

Course		
<b>International Project Management</b>		
Lecturer	Duration	ECTS / Credits
Dipl.-Kffr. Kerstin Kubik-Wenzel k.kubik-wenzel@ostfalia.de	2 SWS (= 90 minutes class per week)	3
Course Character	Semester	Course Language
Elective Course	Spring / Fall Semester	English
Prerequisites		
-		
Description of the Course		
<p>This course introduces the basic principles of project management. It analyzes the special challenges of planning and implementing international projects. Case studies and in-class exercises will focus on the individual project steps. The students will develop guidelines for successful realization of international projects.</p>		
Course components		
<p>a. <b>Homework:</b> Reading assignments and case study preparation will be given for homework. The readings and cases will be discussed and analyzed in class.</p> <p>b. <b>Attendance and participation:</b> Attendance and participation in class is strongly encouraged as general discussion, asking and answering questions will help understanding the course material.</p> <p>c. <b>Exam (70% of final grade):</b> The exam will be held during the examination period at the end of the semester. The date will be determined by the examination board. The time allowed is 60 minutes. The exam will be based on homework exercises, lecture, and the material and exercises discussed in class. It may include short essay answers, short case studies, multiple choice, true/false, etc.</p> <p>d. <b>Project (30% of final grade):</b> Students will prepare and participate in a project during the semester.</p> <p><i>To receive a passing grade for the course students must obtain at least 50% of the total points possible.</i></p>		
Preparation for and Participation in Class:		
<p>You are expected to have completed all assigned readings and to have prepared input for discussions prior to each class. Classroom lectures/discussions will be utilized to develop and enhance your understanding of the material. You have to be prepared at all times to actively participate in classroom discussions and group exercises, and will be asked to present your group results. You should attend class and participate on a regular basis.</p>		
Course Outline:		
<ol style="list-style-type: none"> <li>1. Characteristics of international projects</li> <li>2. Project phase models</li> <li>3. Project definition <ol style="list-style-type: none"> <li>a. Task analysis</li> <li>b. Project charter</li> </ol> </li> <li>4. Project start</li> <li>5. Project planning <ol style="list-style-type: none"> <li>a. Project organization</li> <li>b. Project structure <ol style="list-style-type: none"> <li>i. Functional structure</li> <li>ii. Projectized organization</li> <li>iii. Matrix organization</li> </ol> </li> <li>c. Project staffing</li> <li>d. Cost estimation, cost planning</li> <li>e. Work-breakdown structures</li> <li>f. Milestone plans</li> <li>g. Project schedule</li> </ol> </li> </ol>		

- i. Network diagram
  - ii. Gantt chart
- h. Cultural impact on project planning
- 6. Project coordination / controlling
  - a. Team formation process
  - b. Project management software
  - c. Controlling tools
- 7. Project close-down
  - a. Lessons learned
  - b. Formal termination of the project
  - c. Planning of post-project phase
- 8. Project documentation
- 9. Stakeholder analysis
  - a. Interest - power grid
  - b. Stakeholder communication plan
- 10. Communication and team building in international projects
  - a. Verbal and non-verbal communication
  - b. Communication styles
  - c. Culture dimensions
- 11. Conflicts in international projects
  - a. Sources for conflicts
  - b. Conflict resolution
- 12. Risk management
  - a. PESTEL-tool
  - b. FMEA analysis
  - c. Probability and Impact Matrix
- 13. Critical success factors

**Selected References:**

The seminar is based in particular upon the following references:

- |                          |  |
|--------------------------|--|
| Cleland, D., Gareis, R.: | Global Project Management Handbook, 2 <sup>nd</sup> ed.,<br>New York: Mc Graw Hill, 2006 |
| Köster, K.:              | International Project Management, London: Sage, 2010                                     |
| Internet sources:        | www.pmi.org, www.ipma.ch   |

The seminar is also based upon the following references:

- |                                  |   |
|----------------------------------|---|
| Project Management<br>Institute: | A guide to project management body of knowledge,<br>4 <sup>th</sup> ed. 2008 / 5 <sup>th</sup> ed. 2013 |
| Cronenbroeck, W.:                | Projektmanagement: deutsch-englisch, Berlin: Cornelsen, 2008  |

**Important Note:**

The above outline is tentative to give you an idea of the sequence of topics. It can be modified and is only designed to give you an idea of the topics and the rate at which they will be covered. Some of the above topics will be covered in greater detail than others. The relative importance of each topic will be indicated in class.