

COURSE OUTLINE

Name of course		PROJECT MANAGEMENT FOR SUSTAINABLE ORGANIZATION	
Lector		e-mail:	
Seminar Instructor		e-mail:	
Week 1-2	Topic 1 : Introduction to Project Management	Lecture, hours	Seminar, hours
	<ul style="list-style-type: none"> - The essence of project management: Definition, importance, and real-world examples. - Evolution and history of project management. - Comparison of projects vs. routine operations. - Overview of different project management methodologies: Waterfall, Agile, PRINCE2, etc 	4	2
Week 3	Topic 2 : Project Management Framework and Knowledge Areas	Lecture, hours	Seminar, hours
	<ul style="list-style-type: none"> - Detailed study of the PMBOK guide: its relevance and structure. - Deep dive into the five process groups: Initiating, Planning, Executing, Monitoring & Controlling, and Closing. - Introduction to the ten knowledge areas and their significance 	1	2
Week 4	Topic 3 : Initiating and Defining Projects	Lecture, hours	Seminar, hours
	<ul style="list-style-type: none"> - 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 	1	2
Week 5-6	Topic 4 Comprehensive Project Planning	Lecture, hours	Seminar, hours
	<ul style="list-style-type: none"> - 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 	2	4
Week 7	Topic 5 Introduction to Lean Thinking in Project Management	Lecture, hours	Seminar, hours
	<ul style="list-style-type: none"> - Origins and evolution of lean thinking - The Lean Principles. - Benefits and challenges of integrating lean projects. - Lean vs. traditional project management. 	2	1
Week 8	Topic 6 Monitoring, Controlling, and Lean Metrics	Lecture, hours	Seminar, hours
	<ul style="list-style-type: none"> - 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. 	2	1
Week 9	Topic 7 Future Outlook: Kaizen as a Driver Of Sustainable Innovation	Lecture, hours	Seminar, hours
	<ul style="list-style-type: none"> - Kaizen Value - The Concept of Sustainability in a Business Context - Innovation Potential Through Kaizen Approach - Foreseeing Kaizen's Role in a Sustainable Business Future. 	1	2



Week 10	Topic 8 Project Evaluation Using Net Present Value and Other Measures	Lecture, hours	Seminar, hours
	<ul style="list-style-type: none"> – Calculate the net present value of a project. – Calculate the internal rate of return of a project and know how to use the internal rate of return rule. – Calculate the profitability index and know how to use the profitability index to choose among projects. – Understand the payback rule. – Use the net present value rule to analyze projects 	2	1
Week 11	Topic 9 Ethical, Leadership & Organizational Dynamics In Project Management	Lecture, hours	Seminar, hours
	<ul style="list-style-type: none"> – Ethical considerations in projects: Common dilemmas and best practices. – Leadership styles and their relevance in a project outcomes. – The role of organizational culture in shaping project outcomes. – Navigating organizational politics and power structures. 	2	1
Week 12	Topic 10 Digitalization and Technological Trends in Project Management	Lecture, hours	Seminar, hours
	<ul style="list-style-type: none"> – The rise and impact of digital tools in project management – Integrating AI and machine learning in lean project management. – Virtual teams, remote work, and their challenges and opportunities. – Cybersecurity considerations in modern projects 	1	2
Week 13-14	Topic 11 Sustainability in Project Management (NU)	Lecture, hours	Seminar, hours
	<ul style="list-style-type: none"> – 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 	2	4
RECOMMENDED SOURCES			
Compulsory literature:			
<ol style="list-style-type: none"> 1. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) 7th ed, Project Management Institute, 2021. 2. Sustainability in project management: A functional approach 2021 3. Practice Standard for Project Risk Management. 2009 			
Suggested reading:			
<ol style="list-style-type: none"> 1. Sustainability in Project Management, Gilbert Silvius, Ron Schipper, Julia Planko, Jasper van den Brink, Routledge, 2012 2. Sustainability in Project Management, A Functional Approach, Anna Brzozowska, Arnold Pabian, Barbara Pabian, 1st Edition, CRC Press, 2021 DOI https://doi.org/10.1201/9781003055570 			
Selected internet sources:			
<ol style="list-style-type: none"> 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 2. 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 			
ASSESSMENT CRITERIA			
Obligatory activities (group presentation, case study analysis, and discussion)		Maximum 40 points	
Final Exam		Maximum 60 points	

