

Professional Studies Project Management (MPPM)

MPPM 5000 Ethics 3 Credits

The Ethics course is the flagship course in all Georgetown-SCS MPS programs, taken at the beginning of the program. In the first part of this course, students are introduced to ethical methodologies, principles, values, and frameworks. In the second part of the course, students study discipline- and field-specific codes of ethics within the profession. The course explores the ethical responsibilities of all project management professionals to themselves, corporations, the government, and the public. Students contrast the roles and responsibilities of ethics versus compliance and their interdependencies. In the third part of the course, students are introduced to an ethical decision-making framework and applied ethical issues.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies: Project Mgt, Prof Studies: Project Mgt, Prof Studies: Project Mgt or Prof Studies: Project Mgt.

Enrollment is limited to Graduate level students.

Enrollment limited to students in the School of Continuing Studies college.

MPPM 5520 Project Mgmt Fundamental 3 Credits

This course provides an overview of the project management lifecycle and associated processes. Students gain a solid grounding in fundamental project management concepts and learn how to develop a project charter, components of a project management plan, a work breakdown structure (WBS), and a risk management plan. Assignments include the creation of a communications management plan, a realistic schedule, a change management plan, and an on-the-job action plan. Participants learn what is required to monitor and report project statuses, as well as how to successfully close out a project and capture the value of lessons learned. Note: Students who have a Certified Associate in Project Management (CAPM) or Project Management Professional (PMP) certification in good standing have the option to waive the Project Management Fundamental course. Approved students will instead complete a three-credit elective course.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies: Project Mgt, Prof Studies: Project Mgt, Prof Studies: Project Mgt or Prof Studies: Project Mgt.

Enrollment is limited to Graduate level students.

Enrollment limited to students in the School of Continuing Studies college.

MPPM 5570 Project Initiation Planning 3 Credits

The course provides an in-depth examination of the project initiation and planning phases of the project management lifecycle. Students are introduced to the requirements involved in completing a feasibility study, starting up the project, documenting a business case, and ultimately gaining project approval and funding. Students also learn how to effectively provide terms of reference, appoint the project team, set up project procedures, and construct a detailed project management plan. In applications, plans and priorities always change with the evolving business environment, so students also learn the importance of adaptability in project planning. Upon completion of the course, students will be able to determine what is needed within a business case to justify and plan a project, including a return on investment (ROI), a preliminary budget, and a schedule. The coursework aligns with the Project Management Institute's Project Management Body of Knowledge (PMBOK).

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies: Project Mgt, Prof Studies: Project Mgt, Prof Studies: Project Mgt or Prof Studies: Project Mgt.

Enrollment limited to students in the MPS-PRSN program.

MPPM 5600 Comm Collab for Managers 3 Credits

This course teaches students the essential communication skills utilized by successful managers, including negotiation, persuasion and influencing, and presentation skills. Learning objectives for this course include demonstrating leadership skills and applying proven techniques in leading teams; applying communication best practices in projects; and evaluating communication needs for different motivational approaches by leveraging the Strength Development Inventory for both the "normal behavior" and "conflict mode" of individuals. By the end of the course, students are able to identify and resolve conflicts by practicing different conflict resolution approaches. This course also includes an examination of the individual motivators that aid students in effectively negotiating and influencing discussions with others.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies: Project Mgt, Prof Studies: Project Mgt, Prof Studies: Project Mgt or Prof Studies: Project Mgt.

MPPM 5650 Execution Delivery 3 Credits

This course explores the last three phases of the project lifecycle—execution, monitor and control, and closing. Students gain a deeper understanding of project execution, including the monitor and control component. Students also learn how to utilize real-world scenarios and/or project management simulation software to build the project deliverables; control the project delivery, scope, costs, quality, and risks; and manage issues. The course also teaches students about successful project closure, including winding down the project by releasing staff, handing over deliverables to the customer, and completing a post-implementation review.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies: Project Mgt, Prof Studies: Project Mgt, Prof Studies: Project Mgt or Prof Studies: Project Mgt.

Enrollment is limited to Graduate level students.

Enrollment limited to students in the School of Continuing Studies college.

MPPM 5850 Agile PM Fundamentals 3 Credits

The course provides students with a comprehensive understanding of Agile Project Management Fundamentals. The course not only teaches students how to manage projects with an adaptive approach, but also allows students to understand the differences and similarities between agile and traditional project management. Throughout the course, students acquire the essential knowledge on agile values, principles, practices, tools, and benefits of applying a lean-agile approach to Project Management. The course also provides students with the tools necessary to select an adequate approach to project management while considering degree of uncertainty and complexity. Through simulations and demonstrations of agile concepts, students gain experiential learning and acquire essential Agile PM skills to operate in an agile setting. By the end of the course, students can apply insights on how to blend linear, incremental, and iterative approaches in a traditional, agile, or hybrid environment.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies: Project Mgt, Prof Studies: Project Mgt, Prof Studies: Project Mgt or Prof Studies: Project Mgt.

