



Course Syllabus

BUS 314 Project Management

Number of ECTS credits: 6

Time and Place: Friday, 13:30 h – 16:30 h

Classroom: Veco 1

Contact Details for Professor

Name of Professor: Ulrich Penzkofer

E-mail: ulipenzkofer@hotmail.com

Office hours: Friday 11:30 h – 12:30 h

CONTENT OVERVIEW

Syllabus Section	Page
Course Prerequisites and Course Description	2
Course Learning Objectives	3
Overview Table: Link between MLO, CLO, Teaching Methods, Assignments and Feedback	4-5
Main Course Material	6
Workload Calculation for this Course	8
Course Assessment: Assignments Overview and Grading Scale	9
Description of Assignments, Activities and Deadlines	9-10
Rubrics: Transparent Criteria for Assessment	10
Policies for Attendance, Later Work, Academic Honesty, Turnitin	11
Course Schedule – Overview Table	13
Detailed Session-by-Session Description of Course	14

Course Prerequisites

BUS101G and BUS222G

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. Therefore, the course underlines the importance of understanding the relation between projects and the strategic goals of the organisation. The course also discusses the technical, cultural, and interpersonal skills necessary to successfully manage projects from start to finish. It emphasises 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.

Further Detail on Course Content (if needed)

This course provides students with insight on key aspects and challenges of Project Management (PM). Students will understand the importance of Project Management across all avenues of work, from producing a Hollywood movie to constructing a skyscraper to upgrading IT systems. They will understand that PM skills are critical to most careers and that they can be applied at most businesses and professions.

This course will emphasize the tools that improves the student's ability to plan, implement and manage projects during their entire life cycle, from scoping the project until its closure, including the methodologies of estimating time and costs for completion and the measurement of progress and performance.

A special focus will be given on effective Leadership in typically quite heterogenous teams, on Organisation and on Risk Management, defining success factors and those factors that contribute to time and cost overruns and potentially to the failure of a project. During this course numerous specific projects across different industries will be analysed for the students to understand the uniqueness of projects and of project management.

Course Learning Objectives (CLO)

At the end of this course, students should be able to:

In terms of knowledge:

- Understand the importance of PM in most industries and businesses and to apply specific tools, models and processes.
- Understand the Importance of applying these methodologies and tools at the four distinct stages in the Project's life cycle. The Definition, Planning, Execution and Closing Phase.
- Understand the importance of Leadership specifically in heterogenous and virtual teams as well as governance and approaches to conflict resolutions.
- Understand key levers for measurement and follow up, Management Dash Board and Key Performance Indicators.

- Identify and Analyse factors for successful Projects, as well as reasons for failure based on specific case studies in the context of effective Risk Management.
- Understand the structure of financial statements relating to Profit and Loss statement, Cash Flow Statement and Balance Sheet. Students should identify positive as well as warning signs within financial statements as indicators of issues for management to address.
- Understand the importance of values and cultural differences, particularly in international projects.

In terms of skills

- Ability to do presentations on complex matters in a well structured and easy to understand way and with coherent and logic conclusions.
- Use appropriate referencing and bibliographic methods.
- Demonstrate effective and integrative team-work.

In terms of attitudes, students should develop in this course:

- The students will learn to discuss complex management situations based on knowledge and facts and respect for different opinions
- critical attitudes, which are necessary for “life-long learning”
- an attitude of open-mindedness and self-critical reflection with a view to self-improvement
- sensibility towards the ethical dimensions of different aspects of the content of this course
- an open attitude towards inter-cultural team-work

LINK BETWEEN MAJOR OBJECTIVES, COURSE OBJECTIVES, TEACHING METHODS, ASSIGNMENTS AND FEEDBACK

(BA in Business Studies)

Summary:

Number of assignments used in this course:

Number of Feedback occasions in this course (either written or oral):

Number and Types of Teaching Methods:

