



APPLIES TO ACADEMIC YEAR 2014/2015

## MAN 2434/2435/2436/2437 Project Management

### Programme

Final Master of Management Program, Master of Management Program

### Responsible for the course

Jonas Söderlund, Anne Live Vaagaasar

### 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. 2013. Project management : the managerial process. 6th ed. McGraw-Hill  
Müller, Ralf and J. Rodney Turner. 2010. Project-oriented leadership. Gower. Hele boken. Denne boken erstatter

6 artikler i artikkelsamlingen (obligatorisk litteratur) om samme tema  
Söderlund, Jonas. 2005. Prosjektledning & projektkompetens : 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 & projektkompetens*. 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