

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 Raminta Šuminskienė, 054570@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.	Testing
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	Assignment 1 Assignment 2
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	Assignment 1 Assignment 2
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.	Assignment 1 Assignment 2
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.

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 (before the class)
Course Introduction. Introduction to project management. Change management: Core concepts. Project lifecycle. Change management and project as change.	<i>Prof. Inga Minelgaite</i>	3	<u>Before lecture:</u> <u>Film „Moneyball“ (2011).</u> https://www.imdb.com/title/tt1210166/ Harvard Business review (2005) The Hard Side of Change Management. Harvard Business Press
Project initiation: Business case and company strategy. Project scope and charter. WBS.	<i>Prof. Inga Minelgaite</i>	3	Tharp, J. (2007). Align project management with organizational strategy. Paper presented at PMI® Global Congress 2007—EMEA, Budapest, Hungary. Newtown Square, PA: Project Management Institute.
Project leadership and high performing (global) teams: Project leader's role. Highly performing project teams. Project team motivation.	<i>Prof. Inga Minelgaite</i>	3	Edward J., Kinlaw, C. S., & Kinlaw, D. C. (2000). Developing superior project teams: a study of the characteristics of high performance in project teams. Paper presented at PMI® Research Conference 2000: Project Management Research at the Turn of the Millennium, Paris, France. Newtown Square, PA: Project Management Institute. PM perspective. (n.d.). Project Management Career - Is it Right For Me? https://www.youtube.com/watch?v=zezt83uE4sl
Stakeholder management and project closure: Lessons learned and retrospectives. Closure procedures. Feedback gathering. Project stakeholder management. Guest lecture.	<i>Prof. Inga Minelgaite</i>	3	Aziz, E. E. (2015). Project closing: the small process group with big impact. Paper presented at PMI® Global Congress 2015—EMEA, London, England. Newtown Square, PA: Project Management Institute. Before lecture: Movie „The Cave“ (2019) https://www.imdb.com/title/tt8726180/
Mastering Project Time, Sustainable Resource, and Risk Management. Overview of Key Concepts. Risks identification, analysis and mitigation strategies. Project schedule and cost management. Estimating Resources, developing and controlling schedule.	<i>Raminta Šuminskiė</i>	3	Harvard Business review (2012). Managing risks: A new framework. Harvard Business Press.

Determining budget and controlling costs. Dealing with operational aspects of project resource management. Guest lecturer.			
Waterfall vs Agile Project Management: Navigating Methodologies in International Projects. The use of agile project management methods for international projects. Main principles and comparison to traditional project management techniques. Guest lecturer.	<i>Raminta Šuminskienė</i>	3	<p>Thesing, T., Feldmann, C., & Burchardt, M. (2021). Agile versus waterfall project management: decision model for selecting the appropriate approach to a project. <i>Procedia Computer Science</i>, 181, 746-756.</p> <p>Agile Practice Guide.</p> <p>Schwaber K. and Sutherland J. (2020) The Definitive Guide to Scrum: The Rules of the Game</p> <p>D.Rigby, J.Sutherland, H. Takeuchi (2016). Embracing agile: How to master the process that's transforming management https://hbr.org/2016/05/embracing-agile</p> <p>M.Špundak (2014). Mixed Agile/Traditional Project Management Methodology – Reality or Illusion?</p> <p>Podcast: Project management Happy Hours: Agile vs Waterfall Smack-Down! Nuo 10 min. https://www.everand.com/podcast/732392710/094-Agile-vs-Waterfall-Smack-Down-For-the-first-time-Kate-and-Kim-find-an-Agilist-brave-enough-to-join-them-on-the-podcast-to-talk-about-some-rea</p>
Beyond single-project management: Project programmes and portfolios. International project management. Guest lecture.	<i>Prof. Inga Minelgaite</i>	3	<p>Oltmann, J. (2008). Project portfolio management: how to do the right projects at the right time. Paper presented at PMI® Global Congress 2008—North America, Denver, CO. Newtown Square, PA: Project Management Institute.</p> <p>Difference between project program and portfolio: Systems for Value Delivery, https://www.youtube.com/watch?v=iO6OQFDcDpM</p>
Project Documentation and Software: Best Practices and Tools. Project plan, status report and the timesheets. Most common software tools. Project plan development and KPIs. Guest lecture.	<i>Raminta Šuminskienė</i>	3	<p>A.Nieto-Rodriguez, R.V. Vargas (2023). How AI Will Transform Project Management. https://hbr.org/2023/02/how-ai-will-transform-project-management</p>
Presentations (TEDx-style presentation). Course wrap up. Guest lecture.	<i>Raminta Šuminskienė</i>	3	<p>Bucero, A. (2014). How to develop your sales skills for project success. Paper presented at PMI® Global Congress 2014—EMEA, Dubai, United Arab Emirates. Newtown Square, PA:</p>

			<p>Project Management Institute. https://www.pmi.org/learning/library/develop-sales-skills-project-success-1409</p> <p>Anderson, Ch. (2013). How to Give a Killer Presentation. Harvard Business Review, https://hbr.org/2013/06/how-to-give-a-killer-presentation</p>
		Total: 27 hours	

FINAL GRADE COMPOSITION

Type of assignment	Self-study hours	% of the total grade
Project scope+	20	30%
Test	20	30%
TEDx-style presentation	40	40%
Total:	124	100

DESCRIPTION AND GRADING CRITERIA OF EACH ASSIGNMENT

Assessment 1. Project scope+. Students are required to define the scope of a designated project and develop a Work Breakdown Structure (WBS) up to the second level and few additional parameters of project description. This exercise aims to cultivate a foundational understanding of project management methodologies and the hierarchical decomposition of a project into manageable parts. 30% **December 20th**.

Assessment 2: Test. 30%

Test consists of 10-15 non-open ended questions. Tests serves as a measure in helping to determine how well students have understood and retained the material they've been taught. **December 13th**.

Assessment 3: TEDx-style presentation. Groups of students will be formed. Each group is required to prepare and deliver a TEDx-style presentation on one of the pre-selected topics. Students should aim to engage the audience with a well-researched yet original argument, drawing from a maximum of five academic resources. 40% **December 18th**.

RETAKE POLICY

Re-take. There are no retakes for the Assessments 1, test, and TEDx-style presentations.

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. A.Nieto-Rodriguez, R.V. Vargas (2023). How AI Will Transform Project Management.
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. M.Špundak (2014). Mixed Agile/Traditional Project Management Methodology – Reality or Illusion?
11. Harvard Business review (2005) The Hard Side of Change Management. Harvard Business Press.
12. Artto, K., Kujala, J., Dietrich, P., & Martinsuo, M. (2008). What is project strategy?. *International Journal of Project Management*, 26(1), 4-12.
13. Thesing, T., Feldmann, C., & Burchardt, M. (2021). Agile versus waterfall project management: decision model for selecting the appropriate approach to a project. *Procedia Computer Science*, 181, 746-756
14. 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.
15. 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.