MPPM 5925 Project Management Internship 3 Credits

The general objective of the internship elective course is to allow students to apply their knowledge and skills in a real-world work environment to significant issues and problems within real organizations. It provides students with the opportunity to gain practical experience in a professional work setting. Each internship is customized to suit the needs of the organization and the student. The Internship is most valuable to the student intern if a variety of duties related to project management and leadership are assigned. Students are encouraged to seek internships where they manage projects, facilitate research efforts, plan and implement events, or coordinate efforts and tasks of others.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

MPPM 6620 Project Planning 3 Credits

This course provides an in-depth look at project planning by defining what effective project planning consists of, including setting out the project roadmap and creating the following plans: project plan, resource plan, financial plan, quality plan, acceptance plan, risk management plan, and communications plan. Students learn how to construct a detailed project plan while examining case studies that teach them the essentials of project planning—including that successful project planning must be detailed and organized, and requires full team participation. In applications, plans and priorities always change with the evolving business environment, so students also learn the importance of adaptability in project planning.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies: Project Mgt, Prof Studies: Project Mgt, Prof Studies: Project Mgt or Prof Studies: Project Mgt.

Enrollment is limited to Graduate level students.

MPPM 6625 Leadership Perspectives in PM 3 Credits

Leadership Perspectives in Project Management enables leaders to master the skills necessary to critically look at project management data and discern the quality and value of the project management practices and processes in place, as well as the PM maturity of the organization. This comprehensive course covers both the hard and soft skills to look for in identifying appropriate project management staff, assessing the quality and reliability of project artifacts, and enables leaders to understand project management in the context of programs and portfolios.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies: Project Mgt, Prof Studies: Project Mgt, Prof Studies: Project Mgt or Prof Studies: Project Mgt.

Enrollment limited to students in the MPS-PRSN, MPS-PRSN-O, NDGD-PRSN or NDGD-PRSN-O programs.

Enrollment is limited to Graduate level students.

MPPM 6630 Ethical Leadership 3 Credits

This course examines key ethical methodologies, principles, values, and frameworks with the ultimate goal of helping you to continue to be ethical leaders. It explores the literature in moral psychology and behavioral economics to help you understand under what circumstances you are likely to behave without integrity, and how to take steps now to prevent this. Students are provided with tools and frameworks in order to understand how to construct ethical infrastructure, as well as meaningful values documents. This course also provides an examination of essential skills needed for all strategic leaders including communication, negotiation, persuasion, and influence.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MPPM 6640 Strategy Execution 3 Credits

This course covers the theoretical and practical aspects of strategic management in organizations across the public, private, and non-profit sectors, focusing on the linkage between strategy, programs, and projects. All key aspects of strategy and strategic planning are addressed as a means of developing and communicating a formula for the organization's success. Programs and projects are then presented as the essential means for executing that formula, especially, but not limited to, those that comprise new initiatives in the organization. The course demonstrates how effective programs and projects align with the organization's strategy and integrate across organizational boundaries to bring resources to bear to solve problems and achieve enterprise goals and objectives. The course also examines the vital role of communication and change management in the alignment and integration process, and the criticality of measurement to evaluate progress and direct further actions.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies: Project Mgt, Prof Studies: Project Mgt, Prof Studies: Project Mgt or Prof Studies: Project Mgt.

Enrollment is limited to Graduate level students.

MPPM 6700 Project Analytics 3 Credits

Project analytics track key performance indicators (KPIs) related to scope, schedule, and cost to provide a structured approach to project planning and management. This course applies a variety of analytical tools and techniques to balance the competing demands of scope, schedule, and cost. Students learn how to establish the performance measurement baseline and gain proficiency in the tools and techniques used to compare actual work accomplished against established plans. The course utilizes industry standard scheduling and budgeting tools, including schedule diagnostic tools. Coursework aligns with the Project Management Institute's Practice Standard for Work Breakdown Structures, Practice Standard for Scheduling, and Practice Standard for Project Estimating. Students develop a collection of project analytics in reports, graphs, and charts appropriate for presentation to business leaders.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies: Project Mgt, Prof Studies: Project Mgt, Prof Studies: Project Mgt or Prof Studies: Project Mgt.

Enrollment is limited to Graduate level students.