Major Learning Objectives	Course Learning objectives addressing the Major Objectives (testable learning objectives)	Methods used to Teach Course Objectives	Methods (and numbers/types of assignments) used to test these learning objectives	Type, Timing and Instances of Feedback given to Student
The bachelor has a broad knowledge of the different functional fields	Understand the importance of PM in most industries and	Ex-cathedra	Student Project on a specific business	Oral and written Feed-back on

Major Learning Objectives	Course Learning objectives addressing the Major Objectives (testable learning objectives)	Methods used to Teach Course Objectives	Methods (and numbers/types of assignments) used to test these learning objectives	Type, Timing and Instances of Feedback given to Student
of business management. S/he is able to apply this knowledge in the analysis of business-oriented problems and is able to propose solution to specific business problems.	<p>businesses and to apply specific tools, models and processes.</p> <p>Understand the Importance of applying these methodologies and tools at the four distinct stages in the Project's life cycle. The Definition, Planning, Execution and Closing Phase.</p> <p>Understand key levers for measurement and follow up, Management Dash Board and Key Performance Indicators.</p>	<p>Team work</p> <p>Videos</p> <p>Guest Lectures from Experts in the field</p> <p>Discussion and Reading</p>	<p>topic / case presented in Class</p> <p>Exam</p>	<p>Presentation</p> <p>Written Feed Back on Exam</p>
The bachelor has an understanding of the interrelatedness of the different functional fields of business and understands the impact of this on decision-making.	<p>Understand the importance of Leadership specifically in heterogenous and virtual teams as well as governance and approaches to conflict resolutions.</p> <p>Identify and Analyse factors for successful Projects, as well as reasons for failure based on specific case studies in the context of effective Risk Management.</p>	<p>Ex-Cathedra</p> <p>Case Studies to read, prepare and discuss</p>	<p>Student Project, presented in Class</p> <p>Exam</p>	<p>Oral and written Feed-back on Presentation</p> <p>Written Feed Back on Exam</p>
The bachelor has insight into the broad societal context of businesses and is able to take it into account in the analysis of business-oriented problems.	<p>Understand the importance of values and cultural differences, particularly in international projects.</p>	<p>Ex-cathedra</p> <p>Case studies</p>	<p>Student Project, presented in Class</p> <p>Exam</p>	<p>Oral and written Feed-back on Presentation</p> <p>Written Feed Back on Exam</p>
The bachelor knows and is able to apply common qualitative and quantitative research methods and is able to apply these in the field of business studies	<p>Understand the structure of financial statements relating to Profit and Loss statement, Cash Flow Statement and Balance Sheet. Students should identify positive as well as warning signs within financial statements as indicators of issues for management to address.</p>	<p>Case Studies</p> <p>Explanation of numerous Key Performance indicators</p>	<p>Student Project, presented in Class</p> <p>Exam</p>	<p>Oral and written Feed-back on Presentation</p> <p>Written Feed Back on Exam</p>
The bachelor has an open and academic attitude characterized by accuracy, critical reflection and academic	<p>The students will learn to discuss complex management situations based on knowledge and facts and respect for different</p>	<p>Open discussions</p>		

Major Learning Objectives	Course Learning objectives addressing the Major Objectives (testable learning objectives)	Methods used to Teach Course Objectives	Methods (and numbers/types of assignments) used to test these learning objectives	Type, Timing and Instances of Feedback given to Student
curiosity.	opinions			
The bachelor is able to identify the international dimension in business-related problems and knows how to handle these problems in an effective way.	The student will learn about the interdependency of domestic business and international dimensions, and specifically in the context of an internationalization strategy	Case studies Business News	Student Project, presented in Class Exam	Oral and written Feed-back on Presentation Written Feed Back on Exam
The bachelor recognizes the importance of life-long learning.	The student should develop critical attitudes, which are necessary for "life-long learning" and an attitude of open-mindedness and self-critical reflection with a view to self-improvement	Case Studies Business News		
The bachelor is able to communicate clearly, fluently and accurately; as well in a written report as in an oral presentation.	Ability to do presentations on complex matters in a well structured and easy to understand way and with coherent and logic conclusions.	Case Studies Videos	Student Presentations	Oral and Written Feed-Back on Presentations
The bachelor is able to combine ethical and business-oriented judgments in the analysis of business problems and takes these ethical considerations explicitly into account in the solutions proposed for business problems	The student will learn about the importance of values and ethical decisions on company culture and business success.	Ex-Cathedra Case Studies	Student Project, presented in Class Exam	Oral and written Feed-back on Presentation Written Feed Back on Exam

