



APPLIES TO ACADEMIC YEAR 2012/2013

MAN 2434/2435/2436/2437 Project Management

Programme

Final Master of Management Program, Master of Management Program

Responsible for the course

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Department

Department of Leadership and Organizational Behaviour

Term

According to study plan

ECTS Credits

30

Language of instruction

Norwegian

Introduction

This course makes the participants prepared to lead and manage projects and make use of project-based forms of organizing in their own organization.

The course is offered as two alternatives: one standard, and one online version. The content, examination and requirements are similar for both tuition alternatives.

Learning outcome

After having completed the course, the participants should have developed the following knowledge:

- Be knowledgeable about key terms and challenges within the area of project management associated with planning, organizing, implementation and follow-up/evaluation of projects.
- Be knowledgeable about relevant disciplinary and work-ethical problems within the area of project management.
- Be knowledgeable about basic theories, methods and concepts within the domain of project management.
- Be knowledgeable about the history of the domain of project management, its traditions and characteristics.

After having completed the course, the participants should have developed the following skills:

- Be able to evaluate a project in terms of costs and benefits, the risks associated with a project, its opportunities and its ability realize benefits.
- Be able to prepare for project start-up and implementation by establishing a solid foundation for the project.
- Be able to plan a project appropriately.
- Be able to prepare for adaptive organization of the project, and divide responsibilities and clarify roles.
- Be able to conduct a stakeholder analysis and choose relevant strategies for the management of stakeholders.
- Be able to control and evaluate the project.
- Be able to analyze the development of the project team.
- Be able to analyze the role of the project leader in different contexts.
- Be able to analyze and evaluate an organizations project maturity and development in a project perspective.
- Be able to view and analyze the project in a strategic perspective.

After having completed the course, the participants should have developed the following attitudes:

- Follow and take part in the development of the domain of project management and develop knowledge and skills within the area of project management.
- Be critical towards the development and focus of the domain of project management.
- Reflect over their own theoretical understanding and the use of theories and tools in their own practice and continuously improve their own project practice.
- Act responsibly with regards to leadership experience associated with project management.

Prerequisites

Bachelor degree or equivalent and 4 years work experience. Please confirm our Student

regulations.

Compulsory reading

Books:

Andersen, Erling S. 2005. Prosjektledelse : et organisasjonsperspektiv. NKI-forlaget
Larson, Erik W., Clifford F. Gray. 2011. Project management : the managerial process. 5th ed. McGraw-Hill
Söderlund, Jonas. 2005. Prosjektledning & prosjektkompetens : perspektiv på konkurrenskraft. Liber

Collection of articles:

Artikkelsamling

Recommended reading

Books:

Andersen, Erling S., Kristoffer Grude og Tor Haug. 2009. Måltrettet prosjektstyring. 6. utg. NKI Forlaget
Jessen, Svein Arne. 2000. Prosjektarbeid og konsekvensanalyser. 2. utg. Universitetsforlaget
Jessen, Svein Arne. 2005. Mer effektivt prosjektarbeid i offentlig og privat virksomhet.. 3. utg. Universitetsforlaget

Course outline

1st course module - The project's foundation
2nd course module - Project planning and uncertainty management
3rd course module - Project organising and the relational context of projects
4th course module - Project control, evaluation and project learning
5th course module - Project leadership and team work
6th course module - The project oriented enterprise

Computer-based tools

None.

Learning process and workload

The programme is conducted through six course modules, a total of 150 lecturing hours.

Project tutorials differ in each Master of Management program. It will consist of personal tutorials and tutorials given in class. Generally the students may expect consulting tutorials, not evaluating tutorials. The total hours of tutorials offered is estimated to two hours pr. students following an ordinary Master of Management program. For students taking the program as their final Master of Management program the tutorials offered are estimated to a total of six hours.

Examination

The students are evaluated through a term paper, counting for 18 credit hours and an individual written exam, counting for 12 credit hours. Both evaluations must be passed to obtain a certificate for the program. The term paper may be written individually or in groups of up to three people.

For students taking this program as the final Master of Management Program the following applies:

The students are evaluated through a term paper, counting for 24 credit hours and an individual written exam, counting for 6 credit hours. The term paper may be written individually or in groups of up to two people. Both evaluations must be passed to obtain a certificate for the program.

Examination code(s)

MAN 24341 - term paper; 18 credits; counts for 100 % to pass the program MAN 2434.
MAN 24351 - written exam; 12 credits; counts for 100 % to pass the program MAN 2435.
Both evaluations must be passed to obtain a certificate for the program.

For students taking this program as the final Master of Management Program the following applies:

MAN 24361 - Term paper; 24 credits; counts for 100 % to pass the program MAN 2436.
MAN 24371 - individual written exam; 6 credits; counts for 100 % to pass the program MAN 2437.

Both evaluations must be passed to obtain a certificate for the program.

Examination support materials

BI-approved exam calculator TEXAS INSTRUMENTS BA II Plus™

Re-sit examination

At the next ordinary exam.

