



ROYAL INSTITUTE
OF TECHNOLOGY

Industrial information and control systems

Projektstyrning/Management of projects EH2010/EH2720 (7.5 ECTS)

Course plan for the academic year 09/10

Examiner

Professor Torsten Cegrell

Course leaders

Course leaders are Pia Gustafsson (main responsible for EH2010), Ulrik Franke (main responsible for EH2720), David Höök and Johan König. To contact us, please send an e-mail to the common e-mail address pstyr@ics.kth.se.

The objectives and goals of the courses

The development and delivery of complex industrial systems require effective routines and methods of project management. Project management includes planning, implementation, management, tracking and documentation during the various phases of a project. After the course, the participants should understand the role of a project manager and be familiar with:

- Planning and implementing a risk analysis
- Performing an analysis of an industrial project
- The various phases of a project, i.e. planning, tracking and completion of a project.
- Project activities such as planning, project meetings, documentation and oral presentations
- Methods and tools for planning and tracking a project with regard to time, costs and resources
- Using a project model to manage and document a project
- Project communication, oral and in writing

Entrance qualifications

Prerequisites for 4th year studies.

Course examination

The course consists of four assignments, each of which gives a certain number of points (not to be confused with university credits). The total number of such points obtained determines the grade (see the grading system below). *It is also required that you have a least one point for every mandatory course assignment.* Furthermore, you can receive additional points by doing optional assignments or if your reports are very well done, as described below.

To reflect the fact that real life industrial projects require participation in meetings and careful planning of the time available, complete lecture attendance at 12 out of 16 lectures is required. This means that you will have to be *on time* and *stay for both lecture hours*. If you know that you will be unable to fulfill the attendance requirement then it is possible, *under special circumstances and after a special agreement with the course leaders*, to pass the course by doing a literature study instead. A typical literature study requires far more time than the equivalent lecture attendance.

Grading system for EH2010/EH2720					9 p = grade A	6 p = grade D
					8 p = grade B	5 p = grade E
					7 p = grade C	
Bonus (0,5 p)	Final report					
	Project plan	Project description	Risk analysis	Project handbook		
Optional task (1 p)		Oral presentation		Extended project handbook		
Mandatory Task (1 p)	Project plan Final report	Project description	Risk analysis	Project handbook	Approved attendance	
	A1	A2	A3	A4	Attendance	

Grading system

As illustrated in the figure above, all mandatory and optional assignments are graded and rewarded with points. Some assignments are only graded by *pass/fail*, and are rewarded with a single point when passed. Other assignments are graded by *pass with a bonus/pass/fail*, and are rewarded with 1½ point for pass with a bonus and 1 point for pass.

To get a bonus, the assignment must be *very well done* when submitted for *the first time*. This means that it should be clear that the authors have fully understood and mastered the important concepts and skills tested in that particular assignment. Both contents and form are important in this respect; i.e. no important contents or analysis should be missing, the structure and formatting should adhere to the relevant templates, and the text should be carefully proof-read.

Note that the ½ bonus point can be rewarded for an assignment that is very well done, even if a re-submission is required due to some minor details. Whenever an assignment requires a re-submission to pass, the comments from the teacher will make it clear whether the final grade after re-submission is likely to be a pass or a pass with a bonus. *Assignments graded with a pass cannot be re-submitted to get a pass with a bonus.*

When the course is complete, the points from all the assignments are added. As illustrated in the figure above, the sum total determines the final grade. Note that there is no rounding; i.e. 7½ points are not the same as 8 points.

Course administration

- The department is located at Osquldass väg 12 (Q), floor 7. There is a doorbell for visitors.
- Most course administration is handled on the Bilda platform, reached via www.bilda.kth.se where you log in with your kth.se account. Bilda is used, for example, for:
 - Communicating with the course leaders and other participants
 - Reading and accessing instructions and other material needed for the assignments
 - Submission and re-submission of assignments

- Obtaining corrected assignments and comments, and lists of results
- Attendance will be registered on one or more lists that are passed around during the lectures. Approved attendance of a minimum of 12 lectures yields 0.8 ECTS credits, which means that the attendance requirement is a grading factor. Therefore, cheating with the attendance list is equivalent to cheating on an exam. You are required to inform course leaders if you have to leave a lecture. *Show respect to our guest lecturers by being on time to the lectures!*

