Master of Science in Project Management

Professional Program Fee
A professional program fee is required of all students taking MS PM program courses in addition to published graduate tuition fees, course material fees, general support and student activity fees. The professional program fee is assessed for each course at a sum equal to the current level of resident graduate level tuition. Therefore, this fee is applied to either resident or non-resident tuition equally and is charged upon enrollment in PM courses. The fee contributes directly to program support.

Admission Requirements
Satisfy the Admissions Requirements for Graduate Degrees (http://catalog.uaa.alaska.edu/academicpoliciesprocesses/admissions/graduate).

Provisional/Conditional Admission
Provisional/conditional admission to the MS PM program is offered to applicants who provide sufficient evidence that they meet the requirements for study at an advanced level. Applicants must meet the minimum UAA admissions requirements. In addition, an entering master’s degree student will have:

- Earned at least a bachelor’s degree in engineering, science or equivalent areas (or as agreed to by the program chair).
- A grade of 3.00 (B) or higher in an undergraduate or equivalent research methods course and a statistics course that covers descriptive and inferential statistics. ESM A620 may be taken in lieu of the statistics requirement.
- Completed a minimum of two years of appropriate project management experience as shown by the applicant’s resume.
- Obtained three letters of recommendation from professors or former or current employers or supervisors who are familiar with the candidate’s work experience.
- Provided a statement of professional career objectives related to the study of project management.

All provisions stipulated on the Graduate Admission Recommendation Form (GARF) associated with a student’s admission to the MS PM program must be completed within the time frame stipulated -- not to exceed one year for a full-time student, and not to exceed two years for a part-time graduate student. Failure to satisfy provisions will result in a formal departmental review and potential removal from the program.

Full Admission
Full admission to the MS PM program is offered to students who have:

- Undergone departmental review at completion of phase gate 1 and have been judged to have made satisfactory progress, met performance standards and demonstrated aptitude in project management by the MS PM Admissions Committee.

Additional Requirements
Enrolled students must have access to a computer and, if participating in a class remotely, an Internet connection speed the department finds acceptable. All students are expected to have basic computer and keyboarding skills prior to entry into the program, for example:

- Word processing (preferably Microsoft Word), presentation software (preferably Microsoft PowerPoint) and spreadsheet software (preferably Microsoft Excel).
- Sending and receiving e-mail with attachments.
- Accessing and navigating the Internet/World Wide Web.
- Understanding how to use basic computer file formats, software and peripheral hardware.

Remote (distance) students, defined as those living and/or participating outside the Municipality of Anchorage, are additionally responsible for:

- Any incremental, individual long-distance or high-speed Internet connection costs (refer to the department webpage (http://www.uaa.alaska.edu/collegeofengineering/programs/pm) for details).
- Any additional hardware (such as webcams, headsets, etc.) necessary to facilitate class participation.
- Contacting the distance learning coordinator before classes start to set up and arrange for distance delivery.

Academic Requirements
Students enrolled in the MS PM program must:

- Receive no more than one 2.00 (C) grade in any elective course.
- Must receive a 3.00 (B) or better in all core classes.

As a prerequisite for PM A686A registration, students must have achieved the GPA requirements established as program expectations above. The faculty reserves the right, where warranted by evaluation of a student’s progress and apparent knowledge, to require additional coursework or other preparation to ensure the degree candidate possesses adequate professional skills and capabilities. This includes the ability to reason and communicate both effectively and quantitatively, orally and in writing.

Noncompliance with academic progress expectations will result in probation and possible dismissal from the program. See Academic Standing in the Graduate Degree Policies (http://catalog.uaa.alaska.edu/graduateprograms/degereerequirements/policies) for more information.

Course Delivery
Students in the MS PM program can attend courses in the classroom and/or by state-of-the-art, real-time video capabilities. This format allows students from across the state and around the world to join local students and faculty in real time, in the classroom as an active course participant using readily available, off-the-shelf technology. This
real-time capability also enables students who must travel during the semester to join the class via ad hoc connections from wherever they may be located (connection speed permitting). Additionally, all class sessions are recorded and posted to the UAA learning management system after the class session is completed so that students can review the material in the event that a class session is missed. This approach provides flexibility for students to begin and complete the program from wherever their work assignments or personal situations may take them.