Main Course Materials (please note that you can find the readings for each week and session in the Course Schedule section below):

The course material consists of powerpoint presentations, lecture notes and readings from the textbook. Powerpoint presentations will be made available after the respective classes have taken place. A week-by-week overview of the course readings can be found in the section below.

The syllabus, powerpoint presentations and important messages will be uploaded to the Vesalius portal 'Canvas'. Students are expected to visit this site regularly to keep

abreast of course evolutions. The professor is expected to upload relevant material in a timely manner.

Course material marked as 'suggested readings' and 'additional sources' is helpful for research and to gain an increased understanding, but is not mandatory. This material can be found online or will be made available upon individual request.

Textbooks:

Larson, E.W. and Gray, C.F. (2018), *Project management the managerial process*, Seventh Edition, McGraw-Hill

Recommended References books

Raworth, K. (2017), *Doughnut Economics, Seven ways to think like a 21st-Century Economist*, Random House

Russel, J.A. (2017), *A brief guide to Business Classics*, Robinson

Marr, B. (2014), *25 Need to Know Key Performance Indicators*, Pearson

Academic Articles

Schmitz, K. (2018), A Three Cohort Study of Role-Play Instruction for Agile Project Management, *Journal of Information Systems Education*, Vol. 29 (2)

Abyad, Abdulrazak (2018), Project Management, Motivation Theories and Process Management, *Middle East Journal of Business*, Oct. 2018, Vol 13, Iss. 4

Petar Jovanović, Ivana Berić, (2018), Analyses of the available Project Management Methodologies, *Journal of Sustainable Business and Management Solutions in Emerging Economies*, 2018/23(3)

Active Learning and Intensive 'Reading around the Subject': Additional Sources, Recommended Journals and Websites:

Learning should be an active and self-motivated experience. Students who passively listen to lectures, copy someone else's notes, and limit their readings to required chapters are unlikely to develop their critical thinking and expand their personal knowledge system. At the exam, these students often fail to demonstrate a critical approach. Students are strongly recommended to have an updated understanding of developments related to this course and related to their wider Major. Active and engaged learning will turn out to be enriching to the overall course and class discussions. Students are invited to deepen their understanding of both theoretical and current issues from a variety of sources. Please find a list of suggestions compassing the entire course below. You are encouraged to read and browse in the leading journals of your discipline.

Leading Journals in Business Studies

Journal of Management; Journal of Management Information Systems; Journal of Marketing Research; Journal of Operations Management; Journal of Political Economy; Journal of the Academy of Marketing Science; Management Science; Manufacturing & Service Operations Management; Marketing Science; MIS Quarterly; MIT Sloan Management Review; Operations Research; Organization Science; Organization Studies;

Further Journals Relevant for this Course:

Harvard Business Review; Organizational Behavior and Human Decision Processes; Strategic Entrepreneurship Journal; Strategic Management Journal

Websites of Interest:

Harvard Business Review www.hbr.org
Business week www.resourcecenter.businessweek.com
Economist www.economistacademic.com

Work Load Calculation for this Course:

This course counts for 6 ECTS, which translates into 150 – 180 hours for the entire semester for this course. This means that you are expected to spend roughly 10 hours per week on this course. This includes 3 hours of lectures or seminars per week and 7 hours 'out of class' time spent on preparatory readings, studying time for exams as well as time spent on preparing your assignments. Please see below the estimated breakdown of your work-load for this course.

Time spent in class: 3 hours per week / 45 hours per semester

Time allocated for course readings: 50 hours per semester

Time allocated for preparing Assignment 1: 15 hours

Time allocated for preparing Assignment 2: 15 hours

Time allocated for preparing/revising for written Mid-term Exam: 20 hours

Time allocated preparing/revising for written Final Exam: 30 hours

Total hours for this Course: 175 hours

Course Assessment: Assignments Overview

The students will be evaluated on the basis of their performance in the following assignments:

1.	Presentation of Business Case	20 %
2.	Written Assignment and Discussion On Strategic/Operational Topic	20 %
3.	Mid-term Exam	25 %
4.	Final Examination	35 %

Grading Scale of Vesalius College

Vesalius College grading policy follows the American system of letter grades, which correspond to a point scale from 0 – 100. **All assignments (including exams) must be graded on the scale of 0-100.** To comply with the Flemish Educational norms, professors should on request also provide the conversion of the grade on the Flemish scale of 0-20. The conversion table below outlines the grade equivalents.

Letter grade	Scale of 100 (VeCo Grading Scale)	Scale of 20 (Flemish System)
A	85-100	17.0-20.0
A-	81-84	16.1-16.9
B+	77-80	15.3-16.0
B	73-76	14.5-15.2
B-	69-72	13.7-14.4
C+	66-68	13.1-13.6
C	62-65	12.3-13.0
C-	58-61	11.5-12.2
D+	54-57	10.7-11.4
D	50-53	10.0-10.6
F	0-49	0-9.9

Description of Activities, Grading Criteria and Deadlines:

Assignment 1: Presentation of Business Case (“Presentation”)

Analyse, summarize and present a Project Case, considering key success factors, strategic rationale, operational approach, financial aspects and risks.

There will be approx.10 Presentations on Project Cases during the course, presented by a student individually or by a small team, subject to the number of students in the class. The presentation should be for about 20 minutes and additionally with 10 minutes discussions at the end.

Students should understand the interdependency and complexity of business decisions. They should be able to present the business case in a structured and comprehensive way, using approx.10 slides and giving their own view on strengths and weaknesses of the case.

Assignment 2: Written work and Discussion on Key Aspects of PM (“Paper”)

Topics include:

- Organisation, Structure
- Estimation of Time and Costs
- Development of a Project Plan
- Managing Risks
- Monitoring Process
- International Projects
- Agile PM
- others

Either a student individually, or a small team, subject to the overall number of students in the class, will establish a paper of about 5 pages on a strategic or operational topic which will be distributed in class. The paper will include (i) key findings on the topic (ii) important questions (iii) opinions on the key questions. The paper will serve as the basis for a discussion in class on this topic for about 30 minutes.

The students would demonstrate their understanding of the overall importance of the specific lever for success, the approach and methodology to define, implement and follow-up on strategic and operational decisions.

Mid-Term Exams

The mid-term will be an in-class exam. It will be held in the week 7. The content of the exam will cover all topics we addressed during the class. The exam will consist of open ended question and multiple choice questions. In addition, a short business case will be handed out in writing. Students will be asked to give comments on Strategic Rationale as well as operational topics in this business case.

Final Exams

The final exam will be held at the end of the course. It will address all topics we addressed during class. It will consist (i) of open ended questions. (ii) a business case and financial statements will be handed out. Students will be asked on their view of the strategic choices, financial success and potential issues as per the business case and the financial statements.

