

## ***Project Management***

Academic Year: **2011/2012**

Semester: *2<sup>nd</sup>*

Instructor(s): José Filipe Rafael

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### Course Content:

#### 1. INTRODUCTION TO PROJECT MANAGEMENT

Defining Project Management (PM). Trends in PM and PM as a profession.

#### 2. THE PROJECT LIFE CYCLE AND PROJECT PROCESS GROUPS

##### 2.1. Project Life Cycle

2.2. Project Process Groups as defined in the Project Management Body of Knowledge (PMBOK). An overview of Initialisation, Planning, Execution, Control and Closing.

#### 3. PROJECT INITIALISATION AND PLANNING

##### 3.1. Definition of project scope

##### 3.2. Developing the work breakdown structure (WBS)

##### 3.3. Planning and sequencing of project deliverables

##### 3.4. Visualizing the project: networks and GANT charts

##### 3.5. Creating the project schedule: CPM

##### 3.6. Resources leveling

##### 3.7. Cost estimation and budgeting

#### 4. PROJECT EXECUTION AND PROGRESS EVALUATION

##### 4.1. Schedule and cost control: the earned value method (EVM)

##### 4.2. Project quality control

##### 4.3. Project learning and knowledge acquisition

#### 5. COMMUNICATION MANAGEMENT AND PROJECT CLOSURE

##### 5.1. Communication within the project team: data collecting and reporting

##### 5.2. Communication between project team and sponsors or stakeholders

##### 5.3. Managing change and conflicts

##### 5.4. Post-project audits

#### 6. RISK MANAGEMENT

##### 6.1. Risk identification, management and analysis

##### 6.2. Statistical models for project risk management

##### 6.3. Monte Carlo simulation

##### 6.4. Response to high risk-events

#### 7. ORGANIZATIONAL STRUCTURES AND PROJECT MANAGEMENT

##### 7.1. From functional to projectized organizations

##### 7.2. Selecting the project manager

##### 7.3. Building the project team

##### 7.4. The project office

### **C. SOFTWARE**

Microsoft Project 2000 is available in the applications server.

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### Course Objectives:

Projects that managers have to accomplish are increasingly complex. On the other hand tools for project management are no more dense software packages running in heavy machines but powerful friendly programmes available in every personal computer and easily integrated with other applications. However users of these tools are not familiar with the underlying concepts and models and their performance can easily be improved with a systematic approach to Project Management. Moreover, a successful project leader must also be an effective manager of people.



This course will introduce several of the technical tools and behavioural skills required to achieve the project goals. A practical approach is favoured by exercises and by the discussion of case studies. This course has been designed assuming that students have successfully completed Statistics II.

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### Grading:

Final grades are made up of the following components:

Midterm test 30%

Final test 30%

Assignments 20%

Group project 20%

There will be two assignments during the semester: one written case analysis; one exercise to explore MS Project.

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### Bibliography:

CLELAND, D.I. et al. (Eds.), Project Management Casebook, Project Management Institute, 1997

KLEIN, R. , Scheduling of Resource-Constrained Projects, Kluwer Academic Publishers, 1999

LEWIS, J. P., Project Planning, Scheduling & Control, 3<sup>rd</sup> ed., McGraw-Hill, 2000

\* MEREDITH and MANTEL, Project Management: A Managerial Approach, 6<sup>th</sup>. ed., Wiley, 2006

\* SHTUB, BARD and GLOBERSON, Project Management, Engineering, Technology and

Implementation,

Prentice Hall, 1994

A Guide to the PMBOK – Project Management Body of Knowledge, 3<sup>rd</sup>. ed., Project Management

Institute,

2005

\* Recommended texts

### Biography:

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### Contact(s) and Office hours: