MAN 1674/1675 Project Management

Programme

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
English

Introduction
The objective of this course is make the participants well equipped to manage projects and use the project as a way of working in their own organizations. They shall learn about the premises that have to be in place for a project to be successful. Common mistakes made by leaders when setting up and implementing projects will be discussed, and there will be an in-depth discussion of methods for how to plan, organize and control projects. The course presupposes that the participants have a certain amount of practical experience from project work already.

Learning outcome
Knowledge outcomes
By the end of the course the student will have developed the following knowledge outcomes:
· 	have knowledge of vital topics and problems within the field of project management, linked to planning, organizing, executing, and control of projects
· 	have knowledge of relevant ethical problems within the field of project management
· 	have knowledge of basic theories, methods and concepts within the field of project management
· 	know about research and development works within the field of project management
· 	have knowledge about the history of project management and its traditions and distinctive character

Skills outcomes
By the end of the course the student will have developed the following skills outcomes:
· 	be able to conduct an economic analysis of a project
· 	be able to conduct an uncertainty analysis of a project
· 	be able to facilitate a good start-up of the project and create a good foundation for the project work
· 	be able to plan the project in a suitable way
· 	be able to organize the project and divide roles, responsibilities and authority
· 	be able to conduct stakeholder analysis and choose suitable strategies for handling the different stakeholders
· 	be able to control and evaluate projects
· 	be able to analyze the development of the project team
· 	be able to evaluate different leadership styles
· 	be able to analyze and evaluate the project maturity of an enterprise
· 	be able to analyze the project from a strategic viewpoint
Value/attitudes outcomes
By the end of the course the student will have developed the following value/attitudes outcomes:
· 	be able to keep oneself updated on the development of vital knowledge within the field of project management and further develop his/hers knowledge and skills within the area
· 	be able to take a critical view on the development and focus of the field of project management
· 	wish to reflect on his/hers own execution of projects, be able to adapt theories and tools to the factual situation, and struggle to better his/hers own performance
· 	wish to behave responsible and take care of and distribute learning experiences from project work

Prerequisites
Bachelor degree, corresponding to 180 credits from an accredited university, university college or similar educational institution.
The applicant must be at least 25 years of age.
At least four years of managerial work experience.
Motivation evidence to accomplish study requirements.
At least upper intermediate level of English.

Compulsory reading

Recommended reading

Course outline
1. The project's foundation
Definition of a project. Project management success factors. The context of a project. Strategies and selection of projects. Project management functions, processes and stages. Types of projects. Scope management. The project mandate. Mission and goals.
2. Project planning
Global planning (milestones, milestone planning). Detailed planning (activity planning, network planning, work breakdown structure, project scheduling, resource management, cost management, project budgeting). Uncertainty management (risks and opportunities).
3. Project organization
External organization (matrix organization, pure project). Internal organization (project owner, steering group, quality assurance, flat structures, authoritarian structures). Stakeholder management. Decision making and delegation.
4. Project control and project learning
Control (time, cost, quality, earned value, holistic methods). Review of project learning methods and success factors.
5. Project leadership and team work
Human recourse management. Leadership styles. Team formation and development. Communication. Motivation and learning.
6. The project-oriented enterprise
Project portfolio management. Program management. Project management office. Projects and organization strategy. Project management tendencies in Lithuania and the world. Project in the context of management. Project oriented company.

Computer-based tools
None.

Learning process and workload
The program is conducted through 16 course modules, a total of 128 lecturing hours.

Supervision will consist of personal tutorials and tutorials given in class. Generally the students may expect consulting tutorials, not evaluating tutorials.

Examination
The students are evaluated through a term paper, counting for 10 credit hours and a five hour individual written exam, counting for 20 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 maximum three persons.

Examination code(s)
MAN 16741 - term paper; accounts for 100 % to pass the program MAN 1674, 10 credits.
MAN 16751 - written exam; accounts for 100 % to pass the program MAN 1675, 20 credits.

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

Examination support materials
All support materials allowed

Re-sit examination
At the next ordinary exam

Additional information
Compulsory literature (**1789 pages)**

Books
1.   Andersen, E.S. (2008). Rethinking Project Management: An Organisational Perspective, Pearson Education Limited, Harlow (345 pages).
2.   Maylor, Harvey. (2010). Project management. 4th ed. Financial Times Prentice Hall, Harlow (414 pages).
3.   Müller, R. (2009). Project Governance. Gower Publishing, Aldershot, UK (124 pages).
4.   Michel Thiry, Program Management, Gower Publishing, 2010 (214 pages).
5.   Müller R. & Turner, J. R. (2010). Project-oriented Leadership, Gower Publishing, Aldershot, UK Ashgate Publishing
6.   Co (110 pages).

