MBA 2397 Project and Change Management

Programme
Master of Business Administration - China

Responsible for the course
Ralf Müller

Department
Department of Leadership and Organizational Behaviour

Term
According to study plan

ECTS Credits
4

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. Prentice Hall/Financial Times
Müller, Ralf. 2009. Project governance. Gower
Müller, Ralf. 2011. "Xiang mu zhi li" (Project Governance). Beijing, China, Publishing House of the Electronics Industry (PHEI).

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 4 ECTS credits.

Examination code(s)
 MBA 23971 - individual written assignment; accounts for 100% to pass the program MBA 2397; 4 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