

**Global Green MBA Program – Ember Class**  
**February 22 – May 3, 2019**  
**Course Name: Project Management - 209.8160**

Lecturer: Dr. Dora Cohenca-Zall Email: [doracz@netvision.net.il](mailto:doracz@netvision.net.il)

Lectures: Fridays **08:00 – 11:00**

Consultation Hours: By appointment. Tel.: 04-8244094

Course Objectives

Understand the principles of project management in dynamic environments.

Increase awareness of context factors and uncertainty in the management of projects.

Course Content

The course will focus on the following subjects: Approaches to project management, principles of project management in dynamic environments, awareness to context factors, planning and control under uncertainty; principles for project implementation; people and organizations; teamwork and leadership, project communications.

Course Methodology

The course's learning takes place through three main activities: a) reading and analysis of a case study; preparation of a field work assignment that focuses on a technological or organizational oriented project; attendance, discussions and collective learning from analysis of stories and presentations by students.

It is emphasized that the main learning in this course takes place in class. Therefore attendance and active participation in class are very important!!

References

1. A. Laufer, *Mastering the Leadership Role in Project Management*, FT Press, 2012, New York.
2. A. Laufer, *Breaking the Code of Project Management*, Palgrave Macmillan, 2009, New York.
3. Laufer, *Simultaneous Management: Managing Projects in a Dynamic Environment*, AMACOM, American Management Association, 1996, New York.
4. Laufer, and E. Hoffman, *Project Management Success Stories: Lessons of Project Leadership*, Wiley, 2000, New York.
5. Laufer, T. Post, E. Hoffman, *Shared Voyage: Learning and Unlearning from Remarkable Projects*, NASA History Series, 2004. [www.technion.ac.il/~allauffer/SV.pdf](http://www.technion.ac.il/~allauffer/SV.pdf), <http://appel.nasa.gov/> (and then ASK MAGAZINE)
6. Kerzner, Harold. *Project Management, A systems approach to planning, scheduling, and controlling*; 6th edition, Van Nostrand Reinhold, 1998.

#### Grading Criteria

Class Assignment 1: 5%  
Class Assignment 2: 30%  
Class Quiz (Open): 45%  
Oral Presentation : 10%

Attendance **and active participation** in lectures: 10% (Attendance to Oral Presentations is mandatory and represents 2% of the attendance grade).

#### **Submittal Requirements**

Assignment # 1 - Lesson 5  
Class Quiz - Lesson 6  
Assignment # 2 - Lesson 8  
Oral Presentations - Lessons 7 and 8

### Course Plan

No.	Subject	Reading Material
1	Introduction- course's objectives, methodology and requirements. Principles for Project Management in Dynamic environments Sensitivity to context	PMSS XI-XXII, SV 1-7. ASK Magazine Issue # 19 by Laufer, A., <a href="http://appel.nasa.gov/">http://appel.nasa.gov/</a> BCPM – Introduction.
2	Systematic and integrative planning Planning under uncertainty	SM Chapters 1-3 BCPM Chapter One
3	Planning under uncertainty Monitoring and Control	SM Chapters 7 and 9 BCPM Chapter One SV 29-30
4	Implementation Principle	BCPM Chapter Two PMSS 120-123 SV 28-29, 32-33, 202-203, 123-124
5	People and Organization Principle: Teamwork <b>Submittal of Assignment One</b>	SM Chapter Five BCPM Chapter Four SV 35-37, 50-51, 62-63, 103 PMSS 205-208, 184-186
6	Attitude Principle: Leadership Class Quiz	SM Chapter 4 BCPM Chapter Three SV 66-67, 106, 204, 138, 200-201 PMSS 79-81, 111-112
7	Communications Principle <b>Oral Presentations- TBD</b>	SM Chapter Eight BCPM Chapter Five
8	<b>Oral Presentations</b> Course Summary <b>Submittal of Assignment Two</b>	

**PMSS** - A. Laufer, and E. Hoffman, *Project Management Success Stories: Lessons of Project Leadership*, Wiley, 2000, New York.

**SM** - A. Laufer, *Simultaneous Management: Managing Projects in a Dynamic Environment*, AMACOM, American Management Association, 1996, New York.

**SV** - A. Laufer, T. Post, E. Hoffman, *Shared Voyage: Learning and Unlearning from Remarkable Projects*, NASA History Series, 2004.

**BCPM**- A, Laufer, *Breaking the Code of Project Management*, Palgrave Macmillan, 2009, New York.

### Instructions for Preparing Assignment 1: Case Study Analysis

#### Objective

This assignment involves the reading of a Case Study (Project Story) and its analysis according to the instructions below. Four studies may be found in the book *Shared Voyage* (Cases AMRAAM, PATHFINDER, JASSM, ACE -A link to the book may be found in the course's site). All other Case Studies may be found in the book *Mastering the Leadership Role in Project Management* (link to the book may be found in the course's site).

