DEREE COLLEGE SYLLABUS FOR: MG 4057 PROJECT MANAGEMENT

(Updated Fall 2025) (Previously ITC/MG 4057)	**UK LEVEL: 6** **UK CREDITS: 15** **US CREDITS: 3/0/3**

PREREQUISITES:	None
CATALOG DESCRIPTION:	Project management as an interdisciplinary and cross-functional activity in an organization. Emphasis on the relationship of projects to the management of change and to the approaches and roles required to achieve successful project implementation.
RATIONALE:	Projects represent an increasing percentage of the activities of most organizations. Nearly every organization is involved in some sort of project, such as construction, engineering, manufacturing, technology development, or telecommunications. This course will help students acquire understanding of the project management process and tools and the stages involved in project management. Through discussions of cases, students will be able to recognize critical factors in effective project management and avoid the causes of project failure.
LEARNING OUTCOMES:	As a result of taking this course, the student should be able to: 1. Explain project management as a cross-functional activity in an organizational setting, and analyze the interpersonal skills required of a project manager. 2. Examine issues arising in every stage of the project life cycle causing projects to fail and recommend actions to help avoid project failure. 3. Assess the contribution of key project planning components and project management tools to successful project management.
METHOD OF TEACHING AND LEARNING:	In congruence with the teaching and learning strategy of the College, the following tools are used: ➤ Classes consist of lectures, interactive class discussions, video presentations, in-class group activities, guest lectures and review of cases taken from the real world and applicable to specific theoretical concepts and lab sessions on project management software (MS-Project). ➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course content. ➤ Use of the Blackboard learning platform: to enhance the teaching and learning process, instructors may use the site to post their announcements, upload related course material, lecture notes,

	assignment instructions and additional resources.
ASSESSMENT:	**Summative**:

First Assessment: Midterm Examination (Essay-type question and/or quantitative type)	**30%**
Final Assessment: Written project (Individual; 3,000-3,500 words)	**70%**

Formative:

In-class, 1-hour, "diagnostic" test - essay and quantitative type	**0%**
Coursework - case studies	**0%**
Homework assignments	**0%**

The formative assessments aim to prepare students for the midterm examination and the written project.

The midterm examination tests Learning Outcome 1.
The written project tests Learning Outcomes 2 and 3.

Students are required to resit failed assessments in this module.

INDICATIVE READING:	**REQUIRED MATERIAL:** Kerzner, H. *Project Management, A Systems Approach to Planning, Scheduling, and Controlling*, Wiley, latest edition **RECOMMENDED MATERIAL:** **BOOKS** *A Guide to the Project Management Body of Knowledge* (PMBOK Guide), latest edition. Meredith J.R, Mantel, S.J. & Shafer, S.M. (2017). *Project Management: A Managerial Approach*. 10th edition, Wiley. Mulcahy, R. (2018). PMP Exam Preparation. 9th edition, RMC Publications. PM² Project Management Methodology Guide - Open Edition, European Commission, Centre of Excellence in Project Management (CoEPM²), Brussels | Luxembourg, 2016. https://publications.europa.eu/en/web/general-publications/publications **ARTICLES** Fernandes, G., O' Sullivan, D., Pinto, E. B., Araújo, M., & Machado, R. J. (2020). "Value of project management in university–industry R&D collaborations." *International Journal of Managing Projects in Business*, 13(4), 819–843. https://doi.org/10.1108/IJMPB-08-2019-0191 Gallego, J. S., Ortiz-Marcos, I., & Romero Ruiz, J. (2021). "Main

challenges during project planning when working with virtual teams". *Technological Forecasting & Social Change*, 162. https://doi-org.acg.idm.oclc.org /10.1016 /j.techfore.2020. 120353)

Jitpaiboon, T., Smith, S.M. & Gu, Q. (2019). "Critical Success Factors Affecting Project Performance: An Analysis of Tools, Practices, and Managerial Support". *Project Management Journal*, Vol. 50 No 3, pp. 271-287

Martin, J. (2020). "System integration project management, trust, pitfalls: Project management for system integration projects may need to overcome frustration, anxiety and resentment to build trust. Project documentation, project communications, and project planning help with system integration project management". *Control Engineering, v67* (n7), pp 48-49

Papke-Shields, K.E. & Boyer-Wright, K.M. (2017). "Strategic planning characteristics applied to project management". *International Journal of Project Management*. Vol. 35 No 2, pp. 169-179

Petar J. & Berić, I. (2018). "Analyses of the available Project Management Methodologies". *Journal of Sustainable Business and Management Solutions in Emerging Economies*, Vol. 23 No 3, pp. 1-13

Sanchez, O.P., Terlizzi, M.A. & de Oliveira Cesarde Moraes, H.R. (2017). "Cost and time project management success factors for information systems development projects". *International Journal of Project Management*. Vol. 35 No 8, pp. 1608-1626

Serrador, P. & Turner, R. (2015). "The Relationship between Project Success and Project Efficiency". *Project Management Journal*, Vol. 46 No 1, pp. 30-39.

Shenhar, A. J., Holzmann, V., Melamed, B. and Zhao, Y. (2016), "The Challenge of Innovation in Highly Complex Projects: What Can We Learn from Boeing's Dreamliner Experience?" *Project Management Journal*, 47 No 2, pp. 62-78.

INDICATIVE MATERIAL: *(E.g. audiovisual, digital material, etc.)*	**REQUIRED MATERIAL:** N/A **RECOMMENDED MATERIAL:** N/A
COMMUNICATION REQUIREMENTS:	Effective presentation skills using proper English, oral and written. Assignments submitted in MS-Word and/or MS-Excel. Individual project using MS-Word, MS-Project and MS-Powerpoint.
SOFTWARE REQUIREMENTS:	MS-Word, MS-Excel, MS-Powerpoint, MS-Project
WWW RESOURCES:	The Project Management Institute: www.pmi.org The Project Management WWW: www.projectmanagement.com Project Management Forum: www.pmforum.org The Project Management Pod cast: www.thepmpodcast.com

	All PM Project Management: www.allpm.com Project Management World Journal: pmworldjournal.net Advancing Learning and Development for Project Management Today: www.pmtoday.co.uk/
INDICATIVE CONTENT:	1. Project Management: Concepts and Definitions 2. Organizational Structures 3. Project Organization and staffing 4. Time and stress management 5. Project Planning 6. Budgeting: Pricing and Estimating 7. Project Control 8. Introduction to Risk Management 9. Basics of Contract Management 10. Quality Management 11. Modern Developments in Project Management 12. Crisis Project Management