

# Syllabus Introduction to APP and Project Management

Thursday 10:50-12:30

2021 Fall Term

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## Course Description

A project is any temporary endeavor undertaken to create a unique product, service, or result. Project management is the application of knowledge, skills, tools, and techniques to a project to ensure its successful completion. Projects can be anything – a new car, a report, the development of a database, a humanitarian field station, a policy brief, an academic paper, and more. Because of this, understanding the basics of managing a project is essential in the modern world. This class is designed to prepare students to undertake a basic project, and see it through the stages of a project including initiation, planning, execution, monitoring, and closing.

## Course Texts

All course texts will be posted on the class website. Students are strongly encouraged to print out the readings instead of reading from their computers. Reading a physical copy contributes to superior comprehension.

## Course Structure

This course is designed as a student-centric graduate seminar and workshop. There is no hand-holding. What you get out of this class will be precisely what you put into it.

**Assignments - Please note that all assignments will be submitted through the TurnItIn system!**

## Terms of Reference

During the first weeks of this course, we discuss project initiation and how to negotiate Terms of Reference (ToRs) with partner organizations. You are expected – with the help of the APP director (Florian), the Skills and Applied Learning Coordinator (Marton), and your APP supervisor – to enter into negotiations with your partner during the first weeks of the academic year, and to actually negotiate the ToRs for your project. We will provide sample ToRs of past projects. Once this process is finished, submit the ToRs, they will be graded as part of the course.

## Project Initiation & Planning Presentations

At the middle of the term your group will be expected to present the plan for the project they have worked on so far (their APP). This presentation will focus of your Project Initiation & Planning phases. This initiation and planning phase is an important part of project management. A strong foundation makes for a stronger and more successful project. To emphasize this and support you in building strong project foundations, you will be expected to develop a presentation on your project's initiation and planning,

which will incorporate phases 1 and 2 of the project management process. Details on the presentation will be offered in class.

### Discussion & Participation

This course has a strong participation component, and you are expected to discuss the materials at every class meeting. The course will be structured around the evolving APP project, which will therefore take center stage in the discussion.

### Research Design

Based on the needs of the partner organization (set out in the ToRs) and your project plan so far, you are expected to come up with a research design to meet the goals of the project. This research design should incorporate elements of project managements ideas, but also adhere to high academic standards. Finishing the RD and submitting it at the end of the term will allow project teams to actually start working on project execution after the term break, which should allow projects to be delivered in a timely manner.

### Class Policies

- All university policies relating to plagiarism, cheating, harassment, etc. will be fully enforce
- Late papers without a valid written excuse lose 10% of their grade per day after the deadline.
- DPP policy is to fail students with more than one unexcused absence for a 2-credit course and more than two unexcused absences for a 4-credit course. Alternatively, final grades may be lowered in proportion to unexcused absences.
- Be respectful to other students and to yourself.
- I am an understanding individual. If there are things happening in your life which may prevent you from being successful in class, please come speak with me. I am on your side.
- The instructor reserves the right to change this syllabus at any time.

### **Breakdown of final grade:**

<b>Terms of Reference =</b>	<b>25%</b>
<b>Initiation &amp; Planning Presentation =</b>	<b>30%</b>
<b>Class Participation =</b>	<b>20%</b>
<b>Project Research Design =</b>	<b>25%</b>

## **Class Schedule**

The following reading and course schedule is subject to change. Students are responsible only for those readings posted on the class website.

### **Session 1 (September 23): Introduction**

Class introductions, course outline. Overview of topic. The 5 stages of project management Discussion.

### **Session 2 & 3 (September 30 & October 7): Project Initiation (Stage 1), Terms of References (ToR) negotiations**

Heagney, Joseph. 2011. "An Overview of Project Management." In *Fundamentals of Project Management*, 4th Edition. New York: AMACOM.

Heerkens, Gary R. 2013. "About Projects and Project Management." In *Project Management, Second Edition*, 2nd Edition. McGraw-Hill Education.

Selections from: Furman, Jeff. 2014. *The Project Management Answer Book*. 2nd Edition. Berrett-Koehler Publishers.

Aligica, Paul Dragos. 2006. "Institutional and Stakeholder Mapping: Frameworks for Policy Analysis and Institutional Change." *Public Organization Review* 6 (1): 79–90.

Derakhshan, Roya, Rodney Turner, and Mauro Mancini. "Project governance and stakeholders: a literature review." *International Journal of Project Management* 37, no. 1 (2019): 98-116.

Johnson, Douglas A., and Nancy L. Pearson. 2009. "Tactical Mapping: How Nonprofits Can Identify the Levers of Change." *The Nonprofit Quarterly* 16 (2): 92–99.

