Module description: Strategic Project Management

Module Code	w.BA.XX.3SPM-FLEX.XX
ECTS Credits	3
Language of Instruction/Examination	German
Module Description	Students learn the success factors of company-wide, strategic, and operative project work as managers. Based on a company's vision and mission, they learn the characteristics of successful idea management, project portfolio management including strategic prioritization, designing multi-year development roadmaps and resource management, and individual project management, and they discuss and reflect on them using case studies. Students learn about and apply mindsets and ceremonies; they do exercises using techniques of adaptive (agile) and predictive (classical) project management. In a project simulation, the students experience the challenges of project implementation in a practical way - provided they do not plan clearly enough and do not act adequately in crisis situations. In a mock steering committee meeting, effective communication is practiced and reflected upon.
Organizational Unit	IOV Leitung
Module Coordinator	Patrick Lehner
Deputy Module Coordinator	Jens Martignoni
Program and Specialization	• Business Administration - Specialization in General Management (Flex)
Legal Framework	Academic Regulations BSc dated 29.01.2009, for the degree programs in Business Administration, International Management, Business Information Technology, Business Law, Business Law and Applied Law, first adopted on 12.05.2009

Module Category	**Module Type** Compulsory	**Program Phase** Main Study Period

Prerequisite Knowledge	Basics of project management (as conveyed in the Business Administration Skills module) and strategic management (see Strategy and Advanced Strategic Management module)
Contribution to Program Learning Objectives (by the concerned Module)	• Professional Competence • Methodological Competence • Social Competence • Self-Competence
Contribution to Program Learning Objectives	**Professional Competence** • Knowing and Understanding Content of Theoretical and Practical Relevance • Apply, Analyze, and Synthesize Content of Theoretical and Practical Relevance • Evaluate Content of Theoretical and Practical Relevance **Methodological Competence** • Problem-Solving & Critical Thinking • Work Methods, Techniques, and Procedures • Information Literacy • Creativity & Innovation **Social Competence** • Written Communication • Oral Communication • Teamwork & Conflict Management • Intercultural Insight & Ability to Change Perspective **Self-Competence** • Self-Management & Self-Reflection • Ethical & Social Responsibility • Learning & Change

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Module Learning Objectives	Students... • can describe success factors of company-wide, strategic, and operative project work as a manager and determine structural and cultural design elements depending on the context. • are able to develop successful idea management, project portfolio management, multi-year development roadmaps, strategic resource management, and project designs for specific individual projects based on a company's vision and mission. Based on case studies, they are able to recognize and reflect on promising design elements. • learn to apply a mindset and ceremonies by doing exercises using techniques of adaptive (agile) and predictive (classical) project management. They are also able to effectively moderate in future real projects. • experience (to some extent) the daily challenges of project implementation in a SimulTrain project simulation and reflect on their actions in crisis situations. They experience and reflect on the power of effective communication in a simulated steering committee meeting.
Module Content	• Introduction to company-wide project work - including strategic alignment, idea management, project portfolio management and prioritization, enterprise-wide project or development roadmap, program management, resource management, and design/characteristics of individual project designs. • Adaptive (agile) project management - with mindset, ceremonies, and artifacts. Theory and practice session on Sunny Island with a roadmap, scrum board, personas, and a minimum viable product. • Predictive (classical) project management - with mindset, techniques, and delivery results. Theory and practice sessions on stakeholder management, scope, project structure, time, cost, and risk management. • Simulation of implementing a project; focus on interpersonal aspects in the project implementation as well as the balancing/leading of seemingly contradictory requirements in part by means of the online simulation SimulTrain. • Exam preparation.
Links to other modules	This module is linked to the following modules:
Digital Learning Resources	• Reader • Teaching Videos • Practice and Application Exercises (with Key) • SimulTrain project simulation: The instructor guides teams of approx. four students through the online simulation: Introduction and reflection in class. Planning, preparation, and follow-up as well as analysis in teams of approx. four students between classes (team work "wherever").
Methods of Instruction	• Lecture • Interactive Instruction • Literature Review • Problem-Oriented Teaching • Project Work • Case Studies • Exercises • Online simulation Social Settings Used: • Group Work • Individual Work

Type of Instruction		Classroom Instruction	Guided Self-Study	Autonomous Self-Study
	Large Class	12 h	24 h	
	Small Class	-	-	
	Group Instruction	-	-	
	Practical Work	-	-	
	Seminar	-	-	
	Total	**12 h**	**24 h**	**54 h**

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Performance Assessment	**End-of-module exam**	**Form**	**Length (min.)**	**Weighting**
	Written exam	Specified documentation	60	100.00
	Permitted Resources	Free choice calculator	With dictionary	

	Others	**Assessment**	**Format**	**Length (min.)**	**Weighting**
	-	-	-	-	-

Classroom Attendance Requirement	None All students must attend guest lectures. A majority of team members must attend the SimulTrain interim evaluation (steering committee) and team presentations.
Compulsory Reading	• See various materials on Moodle
Recommended Reading	
Comments	