

MBA IN PROJECT MANAGEMENT

course Description

second half of 2021

MBA_{USP}
ESALQ

INTRODUCTORY MODULE

History of Project Management

Contextualization of Project Management throughout history, the great projects of humanity, the emergence of PMI (Project Management Institute) as the organizing body of knowledge and project management practitioners.

PMBOK and Certifications in Projects

Information about the PMBOK (Project Management Body of Knowledge), its editions, and content. The various existing certifications and requirements to receive and maintain the certifications.

Career in Project Management

Career possibilities in Project Management. Contextualization of what is a Career in the current context, tools for Self-knowledge, and the integration between the person and the career possibilities in the field.

Approaches and tools: from Predictive to Agile

Understanding of the different natures of the projects, from the most predictive to the most adaptative/agile, and the different approaches and tools that can be used for each.

Module Bibliography

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SUTHERLAND, J. Scrum: A arte de fazer o dobro de trabalho na metade do tempo. Casa da palavra: 2014.

TERENTIM, G.; GONÇALVES, V. Gestão de Mudanças em Abordagens Ágeis: HCMBOK to Agile: The human change management body of knowledge. Rio de Janeiro: Brassport, 2020.

TERRIBILI FILHO, A. Gerenciamento de Projetos em 7 passos: uma abordagem prática. São Paulo: M. Books do Brasil, 2011.

MODULE – PEOPLE MANAGEMENT AND LEADERSHIP

Self-Knowledge and Individual Differences

The importance of self-knowledge to the manager of projects. Differences between individuals: personality, values, life story, motivations. Activities focused on self-knowledge and personal development and reflection of differences for greater quality in human relations on projects.

Emotional Intelligence

Emotions and the evolution of the brain. Amygdala hijack and emotion management. The development of emotional intelligence. Emotional intelligence in organizations and its impact on project management.

People Management

People Management in the organizational context. Relationship between organizational strategy and people management and project team management.

Team Management

Concept of teams and their dynamics, as well as their type of organization and management. Different styles of teamwork. Dysfunctions of teamwork.

Diversity

Concept of diversity. Superficial and deep differences. Tolerance and respect for differences. Practical cases and ways to deal with diversity in projects.

Leadership

Concept of leadership and ways to develop it. Situational leadership and its implementation in different contexts and project teams. Leadership pipeline and challenges of each level. Challenges faced by leaders today.

Change Management

Overview of Change Management and its contextualization in Industry 4.0. Steps for change management and reactions to change. Change Management and Organizational Culture. Skills for project managers to promote change management in the context of projects.

Project Knowledge Management

Concept of Knowledge Management. Difference from Organizational Learning. Challenge for organizations and, in particular those with projects. Cases of organizations and relevant knowledge analysis, influence factors, and knowledge management practices present in the organizations of the participants.

Communications Management

Mapping of the main groups involved in the project and ways to promote communication in the project. Management of the communication process from planning to its implementation and monitoring. Good practices for communication. Barriers to effective communication.

Conflict Management

Conflicts in the context of projects and their day-to-day management. Skills to deal with conflicts. Methods for analysis of the various conflicts: origins, organizational environment, and management models.

Negotiation and Influence

Fundamentals of negotiation, factors that influence the process, and the different strategies and techniques that can be employed. Need to influence people in the context of projects and ways to promote this influence.

Coaching for Project Managers

Concept of Coaching. Differences from other development practices such as Mentoring, Career Counseling, Therapy, and Consulting. Premises of the coaching process and the expected posture of a coach or leader coach. The importance of questions as a way of team development.

Special Topics

Topics that are being debated at the time of the module brought for discussion and learning in our course.

Module Bibliography

- BARRET, R. O Novo Paradigma da Liderança. Rio de Janeiro: Qualitymark Editora, 2017.
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- CHARAM, R.; DROTTER, S.; NOEL, J. Pipeline de Liderança. Sextante, 2018.
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- DUTRA, J.S. Gestão de Pessoas: Modelo, Processos, Tendências e Perspectivas. São Paulo: Atlas, 2002.
- DWECK, C. Mindset: A nova psicologia do sucesso. Objetiva, 2017.
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- GOLEMAN, D. Inteligência emocional – A Teoria Revolucionária que redefine o que é ser líder Inteligente. Rio de Janeiro: Objetiva, 2011.
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- HARVARD BUSINESS REVIEW. Inteligência emocional. Sextante, 2019.
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- LALOUX, F. Reinventando as Organizações: um Guia Para Criar Organizações Inspiradas no Próximo Estágio da Consciência Humana. Editora Voo, 2017.
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ROBINS, S. P.; TIMOTHY, A. J.; SOBRAL, F. Comportamento Organizacional: Teoria e Prática no Contexto Brasileiro. 14ª Edição. Pearson, 2010.

SHINODA, A. C. M. Gestão do Conhecimento em Projetos: um estudo sobre os conhecimentos relevantes, práticas e fatores influenciadores em organizações projetizadas. São Paulo, 2012. Dissertação (Mestrado) – Universidade de São Paulo, 2012.

