PROJECT TEAM MANAGEMENT IN INNOVATION COMPANIES

IFSA Tel Aviv

US semester credit hours: 3
Contact Hours: 45
Course Code: MG287-08 / EI287-08
Course Length: Semester
Delivery Method: Face to face
Language of Instruction: English
Suggested cross-listings: Management, Entrepreneurship and Innovation
Associated Host Institution: Academic College of Tel Aviv

COURSE DESCRIPTION

Team management, leadership and project management concepts are examined in this course within the context of entrepreneurship and innovation. Course content covers approaches, methodologies, tools and techniques to prepare managers to lead successful projects in organizations. We will assess and implement methods for project planning, management, and control, integrating topics of classic project management with innovative topics, including agile and strategic project management. The course reviews and examines tools for setting up project teams, means to motivate team members, strategies and work processes for effective communication in teams, and managing discussions and making decisions in a project environment that is aimed to produce a new product or service.

COURSE DELIVERY

The lessons will include lectures (including by guests), open discussions, case study workshops, and presentations designed to provide the theoretical infrastructure and to demonstrate practical implementation of project team management in various situations.

Students are expected to read or view assigned resources in advance and be prepared to actively discuss them in class.

STUDENT LEARNING OBJECTIVES

Students who successfully complete this course will:

- Identify and define needs to initiate a project; conduct stakeholder analyses
- Understand and implement the project planning and management process
- Analyze managerial and leadership issues in the context of project management from different perspectives
- Understand the unique value of dynamic teams within the context of innovation
- Strengthen collaborative work skills

- Become familiar with resources available for further research on project team management
- Make cognitive connections between learning in this course and other learning experiences in IFSA Tel Aviv

COURSE OUTLINE

*Subject to change

Session	Subject	Reading
1	Principles of management and leadership: Organizational strategy; Organizational structures – authority and responsibilities; Defining effectiveness and efficiency, goals and objectives.	Thompson, Ch. 4-5
2-3	Basics of project management: The relationship between organizational strategy and project portfolio; Project life cycle; Selecting and initiating projects	Meredith & Mantel, Part I
4-5	Planning a project: Project scope, resources and budget; Risk planning and management	Meredith & Mantel, Part II
6-7	Agile project management: The Agile Manifesto; Teamwork & communication in agile and scrum teams; Agile values & principles	Cavaleri et al. (2012)
8	Midterm Exam	
9	Team building and management: Team building; Team member selection; Defining roles & responsibilities; Stages in team development	Thompson, Ch. 1-3, 7-8
10	Communications management	Thompson, Ch. 6, 13
11	Creativity in teamwork	Thompson, Ch. 9
12	Management and leadership	Thompson, Ch. 10-12 Müller & Turner (2009)
13	Team presentations: Student project plans	

RESOURCES

Required
Cavaleri, S., Firestone, J., & Reed, F. (2012). Managing project problem-solving patterns. *International Journal of Managing Projects in Business*, *5*(1), 125-145.

COURSE SYLLABUS

Meredith J. R., & Mantel, S. J. (2012). *Project management: A managerial approach* (Int'l Student Version, 8th ed.). Hoboken, NJ: John Wiley & Sons.

Müller, R., & Turner, R. (2009). Leadership competency profiles of successful project managers. *International Journal of Project Management, 28*(5), 437-448.

Thompson, L. (2011). *Making the team: A guide for managers* (4th ed.). Upper Saddle Creek, NJ: Prentice-Hall.

Further Reading
Barczak, G., Griffin, A., & Kahn, K. B. (2009). Perspective: Trends and drivers of success in NPD practices: Results of the 2003 PDMA best practices study, *Journal of Product Innovation Management, 26*(1), 3-23.

Daft, R. L. (2009). *Management* (9th ed.). Mason, OH: South-Western Cengage Learning.
Pugh, K., & Prusak, L. (2013). Designing effective knowledge networks. *MIT Sloan Management Review*, *55*(1), 79-88.

<u>**EVALUATION METHODS**</u>

Your final grade in the course will be comprised of the following course requirements:

- Group project submission – 20%
- Final exam – 80%

Requirements and Assignments
- Reading the required texts prior to each lecture.
- Paper submission in groups of three students. The paper will analyze the customer acquisition process and be submitted in the second half of the semester (the precise date will be announced at the beginning of the semester). The paper will be written according to guidelines provided in class and emailed to Yoav. Submission deadline: the first date of the final test. Submission up to three days after the deadline, without the lecturer's approval, will reduce five points from the grade. Submission more than three days after the deadline will not be approved.
- Final two-hour exam with both multiple choice (40%) and open questions (60%) referring to all lectures and required reading. No reference material can be used. No elective questions.
- Students are required to read the course regulations on the College website.

Timely Submissions
Assignments submitted after the deadline will be accepted at the discretion of the course instructor and generally only in the event of a documented illness or emergency.

<u>**ACADEMIC INTEGRITY**</u>

Any academic endeavor must be based upon a foundation of honesty and integrity. Students are expected to abide by principles of academic integrity and must be willing to bear individual responsibility for their work while studying abroad. Any academic work (written or otherwise)

submitted to fulfill an academic requirement must represent a student's original work. Any act of academic misconduct, such as cheating, fabrication, forgery, plagiarism, or facilitating academic dishonesty, will subject a student to disciplinary action.

IFSA takes academic integrity very seriously. Students must not accept outside assistance without permission from the instructor. Additionally, students must document all sources according to the instructions of the professor. Should your instructor suspect you of plagiarism, cheating, or other forms of academic dishonesty, you may receive a failing grade for the course and disciplinary action may result. The incident will be reported to the IFSA resident director as well as your home institution.