Rubrics: Transparent Grading Criteria For Assignments 1 and 2:

The Grading will be given for the Team’s performance

	Excellent A (85%+)	Good B+ / C+ (84-65)	Pass C / D- (64-50)
Structure of the presentation and	Very Clear and Logic Structure of	Good structure of text /slides,	Sufficient structure of Text /

Discussion Paper communication 25 %	the text or slides. Easy to understand presentation and/or statements in the discussion	however with some room for improvement Presentation / Discussion more difficult to follow	Slides, however with significant room for improvement. Presentation / Discussion difficult to follow
Content 35 %	Indepth research and accurate presentation of facts and business case	Adequate research and mostly accurate interpretation of facts and business case	Base summary of facts and business case, based on rudimentary research
Personal assessment 40 %	Demonstration that the complexity of the topic has been fully understood, elaborating on (i) potential alternatives, (ii) risk assessment	Demonstration that complexity of the topic has been largely understood and its importance for the business success	Demonstration that the topic has been generally understood

Fail will be given for a quality level below the description given for the Grade C / D-, as per the above matrix.

In case of Team Assignments the quality of the overall team will be graded. Should there be evidence that a team member had only little value-add to the team's performance, his/her personal grading will be adjusted accordingly.

Vesalius College Attendance Policy

As the College is committed to providing students with high-quality classes and ample opportunity for teacher-student interaction, it is imperative that students regularly attend class. As such, Vesalius College has a strict attendance policy. Participation in class meetings is mandatory, except in case of a medical emergency (e.g. sickness). Students will need to provide evidence for missing class (doctor's note). If evidence is provided, the missed class is considered as an excused class. If no evidence is provided immediately before or after the class, the missed class is counted as an absence.

Participation implies that students are on time: as a general rule, the College advises that students should be punctual in this regard, but it is up to the professor to decide whether to count late arrivals as absences, or not.

Attendance is needed for the learning process. After two sequential absences the advisor will be informed.

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 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.

Please consult the Section "Avoiding Plagiarism" in the College Catalogue for further guidance.

Turnitin

All written assignments that graded and count for more than 10% towards the final course grade need to be submitted via the anti-plagiarism software Turnitin or Canvas. You will receive from your professor a unique password and access code for your Class.

Course Schedule (Overview)

Week 1	Jan. 25	Introduction to the Course and Overview of Course and Requirements and Assignments
		The economic context in the 21 st Century and the importance of PM
Week 2	Feb. 1	Strategy, Strategy Implementation and Project Management
		Project Selection
Week 3	Feb. 8	PM Structure
		Functional Teams / dedicated Teams / Matrix
Week 4	Feb. 15	Defining the Project Scope and Priorities
		WBS / Responsibilities / Communication
Week 5	Feb. 22	Estimation of Project Time and Costs
Week 6	Mar. 1.	Revision Session - Mid-Term Exams -March 8
Mid-term Week 7	Mar. 8	
Week 8	Mar. 15	Development of a Project Plan
		Managing Risks and Opportunities
Week 9	Mar. 22	From Project Plan to Scheduling Resources and Costs

Spring Recess – April 8 – April 19, 2019 – No Classes		
Week 10	Mar. 29	Effective Leadership in Project Management Demands on and Profile of Leaders
Week 11	Apr. 5	Progress and Performance Measurement, Estimations to Complete
Spring Recess – April 8 – April 19, 2019 – No Classes		
Week 12	Apr. 26	Project Closure / International Projects
Week 13	May 3	Agile PM
Week 14	May 10	Revision
Week 15	May 17	FINAL EXAMS

Detailed Session-by-Session Course Outline

Week 1, Session 1 (Friday, January 25, 2019)

**Introduction to the Course and Overview of Core Requirements.
Allocation of Assignments
The economic context in the 21st Century and the importance of PM
Leadership and Management**

Reading:

Compulsory: "Project Management – the managerial process", Chapter 1
Recommended: Doughnut Economics, Chapter 1 and 2

Week 2, Session 2 (Friday, Feb. 1, 2019)

Strategy, Strategy Implementation and Project Management
Methodologies for Defining a Strategy, Content of corporate Strategies,
Strategy Implementation and the role of Project Management

Student Assignments to be presented / discussed during this class:

Paper: Interdependencies between Strategy and Projects and Project Selection Criteria

Presentation: Film Prioritization, Summary and Answers to Questions

Reading:

Compulsory: "Project Management – the managerial process", Chapter 2

Week 3, Session 3 (Friday, Feb. 8, 2019)

