

## INTERNATIONAL PROJECT MANAGEMENT

<b>Course code</b>	<i>FUN120_1</i>
<b>Course title</b>	<i>International Project Management</i>
<b>Type of course</b>	<i>Main</i>
<b>Year of study</b>	<i>3<sup>rd</sup></i>
<b>Semester</b>	<i>Summer Program</i>
<b>ECTS</b>	<i>6: 36 hrs. - lectures and workshops, 124 hrs. - self-study, 2 hrs. - consultations</i>
<b>Coordinating lecturer</b>	<i>Dr. Alfredas Chmieliauskas; Karolis Mickevičius-Megelaitis</i>
<b>Study form</b>	<i>Full-time; free-mover</i>
<b>Course prerequisites</b>	<i>--</i>
<b>Language of instruction</b>	<i>English</i>

### Annotation

The rapid pace of technology evolution and globalization has led to a dramatic change of how projects are run. Projects might be run by virtual teams, with multicultural, multi-generation and international workforce. Due to the rise of mobile technology the office is where you are now. The course focuses on introducing conventional and agile ways of project management with an emphasis on the international, digital and rapidly changing projects environment. The course covers the main project management topics that are essential to maintaining competitiveness in real-life business situations.

### Aims of the course

The course is designed to help students understand the complexities of project work in international environment and to develop the insights and skills necessary to complete projects effectively, on time, and within budget.

### Learning outcomes

Upon successful completion of the course, students will be able to:

- understand traditional and agile project management and its benefits for their professional and personal life;
- use relevant management methods when dealing with internal and external project stakeholders;
- feel more confident about accepting responsibility for new projects;
- stay in control of projects in an increasingly global marketplace.

### Learning methods

Multiple learning formats are used throughout the course, including lectures, workshops, homework assignments, pre-course work and classroom presentations. During workshops, in an intensive group work environment, students are given two types of assignments:

- practicing traditional and agile project management techniques;
- development of real-life project plans.

### Quality issues

The 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, allowing for student guidance regarding the individual learning progress.

### Cheating issues

Teaching and testing methods of the course favour learning and creativity as opposed to cheating. The university regulations on academic ethics are fully applied in the course.

## Course topics

No.	Class hours	Topic
1	1,5	<b>Lecture.</b> Course introduction. Project management fundamentals (part 1).
	1,5	<b>Lecture.</b> Project management fundamentals (part 2). Project's compliance with organization strategy.
		<b>Self-study.</b> Reading, studying project management concept.
2	1,5	<b>Workshop.</b> Pre-assignment presentations and discussion. <b>Lecture.</b> Initiating the project.
	1,5	<b>Lecture.</b> Initiating the project. <b>Workshop.</b> Initiating the project.
		<b>Self-study.</b> Reading, studying project charter concept.
3	1,5	<b>Workshop.</b> Pre-assignment presentations and discussion. <b>Lecture.</b> Scope and time management.
	1,5	<b>Lecture.</b> Scope and time management. <b>Workshop.</b> Scope and time management.
		<b>Self-study.</b> Reading, studying scope and time management concepts.
4	1,5	<b>Workshop.</b> Pre-assignment presentations and discussion. <b>Lecture.</b> Cost and procurement management.
	1,5	<b>Lecture.</b> Cost and procurement management. <b>Workshop.</b> Cost and procurement management.
		<b>Self-study.</b> Reading, studying cost and procurement management concepts.
5	1,08	<b>Workshop.</b> Pre-assignment presentations and discussion. <b>Lecture.</b> Quality and risk management.
	1,17	<b>Lecture.</b> Quality and risk management. <b>Workshop.</b> Quality and risk management.
		<b>Self-study.</b> Reading, studying quality and risk management concepts.
6	1,08	<b>Workshop.</b> Pre-assignment presentations and discussion. <b>Lecture.</b> Communication and stakeholder management.
	1,17	<b>Lecture.</b> Communication and stakeholder management. <b>Workshop.</b> Communication and stakeholder management.
		<b>Self-study.</b> Reading, studying communication and stakeholder management concepts.
7	1,08	<b>Workshop.</b> Pre-assignment presentations and discussion. <b>Lecture.</b> Running the project. Team management and leadership.
	1,17	<b>Lecture.</b> Running the project. Team management and leadership. <b>Workshop.</b> Running the project. Team management.
		<b>Self-study.</b> Reading, studying team management and leadership concepts.
8	1,08	<b>Workshop.</b> Pre-assignment presentations and discussion.
	1,17	<b>Lecture.</b> Project, Program, Portfolio management.
		<b>Self-study.</b> Reading, studying project, program and portfolio management concepts.
9	1,5	<b>Lecture. Workshop.</b> Agile project fundamentals. Difference between tradition and Agile project management.
		<b>Self-study.</b> Reading, studying agile project management concept and its differences from traditional project management concept.
10	1,5	<b>Lecture. Workshop.</b> Agile tools and techniques. Agile team assessment.
		<b>Self-study.</b> Reading, studying agile project management concept.
11	1,5	<b>Lecture. Workshop.</b> Brainstorming and problem-solving techniques.
		<b>Self-study.</b> Reading, studying brainstorming and problem-solving concepts.
12	1,5	<b>Exam.</b>
		<b>Grading and comments.</b>

