



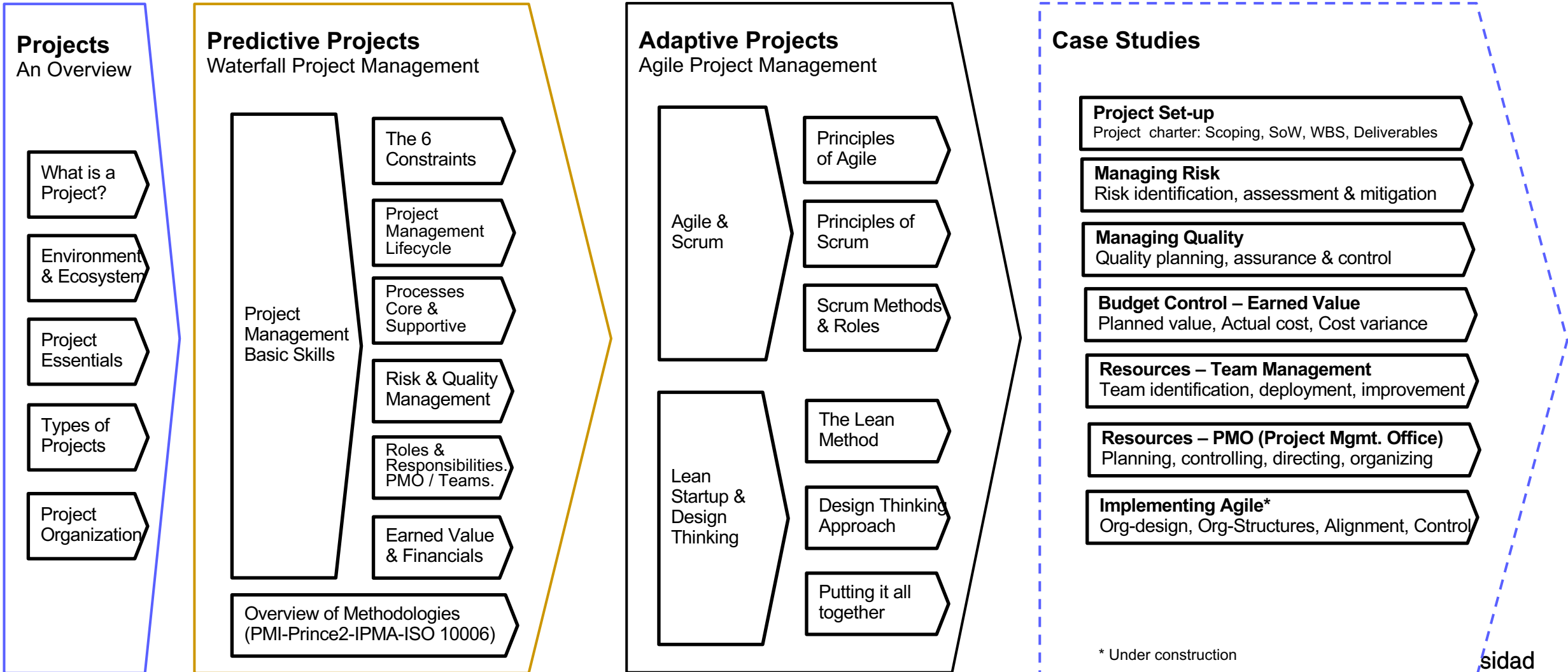
Why a course in Project Management at UV?

- We need leaders and project managers who can understand cultural and ideological differences, are respectful of different ways of working and yet are able to achieve demanding project goals.
- A well-rounded manager is an individual that should know how to deliver the needed results at the right time. Project Management is about managing change and delivering results under pressure, in today's world we need people that can take on these challenges.
- The main objective of this course is to introduce students to the rich world of Project Management methodologies and its application at a variety of situations in today's changing environment.
- We want to help young professionals to master all the necessary Project Management tools and skills to better implement their ideas and contribute to the enhancement of society.
- Students are exposed to traditional as well as new methodologies such as Agile and Scrum which are today's most used approaches for the implementation of breakthrough ideas.
- This class makes extensive use of the Case discussion methodology to immerse students in close to real-life situations.

What is the target audience?

- This course is designed to be an introductory course for non-technical audiences with a strong interest in business.
- This course can be taught as a full quarter for an undergraduate level (*Licenciatura*) in Business Administration (ADE), International Relations (IIRR) or Law (Derecho)
- Everybody will become a Project Manager at any given time in their lives. We all have to manage something to its completion, regardless of our background or knowledge.
- The course is designed in such a way that learning takes place in increments building from basic management concepts to complex organizational and operational practices. The case methodology is the closest thing to real-life exposure to problems.
- This course has been delivered to an audience of undergraduate and master degree students in a 2-hour per day lecture format twice a week during a university quarter. A 4-hour format has been successfully implemented for special audiences (professionals who only had weekends to spare) during Saturday mornings.
- Also, a seminar format aimed at graduate students, students in their senior year, or professionals. The Seminar format will allow some flexibility to tailor some contents as an "Ad-hoc" course for these audiences. (See also "Format of the Course")

