

Prof. Jaume Ribera ([link to IESE bio](#))

Prof. email: [jribera@iese.edu](mailto:jribera@iese.edu)

Office: T-409

Assistant:  
Elisenda Serra



## Management by Projects

### Introduction

We define Operations/Production Management (OM) as the art/science of doing things (or getting things done). In a very simple classification, we classified the way we manage our work in three broad categories:

“Just-do-it” approach  
Process approach.  
Project approach.

Most of you have probably already encountered many projects in your work experience before the Global Executive MBA, even though most have not been recognized or managed as such. The course explores the management of a specific project as well as the changes taking place inside an organization when moving to a structured Management by Projects.

### Objectives

Projects are common in any sector and any functional area. A project can be defined as “a temporary endeavor undertaken to create a unique product or service”. some examples of typical projects are:

- Development of a new product
- Development of a new process
- Improvement of a given system in an organization
- Change in the structure, staffing, or style in an organization

Project management is a fast-growing field. This course will introduce you to the different areas of this field and provide some useful tips on how to start, manage, and supervise a portfolio of successful projects.

## Competences

### Basic Competences

- Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context. (CB6).
- The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study. (CB7).
- The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments. (CB8).
- Students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way. (CB9).
- Students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous. (CB10).

### General Competences

- To work on a team in multicultural business environments, inspiring trust in colleagues and partners, commitment to achieving the objectives, and delegating tasks and decisions. (CG3).
- To prioritize objectives, schedule activities appropriately, and execute them within the proper timeframe. To distinguish and categorize relevant information effectively for business decision making. (CG6).

### Specific Competences

- To evaluate, select, and develop operations projects in emerging countries with market institutions and deficient infrastructures. (CE15).
- To implement product and service delivery strategies that encompass all the actors in the production chain: suppliers, manufacturers, distributors, and customers. (CE16).

## Content

We will discuss the life cycle and related topics:

1. Project selection, definition, and organization
2. Waterfall project planning and execution
3. Project planning and monitoring
4. Agile project management
5. Project conflict
6. Improving project management

The course requires a reasonable load of individual and group preparation.

## **Evaluation**

The introduction to this course took place during Module 1, based on Personal Operations Management (POM). The weighting of the different components will be as follows:

Assessment of the POM in M1 & M2 (50%)

M1 & M2 Class participation and show-and-tell items (SE4: 50%),

### **ADENDA COVID-19**

Ha sido necesario ajustar el calendario, para brindar la mejor experiencia de aprendizaje posible. Por esta razón, la clase presencial de esta asignatura ha sido pospuesta hasta septiembre 2020.