

PROJECT MANAGEMENT

Course code	<i>MNG163</i>
Compulsory in the programmes	<i>Business Management and Marketing</i>
Level of studies	<i>Undergraduate</i>
Number of credits	<i>6 ECTS (48 in-class hours + 6 consultation hours + 2 exam hours, 104 individual work hours)</i>
Course coordinator (title and name)	<i>Prof. Dr. Alfredas Chmieliauskas</i>
Prerequisites	<i>No prerequisite or advance preparation required</i>
Language of instruction	<i>English</i>

THE AIM OF THE COURSE

The course is designed to develop the insights and skills necessary to complete projects effectively, on time, and within budget. It also introduces students to organizational project management process, with special emphasis on its life cycle, and the tools used in managing and delivering projects. Upon successful completion of the course, students should have a solid understanding of contemporary project management and its benefits for their professional career and personal life.

The course focusses on operational project management issues (scope, time, cost, human resources, communication, risk, stakeholders) and also gives an overview of strategic project management aspects in organizations. Centred on the predictive (Waterfall) approach, the course also introduces basic concepts of Agile project management. Multiple learning formats are used throughout the course, including lectures, workshops, homework assignments and classroom presentations. In an intensive group work environment students develop real-life project plans. Results of the group work are presented and discussed in a predefined format during workshops.

MAPPING OF COURSE LEVEL LEARNING OUTCOMES (OBJECTIVES) WITH DEGREE LEVEL LEARNING OBJECTIVES (see Annex), ASSESMENT AND TEACHING METHODS

Course level learning outcomes (objectives)	Degree level learning objectives (Number of LO)	Assessment methods	Teaching methods
CLO1. Understand basic processes, models, roles and responsibilities of project management.	BLO1.1. BLO4.3.	Workshop assignments, project planning report, written examination	Lectures, workshops
CLO2. Develop project plans to ensure that project outcomes reflect an appropriate organizational strategy.	BLO1.2 BLO3.1. BLO3.2.	Workshop assignments, project planning report	Lectures, workshops
CLO3. Choose and apply appropriate project stakeholder and risk management strategies.	BLO1.2. BLO4.3.	Project planning report	Lectures, workshops
CLO4. Use leadership techniques for motivating project teams and developing leadership abilities.	BLO4.1.	Workshop assignments	Lectures, workshops
CLO5. Communicate a workable project management approach that includes the typical steps, activities, and participant roles for a project life cycle.	BLO1.2. BLO4.2. BLO4.3.	Project planning report, presentation and opposition	Lectures, workshops

ACADEMIC HONESTY AND USE OF GENERATIVE ARTIFICIAL INTELLIGENCE

The norms of the ISM University of Management and Economics Code of Ethics, including cheating and plagiarism prevention, are fully applicable and will be strictly enforced in the course. Students must also comply with the ISM Artificial Intelligence Policy published on the e-learning platform.

Generative AI may support students' learning and project work, but it may not replace their own analysis, judgement or contribution. Students remain fully responsible for the accuracy, quality and integrity of everything they submit or present. AI-generated information must be critically evaluated and verified against credible sources.

Workshop assignments (10%) and Project planning report (15%)

Generative AI may be used to support understanding of project management concepts, explore relevant examples, work with literature or data, generate and compare project planning alternatives, and improve the structure, clarity and language of the report. It may also support specific planning activities such as identifying potential stakeholders, risks, project activities or alternative scenarios.

However, the project business case, scope, schedule, cost estimates, stakeholder and risk management decisions, and other project planning choices must reflect the group's own analysis and judgement. Students must be able to explain and justify all elements of the project plan. AI-generated information must be verified, and AI-generated content should not be submitted as a substitute for the group's own work.

Presentation of a project plan (15%)

AI tools may be used to support the preparation and design of presentation materials, improve language and clarity, and help students rehearse their presentation. However, the selection and interpretation of project information, key arguments and conclusions must be the group's own. Students must be able to explain and defend all elements presented.