The assignment aims to assist the student in understanding the concepts learned in class, through guidelines and questions. Also, while preparing the assignment, the student is preparing for the class quiz. This assignment may be used by the student when taking the Course Quiz. **Note that questions 1 and 2 will not be graded.**

#### Questions:

1. Indicate 4 context factors that, to your understanding most influenced the management of the project. Describe each factor and justify your answer (why did you choose the specific factor) (up to 4 rows for each factor and its justification) (0%).
2. Select three principles/activities aimed to manage/cope with uncertainty (Green principles) that to your understanding were used in the project case study. For each of the principles/activities describe two actions/events that exemplifies the application/implementation of the principle. Justify your answer (why do you think so?) (0%).
3. What would you have done if you were the project management? (Indicate at least two activities different from those shown in the case study) (50%).
4. Describe three context factors/events/coping mechanisms/decisions that you learned most from or that surprised you the most (two rows for the description and two for your justification – Why did they surprise you?) (50%).

The assignment will be submitted individually in hard copy.

### Instructions for Preparing Assignment 2: Field Work

#### Objective

This assignment aims to help the student process and analyze the knowledge and reflect on the learning acquired throughout the course. The students will select a project on which they will base their assignment. Preferably, the selected project should be considered a "successful" project by the managers and/or clients involved in its implementation

#### General

1. The assignment will be presented in groups of 2-3 students.
2. All groups must select one project (either technological or organizational), preferably related to the professional activity performed by at least one of the students in the group.
3. The project must be compatible with the course's objectives - that is the project selected must meet the following criteria:
  - a. Moderate to High complexity (i.e., it involves a number of parties – departments, external or internal stakeholders, sub-contractors; involves technologically innovative systems).
  - b. The project was defined and delivered using formal processes.
  - c. The project is relatively recent. Its design and/or execution stage was not completed more than one/two years ago.
4. Students must interview at least three people closely involved with the project selected, either at its inception, design or implementation stage.
5. If possible, the student will collect and use additional sources of information, such as documents describing the project, schedules, etc.

#### Assignment Content

- Executive Summary (half page).
- Work Methodology: Brief description of how the assignment was conducted, difficulties, interviewees and positions.
- Project Description (this section should be short and specific, it should include mostly "technical" information about the project).
  1. Project's objectives. Relate to the clarity, stability and feasibility of the project's objectives.
  2. Context factors and special constraints at the initial project stage: market conditions, uncertainty of ends and means, company culture, organizational environment, relationship between the client and project team, time constrains, pace, etc.
  3. Project scope and components (including brief technical description).
  4. Management and Organization: Cost, schedule, project organization and team (formal and informal organization), type of procurement/contracts. Explain also issues such as quality of management (by project manager or other), management support (or lack of), client involvement, team-work (or lack of).

- Analysis and conclusions
  1. The "project story": Description of activities and processes implemented throughout the project. This section should also refer to risks and special challenges and/or unique characteristics (innovativeness, previous experience, special requirements), both at the initial stage and as the project developed. **It is important to include examples and stories.**
  2. Analysis of the project through the lenses of the course's content. That is: Out of the 15 principles of project management in dynamic environments taught in the course, select 5 principles. For each one of the five selected, describe 2 activities/coping mechanisms/activities that, to your understanding, exemplify the use/implementation of the selected principle. Justify your answer (why do you think so?).
  3. Results and achievements of the project (including surprises).

#### Report Format and Length

- The report's language must be clear and precise. Pay special attention to paragraphs and sections' structure and length. The report must be written using short and clear sentences.
- The report must be typed (spacing 1.5, font 12).

**The assignment shall be submitted in both digital and hard copy.**

#### Assignment Evaluation and Grading Criteria

Executive summary and work methodology – 10%

Project Description – 35%

Analysis and conclusions – 55%

Lack of clarity / focus should be avoided.

#### **Oral Presentations: Evaluation and Grading Criteria**

The objective of the Oral Presentation is to share each group's learning with the rest of the class. The students will be learning about different types of projects and various project management approaches, as presented by the groups.

Length of Presentation: 12 minutes plus time for questions/discussion.

Content of Presentation: Share specific aspects of the selected projects. Avoid trying to present all aspects of the selected project within 12 minutes.

Grading Criteria: Quality - presentation flow and timing constraints (50%); relevance and content (50%). The presentations should be interesting, creative and should enable a collective learning experience.

The presentations will be presented by the members of the group that were not directly involved in the implementation of the selected project. The student that opts not to participate in the presentation will receive 80% of the group's grade.

**An electronic copy of the presentation must be submitted (via mail or disk).**