MASUDEM
MASTER STUDIES IN SUSTAINABLE DEVELOPMENT AND MANAGEMENT

SYLLABUS

Name of course	**PROJECT MANAGEMENT FOR SUSTAINABLE ORGANIZATION**				
Code of course					
University					
Faculty					
GENERAL INFORMATION					
Degree level	Master				
Year of study		**Semester**			
Subject of study	The focus is primarily on understanding the concepts, principles, and practices related to project management for sustainable organization				
Language required for the course	English				
List of degree programs	The course offers knowledge and builds competence needed to conduct a project management for sustainable organization				
ACTIVITIES					
Number of credits, ECTS	3 Credits or 6 ECTS				
Lectures, hours	28	**Practices (workshop), hours**	-	**Seminar, hours**	14
Per week	1/1	**Per course**		14/14	

COURSE DESCRIPTION

Project Management of Sustainable Organization has developed into a core competency of organizations. Employers need and value competence in project management of Sustainable Organization. This curriculum covers most of the globally recognized project management related to sustainable organization knowledge areas from Introduction to Project Management, Project Management Framework and Knowledge Areas**,** Initiating and Defining Projects, Comprehensive Project Planning, Introduction to Lean Thinking in Project Management, Monitoring, Controlling, and Lean Metrics, Future Outlook: Kaizen as a Driver Of Sustainable Innovation, Project Evaluation Using Net Present Value and Other Measures, Ethical, Leadership & Organizational Dynamics In Project Management, Ethical, Leadership & Organizational Dynamics In Project Management, Digitalization and Technological Trends In ProjeThe approach used in this course is a theory, a practical and applied approach. Students will compile and present project results based on business cases

AIM OF COURSE

The course provides:
1. Understand what is a project and a corporate strategy and the value of project managent for sustainable organizations.
2. Acquire knowledge and skills to Initiate, Plan, Execute (monitor, control, evaluate) and Close a project in the role of Project Manager for a sustainable organization.
3. Learn the language and the tools commonly used in project management
4. Provide insight to the challenges to manage projects for sustainable organizations.

CONTENT

1 Introduction to Project Management

- 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.

2 Project Management Framework and Knowledge Areas

- 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.

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3 Initiating and Defining Projects

- 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)

- Origin and Evolution of Lean Thinking.
- The Lean Principles
- Benefits and Challenges of Integrating Lean into Projects
- Lean vs. traditional project management.

6 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.

7 Future Outlook: Kaizen as a Driver Of Sustainable Innovation

- Kaizen Value
- The Concept of Sustainability in a Business Context
- Innovation Potential Through Kaizen Approach
- Foreseeing Kaizen's Role in a Sustainable Business Future

8 Project Evaluation Using Net Present Value and Other Measures (SWU)

- 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.

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9 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 outcomes.
- The role of organizational culture in shaping project outcomes.
- Navigating organizational politics and power structures.

10 Digitalization And Technological Trends In Project Management

- 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.

11 Sustainability in Project Management (NU)

- Defining sustainability in a project context.

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- The Triple Bottom Line
- 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, individual, quiz)	50%
2	Mid Term and Final Exam	50%

ASSESSMENT CRITERIA

Grade:

A. The student must show a good understanding of the project management concept, tools and technique. Complete tasks according to deadlines with the required results.
B. The student shows an overall understanding of all given session.
C. The student meets below average expectation on both knowledge acquired and technique.
D. 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:

Upon satisfactory completion of the course, the student should be able to

1. Recognize issues in a realistic project management scenario.
2. Employ work breakdown structures (WBS) in a project.
3. Demonstrate the use of appropriate techniques learned for project management.
4. Be able to face real-world challenges and solutions in lean project management
5. Be able to discuss strategies to make a project more sustainable.

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.
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
3. Standard for Project Risk Management. 2009
4. Sustainability in Project Management, Gilbert Silvius, Ron Schipper, Julia Planko, Jasper van den Brink, Routledge, 2012

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

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2. Contemporary Project Management: Plan-Driven and Agile Approaches, , Timothy J. Kloppenborg, Vittal S. Anantatmula, and Kathryn N. Wells, Fifth Edition, Cengage, 2023

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
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
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

GROUP OF COURSE DEVELOPERS

Course Leader:

Board:

Date of approval the course

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Comments:

No.	Date	Comment	Who
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