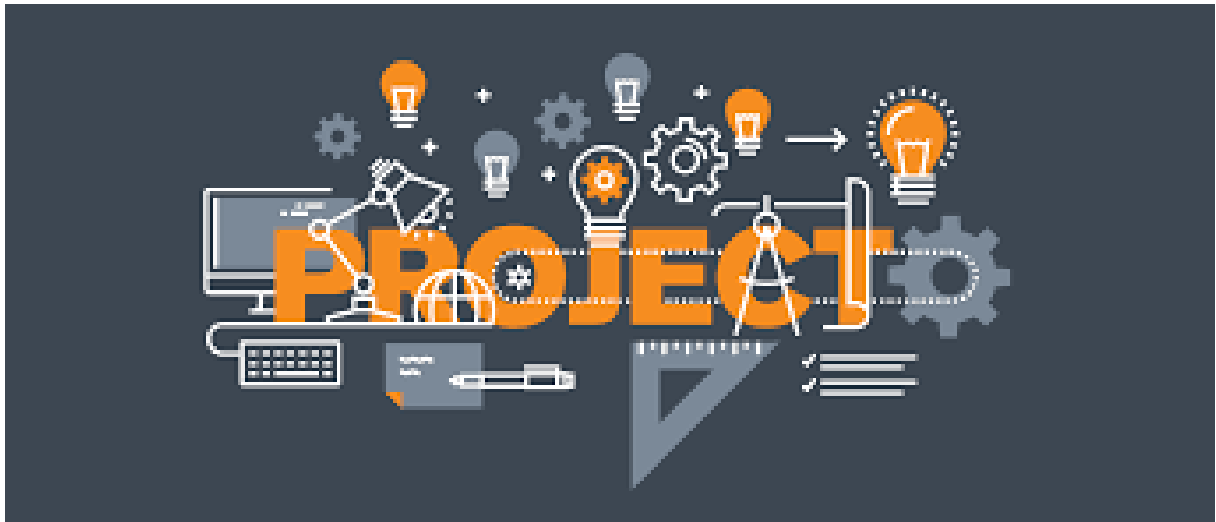


IBB136 Project Management

Course information Autumn 2019



1. Aim

The course aims to impart a knowledge of project-work, i.e. the organization leadership and control of project activity. The course also aims to prepare the student for participating in project-related work. This will be achieved by practicing skills in communication and group dynamics. It deals with issues such as general knowledge on what is meant by a project and when project organization can/should be used, project leadership, various approaches for organization of projects, project start-ups, project evaluation, etc. It provides insight into group interaction theory as well as skills training in the subject. The course encompasses both practical and theoretical components.

2. Learning outcomes

After completion of the course students will be able to:

- Describe basic project management concepts and tools.
- Apply project management theories to analyze the specific characteristics of industrial projects and, based on this, suggest appropriate ways to manage the projects.
- Frame, analyze and solve managerial problems in project settings using appropriate literature.
- Use literature to critically evaluate project management models.
- Structure and organize projects of a not too complicated nature.

3. Content

The course is about managing projects. This means that the course contains general knowledge on project management and reflects such knowledge in contingences occurring when dealing with projects in technology-based firms. The following themes could be identified in the course's subject area:

- Organizing projects and organizational characteristics
- Project leadership and learning
- Project planning and control

4. Organisation

The course has three main components: lectures, seminars, and a project work performed in groups. The seminars require active participation and preparation. The project work in group is an assignment to describe and analyse a real-life business project. The lectures offered in the course cover both basic concepts of project management, such as planning tools, risk analysis and monitoring, as well as advanced/complex concepts, where inputs from current research will be introduced and problematised. The basic concepts will be examined in a basic digital test towards the end of the course as well as in the group work. The advanced concepts will be examined in the home exam as well as in the group work.

5. Teaching team

Ingrid Mignon – Course director, Examiner, Lecturer, Seminar leader, Supervisor
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Gouthanan Pushpanathan – Course Assistant, Lecturer, Seminar leader, Supervisor
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Lisa Melander – Lecturer
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Leif Spaander & Johnny Kemi – Guest Lecturers (Combitech)
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6. Communication during the course

The Notice Board on Canvas will be used **for all communication** during the duration of the course.

If you have a question, check the notice board to see if it has not been asked and answered before. If it has not, post it there and one of the teachers will answer it within 24 hours.

A newsletter from the teacher team will be published on Canvas once a week.

If, for any serious reason, you need to meet in person with one of the teachers, please book a time in advance.

7. Groups

Since the tempo of the course is high from the start, it is very important that groups get organized and start working on tasks quickly at the very beginning of the course. In order to facilitate this process, a group division exercise will be organized during the introduction lecture (**participation to the course introduction is therefore compulsory**).