MPPM 6710 AI Applications and Strategies 3 Credits

This course will discuss the day-to-day applications of AI in a variety of industries such as government, manufacturing and agriculture, education, healthcare, and finance. The course will use a mix of common industry use cases to showcase how embedded AI is in every type of industry, and how to best use the resources available. The course will also highlight popular AI applications for common business functions. Students will discuss the role of AI in specific contexts of functional areas such as sales, marketing, customer service, supply chain, legal, and human resources. They will identify opportunities for AI adoption within their organization and develop strategies and business plans for implementation and deployment.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MPPM 6725 Managing Complexity 3 Credits

This course investigates and discusses navigation complexity in large projects for successful outcomes. By the end of this course, students are able to understand and apply a best-practice framework for managing project complexity, including the development of management approaches for large and high-risk projects. This course also discusses industry standard guidelines established to help navigate intricate organizational challenges associated with project complexity, and explores case studies and real-world scenarios, which illustrate such challenges, and means to overcome them. The coursework aligns with the Project Management Institute's Navigating Complexity: A Practice Guide.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MPPM 6740 Lean Agile w/Scrum Kanban 3 Credits

This course provides students with a solid foundation and a good understanding of practicing Agile with Scrum and Kanban. Scrum is a framework for designing, developing, and delivering products, services, and/or solutions of the highest value incrementally. Scrum is also known as a popular agile method in the computer software industry for addressing unknown and complex requirements iteratively and incrementally.. Scrum implementations require the use of self-organized teams who are flexible individuals willing to adapt quickly to change. Students will learn about the rules of the game specific to Scrum events (the sprint, sprint planning, daily Scrum, sprint review, and sprint retrospective), Scrum artifacts (e.g. product backlog, sprint backlog, and increment), and the importance of the definition of done. Kanban is another lean framework for developing and delivering products and services by balancing demands with available capacity, and by improving the handling of system-level bottlenecks. Students will also learn essential lean principles and discover how to use a Kanban board to help them visualize workflow and prioritize work items more effectively.

Level: Graduate

Prerequisites: (MPPM 735 or MPPM 5850)

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies: Project Mgt, Prof Studies: Project Mgt, Prof Studies: Project Mgt or Prof Studies: Project Mgt.

Enrollment is limited to Graduate level students.

MPPM 6755 Agile Frameworks for Lean Ent 3 Credits

Agile organizations quickly sense and adapt to external and internal changes to deliver relevant results in a productive and cost-effective manner. This course explores merging life cycle approaches, which lead to greater organizational agility and provides an in-depth examination and evaluation of Lean-Agile principles and values and the drivers behind becoming a more agile organization. Students learn how organizations can achieve agility at scale by funding ecosystems of teams that deliver large initiatives, allowing decentralized financial decision-making within the portfolio, and continuously prioritizing their backlog of activities within each agile project. Learning objectives for this course include the ability to achieve true end-to-end business agility by utilizing industry standard agile frameworks (such as Scrum, Kanban, and SAFe); establishing the strategic themes that guide an organization's strategy and investments; determining and funding the relevant value streams; defining and prioritizing cross-cutting portfolio backlog epics; and monitoring the performance of the portfolios using applicable Lean portfolio, program, and team metrics. Students learn how to link an organizational strategy into relatively small investment increments called epics, study the breakup of epics into features that can be delivered by program teams, and explore the decomposition of features into user stories delivered by single teams in individual sprints. This course also explores organizational factors that impact the use of agile approaches, such as culture, readiness, business practices, and the role of the PMO.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a program in Project Management, Project Management, Project Management or Project Management.

Enrollment is limited to Graduate level students.

MPPM 6760 DevOps Essentials 3 Credits

DevOps, as a movement and methodology since the mid-2000s, is still transforming the way value is delivered by information technology (IT) organizations. Deriving from practices supporting modern technology management methodologies such as Agile, enterprise DevOps adoption has been demonstrated to create value by reducing the amount of unnecessary rework, improve the quality, speed and tempo of production deployments, create feature reinvestment opportunities, and reduce operational downtime significantly. This course in DevOps is an exploration in the practice of operations and development engineers participating together in the entire service lifecycle, from design through the development process to production support.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies: Project Mgt, Prof Studies: Project Mgt, Prof Studies: Project Mgt or Prof Studies: Project Mgt.

Enrollment is limited to Graduate level students.

MPPM 6765 Digital Product Mgmt w/LA 3 Credits

Digital Product Management with Lean and Agile provides an introduction to the digital product management lifecycle using lean, agile, and design thinking practices. It covers some of the key concepts, skills, and frameworks that will help students to build a customer-centric mindset in which the customer is placed at the center of every product lifecycle decision. Students will learn how to identify and define customer needs, develop product visions and roadmaps, determine minimum viable products, and build features required to meet these needs. They will examine data-driven approaches to make product decisions, design thinking tools to communicate customer needs, lean principles to manage product development, and agile methodologies to manage and prioritize the flow of the development work. By the end of the course, students can apply insights on how to define and support the building of desirable, feasible, viable, and sustainable digital products that meet customer needs over the product-market lifecycle.

