



APPLIES TO ACADEMIC YEAR 2012/2013

GRA 8154 Project Management

Programme

Executive Master of Business Administration (EMBA) in Energy Management, Executive Master of Business Administration (EMBA) in Shipping - Offshore and Finance

Responsible for the course

Jon Lereim

Department

Department of Leadership and Organizational Behaviour

Term

According to study plan

ECTS Credits

5

Language of instruction

English

Introduction

The course is intended to give a broad overview of the use of projects in managing business and how to manage the projects leading to high performance.

Project Management has become more and more a preferred way of managing tasks and changes in organizations as well as proven to be the preferred way of planning and executing development and delivery issues.

The course will give the key dimensions of what project management are, critical success factors and success criteria, as well as describing tools and methodologies in the way of planning executing and organizing projects.

The course will cover aspects such as the distinction between effect goal and result goal, milestones planning prior to activity planning, the use of and importance of stakeholder management and risk management in the projects.

Furthermore the course will expose the importance of firm and clear roles, and design of the project organization. In addition, the roles outside the project team are also covered such as the steering group, advisory group and resource providing units like the base organization.

Management of changes during project execution is a prioritized area for the project manager as their normally is a continuous series of changes during planning and execution. In that context also the interface management becomes critical, concerning, physical, as well as organizational and contractual interfaces.

During the course, state of art of project execution models will be given with particular focus on stage gate models. In addition, scrum and agile project management will be covered and put into context of stage gate models.

The course highlights the topics of project governance and strategic project portfolio management, in light of use of state of art stage gate project execution models. When is it appropriate to perform management on portfolio level, when do you need management on detail performance level on single projects.

The characteristics of different types of projects are briefly described; from internal development projects, via business development projects, reorganization projects to delivery projects within different industries.

Learning outcome

At the end of this course, candidates are expected to achieve the following:

1. Know the success criteria and success factors for high performance project management & execution
2. Have achieved a firm understanding of stage gate project execution models and the associated roles
3. Full understanding of project governance and strategic project portfolio management

Prerequisites

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

Compulsory reading

Books:

A Guide to the Project Management Body of Knowledge (PMBOK® Guide). Latest edition.

Project Management Institute

Robert Buttrick. The interactive PROJECT WORKOUT. latest edition. Financial Times/Prentice Hall

Recommended reading

Course outline

- The project Management Concept
- The project goals
- Project strategies and systems view
- Detail planning
- Risk & Opportunity management in Projects
- Project Organizations and roles
- Project execution, Project control and changes
- Project Execution models
- Stage Gate Principles
- Agile Project Management
- Management and leadership challenges in projects
- Project governance
- Strategic Project Portfolio Management

Computer-based tools

It's Learning

Learning process and workload

The pedagogical approach is following action and problem based based learning.

Examination

The students are evaluated through an individual written assignment

The individual assignment are due ONE month after the completion of the module.

Examination code(s)

GRA 81541 - Individual written assignment; accounts for 100 % to pass the program GRA 8154, 5 ECTS credits

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

Examination support materials

Re-sit examination

Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or process elements, the whole course must be re-evaluated when a student wants to retake a exam. Retake examinations entail an extra examination fee.

Additional information