ISM UNIVERSITY OF MANAGEMENT AND ECONOMICS

INNOVATION PROJECT MANAGEMENT

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 analyze and assess organizational innovation capabilities. Results of the group work are discussed and presented in a predefined format. Learning process also includes development of managerial solutions for improving innovation management practices in real-life organizations.

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:

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. Comprehend and be able to illustrate the difference between operational and strategic innovation project management.	Lectures, self-study	Research assignments, final exam
CLO3. Be able to apply process-oriented organizational innovation project management models.	Lectures, workshops	Research assignments, final exam
CLO4. Become capable of analyzing strategic alternatives based on innovation portfolio management.	Lectures, workshops	Research assignments, final exam
CLO5. Display teamwork skills and understand people side of innovation project management	Lectures, workshops	Research assignments
CLO6. Be able to critically assess the value of lessons learned in organizations.	Lectures, self-study	Research assignments
CLO7. Become knowledgeable in implementing innovation project management concepts in a real-life organizational setting.	Lectures, self-study	Research assignments, final exam

QUALITY ASSURANCE ISSUES

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

Class No.	Topic No.	Topic	Contact hours	
			Lecture	**Workshop**
1	1	Innovation, organizational change and projects. Project organization within a base organization. Project roles and responsibilities.	1	--
	2	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	--
	3	Organizational innovation project management process. Moving from maturity level 2 to maturity level 3: • Standardizing the innovation project management process; • Establishing the process ownership (project management office).	2	--
	4	Innovation project portfolio management. Moving from maturity level 3 to maturity level 4: • Introducing portfolio KPIs; • Establishing the portfolio ownership.	2	--
	5	Continuous improvement of innovation project management process. Moving to maturity level 5: • Establishing sustainable Lessons Learned (LL) practices; Incorporating LL into the project management process.		
	6	Research assignment.	1	--
2	7	First interim research project status report: upload, presentation and feedback.	--	8
3	8	Second interim research project status report: upload only.	--	--
	9	Premises for implementing Lean/Agile approach: • Lean thinking and Lean organization; • Emergence of Agile family; • Agile/Scrum framework.	4	--
4	10	Feedback on research project status. Final research assignment.	2	--
	11	Leading innovation project management improvement initiatives in organizations: • Employing a consulting approach in an organizational setting; • How to "practice what you preach"? Course wrap-up and evaluation.	2	--
5	12	Innovation project management improvement plans for organizations. Final presentation and opposition of research projects.		8
		Tutorial	By request	
		Final exam		

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SELF STUDY AND ASSESSMENT

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 report (in PDF format) uploaded timely for the classes 2 and 3. No late delivery is accepted.

PRESENTATION OF RESEARCH RESULTS (15%). The presentation (12 min., using slides in PPT or similar format) shall be ready for the class 5 (no advance upload is required) and it shall reflect the major points of the predefined research project report structure.

OPPOSITION (10%). The opposition (6 min., using 2 slides in PPT or similar format) shall be ready for the class 5 (no advance upload is required) and shall be based on the research project evaluation form. The evaluation form shall be uploaded to meet the defined deadline. No late delivery is accepted.

RESEARCH PROJECT REPORT (15%). The report (in PDF format) shall be uploaded for opposition to meet the defined deadline. Following the presentation and opposition, the revised version of the report may be uploaded for grading to meet the defined deadline. 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 innovation 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.

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.