Assignments

The teachers correct hundreds of assignments every week. In order to give you quick and relevant feedback on your work, the following rules apply:

- Assignments are done in groups of two, with the exception of some parts of assignment 3. These groups must be formed and reported on lists available at the lectures before Assignment 1 is submitted! Note that the members of a group must aspire to the same grade.
- The assignments are submitted in the pdf format via the Bilda system. Pdf files can be created with the Adobe Acrobat software, which is not free-of-charge. There are, however, several services on the Internet which can be used free-of-charge to create pdf files.
- Build a *single* pdf for each assignment. *Do not hand in any appendices separately!* Either build the pdf from a single document containing everything, or merge separate pdf files into a single one using Adobe Acrobat or free software services available on the internet.
- You must name your assignment so that it complies to the following criteria: *GXX_2008_assignment_Y.pdf*, where “XX” is your group number (two digits, 01, 02, 03, etc), “Y” is a number between 1 and 3 indicating whether it is the first, second or third submission of the assignment, and “assignment” is one of the following: *projectplan/statusreport/finalreport/projectdescription/riskanalysis/projecthandbook*.

Example: G06_2008_projectplan_2.pdf is group 6’s project plan, which after correction had to be submitted a second time.

- A prerequisite for obtaining a higher grade than an E is that all assignments and re-submissions are submitted on time! Assignments that still, after the first re-submission, do not fulfill requirements to pass will only be corrected in order to obtain mandatory points. Thus your possibility to obtain points for optional assignments and bonus points is lost.
- Assignments submitted after the deadline will be corrected after the vacation in January 2010.
- Any complaints about the corrections are to be submitted in writing to the course leaders.
- Any reports suggesting mass duplication will be unconditionally failed, and no opportunity to complete the course will be offered.

Course literature

Course literature consists of “Handbok för mindre projekt” by Mikael Eriksson and Joakim Lilliesköld (Liber). It is sold at the Kårbokhandeln (student bookstore). An English version, “Handbook for small projects”, will arrive from the printing press during the first or second week of the course. Assignment instructions and supplementary material needed for the course is available via Bilda.

There are many other interesting (but fully optional) books about project management. Two Swedish examples are “Handbok i projektkonometri” by Agneta Östlund (Liber), and ”Projekt och Helhet – Att leda projekt i praktiken” by Mikael Klasson *et al.* A good English book is ”Project Management Toolbox” by Dragan Z. Milosovic (John Wiley & Sons).

Lecture schedule

Week	Nr	Time and place				Swedish course EH2010 Lectures	English course EH2720 Lectures
35	L1E	Fri	Aug 28	10-12	D3		Intro to project management (Ulrik Franke)
	L1S	Fri	Aug 28	13-15	E1	Intro to project management (Pia Gustafsson)	
36	L2S	Wed	Sep 02	10-12	F2	Project planning in theory (Pia Gustafsson)	
	L2E	Wed	Sep 02	13-15	D3		Project planning in theory (Pia Gustafsson)
		Thu	Sep 03	13-15	D3	Back-up lecture	
	L3SE	Thu	Sep 03	15-17	E1	PROPS (Martin Bäcklund, Ericsson)	
	L4S	Fri	Sep 04	10-12	E1	Procurement of complex systems (Joakim Lilliesköld)	
	L4E	Fri	Sep 04	13-15	E2		Procurement of complex systems (Joakim Lilliesköld)
37	L5SE	Thur	Sep 10	13-15	F1	Project budget (Agneta Östlund, Ceterum)	
	L6E	Fri	Sep 11	10-12	V3		Risk management (David Höök)
	L6S	Fri	Sep 11	13-15	F1	Risk management (David Höök)	
38	L7SE	Wed	Sep 16	13-15	F1	PPS (Mikael Jälefors, Tieto)	
	L8SE	Thu	Sep 17	13-15	F2	Working with complex industrial projects (Bo Normark/Tommy Lövehagen, ABB)	
39	L9E	Mon	Sep 21	13-15	E3		Leadership (Ulrik Franke)
	L10E	Wed	Sep 23	10-12	E3		Group dynamics (Joakim Lilliesköld)
		Thur	Sep 24	13-15	Q1	Back-up lecture	
	L9S	Fri	Sep 25	13-15	D1	Leadership (Ulrik Franke)	
40	L11E/L10S	Tues	Sep 29	10-12	Q1	Quality (Michel Koivisto)	
	L12E	Wed	Sep 30	10-12	F1		Global project management (Joakim Lilliesköld)
41	L13E/L11S	Mon	Oct 05	15-17	F1	Project management in practice or What happened? (Magnus Gammalgård, Connecta)	
	L14E/L12S	Wed	Oct 07	15-17	F1	Project managemen... from the inside (Terrence Acton, Ericsson)	
42	L15E/L13S	Mon	Oct 12	13-15	F1	Project Communication (Oscar Hull, Swedish Defence Materiel Administration)	
	L14S	Tues	Oct 13	13-15	F2	Group dynamics (Lena Schagerström, Lindström & Schagerström)	
	L15S	Wed	Oct 14	13-15	E3	Leading IT-project – do's and dont's... (Micael Erneborg, SL)	
	L16E	Fri	Oct 16	13-14	E3		Summary and future (Ulrik Franke)
	L16S	Fri	Oct 16	14 -15	E3	Summary and future (Ulrik Franke)	

