

## COURSE TECHNICAL DESCRIPTION

COURSE INFORMATION	
Course Title	International Project Management
Program	MIM
Academic Year	2017-2018
Semester	2nd semester
Credits ECTS	2
Character	Elective
Department	ICADE Business School
Area	Business Administration

PROFESSOR INFORMATION	
Professor	
Name	Robert Antonides Campos
Department	Business Administration
Area	ICADE Business School
Office	
e-mail	<a href="mailto:rantonides@comillas.edu">rantonides@comillas.edu</a> or <a href="mailto:robertantonides@gmail.com">robertantonides@gmail.com</a>
Telephone	610726142
Tutoring Hours	Continued availability via email and telephone

## COURSE INFORMATION

Context of the Course	
Added Value to the Professional Profile of the Program	
<p>This course empowers the student with an overall vision and understanding of the essential concepts and tools of international project management. The course provides the knowledge of the principal tools and techniques that are used in international project management as well as the vocabulary and terminology that envelop the subject. The course offers technical knowledge of the different concepts and tools that are essential for the planning, management, and execution of complex projects within an international environment:</p> <p>PROJECT MANAGEMENT            The role undertaken by the manager of an international project; the definition of a project; project processes (project design, project launch, execution, monitoring and control, close); critical knowledge areas.</p>	

#### CONTEXT IN PROJECT MANAGEMENT

Definition of project phases and the project life cycle; stakeholders and other interest groups, Internal factors, organizational structures, external factors, soft skills.

#### PROJECT OBJECTIVES AND SCOPE MANAGEMENT.

Defining project objectives; project requirements; project scope variables (functional, geographic, product/service, quality specifications, and systems).

#### PROJECT PLANNING

Defining and developing the project plan; the planning process; the work breakdown schedule (WBS); the project charter; the organizational structure.

#### TIME MANAGEMENT

From the project work breakdown structure to the chronology of tasks and activities; defining activities and sequencing; estimating durations; time diagram; critical path analysis; defining milestones; controlling the chronology.

#### RESOURCES

Defining resource needs; assigning resources to activities and optimizing resources as a function of the project plan; the project team structure. The impact of cultural diversity and different labor regulations within an international environment.

#### COST MANAGEMENT

Estimating and managing costs; the business case; estimating costs; cost structures; learning curve analysis; budget development and monitoring.

#### RISK MANAGEMENT

Defining risk; types of risks; risk identification processes; defining a risk management plan and a risk management process; valuing risks; specific risk action plans.

#### COMMUNICATION

The role of communication; the communication plan; communication strategy; culture and communication; creating formal communication structures; efficient communication.

#### PURCHASING AND LOGISTICS

Logistics planning within an international environment; purchasing processes within an international environment.

#### MONITORIZATION Y CONTROL

Project monitoring processes; defining key process indicators (KPI's); project dashboard; scenario analysis; decision making processes; Earned Value Management (EVM) project monitoring system; Project monitoring meetings.

### Objectives

The main objective of the course is to provide the student with a general vision, knowledge base, key concepts and tools of international project management, so that he may participate in any of the different phases of an international project, being capacitated to:

- Comprehend the context and environment of an international project within the scope of a multinational company, including the cultural, legal and regulatory issues affecting international projects.
- Understand the project life cycle
- Develop a project charter defining objectives, scope, and the project plan including timing and milestones, resource plan, and project organizational structure
- Estimate and Develop a project budget,
- Develop a risk management plan
- Develop a project communications plan
- Develop a project risk management plan
- Comprehend specific factors that particularly impact complex projects within an international environment such as the impact of cultural diversity, diversity in human resource with different cultures, legislation and regulations, and the complexity of logistics.
- Develop project monitoring plans and apply techniques and tools for the execution and control of an international project.

At the conclusion of the course the student will be capacitated to:

- Comprehend and have an integral vision of the process for defining, planning, execution and monitoring of a complex international project.
- Capabilities for developing a project plan defining objectives, scope, resources, timing, and contingency scenarios.
- Conduct a stakeholder analysis of all parties impacted and impacting the international project
- Understand the key factors of globalization that impact a project of international scope.
- Develop a communication plan within an international project environment.
- Develop a plan to identify and mitigate risks.
- Develop a financial plan and its related monitoring processes.
- Design a complete project monitoring system defining processes, indicators and communication mechanisms.

## MODULES AND CONTENT

Content
1. Introduction to International Project Management
2. International Macro Framework
2.1 Globalization
2.2 Ethics
2.3 Legislation y Regulation
2.4. Culture y Human Resources

4.5 Project Structures
3. Project Management Model Basics and the Project Life Cycle
4. Diversity (Human Resources and Communication)
5. Integration
6. Objectives and Scope Management
7. Project Planning, Time and Resources
8. Budgets and Financial Monitoring
9. Risk Management
10. Logistics and Purchasing
11. The Quality Plan

## Competencies

### General Competencies of the Area –Course

#### GENERAL COMPETENCIES:

##### CG 01. Analysis and Synthesis Capabilities

RA1. Comprehend the bibliography and subject matter of the subject areas of the course.

