



Course Syllabus BUS 314G/371E

PROJECT MANAGEMENT

Number of ECTS credits: 6 for E and G-courses, 7,5 for P courses

Professor: GIUSEPPE BELLIA

Tel: +32(0)486825227

E-mail: gbelliabu@gmail.com

Office hours: Monday & Tuesday 9am – 1pm

Course Description

This course provides a systematic and thorough introduction to all aspects of project management. Projects are an increasingly important aspect of modern business, so we begin with the relation between projects and the strategic goals of the organization. We move on to discuss the technical, cultural, and interpersonal skills necessary to successfully manage projects from start to finish. The course emphasizes that project management is a professional discipline with its own tools, body of knowledge, and skills. Concepts are reinforced by case studies covering a wide variety of project types and industries.

The course covers both the managerial and technical skills required to plan projects, acquire the necessary resources, and lead project teams to successful completion. Topics include the strategic role of projects in contemporary organizations; dealing with stakeholders, such as customers, vendors, and subcontractors; organizational cultures; and the technical management tools (scope, WBS, network diagrams, estimating schedules and costs, risks, and earned value).

Purpose & Importance

As manufacturing moves offshore, more and more companies find themselves with the prospect of having to make money from projects: individualized, non-routine, one-time efforts limited by time and resources, and defined by performance specifications imposed by customers. When manufacturing light bulbs, it is acceptable to have a few that don't work. That is not true for projects—every project must be successful. Effective project management begins with selecting and prioritizing the projects that support the company's mission and strategy. Successful project implementation requires both technical and social skills: Managers must understand the technical aspects of the project life cycle, and the tools to plan, budget, and accurately determine the status of projects. Equally important and challenging is the goal of satisfying a wide variety of stakeholder demands. Project managers must therefore

understand the detailed technical tools, as well as leadership, accountability, organizational structures, and alliances with external organizations. This course will provide the student with the technical tools and the personal skills to successfully manage projects.

Course Prerequisites (if any)

HUM201P/112E

Learning Objectives

The course encloses several objectives:

Developing the student's project management skills through greater theoretical understanding and practical application of the project management principles

Identifying the essential skills required to be an excellent project manager

Analyzing the main factors influencing project management outcome

In pursuing these objectives, the course will:

Use the information in the textbook

Combine theory and practice

Combine the strategic with the tactical

Use research concepts to analyze and assess complex project management situations

Relate a project to the complex environments that influence it

Use project management software tools to aid in making management decisions

The course examines concepts and applied techniques for cost-effective management of both long-term projects and smaller short-term projects. Special focus on planning, controlling, and coordinating efforts of multiple individuals and/or working groups, such as those found in large scale projects. Case studies and classroom simulations are used extensively to teach students the effective integration of analytical/technological tools and organizational design and supervisor approaches.

The aim of this course is to study the internal and external issues affecting today's project management. The course is organized to address project management tasks in the order they arise during the term of a typical project (project initiation, planning, executing, monitoring & control, closing). Additional objectives include examining the effects of management style on the success of a project. Case studies will be used to blend course work into practical project management situations.

Course schedule

This course runs every Monday and Tuesday from 23rd of MAY 2016 to the 4th of JULY (Final Exam). Each session is composed of 4 hours.

Below the schedule related to all sessions:

DATE	N.	TOPIC
------	----	-------

MAY 23	SESSION 1	Project Management Overview
MAY 24	SESSION 2	Projects in the business environment
MAY 30	SESSION 3	Projects Definition
MAY 31	SESSION 4	Estimates
JUNE 06	SESSION 5	Project Planning
JUNE 07	SESSION 6	Project Execution
JUNE 13	SESSION 7	Project Monitoring & Control
JUNE 14	SESSION 8	Project Quality
JUNE20	SESSION 9	Leadership in Projects
JUNE 21	SESSION 10	Projects' success & failure
JUNE 27	SESSION 11	Project Closure & Audit
JUNE 28	SESSION 12	Conclusions & Presentations
JULY 04	FINAL EXAM	FINAL EXAM

Course Materials

Gray & Larson. Project Management, the managerial process (6th edition), ISBN-13:9780078096594

References books

NA

Case Studies and Additional Sources:

Case Study 1: Clark Faucet Company

Case Study 2: Hyten Corporation

Case Study 3 Another Trojan Horse

Case Study 4: American Electronics International

Case Study 5: Ellen Moore (A): Living and Working in Korea

Case Study 6: Telestar International

Students will be also provided with additional articles taken from business magazines and trusted sources to be discussed in class and additional ad hoc case studies for in class team activities preparatory to the final in class presentation.

