INNOVATION project management

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| Course code | GRAI024 |
| Course title | *Innovation Project Management* |
| Type of course | *Compulsory* |
| Stage of study | *Graduate* |
| Year of study | *1st* |
| Semester | *2nd* |
| Number of credits | *6 ECTS; 16 hours of theory and 16 hours of practice in classroom, 128 hours of self- study* |
| Lecturer | *Assoc. Prof. Dr. Alfredas Chmieliauskas* |
| Prerequisites | Undergraduate diploma |
| Form of studies | Full Time |
| Teaching language | *English/Lithuanian* |

**Course description**

The course focuses on strategic aspects of implementing innovations through projects. Multiple learning formats are used throughout the course, including lectures, workshops, group work assignments and classroom presentations. During workshops, in an intensive group work environment students develop real-life innovation project plans. Results of the group work are discussed and presented in a predefined format. Learning process also includes analyzing and discussing contemporary innovation management practices described in academic and professional publications.

**Course Aims**

The course is designed to develop the insights and skills necessary to critically analyze, assess and improve innovation-related project work in organizations. Upon successful completion of the course, students should have a solid understanding of contemporary innovation implementation management and its benefits for their professional career.

**Learning Outcomes of the Course**

On completion of this course successful students will:

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| Course learning outcomes (CLO) | Study methods | Assessment methods |
| CLO1. Have a critical awareness of the models, roles, responsibilities and functions of innovation project management. | Lectures, self-study | Research assignments, final exam |
| CLO2. Can illustrate the difference among operational, organizational and strategic project management. | Lectures, self-study | Research assignments, final exam |
| CLO3. Demonstrate the gained operational innovation project management skills. | Lectures, workshops | Research assignments |
| CLO4. Able to apply process-oriented organizational project management models. | Lectures, workshops | Research assignments, final exam |
| CLO5. Analyze strategic alternatives based on innovation portfolio management | Lectures, workshops | Research assignments, final exam |
| CLO6. Display teamwork skills and understand people side of project management | Lectures, workshops | Research assignments |
| CLO7. Critically assess the value of lessons learned in project work. | Lectures, self-study | Research assignments |
| CLO8. Analyze and implement innovation project management concepts in organizational setting. | Lectures, self-study | Research assignments, final exam |

**Quality Assurance Issues**

Current structure of the course reflects regular student feedback that is highly appreciated and collected both formally (after completing the course) and informally (during the course). The variety of learning methods used in the course assumes regular check-ups including student presentations during workshops, as well as the final research project evaluation allowing for student guidance regarding the individual learning progress.

**Course Content**

| No. | Topic | Contact hours | |
| --- | --- | --- | --- |
| Lecture | Workshop |
| 1 | Innovation, organizational change and projects. Project organization within a base organization. Project roles and responsibilities. | 3 |  |
| Research assignment:   * Organization and its strategic priorities; * Role of projects in the organization’s strategy; * Improvement focus: selection of a specific type of projects; * Main challenges of projects of the selected type. |  | 1 |
| 2 | Research project status report. |  | 1 |
| Organizational innovation project management maturity. Project roles vs. maturity levels. Project ownership. Moving from maturity level 1 to maturity level 2:   * Standardizing the project planning and control (incl. milestone plan); * Establishing project ownership. | 2 |  |
| Research assignment: initial estimation of project management maturity. |  | 1 |
| 3 | Research project status report. |  | 1 |
| Organizational innovation project management process. Moving from maturity level 2 to maturity level 3:   * Standardizing the project management process; * Establishing the process ownership (project management office). | 2 |  |
| Research assignment:   * Project management maturity assessment; * Identification of the lowest maturity areas; * Identification of improvement priorities. |  | 1 |
| 4 | Research project status report. |  | 1 |
| Project portfolio management. Moving from maturity level 3 to maturity level 4:   * Introducing portfolio KPIs; * Establishing the portfolio ownership. | 2 |  |
| Research assignment:   * Definition of the new (improved) project management process; * Mapping improvement priorities on the project management process; |  | 1 |
| 5 | Research project status report. |  | 2 |
| Continuous improvement of innovation project management process: maturity level 5. Establishing sustainable Lessons Learned practices.  Premises for implementing Lean/Agile approach. | 2 |  |
|  | Research assignment:   * Incorporating Lessons Learned into the project management process; * Planning for implementation of the improvements; * Conclusions. |  |  |
| 6 | Research project status report. |  | 2 |
| Specific issues in improving organizational innovation project management processes. | 2 |  |
| 7 | Improvement plans for organizations: final presentation and opposition of research project results. |  | 5 |
| Improving project work in organizations: our lessons learned. Course wrap-up and evaluation. | 3 |  |
|  | **Tutorial** | By request | |
|  | **Final exam** |  | |

