

Activity Scheduling						
Ses	Sem	(hrs)	Type	Contents	Learning Activities	Resources
Unidad N° 1: Introduction: Course Presentation and objectives						

Specific Outcome: 1.1, 1.2, 1.3						
1	1	2	AP	Professor's profile, introduction to the course, rules of conduct, syllabus presentation and grading system.	Student recognizes the context and content of the course.	Presentation by the professor Power point.
2	1	2	AP	What is the PMI®? What is the PMBOK® Guide? What is the CAPM® certification?	Identifies what type of organization is the PMI® and the content of the PMBOK® Guide. Understands the various certifications PMI® offers.	PMI® Video Power point. Presentation by the professor and group discussion.
2	1	9	AA	Reading Assignment 1: Visit PMI related websites Reading material (Handout).	Visits and reads the PMI website and catalog. Reads the CAPM catalog. Reads the PMBOK® Guide.	CAPM Certificate Handbook.pdf Case Study – Pizza Delivered Quickly - www.pmi.org - www.projectmanagement.com - www.pmi.org.pe
Basic and Supplemental References Required Reading: 1,2 y3						
Unidad N° 2: Project Management Foundations						
Specific Outcome: 1.1, 1.2, 1.3						
3	2	2	AP	Definition of a Project. The relationship between projects, programs and portfolio management.	Student clearly understands the difference between project and project management. Defines and describes the project, program and portfolio scope and relates them to his/her activity.	Power point. Presentation by the professor and group discussion.
4	2	2	AP	Understanding Business Value. The Project Manager (PM) role. Project Management Foundations.	Reflects and formulates remarks regarding Business Value. Through co-operative activities appreciates the importance of Value Realization.	Power point. Presentation by the professor and group discussion. Whiteboard and markers. Reading material (Handout).
4	2	9	AA	Reading Assignment 2: Relationship between Project Management, Operations Management and Organizational Strategy.	Reads the PMBOK® Guide and assigned lectures.	Reading material (Handout). PMBOK® Guide – Ch. 1
Basic and Supplemental References Required Reading: 1,2 y3						
Unidad N° 3: Project Management and its Context						
Specific Outcome: 1.1, 1.2, 1.3						
5	3	2	AP	Organizational cultures and styles. Organizational structures, process assets and environmental factors.	Reflects and formulates remarks. Through co-operative activities appreciates the importance of the organizational culture surrounding the project.	Power Point. Presentation by the professor and group discussion. Video: The Project Charter
6	3	2	AP	Organizational Influences on Project Management. Project Stakeholders and Governance. Project Team. Project Team. Project Life Cycle.	Assesses the importance of the organizational influences upon project execution. Reads the PMBOK® Guide and assigned lectures.	Power Point. Discussion about controversial issues. Whiteboard and markers. Considerations and conclusion drawing by the professor.
6	3	9	AA	Reading Assignment 3: Projects vs. Operations. Project Management Process Groups (phases).	- Reflects and formulates remarks. - Through co-operative activities appreciates difference between Operations and Projects associated to the value being generated in the organization.	- PMBOK® Guide – Ch. 2 - Reading material (Handout).
Basic and Supplemental References Required Reading: 1,2 y3						
Unidad N° 4: Project Management Processes						
Specific Outcome: 2.1, 2.2, 2.3						
7	4	2	AP	The 5 Process Groups – Initiating, Planning, Executing, Monitoring & Control and Closing. Common project management process interactions. Project Information.	Discusses in groups and differentiates project life cycle, product life cycle and project processes.	Power Point. Discussion about controversial issues. Whiteboard and markers.
8	4	2	AP	The role of 10 Knowledge Areas and its 47 processes in relationship with the 5 PM Process Groups (phases).	- Discusses and reaches conclusions differentiating the elements of a project each knowledge area addresses.	- Power Point. - Discussion about controversial issues. - Considerations and conclusion drawing by the professor.
8	4	9	AA	Reading Assignment 4: The relationship between the 5 Process Groups, the 10 Knowledge Areas and its Processes as defined by the PMI® on its PMBOK® Guide.	- Reads the PMBOK® Guide and assigned lectures. - Identifies and understand the different project phases, knowledge areas and processes defined by the PMI®. - Assesses the importance of an integrated view of the different processes during the project lifecycle.	Reading material (Handout). PMBOK® Guide – Ch. 3
Basic and Supplemental References Required Reading: 1,2 y3						
Unidad N° 5: The Project Management Framework based on the PMBOK® Guide.						
Specific Outcome: 2.1, 2.2, 2.3						
				The Project Statement of Work. The		

