



UNIVERSIDAD
esan

Syllabus of course **Project Management**

August – December 2018

Level 9th

Professors

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I. Overview of Course

Course:	Project Management	Code:	04720
Required:	Strategic Planing, Project formulation and appraisal	Semester:	2018-2
Credits:	4	Term	9 th
Hours:	4 hours with 2 practice hours biweekly		

II. Summary

This course, understanding Project Management, has got as a main goal that students be able to know concepts and practices about Project Management. As a result of this, first, students will be able to be part of teamwork and after leading it to design, develop, document, and manage a real project, applying the knowledge, tools and techniques learned upon to PMBOK standard guide, and important topics related.

III. Objective of course

To design a Project Management Plan related to Capstone Project, applying concepts, tools and techniques based on best practices worldwide accepted.

IV. Learning Results

At the end of the course, students will be able:

- To know important concepts about Project Management, focus on the Knowledge Management Areas proposed by The Project Management Book of Knowledge - PMBOK 6th edition.
- To apply concepts and tools for an effective management for projects.
- To design a Project Charter, Stakeholder Analysis, Requirements and WBS linked to Capstone Project.
- To design a Schedule, Budget and Quality Metrics linked to Capstone Project.
- To know the importance of Soft Skills in Project Management.
- To design a RACI Matrix, Communication Matrix and Procurement Matrix linked to Capstone Project.
- To Perform a Qualitative Risk Analysis linked to Capstone Project.
- To develop and present a researching about Project Management Special Assignment.
- To design and explain a Kick Off Meeting presentation linked to Capstone Project.

V. Methodology

The methodology is based on active participation from students and use methods and techniques.

There will be sessions explained by the professor with lectures and discussions in group, study cases, reading papers, practice exercises and develop an integrator assignment.

There are mandatory readings from complementary material and these should be complete by students in according to schedule of course.

VI. Evaluation

The evaluation system is integral and continuous. It involves the Permanent Evaluation (60%), the Partial Exam (20%) and Final Exam (20%).

Permanent Evaluation includes these items:

PERMANENT EVALUATION AVERAGE: 60%		
Type of evaluation	Description	Weight
Project Management – Capstone Project	During the course, the students will deliver a Project Management Plan and develop workshops about topics performed in class.	50%
Reading Controls	Five Reading Controls (The lowest grade will be eliminated)	30%
Special Group Assignment about Project Management research	The students will present a special lecture (25 – 30 min) with a writing paper about a specific topic proposed by professor	20%
<p>* If student has participated into:</p> <ul style="list-style-type: none"> ➤ Team accountable to prepare any academic event into University for instance: congress or contest. ➤ Represent to University in some academic event, for instance: congress or contest. <p>It will have a bonus into permanent evaluation average defined by professor of the course, although it will depend on the participation report submitted by Career Coordinator.</p>		

The Final Average (FA) makes of this way:

$$FA = (0,60 \times PE) + (0,20 \times ME) + (0,20 \times FE)$$

Where:

FA = Final Average.

ME = Midterm Exam.

PE = Permanent Evaluation Average and,

FE = Final Exam.

VII. Content Scheduled

WEEK	UNIT	ACTIVITIES / EVALUATION
Learning Unit 1: Project Management Body of Knowledge – Part 01 Learning Results: <ul style="list-style-type: none"> To know important concepts about Project Management, focus on Integration and Scope Management, proposed by the Project Management Book of Knowledge - PMBOK 6th edition. To apply concepts and tools for an effective management for projects. To design a Project Charter, Stakeholder Analysis, Requirements and WBS linked to Capstone Project. 		
1° August 20 th - August 26 th	Learning Outcomes: <ul style="list-style-type: none"> To know and understand topics about Project Management. Topics: <ul style="list-style-type: none"> Introduction and Integration Management. <ul style="list-style-type: none"> Project Management introduction. PMBOK and its sections. 	<ul style="list-style-type: none"> Lecture. To define teams for workshops and special assignment.
2° August 27 th –September 2 nd	Learning Outcomes: <ul style="list-style-type: none"> To review and learn the Integration Management Processes. Topics: <ul style="list-style-type: none"> Integration Management. <ul style="list-style-type: none"> Project Charter. Project Management Plan. Integration Management Process. Project Canvas 	<ul style="list-style-type: none"> Lecture. Workshop N° 01 (Project Canvas + Prototype)
3° September 3 rd – September 9 th	Learning Outcomes: <ul style="list-style-type: none"> Learning about Stakeholders Management in projects. Review the Stakeholders Management Processes Topics: <ul style="list-style-type: none"> Stakeholders Management <ul style="list-style-type: none"> Learning about Stakeholders techniques Review Stakeholders Management Processes Managing stakeholders 	<ul style="list-style-type: none"> Lecture Workshop N° 02 (Stakeholder Analysis) Reading Control N° 01
4° September 10 th – September 16 th	Learning Outcomes: <ul style="list-style-type: none"> To identify differences about Scope Project and Scope Product. To review the Scope Management Processes. Know the importance of Work Breakdown Structure and its application. Topics: <ul style="list-style-type: none"> Scope Management. <ul style="list-style-type: none"> Scope Project and Scope Product. Scope Management Process. Work Breakdown Structure as Fundamental Tool 	<ul style="list-style-type: none"> Lecture Workshop N° 03 (Requirements and WBS) Integrated Presentation
Learning Unit 2: Project Management Body of Knowledge – Part 02 Learning Results: <ul style="list-style-type: none"> To design a Schedule, Budget and Quality Metrics linked to Capstone Project. 		
5° September 17 th – September 23 th	Learning Outcomes: <ul style="list-style-type: none"> Learning estimation and compression techniques of time in projects. Review the Time Management Processes. Know and resolve exercises to determine Critical Path. Topics:	<ul style="list-style-type: none"> Lecture. Presentation – Capstone Project Management - ITIS (Sections I – IIIc) Exercises – Critical Path. Reading Control N° 02 Integrated Presentation

