Aston Business School
Birmingham

BNM808 MANAGING PROJECTS

Academic Year 2013/14

Number of Aston Credits: 15

Number of ECTS Credits: 7.5

Staff Member Responsible for the Module:

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Students are welcome to contact the academic staff at any time
Or contact the Information & Operations Management Group Administrator, John Morley, Room ABS266, Extension: 3236

Pre-requisites for the Module:

None

Module Objectives and Learning Outcomes:

The overall aim is for students to develop an understanding of project management processes and use of various tools and techniques for effective management of projects.

On completion of this module, you would be able

- To plan, monitor, control and evaluate projects
- To develop in-depth knowledge on various tools and techniques of project planning, and implementation;
- To understand decision making processes across various phases of project
- To plan, monitor and control projects using MS Project software
- To learn project management practices of leading organizations

Module Content:

Week 1: **Overview of project management**

- Principles of project management
- Case study: Project management practices
- Case study: Project planning using logical framework

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Week 2: **Project selection and portfolio management**

- Project selection framework
- Financial models
- The Analytic Hierarchy Process
- Project portfolio management
- Case study: Project selection using SWOT and the Analytic Hierarchy Process
- Case study: Project site selection using multiple attribute decision-making technique
- Case study: Integrated project selection and evaluation using multiple attribute decision-making technique

Week 3: **Project scope management**

- Work breakdown structure
- Organization breakdown structure
- Responsibility matrix
- Case study: Causes of project failure
- Case study: Critical factors for successful implementation of enterprise system

Week 4: **Project organization**

- Project management office
- Leadership and project manager
- Project team building, conflict and negotiation
- Case studies: Understanding role of politics in project management

Week 5: **Project risk management**

- Risk management processes
- Tools and techniques
- Case study: A combined analytic hierarchy process and decision tree approach for project risk management
- Case study: Managing risk in ERP projects

Week 6: **Project scheduling, budgeting and controlling**

- Critical path method
- Program evaluation review techniques
- Project crashing
- Cost estimation and budgeting
- Earned value management

Week 7: **Project procurement**

- Procurement processes
- Partnership
- Case study: Reengineering project procurement
- Case study: A structured methodology for improving the owner-contractor relationship in construction projects
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Week 8: **Project evaluation and termination**

- Project evaluation
- Project termination
- Case studies: Benchmarking project management practices, Reengineering project processes
- Case studies: Process reengineering for effective implementation of projects

Week 9: **Review and revision**
Coursework presentation

Week 10: **Examination**

Treatment of the learning outcomes is integrated, but broadly speaking they are addressed specifically as follows:

Outcome 1: Week 1 – 8

Outcome 2: Week 2 – 8

Outcome 3: Week 2 – 8

Outcome 4: Week 3 and 6

Outcome 5: Week 1 – 8

International Dimensions:

Every topic would be discussed with the examples of project management research and practices in the organizations and / or industries of both developed and developing countries.

Corporate Connections:

The group projects should be dealing with the real life problems of the organizations.

Contribution of Research:

The staff member will expose the students to current state of research on project management and the group projects will have considerable research components.

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Ethics, Responsibility & Sustainability:

The role of ethics, corporate social responsibility and sustainability will be discussed in the context of project management.

Method of Teaching:

Formal class contact will consist of a three-hour lecture per week for 9 weeks.

The module would be taught using formal lectures, case studies, project site visits, and software demonstration.

Method of Assessment:

Coursework:	50%
Written examination (closed book):	50%

Distance Learning Students:

This module is not available to students off-campus

Learning hours:

Pre-reading	13
Contact hours	27
Site visits	10
Directed learning & Private study	50
Course work	50
Total	**150**

Pre-reading:

http://www.pmi.org/uk-landing.aspx

http://www.sciencedirect.com/science/article/pii/S0925527305002070

The following essential and recommended readings are subject to change. Students should not therefore purchase textbooks prior to commencing their course. If students wish to undertake background reading before starting the course, many of the chapters/readings are available in electronic form via on-line library catalogues and other resources.

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Essential Reading:

Project management: Achieving competitive advantage, Pinto Jeffrey, Prentice Hall, 2012, US
A guide to the project management body of knowledge, William R. Duncan, PMI Standards Committee, 2008

Project Management: A Managerial Approach, Jack Meridith and Samuel Mantel, 2009

Handbook of Project-based Management, Rodney Turner, 2009

Indicative Bibliography:

International Journal of Project Management (available via on-line)

Construction management and economics (available via on-line)

Journals of construction engineering and management (available in the library)

Journal of infrastructure system (available in the library)

Software:

MS Project

Websites:

www.pmi.org
www.apm.org
www.cost.org
www.IAIA.org
www.asce.org