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Information about the module  
Project Management II

**WS 2018/19**

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Lecture part / Course time

(12:30 – 02:00 p.m., nearly  
every Friday)

1. **Course Overview & new issues in the seminar** 12<sup>th</sup> Oct 2018
  
2. **Budgeting, cost and time estimation**  
Estimating project budgets, times and costs,  
Improving the process of cost estimation,  
Estimating guidelines for times, costs and resources, 19<sup>th</sup> Oct 2018  
Refining estimates and contingency funds 26<sup>th</sup> Oct 2018
  
3. **Scheduling**  
Background, Network techniques, Extensions and  
Applications 2<sup>nd</sup> Nov 2018
  
4. **Reducing project duration +  
International projects**  
Rationale for reducing project duration,  
Project cost-duration graph, Constructing a project  
Cost-duration graph, Practical considerations,  
Options for accelerating project completion, What  
If cost reduction, not time, is the issue?  
Assessing the motivation for international projects,  
Environmental factors, Project Site selection, Cross-  
Cultural considerations, Selection and training for  
International projects 16<sup>th</sup> Nov 2018
  
5. **Resource Allocation**  
The resource allocation problem,  
Resource loading, Resource leveling, Constrained  
resource scheduling, Multiproject scheduling and  
resource allocation, Goldratt's critical chain 23<sup>rd</sup> Nov 2018
  
6. **Monitoring and information systems**  
The planning-monitoring-controlling cycle,  
Information Needs and the reporting process,  
Earned value Analysis, Computerized PMIS 30<sup>th</sup> Nov 2018

**7. Project control**

The fundamental purposes of control, Three types of control process, Comments on the design of control systems, Control as a function of Management, Balance in a control system, Control of creative activities, Control of change and scope creep

**7<sup>th</sup> Dec 2018**

**8. Project Auditing and Termination**

Purposes of evaluation, The project audit, Construction and use of the audit report, The project audit life cycle, Some essentials of an audit/evaluation, Measurement, The varieties of project termination, when to terminate a project, The termination process, The final report, Project closure, Team/Team member and project manager evaluations

**14<sup>th</sup> Dec 2018**

**9. Leadership: Being an effective Project Manager**

Managing vs. Leading a project, Managing project Stakeholders, Influence as exchange, social network Building, Ethics and project Management, Building Trust: The key to exercising influence, Qualities of an Effective Project Manager

**21<sup>st</sup> Dec 2018**

**10. Managing Project Teams +  
Managing customer relations**

The five-stage team development model, Situational factors affecting team development, Building high-performance project Teams, Managing virtual project teams, Project Team pitfalls

**11<sup>th</sup> Jan 2019**

**11. Exercises & test (in preparation for exam)**

**18<sup>th</sup> Jan 2019**

**Literature, text references:**

Amongst others:

Project Management: a managerial approach / Jack R. Meredith, Samuel J. Mantel, Jr. – 5<sup>th</sup> ed.

Project Management: the managerial process/Clifford F. Gray, Erik W. Larson – 2<sup>nd</sup> ed.

**Lecture characteristics:**

**Exercise:** sometimes within the course time

**Activity confirmation:** ... written test

**Seminar characteristics:**

- Research & Practical part with the software tool MS Project

- Associated assignments

responsible person: M.Sc. Eng. Ahmad Abbadi

**Coordinates:**

Prof. Arno Soennecken

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floor → 1. room on the right sight)

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(normally available on campus in Soest only on Friday)

(lecture)

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(Seminar / Research & Practical part)

**Seminar / Research & Practical part:**

**time:**

**Corresponding details and regulations  
only by Mr. M.Sc. Eng. Ahmad Abbadi**

**Wednesday from 12:15 p.m.  
Thursday from 12:00 a.m.  
Friday from 10:45 a.m.**

(Status: Sept. 18, FB 16, Soe)