Appointments for optional oral presentation of Assignment 2:

Available times for an oral presentation are:

- Thursday, October 1, 8.00 a.m. - 10.00 a.m., 1.00 p.m.- 6.00 p.m.
- Friday, October 2, 8.00 a.m. - 12.00 noon, 4.00 p.m.- 6.00 p.m.

Note that it is important to be on time for the oral presentations! A booking list with available times for appointments will be at lectures 7, 8, 9, 10 and 11.

Guidance sessions

No.		Time		Content
G1	Tues	01 Sept	08-10	A1
G2	Wed	02 Sept	15-17	A1
G3	Fri	04 Sept.	15-17	A1
G4	Fri	11 Sept.	15-17	A3
G5	Thu	17 Sept	08-10	A3
G6	Fri	18 Sept	15-17	A3/A2
G7	Fri	25 Sept.	08-10	A2/A4
G8	Wed	30 Sept.	13-15	A4
G9	Tue	06 Oct.	10-12	A1
G10	Wed	14 Oct.	15-17	X
Total	20 h			

The venue for guidance sessions is the classroom on the 7th floor at Osquldas väg 12. At the guidance sessions you can ask specific questions about the assignments. Remember to be well-prepared – do not just ask for a general opinion on your drafts!

Dates for submitting and correcting assignments

Submit through Bilda. Assignments should be received no later than at the indicated hour.

Date		Submissions due	Corrections complete	Re-submissions due	Corrections of re-submissions complete
Mon.	07 Sept.	A1 Project plan 5.00 p.m.			
Mon.	14 Sept.		A1 Project plan 3.00 p.m.		
Fri.	18 Sept.	A3 Risk analysis A1 Status report 1 5.00 p.m.		A1 Project plan 5.00 p.m.	
Fri.	25 Sept.	A2 Project description 5.00 p.m.	A3 Risk analysis A1 Status report 1 3.00 p.m.		A1 Project plan 1.00 p.m.
Fri.	02 Oct.	A4 Project Handbook, A1 Status report 2 5.00 p.m.		A3 Risk analysis A1 Status report 1 5.00 p.m.	
Mon.	05 Oct.		A2 Project description 3.00 p.m.		
Fri.	09 Oct.	A1 Final report 5.00 p.m.	A4 Project Handbook, A1 Status report 2 3.00 p.m.	A2 Project description 5.00 p.m.	A3 Risk analysis A1 Status report 1 3.00 p.m.
Mon.	12 Oct.				
Fri.	16 Oct.		A1 Final report 1.00 p.m.	A4 Project Handbook, A1 Status report 2 5.00 p.m.	A2 Project description 3.00 p.m.
Mon.	19 Oct.			A1 Final report 5.00 p.m.	
Fri.	23 Oct.				A4 Project Handbook, A1 Status report 2 3.00 p.m.
Mon.	26 Oct.				A1 Final report 3.00 p.m.