Course Title: Project Management for Continuous Innovation  
Course Code: BUS 29  
Instructor: Kern Peng

Course Summary:  
This course is specifically designed to provide an approach of using project management as a strategic tool to achieve organizational success. It takes a holistic view in project management and introduces the concept of Management by Project Mapping (MBPM) which systematically utilizes project management to transform a company’s organizational system, culture and capability to build a foundation to achieve long-term sustainable innovation. The course material covers the relationship between projects and a firm’s strategic planning, the strategic objectives of project management, effective project management approaches, and applications of these approaches to various types of projects. To benefit the most from this course, an understanding of the basic knowledge in project management is preferred. For those who are new to the field of project management, please consider reading one of the following books:  
• Project Management Basics in 60 Minutes, Tom J. Henricksen, March 2017  
• Effective Project Management, Robert K. Wysocki, December 2013  
• Project Management for Dummies, Stanley E. Portny, April 2013

*Please see course page for full description and additional details.

Grade Options and Requirements:  
• No Grade Requested (NGR)  
  o This is the default option. No work will be required; no credit shall be received; no proof of attendance can be provided. HOWEVER, engagement of class participation and conversations are strongly encouraged.

• Credit/No Credit (CR/NC)  
  o A passing grade (for ‘Credit”) means attending at least 70% of the class meetings with adequate class participation and preparation of the assigned content of class discussions in those class meetings.

• Letter Grade (A, B, C, D, No Pass)  
  o In addition to satisfy the requirements for Credit, students who choose this option are required to submit a written assignment due at the last class meeting. The detail requirements of the assignment as well as the grading criteria will be discussed in the first class meeting.

*Please Note: If you require proof that you completed a Continuing Studies course for any reason (for example, employer reimbursement), you must choose either the Letter Grade or Credit/No Credit option. Courses taken for NGR will not appear on official transcripts or grade reports.

Please contact the Stanford Continuing Studies office with any questions  
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Tentative Weekly Outline:

Week 1: Introduction to the course - 4/9
- Corporate innovation
  - Measuring and defining corporate innovation
  - The innovation journey
- Project management and innovation
- Project management approaches: traditional, agile, and extreme

Week 2: The concept of management by project mapping (MBPM) - 4/16
- The strategic elements of MBPM
- The foundation of continuing innovation
- Categorizing and mapping projects
- The right management approaches for the right projects

Week 3: Building the foundation - key focus: the human element - 4/23
- Key ingredients for innovation
- Building an agile, balanced, and open organizational system
- Establishing a willing corporate culture
- Creating leading and sustainable capabilities

Week 4: Starting projects - key focus: information creation and management - 4/30
- Ideation
- Collaboration and communication
- Decision-making
- Problem-solving

Week 5: Planning and executing projects - key focus: tasks and time management - 5/7
- WBS vs. WBuS
- Risk management and risk-taking
- Schedule development and schedule execution management

Week 6: Uniqueness in managing path-finding projects - 5/14
- Developing the vision and mission - passion and purpose
- Understanding the technology development cycle - patience and persistence
- Measuring success and creating capabilities - performance and proliferation

Week 7: Uniqueness in managing core projects - 5/21
- Prioritization and focus
- Managing quality and velocity
- Executing to achieve results

*NO CLASS 5/28*

Week 8: Uniqueness in managing continuous improvement projects - 6/4
- Participation and engagement
- Inclusion, coordination and prioritization
- Autonomous culture of innovation
- Course summary

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