Project Management : principles, methods & Change management

ECTS : 3

Description du contenu de l'enseignement :

This course is organized in a workshop-way on a case from the identification of the customers' needs to the project closure report and SOW submission to their customers to give students a comprehensive insight on Project Management organization, key aspects, and challenges including a focus on change management issues.

As the target of the course is to be able to integrate a Project Management team or manage project as a team leader, students will have to put into practice during the workshop all the key project management tools. They will also have to prepare the two negotiation rounds with their customers, plan, organize and follow the project work.

Course structure

1 and 2 Plenary session 6h : **Project Management framework:**
Project definition and life cycle (phases), project critical issues (resources management including recruitment of a team), risks and causes of failures
Change management key features, issues and practices
3 Workshop 3hParticipants instructions
Choose Project Team Leader
Preparation of the first round and start first round
4 Workshop 3hParticipants instructions
Presentation of the tools of the session: Job ticket and Project Charter
End of first round
Elaborate Project Charter and Job Ticket
5 Workshop 3hParticipants instructions
Finalise Project Charter and Job Ticket
6 Workshop 3hParticipants instructions
Presentation of tools of the session: WBS, OBS, GANTT and RAM
Identify key steps in the project and organise work to be produced
7 Workshop 3hParticipants instructions
Presentation of the tool of the session: SOW (Statement of Work)
Finalise work breakdown and project organisation
Start SOW elaboration of the project and of the customer (including budget)
8 Workshop 3 hParticipants instructions
Finalise the SOW of the project (including budget) and the SOW for the customer
9 Workshop 3hParticipants instructions
Second round – submission of the SOW to the customers
10 Workshop 3hParticipants instruction
Finalise all documents of the project (customers' side and project side)

Compétence à acquérir :

- Understand the components and issues (including risks and changes management) of the project life cycle and the project phases in detail
- Understand how to formalize customer's need and identify the deliverables of a project
- Understand and use project management tools and manage resources
- Understand how to monitor a project
- Understand how projects must be integrated into a change management process to guarantee their success

Learning outcomes

- Be able to initiate and manage projects efficiently and effectively, which means:

- Be able to identify project customers and their needs (requirements, expectations, and constraints) and formalize the SOW
- Be able to assess the feasibility of a project
- Be able to plan and organize project phases and tasks within a limited time frame.
- Be able to use tools such as the Project Manager job ticket, Project Charter, WBS, OBS, GANTT and RAM and monitor teamwork
- Be able to identify project risks and their criticality both on the project management side and on the customer's side (deployment of the project)
- Be able to cope with delays and unplanned events during the project process
- Be able to conduct a negotiation with the customer(s) of a project
- Be able to elaborate the budget and the final report of a project

Mode de contrôle des connaissances :

The project team and its members will be assessed as follows

- All works produced by the Project Team are assessed (written and oral work). This covers the tools and the two final reports (project and customers)
- The individual engagement in the project activities is also assessed as well as the individual performance during the two rounds with the customers
- The individual REX is assessed

The weight of the individual grades is higher with a coefficient = 3

Bibliographie, lectures recommandées :

- **PMBOK guide book** – A guide to the Project Management body of Knowledge – Project Management Institute 7thedition (2021)
- **The Project Management Memory Jogger – second edition by Karen Tate, Paula Martin, Betsy Hardinger (Editor), Danielle Carbonell (Editor)**