States Supreme Court, and reflects the ideals of academic excellence and social justice he personified. Brandeis University opened on the site of the former Middlesex University in Waltham, Massachusetts, with 107 students and 13 faculty members. Under the leadership of founding president Abram L. Sachar, Brandeis grew quickly in size and scholarly influence, joining the ranks of the most respected research institutions while still very young.

In 1961, only 13 years after the its founding, Brandeis won Phi Beta Kappa accreditation, a distinction fewer than 10 percent of U.S. colleges and universities earn. Under each succeeding president, the university continued to grow in breadth and stature, while maintaining the very human scale of its educational environment and its solid liberal arts focus. In 1985, Brandeis was elected to the Association of American Universities, an invitation-only group representing 62 of the most prominent research universities in the United States and Canada. In addition, Brandeis University is accredited by New England Association of Schools and Colleges (NEASC).

Since its early days, Brandeis has been a top tier university with global reach, attracting students and faculty from around the world to pursue learning and scholarship at the highest levels. Ours is a community rooted in purpose, guided by our founding values, poised to lead in education and research in the 21st century.
Brandeis University and Graduate Professional Studies (GPS)

Advantages

What can Brandeis University Graduate Professional Studies offer you?

Individualized attention, cutting-edge degree options and all the benefits of being part of a world-class research university.

Why Brandeis University GPS?

At Brandeis GPS, you’ll engage in interactive, seminar-style classes that explore the latest techniques and trends in your field. Working alongside faculty and fellow students, you’ll experience:

Small classes. Our average class size is 12 students. We cap most classes at 20 students and entry-level courses at 16 students. You won’t find MOOC-like classes with hundreds or thousands of students at GPS.

Faculty trained to teach online. At GPS, there are no teaching assistants or non-faculty “facilitators.” Our faculty, trained in online learning best practices, actively lead all discussions and grade all of your assignments.
Content developed by subject-matter experts. Your courses are shaped by faculty who are active professionals in their fields. These instructors create courses specifically for online delivery, and they interact with you and your peers regularly, driving the weekly pace for your discussion posts and providing feedback on assignments.

Best practices in online course design. GPS has been delivering online courses for well over a decade. Faculty members collaborate with instructional designers to create and refresh courses, using online learning best practices.

Virtual meeting opportunities. You have the option to meet students and instructors in real-time through optional review sessions, virtual office hours, presentations and group activities.

“Today, projects have become more complex and are reliant on global and virtual teams. Brandeis University provides the tools and knowledge to take on these challenges.”

~ Ed Anderson, Professional Advisory Board Member for Project and Program Management
Brandeis University is cited in top publications:

- Ranked No. 34 among National Universities (Most Selective) and No. 27 for Best Value by *U.S. News & World Report* in 2018

- Ranked No. 1 Online Project Management Grad Program by SR Education Group

- Ranked among “The Best 382 Colleges” (no numeric rankings) by *The Princeton Review* in 2018

- Ranked No. 74 among 650 national universities and No. 37 most entrepreneurial by *Forbes* in 2016

- Ranked No. 29 (No. 1 in United States) among World’s Top Master in Finance Programs, pre-experience by *Financial Times* in 2015

- Ranked No. 25 among Top American Private Research Universities by the Center for Measuring University Performance in 2014

- Ranked No. 9 among top colleges for a major in economics by *USA Today* in 2014

To learn more about Brandeis University and the M.S. in Project and Program Management, visit [projectmgmt.brandeis.edu](http://projectmgmt.brandeis.edu) or contact an enrollment advisor.