Project Management Structure and Teams

Leadership, Management and Motivation, Functional organization / dedicated project teams / matrix structure, Cultural characteristics and implications for organizing projects

Student Assignments to be presented / discussed during this class:

Paper: Three forms of Project Management Structure

Presentation: Moss and McAdams Accounting Firm Orion Systems and Horizon Consulting

Reading:

Compulsory: "Project Management – the managerial process", Chapter 3

Week 4, Session 4 (Friday, Feb. 15, 2019)

Defining the Project: Scope, Priorities, Work Break Down Structure (WBS), Responsibilities, Communication

Student Assignments to be presented / discussed during this class:

Paper: Steps in Defining Project, Project Priorities and Work Breakdown Structure

Presentation: Manchester Soccer Club, Summary and Answers to Questions

Reading:

Compulsory: "Project Management – the managerial process", Chapter 4

Week 5, Session 5 (Friday, Feb. 22, 2019)

Estimation of Project Times and Costs

Top Down Estimation / Bottom-Up Estimation/Function Points / Learning Curve/
Type of Costs

Student Assignments to be presented / discussed during this class:

Paper: Methods for Estimating Project Time and Costs

Presentation: Sharp Printing AG, Summary, Answers to Questions, plus Reflections on Learning Curve Estimations

Reading:

Compulsory: "Project Management – the managerial process", Chapter 5

Week 6, Session 6 (Friday, Mar. 1, 2019)

Understanding Financial Statements

Revision for Mid-Term Exams

Guest Speaker

Week 7, (Friday, March 8, 2019)

Mid-Term Exams

Week 8, Session 7 (Friday, Mar. 15, 2019)

**Development of a Project Plan, Activity on Node Methodology
Managing Risks and Opportunities**

Student Assignments to be presented / discussed during this class:

Paper: Description of a Project Network and Process to define a Network

Presentation: Shoreline Stadium Case, Answers to Questions

Reading:

Compulsory: "Project Management – the managerial process", Chapter 6 and 7

Week 9, Session 8 (Friday, March 22, 2019)

From Project Plan to Scheduling Resources and Costs

Resource schedule and time-phased costs to provide budget baseline

Student Assignments to be presented / discussed during this class:

Paper: Overview on Ressource Scheduling

Presentation: Explain Exercise 7, page 285

Reading:

Compulsory: "Project Management – the managerial process", Chapter 8 and 9

Week 10, Session 9 (Friday, Mar. 29, 2019)

**Effective Leadership in Project Management
Demands on and Profile of Leaders**

Student Assignments to be presented / discussed during this class:

Paper: How to be a, effective Project Manager

Presentation: The Blue Sky Project, Summary and Asnwers to Questions

Reading:

Compulsory: "Project Management – the managerial process", Chapter 10 /11 /12

Week 11, Session 10 (Friday Apr. 5, 2019)

Progress and Performance Measurement, Estimations to Complete

Student Assignments to be presented / discussed during this class:

Paper: How to forecast final Project Costs

Presentation: Explain Exercise 8, page 498

Reading:

Compulsory: "Project Management – the managerial process", Chapter 13

Week 12, Session 11 (Friday, April 26, 2019)

**Project Closure and Review of Project Life-Cycle
International Projects**

Student Assignments to be presented / discussed during this class:

Paper: Tasks on Closing a Project

Presentation: Amex, Hungary and Phuket A

Reading:

Compulsory: "Project Management – the managerial process", Chapter 14 and 15

Week 13, Session 12 (Friday, May 3 , 2019)

Agile Project Management

Student Assignments to be presented / discussed during this class:

Paper: Traditional versus Agile Methods and Focus on Scrum

Presentation: Introducing Scrum at P2P

Reading:

Compulsory: "Project Management – the managerial process", Chapter 16

Week 14, Session 13 (Friday, May 10, 2019)

Revision

Final Exams, Friday, May 17, 2019