

## SYLLABUS

<b>Name of course</b>	<b>PROJECT MANAGEMENT FOR SUSTAINABLE ORGANIZATION</b>				
<b>Code of course</b>					
<b>University</b>					
<b>Faculty</b>					
<b>GENERAL INFORMATION</b>					
<b>Degree level</b>	Master				
<b>Year of study</b>		<b>Semester</b>			
<b>Subject of study</b>	The focus is primarily on understanding the concepts, principles, and practices related to project management for sustainable organization				
<b>Language required for the course</b>	English				
<b>List of degree programs</b>	The course offers knowledge and builds competence needed to conduct a project management for sustainable organization				
<b>ACTIVITIES</b>					
<b>Number of credits, ECTS</b>	3 Credits or 6 ECTS				
<b>Lectures, hours</b>	28	<b>Practices (workshop), hours</b>	-	<b>Seminar, hours</b>	14
<b>Per week</b>	1/1	<b>Per course</b>		14/14	
<b>COURSE DESCRIPTION</b>					
<p>Project Management (PM) has developed into a core competency of organizations. Employers need and value competence in project management. This curriculum covers most of the globally recognized project management related knowledge areas covering initiation, scope, cost, stakeholder, HR Management, Communication &amp; Info Management, Quality Management, Procurement Management, Risk and Issue management, Integration management, implementation and project finalization. The approach used in this course is a theory, a practical and applied approach. Students will compile and present project results based on business cases</p>					
<b>AIM OF COURSE</b>					
<p>The course provides:</p> <ol style="list-style-type: none"> <li>1. The concept the project management is corporate strategy and for improving sustainability performances.</li> <li>2. student with the knowledge and skills to Initiate, Plan, Execute (monitor, control, evaluate) and Close a project within a work environment.</li> </ol>					
<b>CONTENT</b>					
<p><b>1: Introduction to Project Management (Usakti)</b></p> <ul style="list-style-type: none"> <li>•The essence of project management: Definition, importance, and real-world examples.</li> <li>•Evolution and history of project management.</li> <li>•Comparison of projects vs. routine operations.</li> <li>•Overview of different project management methodologies: Waterfall, Agile, PRINCE2, etc.</li> </ul> <p><b>2: Project Management Framework and Knowledge Areas (Usakti)</b></p> <ul style="list-style-type: none"> <li>•Detailed study of the PMBOK guide: its relevance and structure.</li> <li>•Deep dive into the five process groups: Initiating, Planning, Executing, Monitoring &amp; Controlling, and Closing.</li> <li>•Introduction to the ten knowledge areas and their significance.</li> </ul>					



### **3: Initiating and Defining Projects (Usakti)**

- The importance of clear project initiation.
- Tools and techniques for stakeholder identification, analysis, and engagement.
- Creating a clear and concise project charter.
- Setting SMART (Specific, Measurable, Achievable, Relevant, Time-bound) objectives.

### **4: Comprehensive Project Planning (Usakti)**

- Crafting a detailed project management plan.
- Techniques for creating work breakdown structures (WBS).
- Resource planning: human, material, financial.
- Time management: Gantt charts, critical path method.
- Risk identification, assessment, and mitigation strategies.

### **5: Introduction to Lean Thinking in Project Management (NU)**

- Origins and evolution of lean thinking: From Toyota to modern industries.
- Deep dive into the Five Lean Principles.
- Benefits and challenges of integrating lean methodologies into projects.
- Lean vs. traditional project management.

### **6: Lean Tools and Techniques (NU)**

- Kaizen: Principles, benefits, and real-world examples.
- Gemba: The importance of "going to the source."
- Muda: The seven wastes and their impact on projects.
- Techniques for waste elimination in project execution.

### **7: Monitoring, Controlling, and Lean Metrics (SWU)**

- Role of KPIs in project monitoring and control.
- Visual management tools: Kanban boards, dashboards.
- Lean metrics: Lead time, cycle time, throughput.
- Effective feedback loops and their importance.

### **8: Project Closure, Reflection, and Kaizen (SWU)**

- Steps for effective project closure.
- Importance of lessons learned sessions and their organization.
- Continuous improvement cycles using Kaizen in project management.
- Archiving and documentation best practices.

### **9: Advanced Lean Tools in Project Management (SWU)**

- Value Stream Mapping: Principles, creation, and analysis.
- Kanban in detail: Principles, practices, and its role in project management.
- JIT (Just In Time) production and its relevance to projects.
- Poka-yoke (error-proofing) in project processes.

### **10: Financial Aspects and Lean Cost Management (SWU)**

- Principles of lean financial models.
- Techniques for effective cost estimation, budgeting, and control.
- Value creation in projects: Maximizing ROI.
- Cost of quality and its significance in lean project management.

### **11: Ethical, Leadership & Organizational Dynamics in Project Management (SWU)**

- Ethical considerations in projects: Common dilemmas and best practices.
- Leadership styles and their relevance in a project environment.
- The role of organizational culture in shaping project outcomes.



- Navigating organizational politics and power structures.

