

PROJECT MANAGEMENT

Course code	<i>MNG163</i>
Course title	<i>Project Management</i>
Type of course	<i>Elective</i>
Stage of study	<i>Undergraduate</i>
Year of study	<i>2nd, 3rd, 4th</i>
Semester	<i>Spring, Autumn</i>
ECTS	<i>6; 24 hours of theory, 24 hours of practice, 20 hours of on-line group assignments, 90 hours of self-study, 2 hours of tutorial, 2 hours of examination</i>
Coordinating lecturer	<i>Assoc. Prof. Dr. Alfredas Chmieliauskas</i>
Studies form	<i>Daytime</i>
Prerequisites	<i>No prerequisite or advance preparation required</i>
Language of instruction	<i>English</i>

Course description

The course focusses on operational project management issues (scope, time, cost, quality, human resources, communication, risk, stakeholders) and gives an overview of strategic project management aspects in organizations. Centered on the Waterfall approach, the course also introduces basic concepts of Lean/Agile. Multiple learning formats are used throughout the course, including lectures, workshops, homework assignments and classroom presentations. In an intensive group work environment students develop real-life project plans. Results of the group work are presented and discussed in a predefined format during workshops.

Course aim

The course is designed to develop the insights and skills necessary to complete projects effectively, on time, and within budget. It also introduces students to organizational project management process, with special emphasis on its life cycle, and the tools used in managing and delivering projects. Upon successful completion of the course, students should have a solid understanding of contemporary project management and its benefits for their professional career and personal life.

Course learning outcomes (CLO)	Study methods	Assessment methods
CLO1. Understand basic processes, models, roles and responsibilities of project management.	Lectures, self-study	Workshop assignments, final exam
CLO2. Develop project plans to ensure that project outcomes reflect an appropriate organisational strategy.	Lectures, workshops	Workshop assignments
CLO3. Assess the interaction between the various components of a project (scope, schedule, cost, and quality).	Lectures, workshops	Workshop assignments
CLO4. Choose and apply appropriate stakeholder management approach based upon categories of stakeholder characteristics.	Lectures, workshops	Workshop assignments
CLO5. Use leadership techniques for motivating project teams and developing leadership abilities.	Lectures, workshops	Workshop assignments
CLO6. Develop a workable project management approach that includes the typical steps, activities, and participant roles for a project life cycle.	Lectures, workshops	Workshop assignments
CLO7. Apply best practices of project "lessons learned" to ensure continuous improvement of project work.	Lectures, workshops	Workshop assignments

Quality assurance issues

Current 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 group project evaluation allowing for student guidance regarding the individual learning progress.

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 case of cheating or plagiarism the student(s) will be subject to the consequences outlined in the The Code of Ethics of the university.