Course Assessment

Course Assessment

Students will be expected to complete readings and assignments, attend class regularly and participate in class discussions. The attached outline of topics and due dates is tentative. The assignments are designed to acquaint you with the theories and major trends confronting today's programming project managers. The textbook readings will be supplemented with material collected from recent professional journals. Case studies require you to extend what you have learned into a 'real-life' or simulated business situations.

The students will be evaluated on the basis of their performance as follows:

Attendance and Preparedness	10%
Assignments	40%
Midterm Exam	20%
Final Exam	30%
TOTAL	100%

Assignments

Assignments are worth in total 40% of your overall grade.

This 40% is divided into:

Individual assignments 10% (TBD)
Group assignments 30%

Group Project:

Students will be responsible for finding a suitable short-group project. The assignment will include three different sections, due on three different class days throughout the term:

Project Definition
Project Planning
Project Control
Project Presentation

You will be required to define your project, plan the tasks using Microsoft Project or any similar software, and report on project progress during a pre-scheduled stage of the project life-cycle.

Group Project Assignment #1	Project Definition	5 %
Group Project Assignment #2	Project Planning	10 %
Group Project Assignment #3	Project Control	10 %
In Class Presentation #4	Project Overview	5 %

Grading Scale of Vesalius College

Vesalius College grading policy, in line with the Flemish Educational norms, is now as stated follows:

Letter grade	Scale of 20	Scale of 100
A	17.0-20.0	85-100
A-	16.1-16.9	81-84
B+	15.3-16.0	77-80
B	14.5-15.2	73-76

B-	13.7-14.4	69-72
C+	13.1-13.6	66-68
C	12.3-13.0	62-65
C-	11.5-12.2	58-61
D+	10.7-11.4	54-57
D	10.0-10.6	50-53
F	0-9.9	0-49

Description of activities and Grading Criteria (only general grading criteria in this section)

See above

Further description of assessment activities

The following criteria will be applied in assessing your written work:

- A. Grading criteria give students the possibility to understand the rationale of the grading and to prepare at best for all assignments.
- B. Click here to enter text
- C. Click here to enter text

Grading form for written assignments (more than 10% of the final grade)

Please, include a rubric for written assignments.

	Grade Range (e.g. 0-1/20) FAIL	Grade Range (e.g. 2-3/20)	Grade Range (e.g. 4-5/20) – B to A
Criterion 1 CLARITY	<i>The students does not succeed in explaining his/her ideas in a clear manner</i>	<i>The student is partially successful when explaining his/her opinion on a specific topic</i>	<i>The student succeeds in explaining his/her ideas in a clear manner supporting his/her explanation with valuable examples to back up his/her thoughts</i>
Criterion 2 COMPLIANCE WITH REQUIREMENTS	<i>The student fails in covering the requirements of the assignment</i>	<i>The student partially covers the requirements of the assignment</i>	<i>The student succeeds in covering the majority or all requirements related to the</i>

				<i>specific assignment</i>
Criterion CONTENT	3	<i>The student's essay presents a very poor content</i>	<i>The student's essay presents a partially correct content</i>	<i>The student's essay presents solid content and ideas</i>
Criterion LAYOUT/FORM	4	The student does not organize a proper layout	The student's work presents a partially good layout	The student's work presents a professional or very professional layout
Total				

Additional Course Policies

Add policies on late papers, coming late to class, etc. (an example below)

Late papers will not be accepted unless there are serious legitimate reasons. Provision of a signed medical note is required, and notice must be given prior to the deadline.

Academic Honesty Statement

Academic dishonesty is **NOT** tolerated in this course.

Academic honesty is not only an ethical issue but also the foundation of scholarship. Cheating and plagiarism are therefore serious breaches of academic integrity.

Following the College policy, cheating and plagiarism cases will be communicated in writing to the Associate Dean for Students and submitted to the Student Conduct Committee for disciplinary action.

If you refer to someone else's work, appropriate references and citations must be provided. Grammar, spelling and punctuation count, so use the tools necessary to correct before handing in assignments.

For 100-level courses

A list of suggested readings allowing students to widen and deepen knowledge of the subjects.