



APPLIES TO ACADEMIC YEAR 2011/2012

## **MBA 2375 Project and Change Management**

### **Programme**

Master of Business Administration - China

### **Responsible for the course**

Svein Arne Jessen

### **Department**

Department of Leadership and Organizational Behaviour

### **Term**

According to study plan

### **ECTS Credits**

5

### **Language of instruction**

English

### **Introduction**

Hundred thousands of people are involved in project work every day all over the globe. Involvement in project work in one way or the other has simply become commonplace. The reason is that project work has become one of the most versatile mechanisms for closing the gap between aspirations and reality. And new projects are starting up at an increasing pace. Project work is the recipe for combining new efforts, new knowledge and new capital in ways that make us better able to change our world and ourselves in directions we believe in and want to pursue.

### **Learning outcome**

The project management module addresses the considerable changes seen in recent years in areas where project work is used. From primarily being a tool for solving and managing technical problems, the term "management by projects" more precisely describes the way projects today are used as strategic and tactical tools for company development and success.

This is also the objective of this module; in the sense that it demonstrates the way modern project work enhances "business by projects". The planning and organisation of projects as well as their management are discussed from a variety of angles. The managerial problems that may and most likely will crop up during project work are given broad consideration, both from a theoretical and, not least, a practical perspective.

The reason for this module to come early in the MBA program, is to give the students a tool for more practically mastering the multitude of areas the program subsequently contains. Varying from the very strategic projects developed for achieving strategic company purposes, to the creation of tactical projects within marketing, finance, product development and organisational change, and to the typical operational projects needed for the daily operations in areas such as production, logistics and personnel training.

In the module the students are taught how to regard project management in a holistic perspective, learning them to create projects that contribute to the all the different goals modern organisations have. The integration processes the students will be exposed to include the selection of projects that best support the organisation, the stakeholder and network attitude modern project managers must master, and the important project management processes needed in order to complete projects.

### **Prerequisites**

Bachelor degree or equivalent, 4 years work experience, managerial experience and good written and oral knowledge of the English language. Please confirm our Student regulations.

### **Compulsory reading**

#### **Books:**

Andersen, Erling S. 2008. Rethinking project management : an organisational perspective.

Harlow : Prentice Hall/Financial Times

Müller, R. 2011. "Xiang mu zhi li" (Project Governance). Beijing, China, Publishing House of the Electronics Industry (PHEI).

Müller, R.. 2009. Project Governance. Aldershot, UK: Gower Publishing

#### **Other:**

In addition the students will be given supportive handouts and case material.

### **Recommended reading**

#### **Other:**

Handouts will be distributed

#### **Course outline**

Project and Change Management  
The Project Concept  
Project Structure  
Goal Management  
From Project Goals to Project Leadership  
Project Evaluations  
Master Planning  
Detailed Planning  
Project Organizations  
Roles and Responsibilities in Modern Project Management  
Cultural Differences in Mastering Modern Projects

#### **Module Schedule**

Day 1: Why and how do we create projects?  
Day 2: How do we prepare and plan projects?  
Day 3: How do we organise projects and project participants?  
Day 4: How do we manage and lead modern projects?

### **Computer-based tools**

#### **Learning process and workload**

The course is conducted as a teaching module, where students have classes all day for four subsequent days, a total of 32 hours.

#### **Examination**

The students are evaluated through an individual written assignment, accounting for 5 ECTS credits.

#### **Examination code(s)**

MBA 23751 - individual written assignment; accounts for 100% to pass the program MBA 2375; 5 credits.

The course is part of a full MBA and all evaluations must be passed in order to obtain a certificate for the degree.

#### **Examination support materials**

All aids permitted.

#### **Re-sit examination**

At the next ordinary exam.

#### **Additional information**