	<ul style="list-style-type: none"> • Time Management. <ul style="list-style-type: none"> - Time Management Processes. - Estimation Techniques of Time. - Critical Path Method and Techniques of Compression. 	
6° September 24 th – September 30 th	Learning Outcomes: <ul style="list-style-type: none"> • Learning estimation techniques of cost in projects. • Review the Cost Management Processes. • Know and resolve exercises about Earned Value Method. Topics: <ul style="list-style-type: none"> • Cost Management. <ul style="list-style-type: none"> - Cost Management Processes. - Estimation Techniques of Cost. - Earned Value Method. 	<ul style="list-style-type: none"> • Lecture. • Exercises - Earned Value. • Workshop N° 04 (Schedule and Budget)
7° October 1 st – October 7 th	Learning Outcomes: <ul style="list-style-type: none"> • Learning concepts about Quality in Project Management. • Review the Quality Management Processes. Topics: <ul style="list-style-type: none"> • Quality Management. <ul style="list-style-type: none"> - Quality Management Processes. - The Seven Fundamental Quality Tools. 	<ul style="list-style-type: none"> • Lecture. • Workshop N° 05 (Quality Metrics) • Integrated Presentation
8° October 8 th – October 14 th	MIDTERM EXAM	
Learning Unit 3: Project Management Body of Knowledge – Part 03 and Soft Skills. Learning Results: <ul style="list-style-type: none"> • To know the importance of Soft Skills in Project Management • To design a RACI Matrix, Communication Matrix and Procurement Matrix linked to Capstone Project. 		
9° October 15 th – October 21 st	Learning Outcomes: <ul style="list-style-type: none"> • Learning about Resource Management in projects. • Review the Resources Management Processes. Topics: <ul style="list-style-type: none"> • Resources Management. <ul style="list-style-type: none"> - Resources Management Processes - Teambuilding. 	<ul style="list-style-type: none"> • Lecture. • Reading Control N° 03 • Workshop N° 06 (Organization Chart and RACI Matrix)
10° October 22 nd – October 28 th	Learning Outcomes: <ul style="list-style-type: none"> • Learning about Communication in Project Management. • Review the Communication Management Processes. Topics: <ul style="list-style-type: none"> • Communication Management. <ul style="list-style-type: none"> - Communication Management Processes. - Communication Matrix and Lessons Learned. 	<ul style="list-style-type: none"> • Lecture. • Workshop N° 07 (Communications Matrix) • Integrated Presentation
11° October 29 th – November 4 th	Learning Outcomes: <ul style="list-style-type: none"> • Learning about Soft Skills • Know the importance of soft skills in Project Management Topics: <ul style="list-style-type: none"> • Soft Skills in Project Management. <ul style="list-style-type: none"> - The importance of Soft Skills for a Project Manager. 	<ul style="list-style-type: none"> • Lecture. • Presentations about Soft Skills • Workshop N° 08