Articles

The project's foundation
1. Engwall, M. 2003. No project is an island: Linking projects to history and context. *Research Policy* 32(5): 789-808.
2. Jugdev, K. & R. Müller. 2005. A retrospective look at our evolving understanding of project success. *Project Management Journal* 36(4): 19-31.

3. Lundin, R. A. & A. Söderholm. 1995. A theory of the temporary organization. *Scandinavian Journal of Management* 11(4): 437-455.
4. Mitchell, R. K., B. R. Agle & D. J. Wood. 1997. Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of Management Review* 22(4): 853-886.
5. Olander, S. & A. Landin. 2005. Evaluation of stakeholder influence in the implementation of construction projects. *International Journal of Project Management* 23(4): 321-328
6. Shenhar, A. J. 2001. One size does not fit all projects: Exploring classical contingency domains. *Management Science* 47(3): 394-414.
7. Turner, J. R. & R. Müller. 2003. On the nature of the project as a temporary organization. *International Journal of Project Management* 21(1): 1-8.
8. Berggren, C. & J. Söderlund (2008): Rethinking project management education: social twists and knowledge co-production, International Journal of Project Management. Vol. 26: 286-296.

Project planning
1. Andersen, E. S. 1996. Warning: Activity planning is hazardous to your project's health! *International Journal of Project Management* 14(2): 89-94.
2. Atkinson, R., L. Crawford & S. Ward. 2006. Fundamental uncertainties in projects and the scope of project management. *International Journal of Project Management* 24(8): 687-698.
3. De Meyer, A., C. H. Loch & M. T. Pich. 2002. Managing project uncertainty: From variation to chaos. *MIT Sloan Management Review* 43(2): 60-68.
4. E. Kutsch & M. Hall. 2005. Intervening conditions on the management of project risk: Dealing with uncertainty in information technology projects. *International Journal of Project Management* 23(8): 591-599.
5. Lindkvist, L., J. Söderlund & F. Tell. 1998. Managing product development projects: On the significance of fountains and deadlines. *Organization Studies* 19(6): 931-951.
6. Nerur, S. & V. Balijepally. 2007. Theoretical reflections on agile development methodologies. *Communications of the ACM* 50(3): 79-83.
7. Nerur, S., R. Mahapatra & G. Mangalaraj. 2005. Challenges of Migrating to Agile Methodologies. *Communications of the ACM* 48(5): 73-78.
8. Ward, S. & C. Chapman. 2003. Transforming project risk management into project uncertainty management. *International Journal of Project Management* 21(2): 97-106.

Project organization
1. Andersen, E. S. 2003. Understanding your project organization's character. *Project Management Journa* l 34(4): 4-11.
2. Helm, J. & K. Remington. 2005. Effective project sponsorship: An evaluation of the role of the executive sponsor in complex infrastructure projects by senior project managers. *Project Management Journal* 36(3): 51-61.
3. Kreiner, Kristian. 1995. In search of relevance: Project management in drifting environments. *Scandinavian Journal of Management* 11(4): 335-346.
4. Larson, E. W.& D. H. Gobeli. 1987. Matrix management: Contradictions and insights. *California Management Review* 29(4): 126-138.

Project control and project learning
1. Andersen, E. S. 2002. *Describing and assessing projects: The X model* . PMI Research Conference 2002, Seattle, Washington, Project Management Institute.
2. Andersen, E. S. & S. A. Jessen. 2000. Project Evaluation Scheme. *Project Management* 6(1): 61-69.
3. Ayas, K. & N. Zeniuk. 2001. Project-based learning: building communities of reflective practioneers. *Management Learning* 32(1): 61-76.
4. Enberg, C., L. Lindkvist & F. Tell. 2006. Exploring the dynamics of knowledge integration: Acting and interacting in project teams. *Management Learning* 37(2): 143-165.
5. Halman, J. I. M. & G. T. N. Burger. 2002. Evaluating effectiveness of project start-ups: An exploratory study. *International Journal of Project Management* 20(1): 81-89.
6. Hobbs, B., M. Aubrey & D. Thuillier. 2008. The Project management office as an organizational invention. International Journal of Project Management 26(5): 547-555.
7. K.Artto, I.Kulvik, J. Poskela,, V.Turkulainen, The integrative role of the Project management office in the front end of innovation: International Journal of Project Management 29 (2011) 408-421
8. R.Turner, A. Ledwith, J.Kelly, Project management in small to medium-sized enterprises. Matching processes to the nature of the firm. 2010 International Journal of Project Management 28 (8) 744-756.
9. Schindler, M. & M. J. Eppler. 2003. Harvesting project knowledge: A review of project learning methods and success factors. *International Journal of Project Management* 21(3): 219-228.