In this course, groups will consist of up to five students. You are free to choose your group yourselves, but we require a mix of **(1) genders, (2) study programs and (3) nationalities**. We strongly recommend that you openly consider ambition levels when choosing other group members.

Groups will then be registered in Canvas during the first days of the course. To support the

group dynamics and learning, a group contract will be handed in by all groups at the end of the first week of the course (See Canvas: Modules - Group Work - Group contract, for more information). At the end of the course, each group will also hand in a peer assessment report (See Canvas: Modules - Group Work – Peer Assessment Report, for more information).

8. Examination

The examination consists of three parts. The project work (in group), the basic test (individual digital exam) and the home exam (individual or in pair) are mandatory. The seminars and the guest lecture are optional and constitute opportunities to get a higher grade to the whole course.

Test	Maximum marks	Marks required to pass	To get a 4	To get a 5
Course Overall	100	≥ 40	≥ 60	≥ 80
0116 PM Basics Test	20	≥ 8	≥ 8	≥ 12
0216 Project Work	40	≥ 16	≥ 16	≥ 16
0316 Home Exam	40	≥ 16	≥ 16	≥ 16

- 0116, 0216, and 0316 are all graded U (fail) or G (pass); the course overall grades are U-3-4-5 (some students confuse a received module grade G with a 3).
- The PM Basics Test is the only sit-in exam of the course (digital exam, no extra aids are allowed). It is entirely based on the course book by Bo Tonnquist. Bring your own computer to the exam or contact the examination administration if you need to borrow a computer. More information about digital examination is available on:

<https://student.portal.chalmers.se/en/chalmersstudies/Examinations/Pages/Digital-Examination.aspx>



Register to the Basics test on Canvas (Modules - Basics test – Sign in) at the latest on December 3.

- The Project Work consists of (1) a group contract, (2) a group report, (3) a group presentation/discussion and (4) a peer review assessment. The Home Exam is based all the course literature (i.e. course book and scientific articles) and on the lectures. The home exam can be done individually or in pair.
- There are two seminars and one guest lecture that are optional and that constitute opportunities to get a higher grade to the course.
 - Preparation (individual) and active participation to the **guest lecture** can give you 1 extra point.
 - Preparation (individual) and active participation to the **Lego4scrum seminar** can give you 2 extra points.
 - Preparation (can be done individually or in pair) and active participation to the **literature seminar** can give you up to 2 extra points.



Register to the seminars on Canvas (Seminars and guest lecture – sign in) at the latest one week before the seminar that you want to join (see Calendar).

- You need to use your eleven-position (ten-digit) civic number to identify your hand-ins etcetera. Note to foreign students with temporary civic numbers (having a letter in position

8); if you during the duration of this course would receive a permanent civic number (having a number in position 8), please state your 'old' temporary civic number when writing your exams.

- See the Calendar page 7 on overview of all deadlines. Any changes of exam and deadline dates will also be posted on Canvas.

9. Referencing, copying and academic honesty

In this course you are required to use a Harvard referencing style ('author/date'), either the one stated in the Chalmers Library Reference Guide or the APA style (by the American Psychological Association).

As a Master student, you are encouraged to make use of the work of others. However, plagiarism and copying are strictly prohibited in the course. If your writing is inspired by someone else's text, you must refer to it, and if you copy it, you must quote it. We require that you carefully read the rules with regard to referencing, collaborating, and academic honesty available in the document "[Academic Honesty and Integrity at Chalmers –What Are the Rules of the Game?](#)" (2009) developed by the working group for pedagogy and competence development.

Likewise, you are not allowed to discuss an on-going home exam or seminar preparation with anyone (other than your peer-writing partner, if you have agreed to co-write the exam with another student or if you have agreed to do the preparation for the Literature Seminar in pair). Please note that lectures are copyrighted by the lecturers. Thus, you are not allowed to record a lecture (even for your own use), unless you have received authorization by the lecturer.

10. Group assignment and supervision

The main task of the Project Work is to carry out the writing of a report as a project team, based on a live project in an industrial environment.

You are to select (identify, approach and 'negotiate' access to information) your project yourselves.

There are 4 parts in the group assignment:

Part 1: **Group contract and planning.** The template for the group contract is available on Canvas (Modules – Project Work – Group Contract and Planning).

Part 2: **Project Work report.** See the assignment description available on Canvas (Modules – Project Work – Report).

Part 3: **Presentation/Discussion.** See the assignment description available on Canvas (Modules – Project Work – Presentation/Discussion).

Part 4: **Peer assessment review.** The template for the peer assessment review is available on Canvas (Modules – Project Work – Peer assessment review).

There will be 4 supervisors in the course (Ingrid, Goutha, Anke and Kaj) and 2 supervision sessions are scheduled. You will get information about who your supervisor is as soon as groups are settled.