Opposition (10%)

AI may be used to support the review of the assigned project planning report, identify issues for further examination, and help structure the opposition. However, the evaluation, scores, critical observations and arguments presented in the opposition must reflect the students' own assessment of the assigned report. Students remain responsible for verifying any AI-supported observations against the report and relevant course concepts.

Peer evaluation (10%)

Peer evaluation must reflect each student's own assessment of their peers' contribution to the group work. Generative AI must not be used to determine peer evaluation scores or make judgements about individual group members. AI may only be used for language editing where necessary.

Written examination (40%)

The written examination is individual work. The use of generative AI tools or any other automated assistance during the examination is not permitted and will be treated as cheating. AI may be used when preparing for the examination, for example to explain concepts, generate practice questions or support self-testing, but the knowledge and problem-solving demonstrated in the examination must be the student's own.

COURSE OUTLINE

Class No.	Class topics	In-class hours	Readings
1	Projects in an organizational context. Project business case.	4	[1] – ch. 2
2	Workshop: project business case.	4	
3	Project management functions. Project scope management. Project time management.	4	[1] – ch. 4, 5 [2] – ch. 5, 6
4	Workshop: project scope plan, network diagram, critical path, Gantt chart, milestone plan.	4	
5	Project types. Project cost management. Project stakeholder management. Project risk management.	4	[1] – ch. 5, 6 [2] – ch. 7, 11, 13
6	Workshop: project costs estimation and budgeting, stakeholder management plan, risk management plan.	4	
7	Project control: milestone control vs. Earned Value Analysis (EVA). Project leadership: team process and team roles. Project lessons learned.	4	[1] – ch. 8 [2] – ch. 7, 9 [3]
8	Workshop: EVA simulation, team self-reflection.	4	

9	Introduction to Agile approach. Project management in action: real life cases of managing projects in organizations.	4	[4]
10	Workshop: project lessons learned.	4	
11	Beyond the triple constraint: strategic vs. operational project management. Course wrap up and evaluation.	4	[1] – ch. 2
12	Workshop: project planning report presentation and opposition.	4	
Total:		48	
CONSULTATIONS		6	
FINAL EXAM		2	

FINAL GRADE COMPOSITION

Type of assignment	% of the final grade
<i>Group components (50%)</i>	
Workshop assignments	10
Presentation of a project plan	15
Opposition	10
Project planning report	15
<i>Individual components (50%)</i>	
Peer evaluation	10
Written examination	40
Class attendance	See the description below
Total:	100

DESCRIPTION AND GRADING CRITERIA OF EACH ASSIGNMENT

Workshop assignments account for 10% of the final grade. The assignments are graded based on timely submissions of gradually updated and enhanced versions of a project planning report (**classes 2, 4, 6, 8, 10**). If a group misses a workshop or does not submit the report, each time the workshop assignment grade is reduced by 2 points (out of 10). No late delivery is accepted.

Presentation of a project plan accounts for 15% of the final grade. The presentation speech (9 min., using PPT or similar format) shall be ready for the **class 12** (no advance upload is required) and it shall reflect the main points of a predefined project planning report structure. It is evaluated and graded during the **class 12**.

Opposition of a project planning report of the assigned group accounts for 10% of the final grade. Opposition speech (6 min., using PPT or similar format) shall be based on a timely uploaded evaluation document and it shall reflect the highest and the lowest scores in the evaluation document. It is evaluated and graded during the **class 12**. No late delivery is accepted.

Project planning report accounts for 15% of the final grade. The report (in PDF format) shall be uploaded timely for opposition. Following the presentation and opposition, a revised version of the report may be uploaded for grading before the written examination. No late delivery is accepted. If the revised version is not uploaded, the previous version is used for grading.

Peer evaluation accounts for 10% of the final grade. After **class 12** every group member evaluates the contribution of her/his peers to the groupwork (using Fink's peer evaluation method) and submits to the instructor.