Additional information

1st course module -The project's foundation

Duration

3 days (25 hours)

Objectives

Understanding of what a project is and that projects can be understood in different ways. What you have to know before a project is started

Topics

Different perspectives on projects, different types of projects
Project models (PSO, waterfall model, stage gates, PMBOK)
Evaluation of project proposals
Working to optimize value - project as an investment
Project strategies
Stakeholder analysis
Project mandate (mission, goals, project thinking)

Books - Compulsory literature for the module

Andersen, Erling S. 2005. *Prosjektledelse: Et organisasjonsperspektiv*. Bekkestua: NKI forlaget. ISBN 82-562-6129-3. Kap. 1-3.
Larson, Erik W., Clifford F. Gray. 2011. *Project management : the managerial process*. 5th ed
Söderlund, Jonas. 2005. *Prosjektledning & kompetens*. Malmö, Sverige: Liber. ISBN 91-47-07579-1. Kap. 1,3-7.

Articles - Compulsory literature for the module

Selected articles

Term paper

Exchange of ideas for topics, "Project marketplace"
Preliminary choice of project and topic
Method introduction

2nd course module: Project planning

Duration

3 days (25 hours)

Objectives

Basic principles of modern project planning, different planning techniques, understanding of uncertainty

Topics

Planning principles of modern project work
Global project planning
Detailed project planning
Estimation of time and resource use
Uncertainty and planning
Examples of use of IT tools

Books - Compulsory literature for the module

Andersen, Erling S. 2005. *Prosjektledelse: Et organisasjonsperspektiv*. Bekkestua: NKI forlaget. ISBN 82-562-6129-3, kap. 4.
Larson, Erik W., Clifford F. Gray. 2011. *Project management : the managerial process*. 5th ed

Articles - Compulsory literature for the module

Selected articles

Term paper

Definition of problems
Data gathering methods
Final choice of project

3rd course module: Project organization

Duration

3 days (25 hours)

Objectives

Basic principles of modern project organization, division of responsibilities between project and base organization, understanding of the importance of organizational culture

Topics

Organizational challenges of project work
Structure of project organization (hierarchy, bureaucracy, matrix, network)
The relationships between the base organization and project
Roles and responsibilities of project work.
Important organizational processes (staffing, establishing, recruiting, start-up, execution and termination)
The project's organizational culture
The project in light of its context and the relationships it is embedded in

Books - Compulsory literature for the module

Andersen, Erling S. 2005. *Prosjektledelse: Et organisasjonsperspektiv*. Bekkestua: NKI forlaget. ISBN 82-562-6129-3, kap. 5.
Larson, Erik W., Clifford F. Gray. 2011. *Project management : the managerial process*. 5th ed
Söderlund, Jonas. 2005. *Prosjektledning & projektkompetens*. Malmö, Sverige: Liber. ISBN 91-47-07579-1, kap. 11.

Articles - Compulsory literature for the module

Selected articles

Term paper

Structure of paper, presentation of outline
Supervision

4th course module: Project control and project learning

Duration

3 days (25 hours)

Objectives

Basic principles of modern project control and monitoring, internal and external project communication, project learning

Topics

Oppfølgingen av prosjektgjennomføringen
Measuring project progress (time, quality and costs)
Project documentation
Continuous evaluation and post-evaluation
Critical Success Factors, Earned Value, holistic evaluation methods
Internal and external project communication
Learning, knowledge management and knowledge transfer
The role of the project office

Books - Compulsory literature for the module

Andersen, Erling S. 2005. *Prosjektledelse: Et organisasjonsperspektiv*. Bekkestua: NKI forlaget. ISBN 82-562-6129-3, kap. 6.
Larson, Erik W., Clifford F. Gray. 2011. *Project management : the managerial process*. 5th ed
Söderlund, Jonas. 2005. *Prosjektledning & projektkompetens*. Malmö, Sverige: Liber. ISBN 91-47-07579-1, kap. 8-10.

Articles - Compulsory literature for the module

Selected articles

Term paper

Supervision

5th course module: Project leadership and teamwork

Duration

3 days (25 hours)

Objectives

Basic principles of project leadership and teamwork

Topics

Project leadership, management of temporary organizations and change management
Different types of leaderships
Projects as teamwork

Books - Compulsory literature for the module

Andersen, Erling S. 2005. *Prosjektledelse: Et organisasjonsperspektiv*. Bekkestua: NKI forlaget. ISBN 82-562-6129-3, kap. 7.
Larson, Erik W., Clifford F. Gray. 2011. *Project management : the managerial process*. 5th ed
Söderlund, Jonas. 2005. *Prosjektledning & projektkompetens*. Malmö, Sverige: Liber. ISBN 91-47-07579-1, kap. 12-13.

Articles - Compulsory literature for the module

Selected articles

Term paper

Work on definition of problems

Supervision

Possible presentation of outline

6th course module: The project-oriented enterprise

Duration

3 days (25 hours)

Objectives

Management of programmes and portfolio, the future development of the project profession

Topics

Multi project management, programmes and portfolios

Project maturity

The project profession, certification

The road ahead - leadership and project management

Books - Compulsory literature for the module

Andersen, Erling S. 2005. *Prosjektledelse: Et organisasjonsperspektiv*. Bekkestua: NKI forlaget. ISBN 82-562-6129-3, kap. 8.

Larson, Erik W., Clifford F. Gray. 2011. *Project management : the managerial process*. 5th ed

Söderlund, Jonas. 2005. *Prosjektledning & projektkompetens*. Malmö, Sverige: Liber. ISBN 91-47-07579-1, kap. 2, 14-15.

Articles - Compulsory literature for the module

Selected articles

Term paper

Supervision