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

Course Summary:
This course explores the use of project management as a strategic tool to achieve organizational success. It takes a holistic view of 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, in order 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 for class discussions and case studies.

• 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 (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.
**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 system
- 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 activity generation and WBS
- 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 path-finding projects**
- Initiation
- Success and performance measures
- Time, funding, and resources
- Partnership

**Week 7: Uniqueness in managing core projects**
- Managing priority, sense of urgency
- Managing visibility, indicators and metrics
- Project war room
- Rapid decision making

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

Please contact the Stanford Continuing Studies office with any questions

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