INTERNATIONAL PROJECT MANAGEMENT

Course code	*GRAL005*
Level of studies	***Graduate***
Number of credits	*6; 36 hours of class work, 124 hours of self-study, 2 hours of consultation*
Course coordinator (title and name)	*Prof. Inga Minelgaite, PhD*
	Phd student Daina Bilkštytė – Skanė, 001275@stud.ism.lt
Prerequisites	*Undergraduate diploma*
Language of instruction	*English*

THE AIM OF THE COURSE:

The 4th industrial revolution, the global COVID pandemic, and global digitalization are all reshaping project management. The hybrid or remote work model has become the new normal, processes are getting more agile, and usage of digital project management tools is increasing. All of these factors are shifting the focus from technical methodologies to behavioural project management skills. The purpose of this course is to present the essential technical background as well as to address the soft skills required to successfully launch and lead a project. The theoretical and technical foundation of project management will cover project management from initiation to closure, including various perspectives like Watterfall and Agile. Lectures, exercises, and workshops are used to deliver the knowledge.

LEARNING OUTCOMES

Course learning outcomes (CLO)	Study methods	Assessment methods
CLO1. Demonstrate and apply critical understanding of the international project management knowledge and application	Interactive class and group discussions, simulation, workshops.	Examination
CLO2. Gain skills how to analyse project management processes and identify areas for improvement, in alignment with the company's global strategy	Business case analysis: theoretical framework development, relevant scientific research examination	Project plan
CLO3. Students get to know and experience contemporary project management methods designed for rapidly changing environments and for contexts driven by digitalization	Workshops, Business cases in groups and class discussion	Project plan
CLO4. To provide a critical overview of different project management methodologies and understand their applications according to different contexts	Workshops, group discussions, and participation in class and group projects, undertaking team leadership responsibilities and accountability for the team performance.	Participation
CLO5. Develop personal and professional abilities, critical thinking, and organisational skills.	Critical evaluation of the theories and group members' opinion, management of complicated social situations during business case analysis discussions.	Demonstration of professional behaviour, organisational and critical thinking during the class and group discussions.

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ACADEMIC HONESTY AND INTEGRITY

The ISM University of Management and Economics Code of Ethics, including cheating and plagiarism are fully applicable and will be strictly enforced in the course. Academic dishonesty and cheating can and will lead to a report to the ISM Committee of Ethics. With regard to remote learning, ISM reminds students that they are expected to adhere and maintain the same academic honesty and integrity that they would in a classroom setting.

COURSE OUTLINE

Topic	Lecturer	In-class hours	Readings
Course Introduction. **Introduction to Project Management:** Core project management concepts. Project lifecycles. Program and Portfolio Management.	*Prof. Inga Minelgaite*	3	PMBOK® Guide Larson E.W. and Gray C.F. (2018). Project Management The Managerial Process. 7th edition. Mcgraw-Hill.
Project initiation and teamwork: Project scope and charter. Business case and company strategy. Stakeholders and expectations management. Influence strategies. Project team roles and responsibilities.	*Prof. Inga Minelgaite*	3	PMBOK® Guide Artto, K., Kujala, J., Dietrich, P., & Martinsuo, M. (2008). What is project strategy?. International Journal of Project Management, 26(1), 4-12. PMBOK® Guide Imam, H., & Zaheer, M. K. (2021). Shared leadership and project success: The roles of knowledge sharing, cohesion and trust in the team. International journal of project management, 39(5), 463-473.
Waterfall vs Agile Project Management: The use of agile project management methods for international projects. Main principles and comparison to traditional project management techniques. Project plan development and KPIs.	*Daina Bilkštytė – Skanė*	3	PMBOK® Guide Agile Practice Guide. Schwaber K. and Sutherland J. (2020) The Definitive Guide to Scrum: The Rules of the Game
Project communication and leadership: Project communication. Communication channels. Leadership. Project team motivation. Project status reports. Communication plan.	*Prof. Inga Minelgaite*	3	PMBOK® Guide Whyte, J., Naderpajouh, N., Clegg, S., Matous, P., Pollack, J., & Crawford, L. (2022). Project leadership: A research agenda for a changing

			world. Project Leadership and Society, 3, 100044.
Project risks and problem-solving: risks identification and mitigation. Risks management strategies. Risk management plan. Problem-solving techniques. Design thinking.	*Daina Bilkštytė – Skanė*	3	PMBOK® Guide Harvard Business review (2012). Managing risks: A new framework. Harvard Business Press. Brown, T. (2008). Design Thinking. Harvard business review
Project time and resource management: Project schedule and cost management. Estimating Resources, developing and controlling schedule. Determining budget and controlling costs. Dealing with operational aspects of project resource management.	*Daina Bilkštytė – Skanė*	3	PMBOK® Guide
Project change management: Organizational changes. Resistance to change. Change management methodologies. Change management plan.	*Prof. Inga Minelgaite, Daina Bilkštytė – Skanė*	3	PMBOK® Guide Harvard Business review (2005) The Hard Side of Change Management. Harvard Business Press.
Project closure: Lessons learned and retrospectives. Closure procedures. Feedback gathering.	*Prof. Inga Minelgaite, Daina Bilkštytė – Skanė*	3	PMBOK® Guide
Course wrap up. Project plans presentation. Retrospectives.	*Prof. Inga Minelgaite, Daina Bilkštytė – Skanė*	3	
		Total: 27 hours	

FINAL GRADE COMPOSITION

Type of assignment	Self-study hours	% of the total grade
Project plan preparation and presentation.	50	40%
Participation	20	20%
Final examamination (FINAL assessment)	50	40%
Total:	**124**	**100**

DESCRIPTION AND GRADING CRITERIA OF EACH ASSIGNMENT

Assessment 1. Project plan preparation and presentation.
Groups of students will be formed. Each group can choose any type of project, whether completed or in the planning stages. Students must choose a project management methodology and create a project charter and plan during the course. Further instructions will be handed out before beginning of the course.