RA2. Organize, classify and summarize in a logical and coherent manner the content of the subject areas of the course.

RA3. Is capable of undertaking the analytical study of cases and scenarios, as well as synthesizing information and data.

##### CG 02. Management of information and data as key elements for decision making and identification, formulation and resolution of business problems.

RA 1. Is capable of searching and analyzing information from a diversity of sources.

RA 2. Searches, understands, synthesizes and adequately utilizes primary and secondary data from a variety of sources.

##### CG 03. Understands problem solving and decision making at an enterprise strategic, tactical and operational level, considering the interdependence between the different functional and business areas within different geographic markets.

RA 1. Knows and comprehends the different generic strategies that can be implemented by a multinational global enterprise, identifying ethical dilemmas and issues of corporate governance that may derive from these strategies.

RA 2. Is capable of undertaking the analytical study of business cases, making adequate use of information and data which in many cases is incomplete.

RA 3. Adequately and proactively identifies and defines a business problem and its root causes.

CG 05. Demonstrates analytical, listening, negotiating and team skills as applied to the work within multidisciplinary teams in order to work effectively in different projects.

RA 1. Utilizes dialog to collaborate and ensure good relations.

RA2. Listens to the opinion of others and establishes constructive dialog.

RA 3. Is capable of communicating ideas persuasively within a process of negotiation in order to reach agreement with others.

RA 4. Understands the techniques of debate and discourse and can deploy these in a professional environment.

RA 6. Communicates ideas in an effective and well-reasoned manner.

RA 7. Encourages and promotes the capabilities of other team members, making them feel an important part of the team.

RA 8. Leads the work of the team, organizing, planning and delegating activities correctly.

CG 08. Critical thinking applied to the comprehension and knowledge of business enterprises and their external context and internal management processes.

RA 3. Is capable of constructing his own discourse within the context of debate and exchange of opinions.

CGS 17. Has the capacity to elaborate and transmit ideas, projects, reports and solutions to problems.

RA1. Can independently present argue and critique diverse business concepts and theories.

RA2. Understands and applies different theories, models and tools in the resolution of practical business problems.

## Competencies Specific to the Course

### Specific Competencies of the Course:

CE OPT 7. Knowledge and comprehension of the international project management field that will capacitate the student to practice the knowledge within a global enterprise.

RA 1. Knowledge and comprehension of the key competencies necessary for the effective management of international projects (planning, resource management and control, and risk management) that will permit the student to operate efficiently and effectively within the context of a global project.

RA 2. Understands the processes employed in the professional management of international projects (for example defining objectives, project launching documentation, (PID), ERP diagrams, and workflows, etc.), and applies them in the preparation of a project proposal and the preparation of key documentation.

RA 3. Applies appropriate project management tools (Gantt diagram, Pert/CPM and critical path analysis).

RA 4. Adopts a project approach when facing the problems and challenges of managing a program of interrelated activities.

RA 5. Has the capacity to explain the limitations of a project in terms of time, cost, and quality; and critically evaluates different projects in the face of these restrictions.

RA 6. Understands and is able to evaluate different methodologies for managing projects (PRiNCE, EPM y ERP, among others), focusing in planning, management of resources and risk.

RA 7. Is capable of formulating a project plan that is adequate for any international project.

## TEACHING METODOLOGY

### General Methodological Aspects of the Course

General Methodological Aspects of the Course	
Classroom Methodology: Activities	Competencies
Lectures	CG01, CG02, CG03, CG08, CEOPT1

Oral Presentations of content, cases, exercises and group/individual work	CG01, CG02, CG03, CG05, CGS17, CEOPT1
Collaborative Learning	CG01, CG02, CG03, CG05, CGS17, CGOPT1
<b>Outside Classroom Methodology and Activities</b>	<b>Competencies</b>
Individual Study and Readings	CG01, CG02, CG03, CG08, CEOPT1
Analysis and resolution of business cases and exercises – individually and group work	CG01, CG02, CG03, CG05, CGS17, CEOPT1
Academic Tutoring	CG03, CGS17, CEOPT1

## **EVALUATION CRITERIA**

<b>Evaluation Activities</b>	<b>Weight</b>
Class Participation	25%
Final Exam	40%
Group Work	35%

For the extraordinary evaluation process, a theoretical and practical exam will determine 100% of the final grade for the course.

<b>SUMMARY OF STUDENT HOURS *</b>			
<b>CLASSROOM HOURS</b>			
Class - Theory	Class - Practical	Directed Activities	Evaluation
6	7	5	2
<b>NON CLASSROOM HOURS</b>			
Autonomous Study/ Theoretical Content	Autonomous Study/ Practical Content	Group Work	Study
8	5	10	4
<b>CREDITS ETCS:</b>			<b>2</b>

## **BIBLIOGRAPHY AND RESOURCES**

Core Bibliography

Libros de texto

**THOMAS GRISHAM**, International Project Management, Wiley November 2011