



Course Code ENMA-500 (MBAN-738)	Course Title Project Management	ECTS Credits 7.5
Prerequisites None	Department Management & MIS	Semester Fall, Spring, Summer
Type of Course Core	Field Engineering Management	Language of Instruction English
Level of Course 2 nd Cycle	Lecturer(s) Prof. Angeliki Kokkinaki	Year of Study 1 st
Mode of Delivery Face to Face	Work Placement N/A	Co-requisites None

Objectives of the Course:

The main objectives of the course are to:

- Demonstrate an overview of concepts on managing projects within an organizational context
- Discuss the theoretical dimensions of the main projects management's knowledge areas
- Analyze the importance of Project Life Cycles
- Discuss the importance of working in teams and the role of each member within a project
- Analyze the importance of proper project management and administration, and the role of documentation.

Learning Outcomes:

After completion of the course students are expected to be able to:

- 1. Develop detailed project plans and schedules** (students should be able to explain how project plan inputs are accurately gathered, integrated, and documented; the tools and techniques used in project processes and planning; and the outputs of a project plan to viable stakeholders).
- 2. Project resource administration** (students should be able to analyze the process for developing a request for proposal (RFP); how to develop responses to the RFP; and how to manage and track changes to the scope, schedule, and human resources associated with a given project. Considers the role and ethics of outsourcing and offshoring).
- 3. Allocate/coordinate resources, and interface with management** (students will be able to create and manage local and dispersed teams including trust building across organizational boundaries, managing teams in different time zones, and understanding the complexity associated with teams in remote locations).

4. **Learn tools and techniques of project management software** (students will be able to apply the basic functionalities of M/s Project to design and develop task breakdown analysis, assign resources and implement plans and schedules).
5. **Develop skills in the human and organizational implications of change** (students will be able to discuss the organizational change process; identify stakeholders; assess potential impacts of projects; and overcome resistance, politics, and other human issues).

Course Contents:

1. **Project Management Overview:** Includes an integrated framework for project organization, planning and control which is designed to: ensure the timely and cost-effective production of all the end-products, maintain acceptable standards of quality, achieve for the enterprise the benefit for which the investment in the project has been made.
2. **Requirements gathering and analysis:** Involves ideas and intentions of a group of people who see the need for a project in their organization and convert them into a formal, planned, resourced and funded project in a way that clearly and explicitly defines the objectives and scopes of the project.
3. **Project planning:** Once the objectives of the project have been identified and a work breakdown structure developed for how to meet these objectives, it is necessary to plan for the people involvement on the project. An important step in this planning is to identify the required roles and responsibilities. This methodology provides a standard set of roles and responsibilities for a project and it is necessary to review this list and customize it for the particular project.
4. **Getting Started with Project (Introduction to Microsoft Project 2003):** Introduces M/s Project, including all the necessary functionalities and components needed for the development of a comprehensive project plan, such as: creating and fine-Tuning of task details and resources, assignment, controlling, formatting and printing the plan etc.
5. **Work Breakdown Structure (WBS):** Concerns a tool used to define and group a project's discrete work elements (or tasks) in a way that helps organize and define the total work scope of the project. A WBS also provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control. Additionally the WBS is a dynamic tool and can be revised and updated as needed by the project management.
6. **Creating a Task List:** It includes a customized work breakdown structure (task list) specific to the project activities and based on requirements and technological objectives. It also involves the creation methodology using the M/s project.
7. **Setting Up and Allocate Resources:** Includes the estimation of the duration and definition of initial requirements for working resources. For the project schedule, it is sufficient to estimate the number of each type of resource required, rather than specific people, e.g., 2 Programmers. It concentrates on identifying the working resource types who will either be part of the project team or who will have a significant impact on the project, and the conversion of the number of resource types in to a chargeable resource equivalent. This is a function of the number of chargeable resource types and their assigned time (including overheads of non-productive and non-effective time). Also identify other resources (material) required for the project e.g. equipment, accommodation etc.
8. **Risk Assessment:** Includes the provision of an assessment of the risks of the project and ideas on how they can be reduced. Risks tend to be factors which are not within the control of the project manager, but which could nevertheless result in the failure to achieve the project success criteria.

9. **Assigning Resources to Tasks:** Involves the procedure to assign roles and their associated responsibility to each task. In order to avoid overwhelming the plan with complexity focus on the "produce", "consult" and "review" responsibilities.
10. **Monitoring & Controlling:** Involves the monitoring and controlling of project's progress, through the use of regular checkpoints involving the project team and formal reviews with the Project Board. Controlling the quality of products, the way changes to basel ined products are implemented and resolving issues that arise during the course of the project.
11. **Tracking Progress on Tasks:** It includes the review and tracking of Gantt chart and Cost workbook and identify any deviation from the baseline. Establish why the deviation has occurred. Refer back to the Project Control Factors to help determine the appropriate corrective action and adjust the schedule accordingly.

Learning Activities and Teaching Methods:

- Faculty Lectures and Guest-Lectures Seminars
- Directed and Background Reading
- Case Study Analysis
- Academic Paper Discussion
- Lab Exercises
- Simulations
- Student-led Presentations

Assessment Methods:

Project, Final Exam

Required Textbooks / Reading:

Title	Author(s)	Publisher	Year	ISBN
Information Technology Project Management, 5 TH Ed.	Marchewka, J.T.	Wiley	2015	978-1-118-91101-3
Project Management: Processes, Methodologies and Economics	Shtub, A. and Rosenwein, M.	Pearson	2017	978-0-13-447866-1

Recommended Textbooks / Reading:

Title	Author(s)	Publisher	Year	ISBN
A Guide to the Project Management Body of Knowledge 5 th Ed.	PMI Institute	PMI Institute	2013	978-1935589679