### Pre-course work

Before the course starts, students will work in virtual teams, which will have to prepare a 5 minutes long presentation on the assigned topic. Presentations will have to be presented before lectures

(according to the schedule, sent to the students). Presentations in PDF or Microsoft PowerPoint will have to be sent to lecturers 10 calendar days before the first day of the study (after presentations are sent, they cannot be updated any more).

### **Assignment A: week 1**

During week no. 1 students will work on a team assignment and will prepare the Project charter and Scope, Time and Cost management plans. Assignments will have to be presented in PDF or Microsoft Word/Excel format until first week's Saturday of the study, 23:59.

Title page: project group No., project title, project leader, project group members.

1. Project result (detailed description of the final deliverable).
2. Project charter in the form of W5H;
3. Project scope plan:
  - Project WBS in chart format (3-level structure with 25-30 work packages);
4. Project time plan:
  - Duration estimates
  - Project schedule in Gantt chart format (with milestones);
  - Project milestone plan (in a table format).
5. Project cost plan:
  - Cost estimates;
  - Project budget.

### **Assignment B: week 2**

During week no. 2 students will work on a team assignment and will prepare quality, risk management plan, stakeholder, human resource management plans. Assignments will have to be presented in PDF or Microsoft Word/Excel format until second week's Saturday of the study, 23:59.

Title page: project group No., project title, project leader, project group members.

6. Quality management:
  - Quality Expectations for project deliverables (2<sup>nd</sup> level of WBS elements): Acceptance Criteria, Project Level Quality Tolerances, Acceptance Method, Responsibilities for acceptance.
7. Risk management:
  - Risk register (minimum 10 risks). It should contain risk statement should be written in form of CAUSE -> EVENT/RISK -> EFFECT. It must also have probability, impact, risk value, risk owner, risk response strategy;
  - Detailed risk response plan (according to strategy) for top 3 risks;
8. Stakeholder management:
  - Stakeholder register: stakeholder name, stakeholder needs or concerns, power, interest, stakeholder value, stakeholder engagement/management strategy (minimum 10 stakeholders);
  - Detailed stakeholder engagement/management plan (according to strategy) for top 3 stakeholders;
9. Human resource management:
  - Project Organization Chart;
  - RACI Matrix (for 1<sup>st</sup> and 2<sup>nd</sup> level of WBS elements).

## Grading rules

Graded assignments and their contribution to the final grade are shown in the table below.

ASSIGNMENT	% OF THE FINAL GRADE
Assignment A	25
Assignment B	25
Pre-course work	10
Attendance	10
Exam	30
<b>Final grade:</b>	<b>100</b>

The instructor reserves the right to add up to 1 extra point to the final grade based on the answer of the bonus question in the exam.

## Final exam

The exam is a closed-book test that consists of 40 questions with multiple choice answers and 2 open questions.

In case of a negative final grade, students are allowed to retake the exam. The retake will consist of a written report on a topic which will be sent by e-mail in 5 working days after the final exam. This written report must be submitted in 20 calendar days after the final exam; the weight of the retake is 30%. Retake reports cannot be rewritten. A Lecturer has a right to have an oral examination in a remote mode based on the report presented. Final evaluation grade of a retake would depend on the written report and the oral examination results.

## Remark:

**The final grading for the course is calculated according to the accumulative formula as indicated in the Regulation of Studies at ISM. Negative grades (below 5) are not included into the accumulative grading system!**

## Literature

Required (minimal) reading:

1. Schwaber, K., Sutherland, J., (2013). **The Scrum Guide. The Definitive Guide to Scrum: The Rules of the Game.** <http://www.scrumguides.org/docs/scrumguide/v1/Scrum-Guide-US.pdf#zoom=100>
2. Newton, P., (2015). **Principles of Project Management – Project Skills.** ISBN: 978-1-62620-958-9. Access at <http://www.free-management-ebooks.com/dldebk-pdf/fme-project-principles.pdf>

Supplemental reading:

3. Schwalbe, K., (2012). **Introduction to Project Management.** Kathy Schwalbe LLC, ISBN: 978-0982800331.
4. **PMI Standards Committee, (2017). A Guide to the Project Management Body of Knowledge (6<sup>th</sup> ed.).** Project Management Institute: Newton Square, U.S.A. 978-1628251845.