



COURSE (MODULE) DESCRIPTION

Course title	Code
INTERNATIONAL PROJECT MANAGEMENT 2024	

Staff	Department
Coordinator: Christof Gellweiler, PhD, MBA, PMP Other(s):	Faculty of Economics and Business Administration

Study cycle	Course type
Second	Elective

Form of implementation	Period of implementation	Language of instruction
Classroom (sessions 1..5) Remote via MS Teams (sessions 6..8). No hybrid mode.	Spring	English

Requirements for student	
Prerequisites: - Self-study project management, - Basic knowledge in business administration and management	Additional requirements (if any): -

Number of ECTS credits	Student's workload	Contact hours	Group work in class
5	130	32	98

Purpose of the subject and competences developed		
<p>Students get a solid understanding of project management methods and gain a comprehensive experience in predictive project management techniques, including the early stages of setting goals tied to stakeholder needs, defining project requirements, developing work breakdown structures, work within organizational and cost constraints, and utilize state-of-the-art controlling tools to get the work done on time and within budget.</p> <p>Further, students will learn values, principles, and methods of agile project management. Scrum, the dominant agile project management framework, will be studied in depth, including principles, roles, events, and artefacts. Participants noticeably enhance their team-working skills by reason of collectively solving challenging team-assignments.</p> <p>Active course participation will enhance the following competencies:</p> <ul style="list-style-type: none"> – Social skills: lead project teams, communicate effectively (verbal and written), estimate costs and time, make decisions, take responsibility, plan and execute projects, monitor and control progress and project goals. – Personal skills: evaluate and select project ideas, initiate new projects. – Application of knowledge: plan work, solve problems in projects, apply global frameworks and techniques of project management – Special skills: increase both team and firm performance through project leadership, implement action plans under uncertain conditions, identify and manage risks, include various perspectives and stakeholders. 		
Learning outcomes	Teaching methods	Assessment methods
Understand the key concepts, processes, and phases of predictive project management	Lecture, self-study materials	Individual exam, in-class discussions/exercises, pre-session summary, questions and answers
Master fundamental project management techniques and concepts	Lecture, self-study materials	Individual exam, in-class discussions/exercises, pre-session summary, questions and answers

Set realistic, measurable objectives; identify and analyze stakeholders	Lecture, self-study materials, exercises	Individual exam, in-class discussions/exercises, pre-session summary, questions and answers
Collect requirements and define the scope	Lecture, self-study materials, exercises	Individual exam, in-class discussions/exercises, pre-session summary, questions and answers
Develop work breakdown structures and create work packages	Lecture, self-study materials	Individual exam, in-class discussions/exercises, pre-session summary, questions and answers
Estimate project costs and schedules using simple, proven techniques	Lectures, self-study materials, exercises	Individual exam, in-class discussions/exercises, pre-session summary, questions and answers
Understand the roles and responsibilities	Lectures, self-study materials, exercises	Individual exam, in-class discussions/exercises, pre-session summary, questions and answers
Learn techniques to track and report on projects	Lectures, self-study materials, exercises	Individual exam, in-class discussions/exercises, pre-session summary, questions and answers
Comprehend agile principles and techniques	Lectures, self-study materials, exercises	Individual exam, in-class discussions/exercises, pre-session summary, short presentation
Apply the Scrum framework	Lectures, self-study materials, exercises	Individual exam, in-class discussions/exercises
Understand project life cycles and hybrid project management	Lectures, self-study materials, exercises	Individual exam, in-class discussions/exercises

NOTES:

- Students from online study programs are welcome to join the course. However, there will be no alternative to physical presence at sessions 1 to 5 and the individual exam.
- There is no hybrid possibility and there are no recordings available.
- Students must be well-prepared prior to course start. All assignments are group-related.

Content / topics	Contact hours						Self-study work: time and assignments	
	Lectures	Tutorials	Seminars	Exercises	E-Learning	Contact hours	Self-study hours	Assignments
1. Introduction, basics	2					2	6	Pre-session summary (one group), questions and answers
2. Initiating, stakeholder	2					2	6	
3. Scope planning	1,5			0,5		2	6	Pre-session summary (one group), questions and answers
4. Organization	1,5			0,5		2	6	
5. Time planning	1			1		2	6	Pre-session summary (one group), questions and answers
6. Resource management	1,5			0,5		2	6	
7. Cost planning	1			1		2	6	Pre-session summary (one group), questions and answers
8. Executing, monitoring & controlling	1,5			0,5		2	6	
9. Communication	1,5			0,5		2	6	Pre-session summary (one group), questions and answers
10. Risk management / closing	1,5			0,5		2	6	
11. Questions and answers	1			1		2	6	Multiple choice questions (all groups)
12. Exercises	-			2		2	6	
13. Agile value, principles, methods	1,5			0,5		2	5	Short presentation of agile methods (all groups)
14. Scrum theory and terminology	1,5			0,5		2	8*	
15. Scrum team, artifacts, and events	1,5			0,5		2	8*	
16 Agile monitoring, hybrid project management	1,5			0,5		2	5	
Total						32	98	

*The Scrum Guide (<https://scrumguides.org/index.html>) shall be attentively read by the students prior to topics 12 and 13.

Assessment strategy	Share in %	Time of assessment	Assessment criteria
Attendance (individual)	20	Class	Attendance of group members in the sessions (3 points per full session on site, 2 points per full session remote)
In-class discussions/exercises (group)	10	Class	Active participation of the team (quality and quantity of verbal answers; in-class exercises)
Pre-session summary (group)	10	Class	Meeting key points (2 points) Explanations (3 points) Illustrations (2 points) Three questions to the audience (3 points)
Short presentation of agile methods (group)	10	Class	Explanations (6 points) Illustrations (4 points)
Questions and answers (group)	10	Class	Quality of five questions, answer options and explanations (2 points per question)
Individual exam	40	Exam date tbd	20 PMI-style questions (2 points for each correct answer) covering all sessions. Closed book.
The exam cannot be considered external.			

Author	Published in	Title	Issue No. / Volume	Publishing house or Internet site
Recommended books				
Project Management Institute (PMI)	2021 (2017)	Guide to the Project Management Body of Knowledge (PMBOK Guide)	7 (6)	Project Management Institute (PMI) www.pmi.org
J. K. Pinto	2019 (2015)	Project Management: Achieving Competitive Advantage, Global Edition	5 (4)	Pearson Education
Project Management Institute (PMI) & Agile Alliance	2017	Agile Practice Guide	1	Project Management Institute www.pmi.org
K. Schwaber & J. Sutherland	2020	The Scrum Guide	N/A	https://scrumguides.org
A. Stellmann & J. Greene	2016	Learning Agile: Understanding Scrum, XP, Lean, and Kanban.	1 (2 nd rel.)	O'Reilly Media

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Supplementary books				
R. Mulcahy	2018	PMP Exam Prep	9	RMC Learning Solutions
R. Mulcahy	2018	CAPM Exam Prep	4	RMC Learning Solutions
H. Kerzner	2017	Project Management: A Systems Approach to Planning, Scheduling, and Controlling	12	Wiley
J. Sutherland	2014	The Art of Doing Twice the Work in Half the Time	1	Random House Business

Online sources:

- [Scrumguides.org](https://www.scrumguides.org)
- [Scrum.org](https://www.scrum.org)
- [Scrumalliance.org](https://www.scrumalliance.org)
- [Agilealliance.org](https://www.agilealliance.org)
- [itpm-consulting.org](https://www.itpm-consulting.org)

Many other books and sources are available online.

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