	<ul style="list-style-type: none"> - -Communication and Motivation. - Leadership as fundamental skill. - Negotiation and Solution of Conflicts 	
<p>12°</p> <p><i>November 5th – November 11th</i></p>	<p>Learning Outcomes:</p> <ul style="list-style-type: none"> • Learning about Procurement in Project Management. • Review the Procurement Management Processes <p>Topics:</p> <ul style="list-style-type: none"> • Procurement Management. <ul style="list-style-type: none"> - Procure Management Processes. Procure Matrix and Management of Suppliers 	<ul style="list-style-type: none"> • Lecture. • Reading Control N° 04 • Workshop N° 09 (Procurement Matrix) • Presentation – Capstone Project Management - ITIS (Sections III d – III e)
<p>Learning Unit 4: Project Management Body of Knowledge – Part 04.</p> <p>Learning Results:</p> <ul style="list-style-type: none"> • To Perform a Qualitative Risk Analysis linked to Capstone Project. • To develop and present the researching about Project Management Special Assignment. • To design and explain a Kick Off Meeting presentation. 		
<p>13°</p> <p><i>November 12th – November 18th</i></p>	<p>Learning Outcomes:</p> <ul style="list-style-type: none"> • Learning about Risk Management techniques. • Review the Risk Management Processes. <p>Topics:</p> <ul style="list-style-type: none"> • Risk Management. <ul style="list-style-type: none"> - Risk Management Processes. - Risk Matrix and Risk Break Down Structure 	<ul style="list-style-type: none"> • Lecture. • Workshop N° 10 (Risk Matrix)
<p>14°</p> <p><i>November 19th – November 25th</i></p>	<p>Learning Outcomes:</p> <ul style="list-style-type: none"> • Expose the Project Research Assignment. <p>Topics:</p> <ul style="list-style-type: none"> • Presentation – Project Management Special Assignment. 	<ul style="list-style-type: none"> • Reading Control N° 05 • Presentation – Project Management Special Assignment.
<p>15°</p> <p><i>November 26th – December 2nd</i></p>	<p>Learning Outcomes:</p> <ul style="list-style-type: none"> • Expose a Kick Off Meeting presentation based on Integrated Project Management Plan. <p>Topic:</p> <ul style="list-style-type: none"> • Final Presentation - Integrated Project Management Plan 	<ul style="list-style-type: none"> • Final Presentation – Kick Off Meeting. • Presentation – Capstone Project Management - ITIS (Section III f)
<p>16°</p> <p><i>December 3th – December 9th</i></p>	<p>FINAL EXAM</p>	

VIII. Bibliography

Mandatory Bibliography

- Project Management Institute - PMI. (2017). *Project Management Body of Knowledge*. (6th ed). Pensilvania: PA, USA. Book Editor – PMI Publications.
- Project Management Institute - PMI. (2009). *Practice Standard for Project Risk Management*. Pensilvania: PA, USA. Book Editor – PMI Publications.
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- Project Management Institute - PMI. (2001). *People in Projects*. Pensilvania: PA, USA. Book Editor – PMI Publications.

Secondary Bibliography

- Kezner, H. (2013). *Project Management a systems approach to planning, scheduling and controlling* (11th ed). New Jersey: NJ, USA. John Wiley & Sons Inc.
- Brown, J. (2008). *The Handbook of Program Management. How to facilitate project success with optimal program management*. New York, NY: McGraw Hill.
- Levatec, C. (2006). *The Program Management Office – Establishing, Managing and Growing the Value of a PMO*. Florida: FL, USA. J. Ross Publishing Inc.
- Project Management Institute Portal. Retrieved from www.pmi.org.

IX. Capstone Project - ITIS

Definición:

El Capstone Project es un proyecto que involucra las actividades de cursos de especialidad, con el propósito de integrar las actividades de cursos complementarios, bajo un único contexto.

El Capstone Project, adicionalmente, tiene por propósito desarrollar las habilidades de coordinación entre los diferentes grupos (pertenecientes a distintos cursos) para el desarrollo del proyecto.

Cursos implicados:

- Project Management
- Ingeniería de software
- Desarrollo de aplicaciones web
- Programación orientada a objetos
- Modelamiento de base de datos

Roles en el proyecto:

El proyecto será desarrollado asignando determinados roles por cada curso.

Los roles son:

Alumnos del curso	Rol	Reporta a
Project Management	Project Manager	Junta de profesores
Ingeniería de software	Analista de sistemas	Project Manager
Desarrollo de aplicaciones web	Programador web	Analista de sistemas
Programación orientada a objetos	Programador desktop	Analista de sistemas
Modelamiento de base de datos	DBA	Analista de sistemas

Al finalizar el ciclo, los grupos deberán entregar:

Rol	Documento a presentar	Entregar a
Project Manager	MCVS-UE-II21-1 Ficha de Proyecto	Junta de profesores
Analista de sistemas	MCVS-UE-III21-1 Modelo del Software	Project manager
Programador web	MCVS-UE-III22-1 Software Desarrollado	Analista de sistemas
Programador desktop	MCVS-UE-III22-1 Software Desarrollado	Analista de sistemas
DBA	MCVS-UE-III22-2 Inicialización de Datos	Analista de sistemas

X. Professor

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