Written examination accounts for 40% of the final grade. The examination consists of answering any 4 out of 6 conceptual questions (including problem-solving) during the period of 90 minutes. It is administered in-class during the examination session.

Class attendance is an important part of the learning process and should be considered both a privilege and a responsibility. Generally left to the discretion of each individual, it is checked once – during the **class 9**. If a student misses the class, her/his final grade is reduced by 0.5 point (out of 10).

The final grade (the total) for the course is calculated as a weighted average of (not rounded) 6 grades: a grade for the workshop assignments, a grade for the presentation of a project plan, a grade for the opposition, a grade for the project planning report, a peer evaluation grade, and a grade for the written examination. If any of these grades is negative (i.e., less than 5) it is replaced by 0 when calculating the final grade (the weighted average). The final grade may be reduced to reflect the class attendance (see above). Instructor reserves the right to add up to 1 point to the final grade based on the contribution and professionalism exhibited by a student in class.

RETAKE POLICY

In case of a negative final grade, a student is allowed only to re-take the written examination. The re-take accounts for 40% of the final grade.

REQUIRED READINGS (see the chapter numbers in the course outline above):

1. Schwalbe, K. (2021). *An Introduction to Project Management: Predictive, Agile, and Hybrid Approaches* (7th ed.). Schwalbe Publishing. ISBN: 979-8695713459. *Kindle Edition is also available.*
2. PMI. (2021). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition and The Standard for Project Management*. Kindle Edition. Project Management Institute. 340 p. ASIN: B096KV7FXQ.
3. Isaac, M (2024). *A Guide to Belbin Team Roles: How to increase personal and team performance* (2nd ed.). Bridge Publ. 84 p. ISBN: 978-0978411770.
4. Girvan, L., Girvan, S. (2022). *Agile from First Principles*. BCS, The Chartered Institute for IT. 286 p. ISBN: 978-1780175799.

ADDITIONAL READINGS. Internet sources, teacher's slides and notes are provided during the classes.

DEGREE LEVEL LEARNING OBJECTIVES

Learning objectives for the Bachelor of Business Management

Programmes:

International Business and Communication,

Business Management and Marketing, Finance,

Industrial Technology Management

Learning Goals	Learning Objectives
Students will be critical thinkers	BLO1.1. Students will be able to understand core concepts and methods in the business disciplines
	BLO1.2. Students will be able to conduct a contextual analysis to identify a problem associated with their discipline, to generate managerial options and propose viable solutions
Students will be socially responsible in their related discipline	BLO2.1. Students will be knowledgeable about ethics and social responsibility
Students will be technology agile	BLO3.1. Students will demonstrate proficiency in common business software packages
	BLO3.2. Students will be able to make decisions using appropriate IT tools
Students will be effective communicators	BLO4.1. Students will be able to communicate reasonably in different settings according to target audience tasks and situations
	BLO4.2. Students will be able to convey their ideas effectively through an oral presentation
	BLO4.3. Students will be able to convey their ideas effectively in a written paper

Learning objectives for the Bachelor of Social Science

Programmes:

Economics and Data Analytics,

Economics and Politics

Learning Goals	Learning Objectives
Students will be critical thinkers	ELO1.1. Students will be able to understand core concepts and methods in the key economics disciplines
	ELO1.2. Students will be able to identify underlying assumptions and logical consistency of causal statements
Students will have skills to employ economic thought for the common good	ELO2.1. Students will have a keen sense of ethical criteria for practical problem-solving
Students will be technology agile	ELO3.1. Students will demonstrate proficiency in common business software packages
	ELO3.2. Students will be able to make decisions using appropriate IT tools
Students will be effective communicators	ELO4.1. Students will be able to communicate reasonably in different settings according to target audience tasks and situations
	ELO4.2. Students will be able to convey their ideas effectively through an oral presentation
	ELO4.3. Students will be able to convey their ideas effectively in a written paper