Project Management Course Structure at a glance



Syllabus At a glance

- **Session 1: Introduction** / Class Objectives / Methodology
- **Session 2: Project Management: An Overview** • Environment & Ecosystem • Project essentials
- **Session 3: Types of Projects** • Types of Methodologies
- **Session 4: Predictive (Waterfall) Project Management:** Introduction to Project Management approaches • The 6 constraints • The project management cycle
- **Session 5: Overview Processes: Core & Support** • Core processes in detail • Support processes in detail.
- **Session 6: Project Management Roles & Responsibilities** • Cultural differences in an international setting • International Projects.
- **Session 6: Project Management Skills** • Project types and skillsets • Project Manager's Responsibilities
- **Session 7: Project Organizations** • Project types and organizational structures • Considerations on Leadership • The PMO.
- **Session 8: Predictive Project Management Methodologies:** PMI, PMBOK, Prince-2, IPMA and others.
- **Session 9: Adaptive Project Management:** What makes a project suitable for an Agile Management approach? • **Principles of Agile.**
- **Session 10: Scrum Project Management** • Principles of Scrum • Scrum skillset
- **Session 11: Scrum: The process** • Scrum: Roles and Leadership •
- **Session 12: Scrum: The Phases and Gateways** • Scrum: The Validation Process
- **Session 13: Introduction to the Lean method** • **The Lean Startup Principles.**
- **Session 14: Design Thinking principles** • Putting it all together
- **Session 15: From Project to Product:** The inception process of business ideas
- **Session 16: What makes a suitable business idea?** • Business Modeling: The Business Model Canvas
- **Session 17: Entrepreneurial Mindset: Reframing Project and Product Management**



Cases An overview (1/2)

Case-1: Project Set-up

- HBP is a fictitious printing and publishing company founded by Brad and Jim.
- The owners want to transition their small printing shop into a company that creates eBooks for universities
- They hire a lady (Samantha) who studied Project Management in her Business Admin university. She starts to put in practice the techniques she learned and drives the transformation of the company

Case-2: Managing Risk

- The eBook production process is broken and there are many issues impacting the delivery of the eBooks requested by a university.
- Samantha and other management team members identify and assess the risks facing this new client
- A risk management strategy is pieced together by all team leaders and a project to streamline the production process is launched.

Case-3: Managing Quality

- As more customers are brought in place HBP starts facing quality issues with the eBooks it is delivering.
- A quality check process is put in place to mitigate these quality issues.
- The quality system involves integrating HBP's customer processes and checkpoints.

Case-4: Budget Control – Earned Value

- HBP is well into the digital era and has many customers.
- An incident involving a snowstorm and an accident of one of the production directors leaves an ongoing project in the dark.
- After a week of not being able to follow the production process and the director being taken to a hospital with a head injury, HBP's management finds itself not knowing how the project is going in terms of time to deliver a result and money spent.

Cases An overview (2/2)

Case-5: Team Management

- As the company continues to grow and more customers come on board. Personnel issues arise as part-time younger workers clash with the old-boys network supervisors have.
- Samantha and the Management team have to come up with strategies to align everybody.

Case-6: Setting up a PMO

- A company-wide strategy for growth needs to be executed upon and all on-going projects at HBP need to be aligned within the company.
- Samantha suggests a new organizational structure be put in place to manage and supervise all projects: a Project Management Office is set up under her command.

Case-7: Implementing Agile (*)

- New digital technologies are being demanded by customers and traditional sales and delivery practices are under scrutiny.
- New delivery methods are being devised and a new way of executing projects is tested: Agile – Scrum is being implemented in HBP.
- HBP starts to face lots of new challenges...

* Under construction

Summary of course

Disciplined Entrepreneurship



What is Disciplined Entrepreneurship?

- Disciplined Entrepreneurship is a startup creation framework that breaks down the process of building an innovation-driven company into 24 straightforward and manageable steps.
- Created by Prof. Bill Aulet – a practicing entrepreneur and instructor at MIT--, it is an integrated, comprehensive and proven method that teaches students or want-to-be entrepreneurs, the tools and concepts that Prof. Aulet had wished he had at hand when he became a full-time entrepreneur 20 years ago.
- Based on the idea that Entrepreneurship can be taught –it is not a genetic trait or the domain of “a few gifted”-- this course is a must in today’s management university courses as it exposes students to the essential tools and ways of thinking about how to become an entrepreneur.



Why a course in Entrepreneurship?

- The rise of new ways to approach the creation of companies has generated some fallacies on the true nature of the entrepreneur. There are many descriptions of geniuses and visionaries who seem to have been born especially gifted for entrepreneurship as if it were something only a privileged few could attain.
- We want to convey to our students that there is no such thing as a any entrepreneurship undertaking requires a disciplined and methodical approach that can be learned and mastered.
- The course offering is tailored to students who want to learn with a hands-on approach what it takes to become an entrepreneur.
- Students will be guided through the 24 steps predicted by the framework and ultimately will be able to present their project ideas and startup plans to investors and other entrepreneurs.

What is the target audience?

- This course is designed to be an introductory course for non-technical audiences with a strong interest in business and start-up creation. The ideal audience is people who would like to eventually become entrepreneurs.
- This course can be taught as a full quarter for an undergraduate level (*Licenciatura*) in Business Administration (ADE), International Relations (IIRR) or Law (Derecho)
- One of the most relevant features of this course is that groups of students will go through the real process of creating a plan to set up a viable start-up. At the end of the course students will have to deliver an “Investor Pitch” in front of a panel of investors to ask for funding for their final project.
- The 2-hour x 2 days per week or single-day 4-hour sessions format can also be implemented.
- It can also be delivered in a Seminar format aimed at graduate students, students in their senior year, or professionals. The Seminar format will allow some flexibility to tailor some contents as an “Ad-hoc” course for these audiences. (See also “Format of the Course”)



Disciplined Entrepreneurship Course Structure at a glance