9	5	2	AP	Business Case supporting the Project. Tools and Technics to develop a Project Charter.	- Presents and analyzes in detail the way in which a project is born.	- Presentation by the professor and group discussion.
10	5	2	AP	Reading Assignment 5: Project Integration Management. The 6 processes associated to Integration Management. The relationship between the Integration Processes and the Project Processes' Groups (phases)	- Reads the PMBOK® Guide and assigned lectures. - Assesses the importance of the integration of all PM processes associated to the efforts required for a project to be managed from project start to project or phase closure.	Case Study: Group Project - Reading material (Handout). - PMBOK® Guide – Ch. 4 Video: The Project Charter (Spanish)
10	5	9	AA	The Project Plan. Managing the Project Work. Controlling the Project Work. An Integrated Change Control. The Project or Phase closure.	- Participates in a discussion forum.	- Power point. - Whiteboard and markers. - Discussion about controversial issues. - Considerations and conclusion drawing by the professor.
11	6	2	AP	Project Scope Management. The 6 processes associated to Scope Management.	- Assesses the importance of managing the Scope of the project and its relationship with other knowledge areas and processes.	- Presentation by the professor and group discussion. - Power point.
12	6	2	AP	Difference between Project Scope and Product Scope. The Scope Management Plan. Collecting the Project Requirements. Defining Metrics to Project Requirements. Defining the Project Scope.	Reflects about, analyzes and formulates criticism linked Project and Product Scope. Understands the need of metrics to monitor and control project performance.	- Case Study: Group Project - Whiteboard and markers. - Discussion about controversial issues. - Considerations and conclusion drawing by the professor.
12	6	9	AA	Reading Assignment 6: Project Scope Management. The 6 processes associated to Scope Management. The Scope Plan and Eliciting Requirements. Scope Management. The Work Breakdown Structure (WBS) and the WBS Dictionary. Validating and Controlling Scope.	- Assesses the importance of a clear definition of the project scope, restrictions, assumptions and main deliverables. - Reads the PMBOK® Guide and assigned lectures.	- Reading material (Handout). - PMBOK® Guide – Ch. 5 Video: The Work Breakdown System (Spanish)
13	7	2	AP	Midterm Group Presentation	- Each group member participates in the final presentation of the team's project.	- Power point. - Whiteboard and markers. - Considerations and conclusion drawing by the professor.
14	7	2	AP	Midterm Group Presentation	- Each group member participates in the final presentation of the team's project.	- Power point. - Whiteboard and markers. - Considerations and conclusion drawing by the professor.
14	7	9	AA	Study for the midterm exam	Be prepared for the midterm exam.	PPT presentation, class notes, assigned reading material.
14	7	2	AV	Academic reinforcement	Summary of course content until the middle of the first semester.	Virtual Campus USIL
15	8	2	AP	Inputs to the Time Management Plan. Defining Activities based on the WBS Work Packages. The need of sequencing activities and their logical dependencies. The need to specify Resource Requirements to address Activity Durations	- Assesses the importance of Time Management and its relationship with Scope and Cost (Triple Constraint). - Understands logical dependencies between activities.	- Reading Material [2] - Power Point. Video: The Critical Path (Spanish)
16	8	2	AP	Reading Assignment 7: Time Management. The 7 processes associated to Time Management.	- Reads the PMBOK® Guide and assigned lectures. - Assesses the importance of the project's activities, resources types and needs, dependencies, durations and schedule. - Understands the Critical Path and Critical Chain techniques. - Defines and understands each of the 7 processes related to managing time issues during the project.	- Reading material (Handout). - PMBOK® Guide – Ch. 6 - Reading Material [2] - Power Point.
16	8	9	AA	5 techniques used to calculate Activity Duration. The Three Point Estimating Technique. The Reserve Analysis and its use. Controlling the Schedule.	- Discusses a case based on a problem defined by the professor.	- Power Point. - Case Study: AgroGreen - Whiteboard and markers. - Discussion about controversial issues. - Considerations and conclusion drawing by the professor.
17	9	2	AP	Cost Management. Estimating the Project Costs. The need of a Cost Management Plan.	- Assesses the importance of Cost management on the overall project plan. - Participates in a discussion forum.	- Reading material (Handout). - PMBOK® Guide – Ch. 7 Video: The S Curve (Spanish) Video: Earned Value Technique (Spanish)
				Reading Assignment 8: Cost Management. The 4 Processes associated to Time Management.	- Reads the PMBOK® Guide and assigned lectures.	