Project leadership and team work
1. Bass, B. M. 1990. From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics* 18(3): 19-31
2. Keller, R. T. 2006. Transformational leadership, initiating structure, and substitutes for leadership: A longitudinal study of research and development project team performance. *Journal of Applied Psychology* 91(1): 202-2100.
3. Martins, L. L., L. L. Gilson & M. T. Maynard. 2004. Virtual teams: what do we know and where do we go from here. *Journal of Management* 30(6): 805-835.
4. Müller, R. & J. R. Turner. 2007. Matching the project manager's leadership style to project type. *International Journal of Project Management* 25(1): 21-32.
5. Turner, J. R. & R. Müller, R. 2005. The project manager's leadership style as a success factor on projects: A literature review. *Project Management Journal* 36(2): 49-61.
6. Söderlund, J.: Developing project competence: empirical regularities in competitive project operations, International Journal of Innovation Management. Vol. 9, No. 4: 451-480.
7. Söderlund, J. (2008): Competence dynamics and learning processes in project-based firms: shifting, adapting and leveraging, International Journal of Innovation Management. Vol. 12, No. 1: 41-67.

The project-oriented enterprise

1. Andersen, E. S. & S. A. Jessen. 2003. Project maturity in organisations. *International Journal of Project Management* 21(6): 457-462.
2. Archer, N. P. & F. Ghasemzadeh. 1999. An integrated framework for project portfolio selection. *International Journal of Project Management* 17(4): 207-216.
3. Belassi, W., A. C. Kondra & O. I. Tukel. 2007. New product development projects: The effects of organizational culture. *Project Management Journal* 38(4): 12-24.
4. Blichfeldt, B. S. & P. Eskerod. 2008. Project portfolio management – There's more to it than what management enacts. *International Journal of Project Management* 26(4): 357-365.
5. Hofstede, G. 1983. Cultural dimensions for project management. *International Journal of Project Management* 1(1): 41-48. 7
6. Maylor, H., T. Brady, T. Cooke-Davies & D. Hodgson. 2006. From projectification to programmification. *International Journal of Project Management* 24(8): 663-674.
7. McDonough III, E. F. & F. C. Spital. 2003. Managing project portfolios. *Research Technology Management* 46(3): 40-46.
8. Morris, P. W. G., L. Crawford, D. Hodgson, M. M. Shepherd & J. Thomas. 2006. Exploring the role of formal bodies of knowledge in defining a profession – The case of project management. *International Journal of Project Management* 24(8): 710-721.
9. Winter, M., C. Smith, P. Morris & S. Cicmil. 2006. Directions for future research in project management: The main findings of a UK government-funded research project. *International Journal of Project Management* 24(8): 638-649.
10. Wheelwright, C. S. & K. B. Clark. 1992. Creating project plans to focus product development. *Harvard Business Review* 70(2): 67-83.
11. Berggren, C., J. Järkvik & J. Söderlund (2008): Lagomizing, organic integration, and systems emergency wards: Innovative practices in managing complex systems development projects, Project Management Journal, Vol. 39, No. 2: 111-122.
12. Söderlund, J. (2002): Managing complex development projects: arenas, knowledge processes and time, R&D Management, Vol. 32, No. 5: 419-430.

Recommended literature (5601 pages):

1.   A Guide to the Project Management Body of Knowledge, Fourth Edition (2008), Project Management Institute, Upper Darby, USA (459 pages).
2.   Andersen, E.S., Grude, K., Haug, T. (2004). Goal Directed Project Management, 3rd edition, Kogan Page (256 pages).
3.   Turner, J.R., (ed.), (2007). The Gower Handbook of Project Management, 4th edition, Gower (912 pages).
4.   Turner, J.R, (2009). The Handbook of Project Based Management, 3rd edition, McGraw-Hill (452 pages).
5.   Jessen, S.A., (2002). Business by Projects. Universitetsforlaget, Oslo (476 pages).
6. Kerzner, H. (2001). Strategic Planning for Project Management, John Wiley & Sons (352 pages).
7. Kerzner, H. (2000). Applied Project Management, John Wiley & Sons (544 pages).
8. Meredith, J.R., Mantel, S.J., (2000). Project Management: A Managerial Approach, (5th ed.)
9. John Wiley & Sons (608 pages).
10. Gareis, R., (2005). Happy Projects! MANZ Verlag, Vienna (652 pages).
11. Rad, P.F., Levin, G. (2002). The Advanced Project Management Office, St.Lucie Press (224 pages).
12.   Robert K. Wysocki, Effective Project Management: Traditional, Agile, Extreme, 2009 (792 pages).
13.   Project Management Case Studies, 3rd Edition, Harold Kerzner, Ph.D. 2009, John Wiley & Sons, Inc. (704 pages).
14.   The Standard for Program Management – Second Edition, Project Management Institute, 2008 (324 pages).
15.   Interpersonal Skills for Portfolio, Program, and Project Managers, Ginger Levin, 2010 (286 pages).