

Syllabus  
**GMT 5501 Project Management**  
 Prof. Dr. Frauke Sander  
 Summer Semester 2024

<b>Level</b>	Master	
<b>Credits</b>	2	
<b>Student Contact Hours</b>	30 h	
<b>Workload</b>	60 h (30 contact hours / 30 h self-study time)	
<b>Prerequisites</b>	-	
<b>Time</b>	Wednesday, March 6	15.45 – 19.45 (W 4.1.06)
	Thursday, March 7	15.30 – 19.30 (W 4.1.06)
	Friday, March 8	15.30 – 19.30 (W 4.1.06)
	Monday, March 11	15.30 – 19.30 (W 4.1.06)
	Tuesday, March 12	15.30 – 19.30 (W 4.1.06)
	Presentations tbd.	
<b>Room</b>	See above	
<b>Start Date</b>	March 6th, 2024	
<b>Lecturer(s)</b>	<b>Name</b>	Prof. Dr. Frauke Sander
	<b>Office</b>	W2.4.16
	<b>Virtual Office</b>	Invitations to Microsoft Teams will be sent for individual appointments
	<b>Office Hours</b>	Wednesday, 14.00 – 15.30 (please make an appointment)
	<b>Phone</b>	+ 49 (0)7231 28-6637
	<b>Email</b>	frauke.sander@hs-pforzheim.de

## **Summary (optional)**

The course is based on the Project management body of knowledge issued by the Project Management Institute (PMI). It introduces fundamentals from key project management areas: scope, time, cost, quality, human resources, communications, risk, procurement, and stakeholder management. Tools and concepts such as project charter, scope statement, work breakdown structure, project estimating and scheduling methodologies are studied. In addition, key principles of agile and classic project management are compared and the suitability of the two approaches for different project settings is discussed.

## **Outline of the Course**

- I. Lecture overview & organization
- II. Introduction to Project Management:  
PMI Performance Domains (PD) and Knowledge Areas
- III. PD 1: Project Development Approach and Life Cycle
  - 3.1 Waterfall vs. Agile Project Management
  - 3.2 Getting Started: Project Initiation
- IV. PD 2/3/4: Planning, Delivery and Measurement
  - 4.1 Scope Management
  - 4.2 Time Management
  - 4.3 Cost Management
- V. PD 5/6: The „People dimension“
  - 6.1 Human Resources Management
  - 6.2 Stakeholder Management
- VI. PD 7: Project work
  - 7.1 Communication Management
  - 7.2 Procurement Management
- VII. PD 8: Managing Uncertainty / Risk Management

## Course Intended Learning Outcomes and their Contribution to Program Intended Learning Outcomes / Program Goals

Program Intended Learning Outcomes		Course Intended Learning Outcomes	Assessment Method
After completion of the program the students will be able...		After completion of the course the students will be able...	Presentation
			100%
			Collective
1 Responsible Leadership in Organizational Contexts			
1.1	... to know and explain important leadership principles.	...to understand the motivational relevance of a shared project vision ...to elaborate on important drivers of team member's (intrinsic) motivation. ...to describe different project leadership styles.	x
1.2	... to apply leadership concepts to an organizational context or a specific case.	...to develop an organizational structure of a project team that fits individual contexts and requirements.	x
2 Creative Problem Solving Skills in a Complex Business Environment			
2.1	... to identify & classify problems.	...to understand the different performance domains / knowledge areas of project management and their interdependencies and thus are able to allocate problems to the suitable dimension of project management.	x
2.2	... to analyze problems.	...to apply various tools and methods of quality assurance and performance measurement to be able to identify causes and consequences of occurring issues in project management.	x
2.3	... to creatively solve problems.	...to manage the implementation of identified issue-related counter-measures based on a thorough understanding stakeholder management principles as well as of communication and decision-making procedures in a project environment.	x
3 Applied research skills			
3.1	... to know the research and analysis methods important in his/her field of study.	...to reflect on analysis tools to be used to develop a reliable understanding of the status of a project.	x
3.2	... to appropriately apply the research and analysis methods.	...to develop a project-specific set of performance measures that provides actionable data to facilitate decision making in a project environment.	x

## Teaching and Learning Approach

The course is organized as a lecture, but throughout the course special emphasis is put on discussion and interaction with the students as well as exercises and case studies. This application-oriented approach should foster the transfer of concepts and methods learned to 'real-world' project management situations the students are confronted with.

## Literature and Course Materials

- PMBoK (2021): *A guide to the Project Management Body of Knowledge (PMBOK Guide)*, Project Management Institute, 7<sup>th</sup> edition.
- PMBoK (2017): *Agile Practice Guide*, Project Management Institute.
- Mulcahy et. al. (2022): *Rita Mulcahy's PMP Exam Prep*, RMC Publications, 11<sup>th</sup> edition.
- Belling (2020): *Succeeding with Agile Hybrids*, Apress.

The course materials will be distributed to the students via the e-learning platform.

## Assessment

The grading will be based upon the quality of the written and oral presentation of the final case study (term paper). The presentation should have a clear structure, contain all relevant elements, be comprehensible, plausible and the documentation should be prepared in an adequate visual format.