Assessment 2. Participation.
Throughout the course, you will be assessed on your contribution to activities in class, pre-class and/or post-class tasks. Using multisource evaluation, your lecturer will make an appraisal of your contribution based on a number of sources. These include:

- Actively asking questions or contributing to a discussion during live online sessions;
- Completing the assigned participation tasks on the e-learning platform. Please see the 'Participation' section on the e-learning platform for further detail.

Assessment 3. Examination.

The examination will test your knowledge of the material covered in this module. It is worth 40%.

RETAKE POLICY

Re-take of the exam. Students who receive a failing final grade shall have the right to re-take the exam during the re-sit week. There are no retakes for the Assessments 1 & 2.

ADDITIONAL REMARKS

Students are expected to:
- Attend class and engage in discussions.
- Complete the readings before attending the lectures.
- Work constructively in groups

After reading a text you should be able to account for:
- The author's argumentation and viewpoints.
- The structure and composition of the text.
- The school of thought to which the author pledges allegiance and the position of the text vis-à-vis the rest of the curriculum.

You should also think about:
- How might the issues raised be reflected on real-life situations that you've experienced?
- What do you find interesting, useful or frustrating about the text?
- What would you like to have clarified or explained?
- What are the limitations of the theories, tools and methods that you just learned?

REQUIRED READINGS

1. Project Management Institute (2016). Guide to the Project Management Body of Knowledge (PMBOK® Guide) – 6th Edition. Pennsylvania: PMI. ISBN: 9781935589679
2. Project Management Institute (2016). Agile Practice Guide. Pennsylvania: PMI
3. Chesbrough H.W, Apruzzese S.J., Mata M.O. (2016) Telefonica: A Lean Elephant. HBS No. B5863. Harvard Business School Publishing
4. Brown, T. (2008). Design Thinking. Harvard business review. 86 (6). 84-92.
5. Rigby D.K., Sutherland J., Takeuchi H (2016) Embracing Agile. *Harvard Business Review*, 94(5), pp. 41-50.
6. Mahadevan D. (2017) ING's agile transformation: Two senior executives from the Dutch bank describe their recent journey. Mckinsey Quarterly. Available: https://www.mckinsey.com/industries/financial-services/our-insights/ings-agile-transformation
7. Schwaber K. and Sutherland J. (2020) The Definitive Guide to Scrum: The Rules of the Game. Available: https://scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf#zoom=100
8. Harvard Business review (2012). HBR Guide to Project Management. Harvard Business Press.
9. Kniberg H., Ivarsson A. (2012) Scaling Agile @ Spotify with Tribes, Squads, Chapters & Guilds. Available: https://blog.crisp.se/wp-content/uploads/2012/11/SpotifyScaling.pdf
10. Harvard Business review (2005) The Hard Side of Change Management. Harvard Business Press.
11. Artto, K., Kujala, J., Dietrich, P., & Martinsuo, M. (2008). What is project strategy?. International Journal of Project Management, 26(1), 4-12.
12. Imam, H., & Zaheer, M. K. (2021). Shared leadership and project success: The roles of knowledge sharing, cohesion and trust in the team. International journal of project management, 39(5), 463-473.
13. Whyte, J., Naderpajouh, N., Clegg, S., Matous, P., Pollack, J., & Crawford, L. (2022). Project leadership: A research agenda for a changing world. Project Leadership and Society, 3, 100044.

ADDITIONAL READINGS

1. Larson E.W. and Gray C.F. (2018). Project Management The Managerial Process. 7th edition. Mcgraw-Hill.

2. Aghina W., Ahlback K., Smet A.D., Lackey G., Lurie M., Murarka M., Handscomb C. (2018) The 5 Trademarks of Agile Organizations. Mckinsey & Company. Available: https://www.mckinsey.com/business-functions/organization/our-insights/the-five-trademarks-of-agile-organizations

3. Mike Griffiths. (2018) PMI-ACP Exam Prep, Updated Second Edition: A Course in a Book for Passing the PMI Agile Certified Practitioner (PMI-ACP) Exam Updated Second Edition. RMC Publications, Inc.

4. PMI Agile Certified Practitioner (PMI-ACP) Handbook (2020). Project Management Institute, Inc.

5. Takeuchi, H. and Nonaka, I. (1986) The New New Product Development Game. Harvard Business Review, 64, 137-146.

6. Harvard Business review (2012). Managing risks: A new framework. Harvard Business Press.

*The readings will be provided on e-learning platform.