Code	M17VZB01E	ECTS Credit	7,5	HUN Credit	6
Term:	fall		Level:	MASTER	
Module Title:	PROJECT MANAGEMENT				
Module Leader:	Dr. Ákos Jarjabka, PhD		Office Hours:	agreed with students	
Lecturer	Dr. Norbert Sipos, PhD		Office Hours	Thuesday 11:00-12:15 B221	
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Short Description:	The importance of the projects is undoubtedly high in nowadays business management. It is due to two reasons: on the one hand, it is a key to success of the realization and implementation of non-operationalizable and big volumed problems. On the other hand, it is an essential financial source to those project proposals in line with the main priorities of the European Union. The course aims to clarify for students possible cooperation between general management and project management. The course helps to get familiar with the concept of project, megaproject to understand their role in portfolio management, program management, project management and organizational project management. The learning process is strengthened by the Microsoft Teams project management software.

Sessions (weeks): 14 (1st week is registration, 7th week is break)

The schedule is tentative and subject to change.

1. (date)	*Chapter 1*
	Why Project Management. Formation of student project teams. Familiarization with the Microsoft Teams project management software.
2. (date)	*Chapter 2*
	The Organizational context: strategy, structure and culture
3. (date)	*Chapter 3*
	Project selection and portfolio management
4. (date)	*Chapter 4*
	Leadership and the project management
5. (date)	*Chapter 5*
	Scope Management. Validation of formed Project teams' idea.
6. (date)	*Chapter 6*
	Risk management
7. (date)	Break
	Chapter 8

8. (date)	Cost estimation and budgeting
9. (date)	*Midterm report*
	Student presentation of the project proceedings

10. (date)	*Chapter 9-10*
	Project scheduling: network, duration, estimation, critical path, lagging, crashing, activity network
11. (date)	*Chapter 11*
	Advanced topics in planning and scheduling: agile and critical chain
12. (date)	*Chapter 12*
	Resource management
13. (date)	*Chapter 13-14*
	Project evaluation and control, closeout and termination
14. (date)	*Final report*
	Student presentation of the projects
Rationale Including Aims:	To **integrate** general management approach with the unique characteristics of project management and to show students how to **handle projects** in and out of an entrepreneurial context.
Learning Outcomes: Knowledge	The following **techniques** and **methods** will be discussed: SMART, PDCA, CPM, MPM, Logframe-matrix, Gantt diagram, scope/problem tree, project force field, etc. From the organizational side, different elements are influencing the success of the project such as organizational factors, stakeholders and governance, project team and project life-cycle. We will determine project typology, then further evaluate project management processes, with emphasis on integration, scope, time, quality, cost, risk and human resource management.
Learning Outcomes: Skills	The following skills will be developed: • teamwork • autonomy in problem identification, • problem analysis and solution • analytical and synthetic skills • communication • conflict management • creative and innovative thinking • team-based learning • precision • system-based decision strategy • use of the trello project management software

Teaching and Learning Strategies:	In the first two weeks, we will focus on the principal elements of the projects with a fewer emphasis on teamwork; then it will be the primary framework of teaching. Each week there will be time spent with: • theories, • cases, • discussion, and • practical exercises. Every element is essential to achieve course objectives. Therefore it is expected from the students to read the relevant textbook chapter in advance to be able to discuss the content. The students have to create a full project proposal by the end of the course. Their progress with this task will be controlled two times during the course (First at validation of the team's idea, the second time at the midterm report), They have to hand in a final report at the end of the semester. This structure ensures that students face the different problems of project management step by step and allows them to develop the necessary skills and knowledge incrementally. Students have to present the reports in a simulated situation which requires different readiness and presentation strategy.
Assessment Scheme:	1. Project validation – 10% 2. Mid-term report – 30% 3. Final presentation – 50% 10% for solving case studies
Further on Assessment:	1. Project validation – 10% (max. 5 page long project proposal, 10 minutes of presentation in front of a Board Management, situation simulation or separate consultation with the professor) 2. Mid-term report – 30% (min. 20 page long project proposal, 20 minutes of presentation in front of an extended management with participants of different functional areas, simulated situation) 3. Final report – 50% (min. 40 page long final project proposal, 20 minutes of presentation, 10 minutes of Q&A, extended management and involving external professionals, simulated situation). 10% can be earned by solving book embedded case studies.
Core Learning Materials:	**Textbook:** **Pinto, J. K.: Project Management: Achieving Competitive Advantage, 4th ed., 2016. ISBN-13: 9781292094793**
Further Reading Materials:	**Project Management Institute: A Guide to the Project Management Body of Knowledge, 5th ed., 2013., ISBN-13: 978-1935589679**

Policy on attendance:	At maximum 3 absences are allowed during the semester.
Policy on late arrival:	At maximum 5 minutes of late arrival will be allowed three times in a semester. More than 5 minutes of late arrival is equal to an absence.
Academic misconduct:	It is required to solve every exercise based on own work, it is not allowed any form of plagiarism.