

ATENEO DE MANILA UNIVERSITY
Loyola Schools

First Semester 2012-2013

Department: *Quantitative Methods and Information Technology, JG School of Management*

Course No.: *POM 199.3*

Course Title: *Project Management Tools and Techniques*

No. of Units: *3 units*

Prerequisite: *POM 199.2*

Course Description:

Businesses across various industries are valuing project management skills more and more for the successful planning and execution of various initiatives, including marketing campaigns, product development, business process reengineering, IT implementations, construction, mergers and acquisitions, and even corporate restructuring. Therefore, understanding the technical and social aspects of project management becomes an edge for our graduates in the workplace. This course will focus on specialized analytical frameworks and tools in project management, building on the students' knowledge of project management fundamentals.

Course Objective:

(1) To learn advanced tools used in project planning and scheduling, risk management, project control, quality management, and project auditing. (2) To be able to survey popular project management methodologies and know their appropriate practice. (3) To be aware of the opportunities that information technology can have in enhancing the completion of a project. (5) To understand the factors that can lead to failed projects.

Course Outline and Timeframe

Module 0: Introduction (1 session)

Course Overview

Project Groupings

Assignments

Module 1: Review of PM Fundamentals (1 session)

- What is a Project?
- The Project Lifecycle
- Projects in the Context of Strategic Management
- Organization: Structure and Culture
- Stakeholders and Roles
- Challenges and Opportunities

Module 2: Project Preparation and Design (2 sessions)

- Goal Hierarchy
- Overview of Goal Setting Using the Logframe
- Identifying Strategic Projects

Module 3: Project Evaluation/Appraisal (1 session)

Project Selection Methods (NPV, ROI, Decision Matrix)

Module 4: Project Planning (3 sessions)

- The Project Charter
- Work Breakdown Structure
- Scheduling

- Cost Estimating Techniques
- Optimizing the Project Duration
- Risk Analysis

Module 5: Managing Project Resources (1 session)

- Resource-Constrained Scheduling
- Time-Constrained Scheduling

Module 6: Project Control (2 sessions)

- Earned Value Analysis

Module 7: Special Issues in Implementing Projects (2 sessions)

- Contract Management
- Change Management

Module 8: Project Audit and Closure (1 session)

Module 9: Group Projects (2 sessions)

Course Requirements

Class Participation

- Lectures and Class Discussions
- Reading and Written Assignments
- Quizzes and Long Exams
- Final Project

Grading System

Exams

Quizzes	10%
Case Discussions	10%
Long Exam	20%

Class Participation 10%

Project 50%

Grading Scale

Final Mark	Numerical Equivalent	Quality Point Equivalent
A	92 to 100	3.76 to 4.00
B+	87 to 91	3.31 to 3.75
B	83 to 86	2.81 to 3.30
C+	79 to 82	2.31 to 2.80
C	76 to 78	1.81 to 2.30
D	70 to 75	1.00 to 1.80
F	Below 70	Below 1.00
W	Overcut	Overcut

Classroom Policies

1. Attendance will be checked at the start of the sessions. Students are allowed to miss a maximum of nine class hours for this course. Hours missed due to tardiness will be counted towards this maximum number.
2. Deadlines will be strictly enforced. Deliverables received after the designated deadlines will not be checked.
3. Graded work will be returned to the students within a reasonable period of time. One week after the release of graded work, students are allowed to appeal for changes of grade. Beyond this period, appeals will no longer be entertained.
4. Make-up activities may be given only to students who have missed or are unable to complete or undertake a major class requirement due to:
 - Participation in an official school activity
 - Illness which involves hospitalization or contagious diseases

In either case, students are required to present proper documentation prior to taking the make-up exam.

5. Students are required to turn off their cellular phones and pagers before the start of class.
6. Laptops may only be used for note taking.
7. Other AdMU and JGSOM rules and general academic policies will apply.

Suggested References:

Clifford F. Gray and Erik W. Larson, 2006. **Project Management : The Managerial Process**, McGrawHill. 3rd ed.

David I Cleland and Roland Gareis, 2006. **Global Project Management Handbook: Planning, Organizing, and Controlling International Projects**, McGrawHill. 2nd ed.

Clark A. Campbell, 2007. **The One-Page Project Manager: Communicate and Manage Any Project with a Single Sheet of Paper**, Wiley.

The Project Management Institute. **A Guide to the Project Management Body of Knowledge**, Project Management Institute, 3rd ed.