

# Project Management

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**Course Prerequisites:** None

## Objectives

This course is designed to help students understand one of the greatest challenges that organizations face today: managing projects in organizations. Project management, referred to by Fortune magazine as the #1 career choice for the coming decade, represents a skill that is in high demand in all companies, both domestically and internationally. This course will provide a comprehensive overview of the skills needed and challenges to be faced in managing projects in organizations.

Class sessions will be conducted as a combination of exercises, cases studies, lectures and open-class discussions, both considering important concepts and exercises. Thus, pre-class preparation is important and classroom participation will be included in the students' final evaluation. Course readings will be supplemented at various times by experiential exercises that relate to the topics being covered.

## Skills Developed

- △ Participating in / piloting a project through the use of key tools and methods
- △ Structuring team projects and spear-heading change
- △ Understanding and acting on central organizational evolutions that projects trigger for your clients / your own firm.

## Textbook

Project Management: Achieving Competitive Advantage, Global Edition, 3rd Ed.  
by J. Pinto, Pearson.

## Grading Policy

Grading procedure		
Evaluation	Grading	Content
Integrated project 1: “Apple’s new product project”	50 %	<ul style="list-style-type: none"> <li>▪ Prepare a project aimed at developing a new product or service, from the initial idea to the steps of evaluation and control</li> <li>▪ Groups of 5-6 students</li> <li>▪ <b>Delivery: slides + presentation</b></li> </ul>
Integrated project 2: “Ernst and Young’s new methods and tools project”	50 %	<ul style="list-style-type: none"> <li>▪ Search for information and analyze a topic related to project management</li> <li>▪ Groups of 2-4 students</li> <li>▪ <b>Delivery: slides + presentation</b></li> </ul>

Overall, the evaluation will rely on: the quality of contributions during class (relevance of analyses, critical viewpoint, sharing of experience, etc.), the quality of the group project (depth of analyses, critical viewpoint, quality of sources, etc.), and the quality of the analyses demonstrated in the final exam, i.e. the **ability of the participants to develop team abilities and to work effectively together**. The participants are encouraged to share their experiences and practices in relation to the issues covered by the course.

### Pedagogical involvement

Each session is based on a short lecture, a case study related to the lecture and a concrete application of tools and methods via the “integrated project” exercises.

1/ Lectures are about the main topics related to project management (scope, team building, risk management, cost and budget, scheduling and methods).

2/ Case studies: the case studies are aimed at introducing and/or illustrating certain problematic concerning project management. They are concrete examples of what projects are in real life. If you do not bring your documents to class, you will not be able to understand the stakes, and you will also miss the connection with the lectures.

3/ Integrated projects

- Apple’s new product project: the aim of this exercise is not only to develop a brand new idea, but also to test and use the tools and methods discussed in this course to manage the project. This is a good way to appropriate the tools and methods in a concrete exercise.
- Ernst and Young’s new methods and tools project: this second integrated project is dedicated to the analysis of a project management's topic. We

will only spend a short period of time during the sessions preparing this project, which also constitutes your "homework". The main aim of this project is to advance your knowledge of project management and to provide a relevant analysis.

- All the instructions related to these exercises are provided in guidelines (cf. documents).

# **Tentative Semester Schedule (subject to change)**

## **Chapter 1: Why project management**

- a) Course expectations
- b) What is Project Management?
- c) Historical context

Case study

Integrated project

Reading: Pinto, Ch. 1

## **Chapter 2: Scope Management**

- a) Planning and Statements of Work
- b) Work Breakdown Structures
- c) Steps in Scope management

Case study

Integrated project

Reading: Pinto, Ch. 5

## **Chapter 3: Groups and Project Team Development**

- a) Factors in effective groups
- b) Stages in team development
- c) Conflict
- d) Negotiation

Case study

Integrated project

Reading: Pinto, Ch. 6

## **Chapter 4: Risk Management**

- a) Four stages in risk management
- b) Qualitative risk assessment
- c) Quantitative risk assessment
- d) Risk mitigation

Case study

Integrated project

Reading: Pinto, Ch. 7

## **Chapter 5: Cost Estimation and Budgeting**

- a) Cost estimation
- b) Developing the project budget
- c) Team Assignment due

Case study

Integrated project

Reading: Pinto, Ch. 8

## **Chapter 6: Scheduling**

- a) Defining the elements of the project
- b) Duration estimation
- c) PERT/CPM
- d) Lag relationships
- e) Gantt Charts

Case study

Integrated project

Reading: Pinto, Ch. 9; Pinto, Ch. 10

## **Chapter 7: Methods of Project Management**

- a) Project Management Institute
- b) Prince 2
- c) AGILE Methods

Case study

Integrated project

## **Presentations**

Integrated project: Apple's new product project

Integrated project: Ernst and Young's new methods and tools project

## **Faculty Bio**

Anthony Hussenot (PhD) is an Associate Professor (maître de conférences) in Management and Organization Science at the Université Paris-Dauphine. His teaching focuses on project management, information technologies and management, and qualitative research methods. His research interests also include the study of organizational activities from a process perspective in various sectors: private banking, consulting, and secondary school. Specifically, he has done research on the coordination, making and appropriation of technologies, as well as on the structuring of teams. He is also co-director of the Master Business Consulting: [www.mbc.dauphine.fr](http://www.mbc.dauphine.fr).