

Project Management (GMT 5501)

Syllabus

Summer Semester 2020

ECTS-Credits: 2

Time:	Monday, March 2	15.30 – 19:30 (W 4.1.06)
	Tuesday, March 3	15.30 – 19:30 (W 4.1.06)
	Wednesday, March 4	15.30 – 19:30 (W 4.1.06)
	Monday, March 9	15.30 – 19:30 (W1.3.06)
	Tuesday, March 10	15.30 – 19:30 (W1.3.06)

Level: Advanced

Prerequisites: -

Course description:

The course is based on the Project management body of knowledge issued by the Project Management Institute (PMI). It trains in the principles of project management across the five process groups (initiating, planning, executing, monitoring & controlling, and closing) and introduces fundamentals from the ten project management knowledge areas: integration, 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.

Learning objectives:

After completing this course, students should be able to:

- Create a project charter, a scope statement and a Work Breakdown Structure (WBS) as part of the project scope management.
- Develop a network diagram and critical path, and create a project schedule.

- Establish ways of monitoring schedule and cost performance using earned value techniques.
- Assess major schedule, cost, and performance risk elements and understand the approach for managing risks.
- Understand how to develop and manage a high-performance project team.
- Determine key elements of a communications plan to keep stakeholders informed about progress, problems, and controls.
- Integrate agile project management methods whenever suitable.

Course outline:

- 1 Lecture overview & organization
- 2 Introduction to Project Management
- 3 Project Management Framework
- 4 Integration Management
- 5 Scope Management
- 6 Time Management
- 7 Cost Management
- 8 Quality Management
- 9 Human Resources Management
- 10 Communications & Stakeholder Management
- 11 Risk Management
- 12 Procurement Management
- 13 Stakeholder Management

Course contributions to the MBA program goals / learning outcomes:

Goal	Learning Objectives	Course Contributions to Goal	Assessment
1 Responsible leadership in organizational contexts	1.1 Knowledge of leadership principles 1.2 Application of leadership principles 1.3 Critical reflection of leadership concepts	Students will work in teams on a number of exercises and case studies during the lecture and will have to prepare their term paper in a team effort	Presentation and Discussion of Project Kick-off presentation (term paper)
2 Creative problem solving skills in a complex business environment	2.1 Ability to identify, differentiate and classify problems 2.2 Ability to analyze problems (instrumental competence) 2.3 Ability to find creative solutions (systemic)	Structuring complex business situations in case studies and exercises. Simulation of a real project kick-off presentation as term paper	Case work and discussion within classes, Presentation and Discussion of Project Kick-off presentation (term paper)

	competence) 2.4 Ability to present problems (communicative competence)		
3 Research Skills	3.1 Methodological knowledge (extending knowledge) 3.2 Competence in applying relevant state of the art research methods (instrumental competence) 3.3 Ability to collect innovative results by using relevant research methods (systemic competence)	Throughout the course project management methods and tools are introduced, such as e.g. project charter, WBS, project estimating and scheduling methodologies	Case work and discussion within classes, Presentation and Discussion of Project Kick-off presentation (term paper)
4 Management of Innovation	4.1 Fundamental knowledge of operational innovation processes 4.2 Ability to assess a company's innovation potential 4.3 Ability to develop complex technological strategies		
5 Management of the challenges of global sustainability and awareness for social and corporate responsibilities	5.1 Fundamental knowledge of sustainability issues 5.2 Ability to identify and analyze sustainability issues and its causes 5.3 Development of sustainability strategies		

Main literature:

- PMBoK (2013): *A guide to the Project Management Body of Knowledge (PMBOK Guide)*, Project Management Institute, 5th edition.
- PMBoK (2017): *Agile Practice Guide*, Project Management Institute.
- Mulcahy et. al. (2013): *Rita Mulcahy's PMP Exam Prep*, RMC Publications, 8th edition.

Additional literature:

- Bowen (1996): *Project Management Manual*, Havard Business School.
- Kerzner (2009): *Project Management*, Wiley & Sons, 10th edition.
- Schelle / Ottmann / Peiffer (2007): *ProjektManager*, GPM, 2007 (German).

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.

The materials – slides and questions & problems – will be distributed to the students on the e-learning platform.

Grading:

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.

Availability of the lecturer:

Prof. Dr. Frauke Sander, room W 2.4.16

e-mail: frauke.sander@hs-pforzheim.de

Office hours: available in LSP