

Northwestern University
Masters of Project Management
Program Management – Course Outline

Tuesday 4-6 PM

A program is multiple projects linked by a single business plan.

In today's business environment there is an increasing awareness of real estate's importance to every business plan. Strategically managing facility development where the core business is not real estate is emerging as an important ingredient to grow and optimize non-real estate businesses plans.

The essential message of the course is to understand multiple project interrelationships:

- Develop awareness of macro planning.
- Demonstrate the practical application of Project and Program Management to business plans.
- Project Management is the key ingredient of Program Management.

Taught from an "Owner/Stakeholder" perspective, the course is focused on the planning and management of the several types of development programs and their relationship to business plans /real estate portfolios:

- Mega projects. (Airports, multi-use developments)
- Geographically diverse/inter-related projects. (Roll-out programs eg. Retail, hospitality, education)
- Inter-dependent/inter-disciplinary construction programs. (Campus environments)

The core of the course will be conducted by David Crowell, Senior Vice President and Chief Operating Officer of The Rise Group, LLC. Supplementing the curriculum will be case studies and guest lectures.

Major topics covered in the course will include:

- Linking topics (Interdisciplinary Design)
- Types of Programs/Business Models
- Program Definition Process
 - Feasibility Analysis
 - Business Planning
 - Organization Analysis
 - Needs Assessment
 - Facility Assessment
 - Program Analysis
 - Site Analysis
 - Site Selection
 - Regulatory Process
 - Approval Process Analysis
 - Concept Budgeting
 - Master Scheduling
 - Plan of Finance/Execution
 - Private Fund Raising
 - Management Planning
 - Management Reporting
 - Communications Planning

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▪ Program Implementation

- Team Organization
- Design Team Selection/Agreements
- Team Partnering
- Consultant Contract Administration
- Estimating
- Value Analysis
- Permitting
- Construction Administration
- Construction Monitoring
- Building Commissioning
- Operations Start-Up Support
- Claims Resolution
- Special Consultants Selection/Agreements
- Program Control/Status Reporting
- Design/constructability Reviews
- Scheduling
- Contract Packaging/Document Prep.
- Contractor Procurement
- Construction Accounting
- Field Supervision
- Warranty Administration
- Facility Management
- FF&E Procurement

- Team Organization
- Career Opportunities

The final project will be to apply Program Management principles and thought process to a hypothetical business case and develop a Program Definition/Strategic Plan report and presentation.

The course grade will be determined by:

- a. Attendance 30%
- b. Participation 40%
- c. Final Project 30%