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

Course Summary:
This course is specifically designed to use 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. Course material covers the relationship between projects and a firm’s strategic planning, the strategic objectives of projects management, the various project management approaches, and applications of these approaches in various types of projects.

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 with the content and participation in the class 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 and case studies in those class meetings.

• Letter Grade (A, B, C, D, No Pass)
  o In addition to satisfying the requirements for Credit, students who choose this option are required to either 1) submit a written assignment (a 4-6 page paper) due prior to the last class meeting, or 2) make a 15-20 minute presentation to the class. The choices of assignment content 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 management by project mapping
- The strategic use of project management
- Project management and innovation
- Project Mapping
- Using the right project management Approaches: Traditional, Agile, and Extreme

Week 2: Setting up the foundation
- The strategic elements and framework
- Agile, balanced, and open organizational systems
- Collaborated and committed corporate culture
- Learning organization

Week 3: The human element
- The project manager and leadership
- Project team setup and management
- Motivation tactics
- Inclusion and collaboration tactics

Week 4: Effective techniques and approaches
- Work breakdown structure (WBS) development
- Scheduling methods
- Budget management
- Risk management

Week 5: Project Information Management
- Ideation and problem solving
- Communication
- Decision making
- Software tools

Week 6: Uniqueness in managing core projects
- Managing priority, sense of urgency
- Managing visibility, indicators and metrics
- Project war room
- Rapid decision making

Week 7: Uniqueness in managing path-finding projects
- Initiation
- Success and performance measures
- Time, funding, and resources
- Partnership

Week 8: Uniqueness in managing continuous improvement projects
- Participation and engagement tactics
- Process and templates
- Integration and visual methods
- Incentives and rewards

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