

Chapter in book 'Project Business' (Artto, Martinsuo, Kujala)	Video title (clickable link)	Lesson exercise
2. Basics of project business 2.1 Brief history of projects and their connection to business 2.2 Operating environment of project business 2.3 Project 2.4 Project goal and objectives 2.5 Project management 2.6 Project stakeholders 2.7 Project lifecycle and projects execution	1-1 What is project business 1-2 Projects are about future orientation 1-3 One project is many projects – distinguishing between customer’s and supplier’s perspectives 1-4 Operating environment of project business 1-5 Project objectives and trade offs in managing projects 1-6 Project stakeholders 1-7 Project stakeholder management 1-8 Project management, project stakeholders and lifecycle	Exercise 1: Project and project business
3. Project marketing and sales 3.1 Tasks involved in project marketing and sales 3.2 Continuous marketing and customer collaboration 3.3 Preparing for competitive bidding 3.4 Making a bid 3.5 Negotiating and preparing a contract 3.6 Organizing and managing sales	2-1 Introduction to project marketing and sales 2-2 Tendering 2-3 Bidding 2-4 Project negotiations and contract management 2-5 Managing sales and marketing	Exercise: 2. Project marketing and sales Exercise: 3. Project bidding and buying Exercise 4: Project contracts, tender competitions and negotiations
4 Project planning and control 4.1 Integration management at the start of the project 4.2 Scope management 4.3 Schedule and resource management 4.4 Cost management	3-1 Introduction to project planning and control 3-2 Integration management 3-3 Scope management 3-4 Project product and work breakdown 3-5 Introduction to project schedule and resource management 3-6 Projects as complex activity networks - calculating activity networks 3-7 Resource planning in projects 3-8 What is cost management, basic principles of cost related phenomena, and hierarchical structures for cost recording 3-9 Cost estimate as forecast, and budget as target 3-10 Timing principles in cost recording, and cost reporting with illustrative sample reports 3-11 Three point estimates - encoding values, calculating risks, and their project risk management applications	Exercise: 5. Project scope, resources and costs Exercise 6: Activity network calculation
4.5 Procurement management 4.6 Risk management 4.7 Quality management 4.8 Communications and information management	4-1 Buying projects as a way to organize, and definition of procurement packages 4-2 Looking the procurement from risk transfer perspective 4-3 Project procurement process and process related considerations 4-4 Introduction to risk management 4-5 Identifying risks 4-6 Evaluating risks 4-7 Planning and executing risk responses 4-8 Risk management across the project life-cycle 4-9 Quality management in projects 4-10 Communications and information management in projects	Exercise: 7. Application of the three-point method in risk assessment
4.9 Integration management over the course of a project	5-1 Integration management over the course of the project 5-2 Reporting deviations 5-3 Analyzing project progress and producing estimate at completion – earned value 5-4 Evaluation of project success	Exercise: 8. Earned-value calculation
5. Project organization and leadership 5.1 The human resources of a project 5.2 Project organization 5.3 The work of a project team 5.4 Leading the project team 5.5 The work of the project steering committee 5.6 Projects as part of a company’s organization structure	6-1 The human resources of a project 6-2 Organizing for projects, and project-based organizational forms in firms 6-3 The work of a project team 6-4 Leading the project team 6-5 Projects as part of a company's organization structure	Exercise: 9. Organizing and managing projects Exercise 10: Project organizations
6. Project-related services	7-1 Services in project business	
7. Managing project business 7.3 Anticipative financial management	8-2 From cost management of a project to managing profitability at the firm level	
Project portfolio management (PPM) course material Artto, 2014: Project portfolio management (download free pdf)	9-1 What is project portfolio management (PPM) – firm-level view, PMO, strategy, program 9-2 The three PPM objectives and their managerial practices 9-3 PPM at three organizational levels 9-4 Different project types in PPM and their different planning horizons 9-5 Roadmaps and roadmapping in PPM 9-6 Projects as options in PPM 9-7 Ideas and idea management in PPM – managing ideas in the organizational hierarchy 9-8 The role of project strategy in PPM – the strategy of the firm vs. the strategy of a single project	