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MODULE – STRATEGIC AND BUSINESS MANAGEMENT

Business Strategy

Concept of strategy and strategy conception models. Strategic planning, its stages, and stakeholders involved. Tools to analyze the strategic positioning of the company or business.

Project Strategy

Relationship between the corporate strategy and the projects in the portfolio. Portfolio management to ensure the implementation of the strategy. Stakeholders involved in the process and governance of the decision-making.

Ethics in Project Management

Ethics, Morality, and Values; Implications for organization management; Ethical Dilemmas; Business cases with ethical implications. Code of Ethics and Professional Conduct of the PMI. Values of responsibility, respect, fairness, and honesty. Ethical Dilemmas in projects and how project managers can evaluate the impacts of their decisions.

Stakeholder Management

Concept of Stakeholders and importance for the projects. Identification, evaluation, engagement, and monitoring of stakeholders. Stakeholder assessment and management models.

Organizational Culture

Concept of organizational culture. Dimensions of Organizational Culture. Organizational culture, Strategy, and Results. Role of projects in culture. Cases of organizations exemplifying different types of cultures.

Sustainability in project management

Evolution of the concept of sustainability; Sustainability in projects; Social responsibility and its dimensions (economic, social, ethics); ESG (*Environmental, Social, and Governance*) and its importance for business. Sustainable development goals and organizational implications.

Economics

Basic principles of the functioning of Economy, evidencing the interrelations between the various variables: balance of trade, interest rate, exchange rate, inflation, unemployment. The Project Manager needs to understand the mechanisms that regulate the economy to propose projects that are consistent with the moment and macroeconomic trends.

Innovation and Design Thinking

Concept of innovation and differentiation concerning discovery and invention; Innovation management; Behaviors and attitudes aimed at innovation. Stages of a project that uses Design Thinking and its connection with project management. Discussion of cases that used Design Thinking to solve problems. Tools for the method (such as empathy map, extreme users, brainstorming, MVP, among others).

Special Topics

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Module Bibliography

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MODULE – TECHNICAL MANAGEMENT OF PROJECTS

Principles and Domains

The new organization of the PMBOK 7th edition in principles and domains instead of processes, which is how it was in the previous edition of the Guide. Contextualization of the importance of changes to face the current world and explanation of each one of the twelve principles and eight domains.

Agile and Hybrid Methods

Breakdown of some frameworks and tools that can be used in projects or stages with a high degree of uncertainty and innovation. It will be the base for use later in each of the domains, which will explore predictive, agile, and hybrid projects/stages.

Approach and Life Cycle Domain

Comprehension of the different approaches of project management (predictive, agile/adaptative, and hybrid) and analysis of which contexts and stages of projects demand each of them. Balancing of cadence, development approach, and life cycle. Practice of choices for each type of project, indicating what makes the most sense to be used (predictive, agile/adaptative, or hybrid methods).

Planning Domain

Analysis of the components of project planning: an overview of planning, variables (deliveries, estimates, schedule, budget), the composition of time and structure, communication, physical resources, purchases, changes, metrics, alignment. Understanding of the different ways to plan a project depending on the necessary approach (predictive, agile, or hybrid).

Project Work Domain

Project work includes effective execution: definition of appropriate processes, resource management, and creation of a learning environment. The Project Manager needs to manage project constraints, maintain the team focus, manage resources and purchases, monitor changes, and ensure learning in the execution process.

Delivery Domain

The delivery domain must ensure that the activities and functions of deliverables are consistent with the scope and quality that the project should guarantee. It includes the analysis of business objectives and relationship of project delivery with the organization strategy and the guarantee that the benefits of the project will be realized. This domain is concerned with the value delivery of the project and its quality.

Measurement Domain

Understanding of the project status, predictions, and implementation of actions necessary to maintain the expected performance. Definition of effective indicators and analysis of delivery, performance, resources, value, and stakeholders.

Uncertainty Domain

Understanding of risks and uncertainties in projects. Mapping of the project environment and risk response and uncertainties. Anticipation of threats and opportunities and maintenance of backup to ensure delivery according to the project objectives.

Portfolio Management

Interrelationship and differentiation between project, programs, and portfolio. Methods and tools for selection and prioritization of projects and the role of the PMO (Project Management Office). Strategic, tactical, and operational levels, situating projects, programs, and portfolios in these different instances.

PMO (Project Management Office)

Information about the Project Management Office, the different functions that it can assume in the organizations, and its location in the organizational structure. The profile of professionals who work in the PMO and its relationship with Project Managers.

Economic Feasibility

Elaboration of the estimated cash flow for each project and analysis of its economic feasibility from different methods (simple payback, discounted payback, NPV, IRR). How to make comparisons between projects to compose the company portfolio.

Entrepreneurship

Concept of entrepreneurship, evidencing its importance in the current scenario. Relationship of Project Management with an entrepreneurial attitude, including the concept of intrapreneurship. Introduction of some tools that support the entrepreneur (Business Model Canvas, among others) and discussion of the skills of an entrepreneur.

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Module Bibliography

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