

<b>EMBA-2325-105-Modern Project Management</b>		
<b>Name of lecturer(s) &amp; Email</b>	<b>Level/Semester, Status, Timing</b>	<b>ECTS*, CH &amp; SDL**</b>
Antonio Nieto-Rodriguez <a href="mailto:antonio.nieto.rodriquez@solvay.edu">antonio.nieto.rodriquez@solvay.edu</a>	Level 1 Compulsory Between 11-04-24 and 13-04-24	3 20 70
<p><b>Description of the course</b></p> <p>Some recent research by the Project Management Institute tells us that by 2030, about 1.5 million jobs will be created each year in project management. With the rise of the project economy, it is highly possible that most jobs will require project management knowledge and capabilities in the next decade.</p> <p>The Modern Project Management course will use the Project Canvas as the key framework to understand the 14 project fundamentals. It is based on the premise that every project – regardless of the industry, the organization (profit or non-profit), the sector (public or private), or whether it is personal or professional – is composed of exactly the same elements, which determine whether the project is a success or failure. Project success will almost be guaranteed if students learn these foundational elements and apply the techniques behind them.</p>		
<p><b>Course units</b></p> <p>Session 1: Setting The Scene – Welcome To The Project Economy            Session 2: Project Management Fundamentals            Session 3: Project Management Methodologies – PMI vs Prince 2 + Project Initiation + Planning            Session 4: Project Execution + Monitoring (Risk Management) + Change Management + Simulation            Session 5: Project Closure + Project Management Software            Session 6: Organizational Project Management + Recap For The Exam            Session 7: Wrap Up Individual Exam</p>		
<p><b>Course Learning Outcomes (CLOs)</b></p> <ol style="list-style-type: none"> <li>Learn how project management contributes to the successful implementation of your organization's strategy</li> <li>Understand why many projects fail and learn how to deliver project successfully</li> <li>Understand how to develop a realistic project plan and budget</li> <li>Learn how to use the Project Canvas to increase stakeholder engagement in your projects</li> <li>Become familiar with the early possibilities of Artificial Intelligence in project management</li> <li>Understand how project managers can drive some of the largest transformations, such as sustainability</li> </ol>		
<p><b>Teaching Activities (TAs)</b></p> <p>Interactive Lecture, Directed Discussion, Case Based Learning, Problem-based learning, Project-based learning</p>	<p><b>Learning Activities (LAs)</b></p> <p>Lectures, case studies, group assignments and presentation</p>	
<p><b>Contribution to Programme Learning Objectives (PLOs)***</b></p> <ul style="list-style-type: none"> <li>Learning Objective 1.1: Reinforcement</li> <li>Learning Objective 1.2: Reinforcement</li> <li>Learning Objective 2.1: Introduction</li> <li>Learning Objective 2.2: Introduction</li> <li>Learning Objective 3.1: Introduction</li> <li>Learning Objective 3.2: Reinforcement</li> </ul>	<p><b>Assessment methodology / Learners Use of Time and Load</b></p> <p>Individual in class exam</p> <ul style="list-style-type: none"> <li>weight 30%</li> <li>workload estimated = 30 hours</li> <li>13/04/24</li> </ul> <p>Individual Assignment</p> <ul style="list-style-type: none"> <li>weight 30%</li> <li>workload estimated = 4 hours</li> <li>due max 28/04/24</li> </ul> <p>Group assignment</p> <ul style="list-style-type: none"> <li>weight 40%</li> <li>workload estimated = 12 hours</li> <li>due max 28/04/24</li> </ul>	
<p><b>Evaluation scale</b></p> <p>0-20</p>		
<p><b>Contribution to the Environmental, social and governance (ESG)</b></p> <p>Course Contribution to ESG: Yes            Contact Hours are dedicated to ESG: 2            Contact Hours containing climate solutions for how organisations can reach net zero: 2  <b>Description of contribution:</b> Sustainability is achieved through projects, if students learn how they can lead projects and are aware of the importance of introducing ESG in their projects, they will be able to contribute to ESG</p>		

\*ECTS - European Credit Transfer and Accumulation System (1 ECTS = 30 hours of learning)

\*\*CH - Contact Hours in class or online, SDL - Self-Directed Learning including readings, homework, group work, preparation to assessment, etc

\*\*\*PLO - Programme Learning Objectives are available on the curriculum page

### Readings

#### Required

- A. Nieto-Rodriguez (2021). The Harvard Business Review Project Management Handbook, Harvard Business Press
- "Re-Thinking The Decision Factory", Roger Martin, HBR, Oct 2013
- McKinsey Study on Successful Transformation

#### Optional

- A. Nieto-Rodriguez (November–December 2021). The Project Economy has Arrived. Harvard Business Review Magazine. <https://hbr.org/2021/11/the-project-economy-has-arrived>
- M. Bucy et al (December 2021). Losing from day one: Why even successful transformations fall short. McKinsey & Company. <https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/successful-transformations>
- B. Flyvbjerg & D. Gardner (January–February 2023). How Frank Gehry Delivers On Time and On Budget. Harvard Business Review Magazine. <https://hbr.org/2023/01/how-frank-gehry-delivers-on-time-and-on-budget>
- A. Nieto-Rodriguez (February 2020). 6 Questions to Ask Before Starting a Big Project. HBR.org. <https://hbr.org/2020/02/6-questions-to-ask-before-starting-a-big-project>
- A. Nieto-Rodriguez (October 2022). Project Leaders Will Make or Break Your Sustainability Goals. HBR.org. <https://hbr.org/2022/10/project-leaders-will-make-or-break-your-sustainability-goals>

### Other Learning Material(s)

Required (Available on your Coursera for Campus)

- <https://www.coursera.org/projects/introduction-project-management>
- <https://www.coursera.org/projects/create-project-management-tracker-microsoft-excel>
- <https://www.coursera.org/projects/create-project-charter-microsoft-word>

**Notice:** The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking Canvas.