Kováč, Imre, and Eva Kučerová. "The project class in Central Europe: the Czech and Hungarian cases." *Sociologia ruralis* 46, no. 1 (2006): 3-21.

*Exercise:* Developing a Project Charter & Tactical Mapping for Stakeholders for your Term Project

*Submit:* ToRs

### **Session 4 & 5 (October 14 & October 21): Project Planning (Stage 2) and Literature Review**

Dvir, Dov, Tzvi Raz, and Aaron J. Shenhar. 2003. "An Empirical Analysis of the Relationship between Project Planning and Project Success." *International Journal of Project Management* 21 (2): 89–95. [https://doi.org/10.1016/S0263-7863\(02\)00012-1](https://doi.org/10.1016/S0263-7863(02)00012-1).

Heerkens, Gary R. 2013. "Preparing a Detailed Project Plan: Step by Step." In *Project Management, Second Edition*, 2nd Edition. McGraw-Hill Education.

Chapters 1-2 in Portny, Stanley E. 2017. *Project Management For Dummies*. 5th Edition.

Hoboken, NJ: For Dummies.

Chapter 2 in Furman, Jeff. 2014. *The Project Management Answer Book*. 2nd Edition. Berrett-Koehler Publishers.

Heerkens, Gary R. 2013. “Dealing with Risk and Uncertainty.” In *Project Management, Second Edition*, 2nd Edition. McGraw-Hill Education.

Petersen, Christine. 2013. “Project Planning.” In *The Practical Guide to Project Management*. BookBoon.

Heagney, Joseph. 2011. “Developing a Mission, Vision, Goals, and Objectives for the Project.” In *Fundamentals of Project Management*, 4th Edition. New York: AMACOM.

Heagney, Joseph. 2011. “Creating the Project Risk Plan.” In *Fundamentals of Project Management*, 4th Edition. New York: AMACOM.

Heagney, Joseph. 2011. “Using the Work Breakdown Structure to Plan a Project.” In *Fundamentals of Project Management*, 4th Edition. New York: AMACOM.

Marker, Andy. 2017. “Ultimate Guide to Project Cost Estimating | Smartsheet.” 2017. <https://www.smartsheet.com/ultimate-guide-project-cost-estimating>.

“All About Work Breakdown Structures (WBS) | Smartsheet.” n.d. Accessed September 15, 2020. <https://www.smartsheet.com/getting-started-work-breakdown-structures-wbs>.

*Exercise:* Developing a Project Plan

### **Session 6 (October 28): Initiation & Planning Presentations**

### **Session 7 & 8 (November 4 & November 11): Project Execution (Stage 3) and Research Design**

Heerkens, Gary R. 2013. “Maintaining Control During Project Execution.” In *Project Management, Second Edition*, 2nd Edition. McGraw-Hill Education.

Petersen, Christine. 2013. “Execution.” In *The Practical Guide to Project Management*. BookBoon.

Söderholm, Anders. 2008. “Project Management of Unexpected Events.” *International Journal of Project Management* 26 (1): 80–86. <https://doi.org/10.1016/j.ijproman.2007.08.016>.

“The Complete Guide to Successful Project Execution | Smartsheet.” n.d. Accessed September 16, 2020. <https://www.smartsheet.com/content-center/best-practices/project-management/project-management-guide/project-execution>.

*Exercise:* Develop contingency plans for project execution

### **Session 9 & 10 (November 18 & November 25): Project Monitoring (Stage 4) and Writing-up Results**

Berkun, Scott. 2008. “Making Things Happen.” In *Making Things Happen: Mastering Project Management*, Revised Edition. Beijing ; Sebastopol CA: O’Reilly Media.

Berkun, Scott. 2008. "Middle-Game Strategy." In *Making Things Happen: Mastering Project Management*, Revised Edition. Beijing ; Sebastopol CA: O'Reilly Media.

"How to Monitor and Control Your Next Project for Success | Smartsheet." n.d. Accessed September 16, 2020. <https://www.smartsheet.com/content-center/best-practices/project-management/project-management-guide/project-monitor-control>.

*Exercise:* Develop monitoring protocols

### **Session 11 & 12 (December 2 & December 9): Closing Phase (Stage 5), Knowledge Dissemination and Policy Brief**

Aziz, E. E. (2015). Project closing: the small process group with big impact. Paper presented at PMI® Global Congress 2015—EMEA, London, England. Newtown Square, PA: Project Management Institute.

Heerkens, Gary R. 2013. "Bringing Your Project to a Successful Conclusion." In *Project Management, Second Edition*, 2nd Edition. McGraw-Hill Education.

*Exercise:* Discuss best methods to close out a project, what to abandon and how to document process & work on final project presentations

*Submit:* Research Design