Supervision is scheduled in the form of common consultation sessions. Lecture rooms have been booked and if you have questions, you should come to the room from the beginning of

the session. All groups supervised by your supervisor will be there, but the supervisor will answer to questions one group at the time. All groups will have the possibility to listen to the other groups' questions, while waiting for their turn. When there will not be any more questions, the supervisor will leave (but the groups may stay in the room until the end of the session).

11. Aiming for some bonus points? Optional seminars and guest lecture

Guest lecture about Agile – Two senior engineers (one business unit manager and one Agile coach) from Combitech will give a guest lecture (Lecture 4). If you make the preparations and if you participate to the lecture, you can get 1 extra point.

As an individual preparation, we ask you to submit 2 (relevant) questions about Agile to the guest lecturers on Canvas before the deadline (see Calendar).

Seminar 1 - Lego4scrum seminar – The seminar is an experienced-based exercise. If you make the preparations and if you participate to the seminar, you can get 2 extra points. Seminar participants will get instructions at the beginning of the seminar and should actively take part in the exercise. After the exercise, there will be a debriefing, where students will reflect upon linking their experience of the exercise with the scientific article included in the preparation.

More information about the preparation is available on Canvas (Modules – Seminars and guest lecture – Seminar 1 – Preparation). The preparation is **individual**, and it is to be submitted on Canvas before the deadline (see Calendar).

Sign in to the seminar on Canvas before the deadline (see Calendar).

Seminar 2 - Literature seminar – The seminar is aimed at preparing for the Home Exam by training to answer essay questions based on the literature. If you make the preparations and if you participate to the seminar, you can get 4 extra points.

Seminar participants will get instructions at the beginning of the seminar and should actively take part in the exercise.

More information about the preparation is available on Canvas (Modules – Seminars and guest lecture – Seminar 2 – Preparation). The preparation is individual or in pair, and it is to be submitted on Canvas before the deadline (see Calendar).

Sign in to the seminar on Canvas before the deadline (see Calendar).

12. Course literature

Course book:

Bo Tonnquist (2018) *Project Management*, Stockholm: Sanoma Utbildning. ISBN: 9789152355992 (available at Chalmers Store <https://www.chalmersstore.se/svensk-litteratur/project-management-haftad.html>)

Scientific articles (all articles are available on Canvas - Course Documents):

Aaltonen, K., & Kujala, J. (2010). A project lifecycle perspective on stakeholder influence strategies in global projects. *Scandinavian Journal of Management*, 26(4), 381-397

Argyris, C. (1991). Teaching Smart People How to Learn. *Harvard Business Review*, 69(3),

99-109.

Buchanan, D., & Badham, R. (1999). Politics and Organizational Change: The Lived Experience. *Human Relations*, 52(5), 609-629.

Engwall, M. (2003). No project is an island: linking projects to history and context, *Research Policy*, 32, 789-808.

Ford et al (2003) “Managing Relationships with Suppliers” in *Managing Business Relationships*, Second edition, Wiley and Sons, New York

Hobday, M. (2000). The project-based organization: An ideal form for managing complex products and systems?, *Research Policy*, 29(7-8), 871-893

Meyer A, Loch C, Pich, M (2002) Managing Project Uncertainty: From Variation to Chaos, *Sloan Management Review*, Vol. 43 Issue 2, p60-67.

Reid, E. and de Brentani, U. (2004). The fuzzy front end of new product development for discontinuous innovation: a theoretical model. *Journal of Product Innovation Management*, (21), 170-184.

Takeuchi, H. and Nonaka, I., 1986. The new new product development game. *Harvard Business Review*, 64(1), pp.137-146.

13. Calendar

WHAT?	WHEN (at the latest)?	WHERE?
Hand in the group contract	Friday, November 8 (noon)	On Canvas (Assignments)
Hand in the preparation for the guest lecture	Tuesday November 12 (noon)	On Canvas (Assignments)
Sign up for Seminar 1	Monday, November 25 (noon)	On Canvas (Modules – Seminar 1 – Sign up)
Hand in the preparation for Seminar 1	Tuesday, November 26 (noon)	On Canvas (Assignments)
Sign up for the Basics test	Tuesday, December 3 (noon)	On Canvas (Modules – Basics test – Sign up)
Hand in the preliminary group report	Friday, December 6 (noon)	On Canvas (Assignments)
Sign up for Seminar 2	Monday, December 9 (noon)	On Canvas (Modules – Seminar 2 – Sign up)
Hand in the preparation for Seminar 2	Tuesday, December 10 (noon)	On Canvas (Assignments)
Hand in the final group report	Friday, December 13 (noon)	On Canvas (Assignments)
Hand in the Peer Assessment Review	Monday, December 16 (noon)	On Canvas (Assignments)
Hand in the Home Exam	Friday, January 10 (noon)	On Canvas (Assignments)