Course content

No.	Topic	Contact hours		Readings
		Lectures	Workshops	
1	Groups, opponents, and lecturer. Course structure. Lecture 1: introduction, project business case. Lecture 2: PM functions and project scope planning. Lecture 3 (part 1): project time planning (PDM, critical path). Project planning assignment.	4		Lecture 1: [1] – ch.1 Lecture 2: [1] – ch.5, [2] – skim the book Lecture 3 (part 1): [1] – ch.6
2	Workshop: project business case, project scope plan.		4	–
3	Report and feedback on project planning status. Lecture 3 (part 2): project time planning (Gantt chart, milestone plan). Lecture 4: project types and project cost planning. Lecture 5: project stakeholder planning. Project planning assignment.	4		Lecture 3 (part 2): [3] – ch.8, [4] – ch.11 Lecture 4: [1] – ch.7, [4] – ch.13 Lecture 5: [1] – ch.13, [3] – ch.6
4	Workshop: project time plan (critical path, Gantt chart, milestone plan).		4	–
5	Report and feedback on project planning status. Lecture 6: project risk planning. Lecture 7(A): planning for project control (EVA). Lecture 8(B): team process and team roles. Project planning assignment.	4		Lecture 6: [1] – ch.11, [3] – ch.7, [4] – ch.14 Lecture 7: [1] – ch.4.5, [5] – ch.34 Lecture 8: [1] – ch.9, [6], [7] – skim the books
6	Workshop: project cost plan, project risk plan.		4	–
7	Report and feedback on project planning status. Lecture 9(C): introduction to Lean/Agile approach. Lecture 10(D): project lessons learned. Project planning assignment.	4		Lecture 9: [8] – skim the book Lecture 10: [1] – ch.4.4
8	Workshop: project stakeholder plan, EVA.		4	–
9	Report and feedback on project planning status. Lecture 11: Project management in action: real life cases of managing projects in organizations.	4		Readings will be provided during the class
10	Workshop: analysis of team process and team roles, impact of a Lean/Agile approach, project lessons learned.		4	–
11	Project planning results: presentation and opposition. Presentation: based on the project planning report structure. Opposition: based on the project planning report checklist.		4	–
12	Feedback on presentation and opposition. Lecture 12: link to strategic project management. Improving project planning reports. Feedback on the course.	4		Lecture 12: [1] – part 2, ch.1
	Tutorial			2
	Final exam			2

Individual work and grading

Type of assignment	Topics	Total hours	% of the final grade
Workshop assignments	1-10	20	10
Presentation of a project plan	1-11	15	15
Oposition	1-11	10	10
Project planning report	1-12	15	15
Written examination	1-12	50	50
Total:		110	100

Assessment

Workshop assignments account for 10% of the final grade. The assignments are graded based on timely submissions of gradually updated and enhanced versions of a project planning report (**classes 2, 4, 6, 8, 10**). No late delivery is accepted.

Presentation of a project plan accounts for 15% of the final grade. The presentation speech (9 min., using PPT or similar format) shall be ready for the **class 11** (no advance upload is required) and it shall reflect the main points of a predefined project planning report structure. It is evaluated and graded during the **class 11**.

Opposition of a project planning report of the assigned group accounts for 10% of the final grade. Opposition speech (6 min.) shall be based on a timely uploaded evaluation document and it shall reflect the highest and the lowest scores in the evaluation document. It is evaluated and graded during the **class 11**. No late delivery is accepted.

Project planning report accounts for 15% of the final grade. The report (in PDF format) shall be uploaded timely for opposition. Following the presentation and opposition, a revised version of the report may be uploaded for grading before the written examination. No late delivery is accepted. If the revised version is not uploaded, the previous version is used for grading.

Written examination accounts for 50% of the final grade. The examination consists of answering any 4 out of 6 conceptual questions (including problem-solving) during the period of 90 minutes. It is administered in-class during the examination session.

The final grade (the total) for the course is calculated as a weighted average of (not rounded) 5 grades: a grade for the workshop assignments, a grade for the presentation of a project plan, a grade for the opposition, a grade for the project planning report, and a grade for the written examination. If any of these grades is negative (i.e., less than 5) 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: the instructor reserves the right to add up to 1 point to the final grade based on the contribution and professionalism exhibited by a student in class.

Suggested readings

1. PMI. (2017). A Guide to the Project Management Body of Knowledge (PMBOK Guide, 6th ed.). Project Management Institute. 756 p. ISBN: 978-1628251845.
2. Buchtik, L. (2013). Secrets to Mastering the WBS in Real World Projects (2nd ed.). PMI. ISBN: 978-1628250336.
3. Young, T.L. (2016). Successful Project Management (5th ed.). Kogan Page. 224 p. ISBN: 978-0749475833.
4. Burford, L. (2013). Project Management for Flat Organizations: Cost Effective Steps to Achieving Successful Results. J. Ross Publ. 328 p. ISBN: 978-1604270846.
5. Dinsmore, P.C., Cabanis-Brewin, J. (2018). The AMA Handbook of Project Management (5th ed.). AMACOM. ISBN: 978-0814438664.
6. Kreher, A. (2017). What Is a Group and How Does a Group Function? Grin Verlag. 24 p. ISBN: 978-3668380639.
7. Isaac, M., Carson, K. (2016). A Guide to Belbin Team Roles. Bridge Publ. 78 p. ISBN: 978-0986295676.
8. Campbell, A. (2019). Agile Project Management with Scrum. 111 p. ISBN: 978-1097687817.