### 12: Challenges & Opportunities in Lean Project Management (NU)

- Case studies on real-world challenges and solutions in lean project management.
- Opportunities presented by lean principles in diverse industries.
- The future trajectory of lean in project management: Predictions and possibilities.

### 13: Digitalization and Technological Trends in Project Management (NU)

- The rise and impact of digital tools in project management: From MS Project to JIRA.
- Integrating AI and machine learning in lean project management.
- Virtual teams, remote work, and their challenges and opportunities.
- Cybersecurity considerations in modern projects.

### 14: Sustainability in Project Management (NU)

- Defining sustainability in a project context.
- The Triple Bottom Line: People, Planet, Profit.
- Strategies to make projects more sustainable: Environmentally, socially, and economically.
- Case studies on sustainable project management

#### EVALUATIONS *(add lines as needed)*

1	Obligatory activities (group presentation, case study analysis, and discussion)	40%
2	Final Exam	60%

#### ASSESSMENT CRITERIA

Grade:

- The student must show a good understanding of the project management concept, tools and technique. Complete tasks according to deadlines with the required results.
- The student shows an overall understanding of all given session.
- The student meets below average expectation on both knowledge acquired and technique.
- The student does not meet basis expectations in understanding and technique the topics and issues presented in the course.

#### PRE-REQUIREMENTS FOR STUDENTS

None

#### LEARNING OUTCOMES

#### Competencies:

Student understand project management lifecycle and will be able to :

1. Manage Project Scope
2. Manage Project Time
3. Manage Project Quality
4. Manage Project Cost
5. Manage Project Human Resources
6. Manage Project Information & Communication
7. Manage Project Risk
8. Manage Project Procurement
9. Manage Project Stakeholder Engagement
10. Manage Project Governance
11. Manage Project Integration



Co-funded by  
the European Union

## 12. Manage Meetings

### Skills:

Students are able to Initiate, Plan, Execute (monitor, control, evaluate) and Close a project within a work environment.

### LEARNING STRATEGIES

1. Lectures with interactive presentations
2. Assignment and Case Studies that highlight the practical application of project management at real companies.
3. Group Discussions and Debates to encourage critical thinking and foster an exchange of ideas about business case related project management.
4. Guest Speakers from the industry
5. Reflective Assignments for critically reflect on project management of sustainable organization.

### RECOMMENDED SOURCES

#### *Compulsory literature:*

1. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) 7th ed, Project Management Institute, 2021. (USAKTI)
2. [Sustainability in Project Management, A Functional Approach](#), Anna Brzozowska, Arnold Pabian, Barbara Pabian, 1st Edition, CRC Press, 2021 DOI <https://doi.org/10.1201/9781003055570Practice> (USAKTI, SWU)
3. Standard for Project Risk Management. 2009
4. [Sustainability in Project Management](#), Gilbert Silvius, Ron Schipper, Julia Planko, Jasper van den Brink, Routledge, 2012 (SWU)

#### *Suggested reading:*

1. [Reimagining Sustainable Organization: Perspectives on Arts, Design, Leadership, Knowledge and Project Management](#). Birgit Helene, Jevnaker Johan Olaisen, 2022 <https://link.springer.com/book/10.1007/978-3-030-96210-4> (SWU)
2. [Contemporary Project Management: Plan-Driven and Agile Approaches](#), Timothy J. Kloppenborg, Vittal S. Anantatmula, and Kathryn N. Wells, Fifth Edition, Cengage, 2023 (USAKTI)

#### *Selected internet sources:*

1. [Sustainable Project Management: A Conceptualization-Oriented Review and a Framework Proposal for Future Studies](#), Stefano Armenia, Rosa Maria Dangelico, Fabio Nonino and Alessandro Pompei, 2019 <https://www.mdpi.com/2071-1050/11/9/2664> (SWU)
2. Satya Shah and Elmira Naghi Ganji, Sustainability adoption in project management practices within a social enterprise case, *Management of Environmental Quality: An International Journal* Vol. 30 No. 2, 2019 pp. 346-367 (USAKTI)
3. Annette Cerne and Johan Jansson, Projectification of sustainable development: implications from a critical review, *International Journal of Managing Projects in Business* Vol. 12 No. 2, 2019 pp. 356-376 (USAKTI)



Co-funded by  
the European Union



**MASUDEM**

MASTER STUDIES IN SUSTAINABLE DEVELOPMENT AND MANAGEMENT

<b>GROUP OF COURSE DEVELOPERS</b>
<b>Course Leader:</b>
<b>Board:</b>

**Date of approval the course**



**Co-funded by  
the European Union**

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Education and Culture Executive Agency. Neither the European Union nor the granting authority can be held responsible for them.



**MASUDEM**

MASTER STUDIES IN SUSTAINABLE DEVELOPMENT AND MANAGEMENT

Comments:

No.	Date	Comment	Who
1.			
2.			
3.			
4.			



**Co-funded by  
the European Union**

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Education and Culture Executive Agency. Neither the European Union nor the granting authority can be held responsible for them.