

DRAFT — UNOFFICIAL — NOT FOR OPERATIONAL USE

COURSE SYLLABUS

# SL 5J



---

## COURSE SYLLABUS — SL 5J: ADVANCED PROGRAM MANAGEMENT (TECHNICAL)

---

*Maven Smart System (MSS) — USAREUR-AF*

HEADQUARTERS  
UNITED STATES ARMY EUROPE AND AFRICA  
(USAREUR-AF)  
Wiesbaden, Germany

DRAFT — NOT FOR OFFICIAL USE. FOR TRAINING PLANNING PURPOSES ONLY.

**26 MARCH 2026**

DRAFT — UNOFFICIAL — NOT FOR OPERATIONAL USE

# COURSE SYLLABUS — SL 5J: ADVANCED PROGRAM MANAGEMENT (TECHNICAL)

## MAVEN SMART SYSTEM (MSS) — USAREUR-AF

Field	Detail
Level	SL 5J — Advanced PM Specialist Track
Duration	3 days (24 hours)
Prerequisites	SL 4J complete (Go evaluation on file); 18+ months leading technical data, AI, or software delivery programs; demonstrated experience managing multi-team delivery with external dependencies and GO/SES stakeholders
Audience	Senior technical PMs, portfolio leads, capability program managers coordinating enterprise-level MSS programs
Format	Seminar + case study workshop + evaluated stakeholder exercise
Location	MSS Training Environment or classroom (minimal platform dependency)

**PREREQUISITE WARNING:** SL 5J is not required for most PM billets. It is intended for personnel managing multi-program portfolios, theater-level data initiatives, or enterprise AI/ML capability development. If managing a single project or team, SL 4J is sufficient.

**BLUF:** SL 5J addresses program leadership at scale — managing portfolios of interdependent data and AI programs, communicating complex technical tradeoffs to GO/SES audiences, structuring enterprise delivery governance, and leading organizational change when adopting MSS capabilities across a theater formation. SL 4J taught project management. SL 5J teaches program portfolio management and organizational data culture leadership.

## LEARNING OBJECTIVES

#	Objective
1	Design and manage a portfolio of interdependent data and AI programs: dependency mapping, shared resource allocation, portfolio-level risk aggregation
2	Structure enterprise delivery governance: stage-gate reviews, portfolio health dashboards, cross-program dependency management, commander decision cycle integration
3	Develop and present a technical investment brief for GO/SES audience: BLUF, capability gap, proposed solution, cost/schedule/performance tradeoffs, risks, and recommendation
4	Lead organizational change for MSS capability adoption: stakeholder analysis, resistance mapping, change communication planning, training pipeline integration
5	Design a portfolio-level risk management framework: aggregate risk exposure, cross-program dependency risk, strategic risk escalation criteria
6	Apply enterprise delivery metrics: velocity, predictability, portfolio flow, and technical debt accumulation; translate metrics into actionable decisions

## PRE-COURSE CHECKLIST

Complete **5+ duty days before Day 1:**

- Read TM-50J, Chapter 1 (Introduction and Scope) and Chapter 4 (Advanced Stakeholder Management and Data Culture) before Day 1
- Prepare a 1-page portfolio overview: list the programs/projects you currently manage (or have recently managed), key interdependencies, and your most significant delivery challenge
- Identify one technical decision from your current portfolio that involved a GO/SES stakeholder — you will use this as a case study on Day 2

## DAILY SCHEDULE

### Day 1 — Portfolio Architecture and Enterprise Governance

Time	Block	Method	Content
0800–0900	1	Seminar	Program vs. project management at scale; portfolio architecture principles; managing delivery uncertainty across interdependent programs
0900–1100	2	Workshop	Portfolio dependency mapping: participants map their current portfolios; identify critical path, shared resources, and dependency risks
1100–1115	—	Break	
1115–1200	3	Seminar	Enterprise delivery governance: stage-gate design, portfolio health dashboard structure, cross-program risk aggregation
1200–1300	—	Lunch	
1300–1500	4	Workshop	Portfolio health dashboard build in MSS: milestone tracker, risk register, dependency status, team velocity trend
1500–1515	—	Break	
1515–1700	5	Seminar	Enterprise delivery metrics: what to measure, what to report up, and how to avoid metrics theater

**Evening reading:** TM-50J, Chapter 4 (Advanced Stakeholder Management and Data Culture).

### Day 2 — GO/SES Communication and Organizational Change

Time	Block	Method	Content
0800–0830	—	Review	Portfolio governance questions
0830–1030	6	Workshop	Technical investment brief workshop: structure a brief for a GO/SES audience using the participant's prepared case study; peer critique
1030–1045	—	Break	

Time	Block	Method	Content
1045–1200	7	Workshop	Briefing delivery: present to evaluator playing GO role; feedback on BLUF framing, tradeoff communication, recommendation clarity
1200–1300	—	Lunch	
1300–1500	8	Seminar	Organizational change for MSS adoption: stakeholder analysis frameworks, resistance types and responses, change communication planning
1500–1515	—	Break	
1515–1700	9	Workshop	Change management planning exercise: develop a 90-day adoption plan for a notional new MSS capability rollout to a BCT

**Evening reading:** TM-50J, Chapter 5 (Quantitative Delivery Management) — strategic risk escalation section.

### Day 3 — Risk at Scale and Practical Evaluation

Time	Block	Method	Content
0800–0900	10	Seminar	Portfolio-level risk: aggregate exposure, cross-program dependency risk, the difference between project-level and strategic risk
0900–1030	11	Workshop	Strategic risk escalation: defining escalation thresholds, building the risk register for a commander briefing, communicating risk acceptance vs. mitigation
1030–1045	—	Break	
1045–1100	12	Brief	Practical evaluation scenario brief
1100–1200	—	Prep	Scenario planning time
1200–1300	—	Lunch	
1300–1700	13	<b>Eval</b>	<b>Evaluated exercise:</b> Portfolio assessment scenario — assess a provided multi-program portfolio for health, produce a GO/SES-ready brief, and lead a 15-minute stakeholder brief with the evaluator in role

**Go standard:** Portfolio assessment accurate; GO/SES brief meets BLUF + tradeoffs + recommendation standard; stakeholder communication handles at least one challenge question from the evaluator.

## PEER ADVANCED TRACKS

Track	Relevance to SL 5J
SL 5G (Advanced ORSA)	ORSA-driven cost/risk tradeoffs informing GO/SES investment decisions; campaign analysis supporting portfolio briefs
SL 5K (Advanced KM)	Institutional knowledge governance for multi-program portfolios; lessons-learned integration into program management
SL 5H (Advanced AI Eng)	AI capability program governance; managing AI system delivery programs with responsible deployment requirements

*USAREUR-AF Operational Data Team Syllabus SL 5J | Version 1.0 | March 2026*