18	9	2	AP	Techniques to calculate project costs. Contingency Reserve and Management Reserve Cost Management. Determining the Project Budget. The S – Curve Represent. Project Funding and Limitations.	<ul style="list-style-type: none"> - Assesses the importance of the project's cost, budget and fund limits. - Understands the Earned Value Technique. - Defines and understands each of the 4 processes related to managing the project's budget and reserves. 	<ul style="list-style-type: none"> - Reading material (Handout). - PMBOK® Guide – Ch. 7
18	9	9	AA	The Earned Value Management Technique. Controlling the Project Costs.	<ul style="list-style-type: none"> - Understands the need to measure project progress based on budget expenditures and physical advance of the product of the project. - Understands the need of reliable data to perform various calculations and projections. 	<ul style="list-style-type: none"> - Power point. - Discussion about controversial issues. - Considerations and conclusion drawing by the professor.
19	10	2	AP	Quality Management. Understand the need for a Quality Plan and the need to consider defining and performing Quality Assurance.	<ul style="list-style-type: none"> - Discusses in groups the proposed topic based on the problem presentation. 	<ul style="list-style-type: none"> - Presentation by the professor and group discussion. - Power point.
20	10	2	AP	The need of a Process Improvement Plan? The tools for Controlling Quality Metrics and Checklists.	<ul style="list-style-type: none"> - Discusses and reaches conclusions, the Quality Assurance Plan and the Quality Control Plan. 	<ul style="list-style-type: none"> - Case Study. - Whiteboard and markers. - Power point. - Discussion about controversial issues. - Considerations and conclusion drawing by the professor.
20	10	9	AA	Reading Assignment 9: Quality Management. The 4 processes associated to Project Quality Management. The Quality Assurance. Difference between Project Quality and Product Quality. The 7 Basic Quality Tools and when to apply them	<ul style="list-style-type: none"> - Assesses the importance of quality management. - Defines and understands each of the 4 processes related to managing quality to the product and the PM deliverables. - Reads the PMBOK® Guide and assigned lectures. 	<ul style="list-style-type: none"> - Reading material (Handout). - PMBOK® Guide – Ch. 8
21	11	2	AP	Human Resource Management. The need of a HR Plan. Acquiring the Project Team.	<ul style="list-style-type: none"> - Understands the importance of Managing Human Resources during the project life cycle. - Assesses the relevance of qualified and motivated team members on the project success. 	<ul style="list-style-type: none"> - Presentation by the professor and group discussion. - Power point. Video: Responsibility Assignment Matrix (Spanish)
22	11	2	AP	The HR Plan in order to acquire, develop and motivate project team members when these are required.	<ul style="list-style-type: none"> - Discusses the needs and expectations of Human Resources working on a project. 	<ul style="list-style-type: none"> - Case Study. - Whiteboard and markers. - Power point. - Discussion about controversial issues. - Considerations and conclusion drawing by the professor.
22	11	9	AA	Reading Assignment 10: Human Resource Management. The importance of the people that participate on the execution and management of a project.	<ul style="list-style-type: none"> - Reads the PMBOK® Guide and assigned lectures. - Assesses the importance of acquiring, developing and managing team members. - Understands the Earned Value Technique. - Defines and understands each of the 4 processes related to managing human resources needs. 	<ul style="list-style-type: none"> - Reading material (Handout). - PMBOK® Guide – Ch. 9
23	12	2	AP	Communications Management. The 3 processes associated to Project Communications Management. Communication activities and dimensions (internal, formal, vertical, official, written/verbal)	<ul style="list-style-type: none"> - Determines the importance of a communications plan to satisfy project stakeholder's need of information. - Identifies and understands communication technology, models and methods. 	<ul style="list-style-type: none"> - Presentation by the professor and group discussion. - Power point. Video: Communications Matrix (Spanish)
24	12	2	AP	Stakeholder Management Communication Requirements, Technology, Models, Methods, Meetings	<ul style="list-style-type: none"> - Discusses a problem based on an approach proposed by the professor. 	<ul style="list-style-type: none"> - Case Study - Whiteboard and markers. - Power point. - Discussion about controversial issues. - Considerations and conclusion drawing by the professor.
24	12	9	AA	Reading Assignment 11: Communications Management The PM as a project communicator. The need of a Communications Plan. Stakeholder Management, Stakeholder identification and engagement.	<ul style="list-style-type: none"> - Assesses the importance of planning, managing and controlling project's communications. - Understands information needs and communication tools and techniques. - Defines and understands each of the 4 processes related to managing communication needs from stakeholders. - Reads the PMBOK® Guide and assigned lectures. 	<ul style="list-style-type: none"> - Reading material (Handout). - PMBOK® Guide – Ch. 10 - PMBOK® Guide – Ch. 13