Additional sets of required reading material (e.g., Internet sources, slides, teacher's notes) are provided during the classes.

Learning outcomes of International Business and Communication program

Special learning outcomes	CLO
S1. To describe the main economic theories and theoretical models, to adapt them to the theoretical and practical issues (for example, demand and supply elasticity theory, economic cycles, classical economic theory, Keynesianism, monetarism, rational expectations theory, cost-benefit analysis);	
S2. To describe and to analyze economic, legal, political and social environment of companies and other organizations; to identify and to evaluate internal and external changes and to make necessary decisions to keep the firm's or organization's economic and financial stability;	
S3. To forecast the influence of economic and financial decisions not only in a financial context, but also in the wider context of business or organization management, to estimate the effect of economic and financial decisions on the processes of a company or an organization, the motivation of company's human resources, product and service quality, customer satisfaction, brand strength, corporate social responsibility;	
S4. To be able to analyze a company or an organization as an integral unit, which strives for certain goals in a market or social environment by effectively distributing their finite resources among objects and business activities and obtains synergies from coordinated function planning, organization and management;	CLO1, CLO3, CLO6
S5. To be able to plan and to organize manufacturing, service provision and other company's business processes in short and long term, in national and international markets;	CLO2, CLO3
S6. To select and to apply in practice theories and models of company's or organization's business organization, planning, management, motivation and control;	CLO2, CLO4, CLO7
S7. To be able to identify new possibilities in national and international markets, to foresee, to analyze and to assess target markets, their potential, to adapt the old products and services and to develop the new ones for these markets, to communicate effectively one's proposals to the market;	
S8. To explain the corporate social responsibility and to be able to apply its principles in practice for a company operating in a local as well as international markets.	
S9. To select adequate research methods for the company's internal and external analysis and to conduct individually simple research of internal and external environment (to collect, to organize and to interpret data, based on them to make managerial decisions).	CLO1, CLO7
S10. To describe and to be able to analyze the policy and strategy of international business, the global economy, global business trends, international law, international finance, international communication;	CLO1
S11. To explain the impact of culture on international business;	
S12. To describe and to analyze the risks and benefits of international business;	
S13. To prepare, to analyze and to evaluate the information of international business relationships and global business, to evaluate the vitality of new and existing companies in the global context;	CLO4, CLO5
S14. To be able to adapt communication of various types to the international markets, to analyze and to evaluate the effectiveness of international business communication, to choose and to implement international marketing communication programme, based on the barriers of international business communication;	
S15. To name the main principles of international business law, to analyze simple cases of international business law	
S16. To name the main principles of strategic planning and management, to be able to analyze in practice strategic alternatives based on the international company's or organization's competitive environment and its resources, to create an outline of a strategic plan and to foresee tactical actions to implement the strategy.	CLO2
General learning outcomes	
G1. To apply modern information technologies in the data gathering, analysis and communication;	
G2. To apply a systematic, critical and constructive thinking in problem identification and solving;	CLO7
G3. To be able to communicate well and express thoughts in writing and orally, both in English and native language; to communicate with specialists and non-professional audiences;	CLO1- CLO7
G4. To prepare research papers according to proper language, writing style and general bibliographic citation requirements;	
G5. To develop independent learning skills necessary to continue studies on a higher level;	CLO1- CLO7
G6. To communicate and to work effectively in an intercultural and interdisciplinary group or team.	CLO5
G7. In addition to native language and English, to master the foundations of the third language, necessary to maintain international cooperation relationships	