**Graduation Requirements**

- Satisfy the General University Requirements for Graduate Degrees (http://catalog.uaa.alaska.edu/graduateprograms/degereerequirements).
- Complete the program requirements below.

**Program Requirements**

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<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>PM A601</td>
<td>Project Management Fundamentals</td>
<td>3</td>
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<tr>
<td>PM A602</td>
<td>Application of Project Management Processes</td>
<td>3</td>
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<tr>
<td>PM A603</td>
<td>Project Initiation and Planning</td>
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<td>PM A604</td>
<td>Project Executing, Monitoring and Control</td>
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<td>PM A605</td>
<td>Operational Integration and Project Closure</td>
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<tr>
<td>PM A686A</td>
<td>Capstone Project: Initiating and Planning</td>
<td>3</td>
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<tr>
<td>PM A686B</td>
<td>Capstone Project: Executing, Controlling and Closing</td>
<td>3</td>
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</table>

**Core Requirements**

**Capstone Project**

Three credits of PM A686A and 3 credits of PM A686B, taken over two semesters, are required for the degree.

All capstone project work must meet the following requirements:

- The work must contribute to the body of knowledge in the student’s graduate field of study.
- A literature search is required to demonstrate how the work is associated with the current state of the art in the student’s graduate field of study.
- The final capstone project report, as judged by the student’s graduate advisory committee, must be of sufficient quality to justify publication in either a peer-reviewed technical conference proceeding or a peer-reviewed journal. Publication of a manuscript in a journal or conference paper is not a requirement for graduation, but submissions are encouraged.
- The work must demonstrate command of knowledge and skills associated with the student’s graduate program of study.
- The project must have sufficient scope to clearly demonstrate the student’s advanced expertise in and mastery of project management.
- The work must require a level of effort consistent with 6 graduate-level credit hours.
- The student must satisfactorily present their capstone project and be evaluated by a panel of faculty and project management practitioners.

A total of 33 credits is required for the degree.

**Program Student Learning Outcomes**

Student learning outcomes are based on the professional best practices of the Project Management Institute (PMI) Global Accreditation Center (GAC) standards and guidelines, and UAA paradigms. Students who successfully complete this program will:

1. Demonstrate the capability to successfully manage projects across a broad range of scale, complexity, scope, environments and inherent risks.
2. Demonstrate the ability to employ the full range of project management tools and techniques to best satisfy industry and agency stakeholder requirements.
3. Conduct research that significantly contributes to and expands the diverse project management body of knowledge and produces a final project and product that demonstrates academic and project management success.
4. Demonstrate the ability to plan and execute project management activities across a broad range of industry sectors and organizations, and to employ the appropriate project management tools and techniques across a wide spectrum of project types, technologies and requirements.
5. Have the skills to determine the needs and balance the interests of project stakeholders in any organizational context and within cross-cultural business environments.
6. Demonstrate effective project team leadership and team
development throughout the project management life cycle.

7. Effectively apply the principles of scope management, risk
management, cost planning and control, quality planning
and management, resource allocation and management, time
management and project scheduling, and change management in the
project environment.

8. Demonstrate a facility for comprehensive and objective analysis,
structured decision-making, process optimization, and problem
solving in the project management environment.

9. Understand and apply the principles of cost-benefit analysis,
strategic alignment, project portfolio management and project
performance analysis and metrics.

10. Understand and apply project planning and execution optimization
and control in the context of the triple constraint; project scope,
schedule, and budget.

11. Act with integrity and fairness in an ethical manner, understanding
and demonstrating adherence to the principles of the Project
Management Code of Ethics and Professional Conduct (http://
www.pmi.org/about/ethics/code).

12. Demonstrate effective project management communications and
problem-solving techniques related to project team management,
project status reporting, conflict management and project
stakeholder management.