Self Study and Assessment

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| --- | --- | --- | --- |
| **Type of assignment** | **Topics** | **Hours** | **Evaluation, %** |
| Interim research assignments | 2-6 | 15 | 10 |
| Presentation of research results | 1-6 | 25 | 15 |
| Opposition | 1-6 | 15 | 10 |
| Research project report | 1-7 | 25 | 15 |
| Written examination | 1-7 | 48 | 50 |
| Tutorial |  | 2 | -- |
| Total: | | **130** | **100** |

**INTERIM RESEARCH ASSIGNMENTS (10%).** The assignments are evaluated and graded based on interim presentations of gradually updated and enhanced research project reports (in PDF format) uploaded timely for the classes 2 – 6. No late delivery is accepted.

**PRESENTATION OF RESEARCH RESULTS (15%).** The presentation (12 min., using PPT or similar format) shall be ready for the class 7 (no advance upload is required) and it shall reflect the major points of the predefined research project structure. It is evaluated and graded during the class 7.

**OPPOSITION (10%).** Each research group has an opposing group assigned. The opposition (6 min.) shall be based on the research project report and structured according to the predefined checklist form. The checklist form shall be uploaded to meet the deadline defined during the class 6. No late delivery is accepted.

**RESEARCH PROJECT REPORT (15%).** The first version of the report (in PDF format) shall be uploaded for opposition to meet the deadline defined during the class 6. Following the presentation and opposition, the revised, final version of the report may be uploaded for grading to meet the deadline defined during the class 7. No late delivery is accepted. If the updated version is not uploaded, the previous version is used for grading.

**WRITTEN EXAMINATION (50%).** It is an in-class open-book 120-minutes exercise of solving a business case, related to project work improvement in an organization.

**Note 1:** the final grade (total) for the course is calculated as a weighted average of (not rounded) 5 grades defined above. If any of these grades is negative it is replaced by 0 when calculating the final grade (the weighted average). In case of a negative final grade, a student is allowed only to re-take the written examination. The re-take accounts for 50% of the final grade.

**Note 2**: the instructor reserves the right to add up to 1 point to the final grade based on the contribution and professionalism exhibited by the student in class.

**CHEATING AND PLAGIARISM PREVENTION**

Teaching and evaluation methods of the course favour learning and creativity as opposed to cheating. All submitted materials are expected to be the product of the one’s own thought process. Information from other sources may be used; however credit must be given by using in-text citations or footnotes. If the work of someone else (whether it is quoted or paraphrased) is not properly cited (or footnoted) in the assignment, that is plagiarism. In cases of cheating and plagiarism, the student(s) will be subject to the consequences outlined in the The Code of Ethics of the university.

Recommended Reading

Dinsmore, P.C., Cabanis-Brewin, J. (2018). The AMA Handbook of Project Management (5th ed.). AMACOM. ISBN: 978- 0814438664. {*you may look also for earlier editions*}

Sankaran, S., Müller, R., Drouin, N. (2017). Cambridge Handbook of Organizational Project Management. Cambridge University Press. ISBN: 978-1107157729.

Turner, R. (2016). Gower Handbook of Project Management (5th ed). Gover. ISBN: 978-1472422965. {*this is a Kindle edition, you may look also for earlier editions*}