

<b>DEREE COLLEGE SYLLABUS FOR: MG 4167 APPLIED PROJECT MANAGEMENT</b>	
(Updated Fall 2021)	<b>UK LEVEL: 6</b> <b>UK CREDITS: 15</b> <b>US CREDITS: 3/0/3</b>
<b>PREREQUISITES:</b>	MG 4057 Project Management
<b>CATALOG DESCRIPTION:</b>	Advanced theories, tools, techniques, and methodologies in project management as applied in professional practice. Emulation of a business environment, involving negotiation, decision making, and team working, preparing students to engage professionally with project management.
<b>RATIONALE:</b>	The course provides students with applied knowledge of project management with emphasis on advanced topics, such as agile project management, risk management, and stakeholder management. Through a group project students develop critical skills in effective project management, including communication, negotiation, and teamworking. The course provides students with up to date knowledge of market standards and qualifications, hence preparing them for professional engagement with project management.
<b>LEARNING OUTCOMES:</b>	As a result of taking this course, the student should be able to: <ol style="list-style-type: none"> <li>1. Discuss advanced topics in project management and assess their importance in effective project implementation.</li> <li>2. Evaluate tools, techniques, and methodologies according to professional standards applied in 'real-life' project management practice.</li> <li>3. Develop professional skills, such as collaborative competence, communication, and negotiation skills, required for effective project management.</li> </ol>
<b>METHOD OF TEACHING AND LEARNING:</b>	In congruence with the teaching and learning strategy of the College, the following tools are used: <ul style="list-style-type: none"> <li>➤ Classes consist of: lectures, interactive class discussions, case development, in and out of-class team activities, guest lectures and application of specific theoretical concepts in a scenario that is developed through student participation and engagement.</li> <li>➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor to consult and discuss issues related to the course content.</li> <li>➤ 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.</li> </ul>

<p><b>ASSESSMENT:</b></p>	<p><b>Summative:</b></p> <table border="1" data-bbox="544 226 1356 325"> <tr> <td>First Assessment: Presentation of Project Plan (group)</td> <td><b>20%</b></td> </tr> <tr> <td>Final Assessment: Written project (group, 4,500-5000 words)</td> <td><b>80%</b></td> </tr> </table> <p><b>Formative:</b></p> <table border="1" data-bbox="544 388 1356 487"> <tr> <td>Coursework - case studies</td> <td><b>0%</b></td> </tr> <tr> <td>Team-work activities</td> <td><b>0%</b></td> </tr> <tr> <td>In-class peer to peer evaluation</td> <td><b>0%</b></td> </tr> </table> <p>The formative assessments aim to prepare students for the written project.</p> <p>The presentation of project plan tests Learning Outcomes 1, 2, and 3. The written project tests Learning Outcomes 1, 2, and 3.</p> <p>Students are required to resit failed assessments in this module.</p>	First Assessment: Presentation of Project Plan (group)	<b>20%</b>	Final Assessment: Written project (group, 4,500-5000 words)	<b>80%</b>	Coursework - case studies	<b>0%</b>	Team-work activities	<b>0%</b>	In-class peer to peer evaluation	<b>0%</b>
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Team-work activities	<b>0%</b>										
In-class peer to peer evaluation	<b>0%</b>										
<p><b>INDICATIVE READING:</b></p>	<p><b>REQUIRED MATERIAL:</b></p> <p>Kerzner, H. <i>Project Management, A Systems Approach to Planning, Scheduling, and Controlling</i>, Wiley, latest edition.</p> <p>Kerzner 2017 <i>Project Management Metrics, KPIs, and Dashboards: A Guide to Measuring and Monitoring Project</i>.</p> <p>Kerzner 2017 <i>Project Management Case Studies</i>, 5th Edition.</p> <p><b>RECOMMENDED MATERIAL:</b></p> <p><b>BOOKS</b></p> <p><i>A Guide to the Project Management Body of Knowledge</i> (PMBOK Guide), 6<sup>th</sup> edition, 2017.</p> <p>Hartley, S. (2020) <i>Project Management, A practical guide to planning and managing projects</i>, Routledge, 4th edition.</p> <p>Kerzner, H. (2020). <i>Innovation Project Management</i>, Wiley &amp; Sons.</p> <p>Larson, E. &amp; Gray, C. (2017). <i>Project Management: The Managerial Process</i>, 7<sup>th</sup> edition, McGraw-Hill.</p> <p>Meredith J.R, Mantel, S.J. &amp; Shafer, S.M. (2017). <i>Project Management: A Managerial Approach</i>. 10<sup>th</sup> edition, Wiley.</p> <p>Mulcahy, R. (2018). <i>PMP Exam Preparation</i>. 9<sup>th</sup> edition, RMC Publications.</p> <p>Pinto, J.K. (2019). <i>Project Management: Achieving Competitive Advantage</i>, 5<sup>th</sup> edition, Pearson.</p> <p>Shtub, A. &amp; Rosenwein, M. (2016). <i>Project Management: Processes, Methodologies, and Economics</i>, 3<sup>rd</sup> edition, Pearson.</p>										

APM Body of knowledge, Association for Project Management.

