

1. Administrative Processes in Project Management

Code.....

Course item:

1. INFORMATION ABOUT THE COURSE

A. Basic information

Name of course	<i>Administrative Processes in Project Management</i>
Study level	<i>Second stage</i>
Unit running the study programme	<i>Faculty of Management</i>
Study programme	<i>ERASMUS</i>
Speciality	<i>General Management</i>
Name of teacher (s) and his academic degree	<i>Dr rer. oec. et Dr-Eng. Bogdan Lent, adjoint Professor UST bogdan.lent@utp.edu.pl x.x@utp.edu.pl</i>
Introductory courses	<i>Cybernetic Approach in Project Management</i>
Prerequisites	<i>Capability of reflective thinking.</i>

B. Semester schedule of classes (block wise)

Semester	Lectures	Classes	Laboratories	Project	Seminars	Field exercises	ECTS
summer	10				20		5

C. Course Outline

Projects dominated our life. Substantial part of GNP is generated from various projects. Yet, their performance offers a vast potential for improvements: only 1/3 today deliver the agreed results on time and within the budgeted costs.

The course Administrative Processes in Management builds on the cybernetic approach to project management and a notion of a process as a distinctive grouping of the project management activities. Twelve processes, in which the project administration is encompassed, are thoroughly presented. Suitable methods and techniques are thoroughly evaluated and exercised. Special attention is dedicated to project business case elaboration and project governance. Wherever suitable a reference to the ISO 21500:2012 standard is provided.

The andragogical approach, which addresses specifically the adults' education, focusses on interactive lectures, individual and group exercises, and case studies.

D. Course Aims

The course shall provide a comprehensive and complete knowledge about the project administration. The mental model of L-Timer shall facilitate the understanding of the project administrative processes, their sequence and cybernetic feedbacks.

Students shall be able to identify all relevant administrative project management processes in an endeavor, plan them, execute, and manage the project deliverables production. Special attention is given to the acquired skills in project business case and project governance elaboration.

The acquired knowledge will be settled in workshops, practical exercises and case studies. It offers foundations for further research and individual development. Course successful knowledge assimilation is evaluated through active course participation, exercise performance and case study results.

2. EFFECTS OF EDUCATION (acc. to National Qualifications Framework)

Knowledge	<i>Principles of cybernetics. Project complexity. Awareness of intuitive thinking, iterative consideration of project occurrences, process implementations, feedbacking and personal conscious decision making. Analysis of the problem and synthesis of the procedures to get it solved. Practical exercises and case studies.</i>
Skills	The aims of the course are as follows: A1: <i>To make students acquainted with project management administration</i> A2: <i>To train students in developing their capability to conceive, plan and control the execution of the processes.</i> A3: <i>To develop the capability to elaborate a project business case and project governance</i> A4: <i>To develop the capability of selecting the appropriate method and technique upon need.</i> A5: <i>To train the critical thinking and continuous process improvement.</i>
Competences	Upon the completion of the course, the student is able to: LO1: <i>Understand and know the project management administrative processes.</i> LO2: <i>Develop and critically assess the project business case.</i> LO3: <i>Elaborate the user and sponsor oriented project governance.</i> LO4: <i>Apply the cybernetic approach in project management processes.</i> LO5: <i>Critically evaluate the project courses and choose the appropriate methods to their handling</i> LO6: <i>Elaborate personal attitude towards project management and further research issues.</i>

3. TEACHING METHODS

Multimedia lectures and exercises. Students own elaboration of analysis and conclusions. Reflection and analysis of own experiences.

4. ASSESSMENT TOOLS

FORMATIVE	TESTING
F1. <i>Student feedback during the course</i>	P1. <i>Workshop and exercise performance</i>
F2. <i>Students action learning</i>	P2. <i>Action learning results</i>
F3. <i>Students self-assessment</i>	P3. <i>Action learning results presentation</i>
CREDITS	
Evaluation in Bloom's Taxonomy K1–K5 in notes	2.0-5.0
Examination passing criterion	min. 3.0

5. CONTENT AND PROGRAMME

No.	Topics	Description of the contents	Form	Number of hours
1.	Introduction, L-Timer, P&S, Selection of Processes for Team Elaboration	<i>Goal and Aims of this subject; L-Timer mental model, administrative processes, Choice of Processes for Team Elaboration; Planning & Scheduling Process, Business Case, Tangible and intangible costs and benefits; ROM Estimations; budgeting techniques; Rubicon 4-Phases-Meta-Model; Project Elaboration Approach; Elicitation of Business Requirements; Methods of enterprise analysis; Methods of business requirements' analysis; BABOK® recommendations; Application Examples, COCOMO@II, Beta estimations; PERT, Gantt diagrams</i>	L, W	2 6
2.	Organization Management	<i>Organisation Management, ISO 21500 :2012 Project Stakeholder Model; Identification of project stakeholders; Classification of stakeholders; Development of the stakeholder approach and management; Communication with stakeholders; Resource planning; Role description</i>	L, W	2 2
3.	Procurement Management	<i>Procurement Process; ISO 21500:2012 related processes; Quality criterion in procurement planning; Procurement plan; WTO tendering procedures; Technical Specification; Award Algorithm; Evaluation Scales; Contract components;</i>	L, W	2 2
4.	Earned Value Management, Quality Management, Problem Management	<i>Earned Value Management; Process goal; Iron triangle controlling; Earned Value Analysis, Critical Factor; Milestone trend analysis; Cost management.</i>	L, W	2 2
5.	Risk Management, Change Management, Integration Management, Knowledge Management, Documentation Management,	<i>Risk management process; Risk analysis methods; Risk assessment and countermeasures; Methods of countermeasures evaluation; Change management process; Change decisions; Integration management; Three dimensions of integration; Knowledge management; Governance in Project; Customer and Sponsor derived project governance elaboration; Documentation management.</i>	L, W	2 4
6.	Balanced Scorecard	<i>Balanced Score Card process; Goals and BSC perspectives; Elaboration of the project BSC</i>	W	2
7.	Team work results, students' questions and feedback	<i>Presentation of teams results, evaluation of the assessments and conclusions, open issues, students' questions and feedback.</i>	W	4

6. READINGS

Basic readings	<ul style="list-style-type: none">• Lent B., <i>Cybernetic Approach to Project Management</i>, Springer: Berlin, New York, 2013.• Lent B., <i>Leader, Manager, Expert. The Project Management System</i>, AON: Warszawa, 2011.• ISO., <i>ISO 21500:2012, Guidance on Project Management</i>, ISO: Geneva, 2012.
Selected recommended readings	<ul style="list-style-type: none">• Graham DT., Harvey CR., <i>How do CFOs make capital budgeting and capital structure decisions?</i>, <i>J.Appl. Corp. Financing</i> 15(1) Wiley, San Francisco, 2002.• Daft RL., <i>Organization Theory and Design</i>, S_W Cengage Learning: Mason, 2009.• PMI, <i>A Guide to the Project Management Body of Knowledge: PMBOK guide, 5th Edition</i>, PMI: Newton Square, 2013.