INTERNATIONAL PROJECT MANAGEMENT

Level of studies	*Graduate*
Number of credits	*6; 36 hours of class work, 124 hours of self-study, 2 hours of consultation*
Prerequisites	*Undergraduate diploma*
Language of instruction	*English*

THE AIM OF THE COURSE:

The purpose of this course is to provide project management knowledge with the on international project management complexities. During this module, students will develop their project and risk management skills and improve their capabilities to deliver international projects to a successful completion. Key themes of the module include project creation and planning, scheduling, analysis, cross-cultural resource management, control of projects during their development and execution phases, risks pertaining to the international project delivery and leadership in the context of international project management. The focus of this unit is applied learning of best project management practices.

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, workshops, debates	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	Business case
CLO3. To provide a thorough grounding in the skills required to lead an international team and a project with an outcome of adding value to the organisation	Business case in groups and class discussion, debates	Business case
CLO4. To provide a critical overview of project management principles, frameworks and processes, and apply this knowledge across various countries, contexts and cultures	Group presentations, group discussions, and participation in class and group projects, undertaking team leadership responsibilities and accountability for the team performance.	Presentation and active participation in discussions on theoretical and business cases' issues.
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 behavior, organisational and critical thinking during the class and group discussions.

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 remind 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	In-class hours	Readings

Introduction to Project Management. Defining and core project management concepts. Understanding main international project management standards and competences - PMBOK, PRINCE2, SCRUM.	4	Textbook Chapter 1
Project Scope Management. Planning and defining project scope for global projects. Managing assumptions, stakeholder expectations, establishing project governance processes. Project documentation.	4	Textbook Chapter 4, 5
Project Integration Management I. Understanding project lifecycle. Project schedule and cost management. Estimating Resources, developing and controlling schedule. Determining budget and controlling costs.	4	Textbook Chapter 6, 7
Project Integration Management II. Project resource and quality management. Ensuring project quality and customer expectations. Dealing with operational aspects of project resource management, including project scope changes.	4	Textbook Chapter 8, 9
Managing international team. Forming, managing and motivating project team. The role of the project manager in the international projects. Feedback, decision making and intercultural communication.	4	Rogers (2019) article
Global project risks I. Identifying, analyzing and mitigating risks arising from working across different countries and cultures. Theories of risk, strategic risk versus project risk.	4	Textbook Chapter 11
Global project risks II. Risk management tools for global risks. Understand the changing risk landscape in the digital world. Recognizing the role of risk within strategic planning.	4	Niazi et al (2020) and Cramton et al. (2020) articles
Agile project management. The use of agile project management methods for international projects. Main principles and comparison to traditional project management techniques.	4	Selected pages from PMBOK Agile practice guide
Project Management Practice. Presentations.	4	N/A
	Total: 36 hours	

FINAL GRADE COMPOSITION

Type of assignment	Self-study hours	% of the total grade
Business Case	30	25%
Project charter presentations	40	30%
Final exam	54	45%
Total:	**124**	**100**

DESCRIPTION AND GRADING CRITERIA OF EACH ASSIGNMENT

Assessment 1. Business case write-up.

A business case is a written value proposition that is intended to educate a decision maker and convince them to take a certain action. In other words, a business case provides justification for undertaking a project or programme. Your task is to develop a business case (1500 words max) for an international project. It should describe the problem, identify the possible options to address it and provide a recommendation for which option is best, weighing up the costs and benefits. The intent of a business case is to convince key stakeholders of the merits of a particular course of action and it lays the foundations to initiate a project.

You can choose the topic for your business case yourself. You can either create a problem and a solution on which to build your case or alternatively, you can use examples from the organization you work or worked for. It is expected that your business case will have the following sections:

- Executive Summary;
- Introduction;
- Statement of the problem;
- Analysis;
- Discussion of Possible Options;
- Recommendation;
- Details of your Chosen Option;
- Conclusion.

As a guide, the report should be 1500 words, plus references and appendices if appropriate, 12 point type, 1.5 line spacing. All researched information must be correctly referenced using APA referencing style.

The report is to be submitted online before the assigned due date. No re-submission is available.

Assessment 2. Project charter group presentations

1. Create a Project Charter as a group

The project charter is a summary proposal to seek approval from the stakeholders for the project goals. It is part of the initiation phase of the project and is a short document that lists the scope, objectives, deliverables, stakeholders and other important aspects of a project. Based on the previous assignment (in your group, choose ONE person's topic from Assignment 1), develop a project charter (in PPT slides) for the selected project. This task is completed in groups of 4.

Your charter should include the following components:

- Project Purpose (justification)
- Project Objectives
- High-level Project description and requirements (scope)
- Summary milestone schedule
- Project Approval requirements
- Team members (key stakeholders, project manager)

2. Deliver a Presentation (as a group)

As a group, present the developed Project Charter slides (presentation should be no longer than 10 mins). Imagine that your audience are key business stakeholders and you have to persuade them on the viability of the project.

Note: The slides should be submitted online before the presentation date and it should look professional.

Assessment 3. Examination.

The examination will test your knowledge of the material covered in this unit. Only material covered until the day of the quiz will be included in the exam. The exam is worth 45%.

RETAKE POLICY

Retake of the business case or presentation. There are no retakes for the Assessment 1 & 2.

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.

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. Rogers, T. (2019). Project success and project team individuals. European Project Management Journal, 9(1), 27-33.
4. Niazi, M., Mahmood, S., & Alshayeb, M. (2020). GLOB: A global project management readiness framework. Journal of Software: Evolution and Process, 32(12), e2302.
5. Cramton, C. D., Köhler, T., & Levitt, R. E. (2020). Using scripts to address cultural and institutional challenges of global project coordination. Journal of International Business Studies, 1-22.

ADDITIONAL READINGS

1. Larson (2017). Project Management (7ed). The Managerial Process. Mcgraw-Hill.
2. Other links and readings will be provided on e-learning platform.