25	13	2	AP	Risk Management Identify project risks and create a Risk Management Plan. Risk analysis techniques to manage risks Strategies suggested by the PM® to address project risks.	- Clearly defines and understand what a risk is and the way to address these during the project life cycle. - Understands the difference between the probability and the impact associated to a risk - Compares the difference between qualitative and quantitative techniques to prioritize risk	- Presentation by the professor and group discussion. - Power point. Video: The Risk Matrix (Spanish)
26	13	2	AP	Risk Management The risk matrix. Benefits of a strategy to address project risks. The residual risk. The contingency reserve. Control project risks throughout the project.	- Assesses the risks (threats or opportunities) and defines a strategic response to it. - Defines appropriate actions to address risks and defines how these affects the project's Budget	- Case Study - Whiteboard and markers. - Power point. - Discussion about controversial issues. - Considerations and conclusion drawing by the professor.
26	13	10	AA	Reading Assignment 12: Risk Management	- Assesses the importance of a well-defined risk plan. - Understands the 6 processes associated to risk management. - Applies the best fitted strategy to address project risks - Reads the PMBOK® Guide and assigned lectures.	- Reading material (Handout). - PMBOK® Guide – Ch. 11
27	14	2	AP	Final Group Presentation	- Each group member participates in the final presentation of the team's project.	- Power point. - Whiteboard and markers. - Considerations and conclusion drawing by the professor.
28	14	2	AP	Final Group Presentation	- Each group member participates in the final presentation of the team's project.	- Power point. - Whiteboard and markers. - Considerations and conclusion drawing by the professor.
28	14	10	AA	Study for final exam	Be prepared for the final exam.	PPT presentation, class notes, assigned reading material.
28	14	2	AV	Academic Reinforcement	Summary of course content of the second half.	Virtual Campus USIL
Basic and Supplemental References Required Reading: 1,2 y 3						

Methodology	
<p>During the first session the professor will present the contents of the course and a revision of the syllabus, its content, activities and learning resources as well as the bibliographical references.</p> <p>Academic work is based mainly on an active and participatory method through presentations, participation and joint dialog between student and professor, case analysis and task completion by students at home and participation in group dynamics for analysis and solution of case studies presented in class. As we are conscious that not only the professor is part of the teaching-learning process, an active methodology not just limited to the linear one way lecture is proposed. We seek for student awareness of his/her role in this process, disregarding the role traditionally attributed to him/her. This will enable him/her not only to acquire information but also to develop skills highly essential for any jurist.</p>	

Assessment System				
Each of the items of the evaluation scheme and the final grade of the course are rounded to whole numbers. The final grade of the course is the weighted average of the corresponding items: permanent evaluation, partial exam and final exam.				
The averages calculated components of the item 'Permanent Evaluation' will keep your calculation with 2 decimals.				
Type Evaluation	%Weighing	Observation	Week Assessment	Rezag.
Evaluación Permanente	100%			
Promedio de Prácticas	40%			
Práctica 1	33,33%		3ra	No
Práctica 2	33,33%		6ta	No
Práctica 3	33,34%		10ma	No
Proyecto final	60%			
Avance 1	25%		7ma	No
Avance 2	25%		11ma	No
Trabajo Final	50%		14ta	No

General Guidelines
<p>Title III: Attendance</p> <p>Article 11: Attendance to theory lessons, practice lessons, lab sessions and workshops is regulated in each course's syllabus.</p> <p>Article 12: The student will be able to do the follow-up of their attendance record in Infosil. In case he notices an irregularity, there is a three-day deadline (working days) to ask for an official revision of it.</p>

Title V: Evaluation process

Article 23: The student who does not take one or more exams of the Ongoing Evaluation will be able to ask for a make-up exam of only one of them only if the syllabus allows it.