Level: Medicine

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MPPM 6800 AI Fundamentals for Managers 3 Credits

The course provides a non-technical introduction to Artificial Intelligence, the techniques used to power modern AI systems, and the functional differences between levels of machine intelligence. It aims to demystify Artificial Intelligence for the business professional, offering a foundational understanding of the advantages, limitations, and scope of AI from a management perspective. Students will define and discuss AI-related concepts and techniques, including machine learning, natural language processing, and robotics. They will examine how humans and machines learn and how that is related to the current and future state of AI. Finally, students will gain insights into the data characteristics and considerations necessary for AI success.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MPPM 6810 AI Applications and Strategies 3 Credits

This course will discuss the day-to-day applications of AI in a variety of industries such as government, manufacturing and agriculture, education, healthcare, and finance. The course will use a mix of common industry use cases to showcase how embedded AI is in every type of industry, and how to best use the resources available. The course will also highlight popular AI applications for common business functions. Students will discuss the role of AI in specific contexts of functional areas such as sales, marketing, customer service, supply chain, legal, and human resources. They will identify opportunities for AI adoption within their organization and develop strategies and business plans for implementation and deployment.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies: Project Mgt, Prof Studies: Project Mgt, Prof Studies: Project Mgt or Prof Studies: Project Mgt.

Enrollment is limited to Graduate level students.

MPPM 6820 AI Project Management 3 Credits

The course provides an in-depth exploration of the strategic, methodological, and operational steps necessary for implementing successful AI-driven enterprise projects. It emphasizes the multifaceted organizational, political, and technological barriers that often impede AI adoption and presents actionable strategies to overcome these challenges. Students will engage with key topics such as change management, adaptive program management, and organizational agility, essential for navigating the rapid pace and inherent risks of AI integration. Through a mix of presentations, discussions, and research, students will learn to navigate the complexities of organizational change, including resistance and the emotional aspects of transformation. The course equips students with practical tools for managing the life cycle of AI projects, from planning to execution.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies: Project Mgt, Prof Studies: Project Mgt, Prof Studies: Project Mgt or Prof Studies: Project Mgt.

Enrollment is limited to Graduate level students.

MPPM 6900 Federal Acquisition Contr. 3 Credits

This course provides a practical introduction to the U.S. federal acquisition and contracting environment, designed specifically for project and program managers planning to work with federal agencies and contractors. Rather than focusing on legal theory, the course emphasizes how acquisition rules, contract types, and procurement processes directly shape project execution, risk, cost, and performance outcomes. Participants will gain a working understanding of the federal acquisition lifecycle, from requirements development and acquisition planning through contract award, administration, and closeout. The course demystifies the Federal Acquisition Regulation (FAR) and explains how contracting decisions influence scope flexibility, schedule control, incentives, and accountability across projects and programs.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a program in Prof Studies: Project Mgt, Prof Studies: Project Mgt, Prof Studies: Project Mgt or Prof Studies: Project Mgt.

Enrollment is limited to Graduate level students.

Enrollment limited to students in the School of Continuing Studies college.

MPPM 7920 PM Internships 3 Credits

The general objective of this Internship Program is to allow students to apply their knowledge and skills in a real-world work environment to significant issues and problems within real organizations. It provides students with the opportunity to gain practical experience in a professional work setting.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MPS-PRSN or MPS-PRSN-O programs.

Enrollment is limited to Graduate level students.

MPPM 7940 Independent Study 3 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in the School of Continuing Studies college.

MPPM 7960 Study Tour: Global Projects 3 Credits

This immersive study tour offers a hands-on exploration of how large-scale global projects are planned, executed, and managed in one of the world's most innovative industries—Aerospace. In partnership with Airbus, students will gain exclusive access to a world-class industrial environment, engaging with experts who lead complex, high-tech projects that drive global innovation. Students will engage in a combination of site visits, expert-led seminars, hands-on workshops, and networking sessions with Airbus professionals and industry leaders. The program will cover the full lifecycle of an Airbus product, from research and development to supply chain management, manufacturing, testing, and customer support. The course also examines Airbus's strategic approaches to project portfolio management, technology-driven transformation, and talent development within a global business landscape.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

MPPM 7990 Capstone 3 Credits

The Capstone course is to be completed in the final term of the program and provides an opportunity for students to apply what they have learned in the program by producing a substantial piece of work under the tutelage of an industry advisor and program faculty. Projects are aligned with students' chosen areas of interest. Students have the opportunity to present their work to industry professionals for review and feedback. Each student receives assistance in devising a strategy to support the topic of interest, consistent with the course goals, by semester's end. Classroom assignments and lectures also focus on preparing students for successful project management careers after they graduate from the program.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Prof Studies: Project Mgt, Prof Studies: Project Mgt, Prof Studies: Project Mgt or Prof Studies: Project Mgt.

Enrollment is limited to Graduate level students.