PM<sup>2</sup> Project Management Methodology Guide - Open Edition, European Commission, Centre of Excellence in Project Management (CoEPM<sup>2</sup>), Brussels | Luxembourg, 2016.  
<https://publications.europa.eu/en/web/general-publications/publications>

Shigenobu Ohara, Framework of Contemporary Japanese Project Management (1): Project Management Paradigm — Interpretation, Application and Evolution to KPM, JAPANESE PROJECT MANAGEMENT - KPM – Innovation, Development and Improvement. © World Scientific Publishing Co. Pte. Ltd.  
[https://www.worldscientific.com/doi/pdf/10.1142/9789812778741\\_0001](https://www.worldscientific.com/doi/pdf/10.1142/9789812778741_0001)

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#### **ARTICLES**

Almarri, K. and Boussabaine, H. (2020), "Re-evaluating the risk costing agenda in PPP projects", *Built Environment Project and Asset Management*, Vol. 11 No. 1, pp. 22-37.

Davies, A., MacAulay, S.C. & Brady, T. (2019). "Delivery Model Innovation: Insights from Infrastructure Projects". *Project Management Journal*, Vol. 50 No 2, pp. 119-127

Derakhshan, R., Turner, R. & Mancini, M. (2019). "Project governance and stakeholders: a literature review". *International Journal of Project Management*, Vol. 37 No 1, pp. 98-116

De Rezende, L.B., Blackwell, P. & Gonçalves, M.D.P. (2018). "Research Focuses, Trends, and Major Findings on Project Complexity: A Bibliometric Network Analysis of 50 Years of Project Complexity Research". *Project Management Journal*, Vol. 49 No 1, pp. 42-56

Dingsoyr, T., Moe, N.B. & Seim, E.A. (2018). "Coordinating Knowledge Work in Multiteam Programs: Findings from a Large-Scale Agile Development Program". *Project Management Journal*, Vol. 49 No 6, pp. 64-77

Eskerod, P., Huemann, M. & Savage, G. (2015). "Project Stakeholder Management - Past and Present". *Project Management Journal*. Vol. 46 No 6, pp. 6-14.

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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>

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Hobbs, B. & Petit, Y. (2017), "Agile Methods on Large Projects in Large Organizations". *Project Management Journal*, Vol. 48 No 3, pp. 3-19

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

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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

Schmitz, K. (2018). "A Three Cohort Study of Role-Play Instruction for Agile Project Management", *Journal of Information Systems Education*, Vol. 29 No 2, pp. 93-104

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Willumsen, P., Oehmen, J., Stingl, V. & Geraldi, J. (2019). "Value creation through project risk management". *International Journal of Project Management*. Vol. 37 No 5, pp.731-749.

Yang, Y. and Pan, W. (2020), "Automated guided vehicles in modular

	integrated construction: potentials and future directions", <i>Construction Innovation</i> , Vol. 21 No. 1, pp. 85-104.
<b>INDICATIVE MATERIAL:</b> (e.g. audiovisual, digital material, etc.)	<b>REQUIRED MATERIAL:</b> N/A <b>RECOMMENDED MATERIAL:</b> N/A
<b>COMMUNICATION REQUIREMENTS:</b>	Effective presentation skills using proper English, oral and written. Assignments submitted in MS-Word and/or MS-Excel. Group project using MS-Word, MS-Project and MS-Powerpoint.
<b>SOFTWARE REQUIREMENTS:</b>	MS-Word, MS-Excel, MS-Powerpoint, MS-Project
<b>WWW RESOURCES:</b>	The Project Management Institute: <a href="http://www.pmi.org">www.pmi.org</a> APM Association for Project Management: <a href="http://www.apm.org.uk">www.apm.org.uk</a> PRINCE2.com – ILX Group: <a href="http://www.prince2.com/eur">www.prince2.com/eur</a> The Project Management WWW: <a href="http://www.projectmanagement.com">www.projectmanagement.com</a> Project Management Forum: <a href="http://www.pmforum.org">www.pmforum.org</a> The Project Management Pod cast: <a href="http://www.thepmpodcast.com">www.thepmpodcast.com</a> All PM Project Management: <a href="http://www.allpm.com">www.allpm.com</a> Project Management World Journal: <a href="http://pmworldjournal.net">pmworldjournal.net</a> Advancing Learning and Development for Project Management Today: <a href="http://www.pmtoday.co.uk/">www.pmtoday.co.uk/</a> Harvard Business Review: <a href="http://www.hbr.org">www.hbr.org</a> Business week: <a href="http://www.resourcecenter.businessweek.com">www.resourcecenter.businessweek.com</a> Economist: <a href="http://www.economistacademic.com">www.economistacademic.com</a>
<b>INDICATIVE CONTENT:</b>	<ol style="list-style-type: none"> <li>1. Project Management: Review of Fundamental Theories</li> <li>2. Project Charter</li> <li>3. Scope Management (Requirements, Scope Definition, Tools &amp; Techniques)</li> <li>4. Agile Project Management (including Iterative and Incremental Life Cycles)</li> <li>5. Cost Management (Estimation, Budget, Controlling)</li> <li>6. Risk Management (Identification, Assessment, Responses, Monitoring)</li> <li>7. Procurement Management (Contract Management)</li> <li>8. Stakeholder Management</li> <li>9. Change – Configuration – Issue Management</li> <li>10. Project Monitor &amp; Control (Reporting, KPIs, EVMS)</li> <li>11. Project Management Office (PMO)</li> <li>12. Program and Portfolio Management</li> <li>13. Professional Institutions and Qualifications (PMI/PMP/CAPM, PRINCE2, APM etc.)</li> </ol>