The Academic Calendar indicates the deadline for requesting a make-up exam, the date to pay for it, the fee and the dates when it will be administered. This exam will be about all the topics developed in the syllabus and will replace the exam the student did not take.

Article 25: The exams have to be taken personally and in-campus or in the branches authorized by the Academic Vice-Presidency. In case that branch is not the regular one where students have their lessons, they will be previously informed. Exams taken through the Virtual Campus are an exception to this article

Midterm, final and make-up exams of the e-learning mode will be administered in-campus, in the classrooms assigned by the university

Course Specific Rules

The course is totally practical. The theory will be used to put it into practice. No evaluation will be eliminated.

Attendance Policy

Total Percentage Absences Permitted	30%
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The students who reaches or exceeds the total percentage absences permitted for the course, defined by the total of effective hours, will not be able to take the final exam or the equivalent evaluation defined by the course coordination and therefore will get zero (00) as the score.

Basic and Supplemental References Required Reading

Basic References:

[1] Project Management Institute, Inc. (2012). *PMBOK® Guide* (5th Edition). Pennsylvania: Newtown Square.

Supplemental References Required Reading:

[2] Buschnik, Liliana (2013). *Secrets to Mastering the WBS in Real Projects* (2nd Edition). : Project Management Institute Inc..

[3] MHuemann, A Keegan, JR Turner. , (2007). *Human Resource Management in POC*. (.). : International Journal of Project Management 25 (3) 315-323.

References Supplementary Reading non-binding

[1] Shtub Avraham, Bard Jonathan, Globerson Shlomo. (2005). *Project Management: Processes, Methodologies and Economics* (2nd Edition). : Pearson Education, Inc..

[2] Wysocki, Robert K. (2014). *Effective Project Management: Traditional, Agile, Extreme* (7th Edition). : John Wiley & Sons Inc..

[3] Project Management Institute Inc. (2007). *Project Manager Competency Development Framework* (2nd Edition). : ..

[4] Project Management Institute Inc. (2006). *Practice Standard for Work Breakdown Structure* (2nd Edition). : ..

[5] Indecopi (2014). *Norma Técnica Peruana ISO 21500:2014*. (.). Perú: Indecopi.

[6] Harold Kerzner (2009). *Project Management: A systems approach to planning, scheduling and controlling* (10th Edition). : John Wiley and Sons, Inc..

Approved by:

CASTRO GUZMAN, ENRIQUE ALONSO

Date: 21/02/2019

Validated by:

Office of Curriculum Development

Date: 25/02/2019

Evaluation Matrix

Course:			Period:			
PROJECT MANAGEMENT			2019-01			
Career:			Academic Coordinator:			
ADMINISTRACIÓN Y EMPRENDIMIENTO			CASTRO GUZMAN, ENRIQUE ALONSO			
A	B	C	D	E	F	G
Type Evaluation	Expected results of the Course	Component and Detail	Expected results	Technique	Evidence	Instrument
Práctica 1	1.1, 1.2, 1.3	Práctica 1	- Preparation of an EDT about the project that will be carried out in the course - Development of the EDT dictionary with the level of detail in each of the activities and work packages	Aplicación de Pruebas	Prueba mixta resuelta	Prueba escrita Mixta
			- The definition of the critical route of the project is evaluated - The			

Práctica 2	2.1, 2.2, 2.3	Práctica 2	process network is designed with start and end times of activities related to the project	Aplicación de Pruebas	Prueba mixta resuelta	Prueba escrita Mixta
Práctica 3	2.1, 2.2, 2.3	Práctica 3	- Cost management control indicators are evaluated - They are evaluated with the budget monitoring indicators and project times	Aplicación de Pruebas	Prueba mixta resuelta	Prueba escrita Mixta
Avance 1	2.1,2,2,2,3	Avance 1	- The project to be evaluated and its opportunity for the market is presented. The EDT and the EDT dictionary of the selected project are presented		Plan de negocios	Rúbrica Global
Avance 2	2.1, 2.2, 2.3	aVANCE 2	- The official Gantt of the project is presented with the times and costs of each one of the activities. Critical activities and their risk mitigation plan are identified		Plan de negocios	Rúbrica Global
Trabajo Final	2.1, 2.2, 2.3	Trabajo final	- It exposes in a creative way all its research process and how it will carry out the implementation of your project		Plan de negocios	Rúbrica Global