



POLITÉCNICA

INTERNATIONAL
CAMPUS OF
EXCELLENCE

COORDINATION PROCESS OF
LEARNING ACTIVITIES
PR/CL/001



E.T.S. de Ingenieros
Industriales

ANX-PR/CL/001-01

LEARNING GUIDE

SUBJECT

53001520 - International Project Management

DEGREE PROGRAMME

05BD - Master Universitario En Ingenieria De La Organizacion

ACADEMIC YEAR & SEMESTER

2021/22 - Semester 1

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1. Description

1.1. Subject details

Name of the subject	53001520 - International Project Management
No of credits	3 ECTS
Type	Optional
Academic year of the programme	Second year
Semester of tuition	Semester 3
Tuition period	September-January
Tuition languages	English
Degree programme	05BD - Master Universitario en Ingeniería de la Organización
Centre	05 - Escuela Técnica Superior De Ingenieros Industriales
Academic year	2021-22

2. Faculty

2.1. Faculty members with subject teaching role

Name and surname	Office/Room	Email	Tutoring hours *
Isabel Ortiz Marcos (Subject coordinator)		isabel.ortiz@upm.es	--

* The tutoring schedule is indicative and subject to possible changes. Please check tutoring times with the faculty member in charge.

3. Prior knowledge recommended to take the subject

3.1. Recommended (passed) subjects

- Dirección De Proyectos: Técnicas Y Herramientas Avanzadas

3.2. Other recommended learning outcomes

The subject - other recommended learning outcomes, are not defined.

4. Skills and learning outcomes *

4.1. Skills to be learned

CB06 - Poseer y comprender conocimientos que aporten una base u oportunidad de ser originales en el desarrollo y/o aplicación de ideas, a menudo en un contexto de investigación

CB07 - Que los estudiantes sepan aplicar los conocimientos adquiridos y su capacidad de resolución de problemas en entornos nuevos o poco conocidos dentro de contextos más amplios (o multidisciplinares) relacionados con su área de estudio

CB10 - Que los estudiantes posean las habilidades de aprendizaje que les permitan continuar estudiando de un modo que habrá de ser en gran medida autodirigido o autónomo

CE07 - Organizar, planificar, liderar y controlar equipos y proyectos en un contexto multidisciplinar haciendo uso de los estándares más actuales en Dirección de Proyectos

CG01 - Utilizar los conocimientos científicos y tecnológicos adquiridos en sus estudios de Grado en Ingeniería como recurso a integrar en la generación de soluciones a problemas de las organizaciones, sean éstos de funcionamiento o de diseño

CG03 - Concebir soluciones para afrontar problemas previamente diagnosticados, y evaluarlas desde diferentes criterios correspondientes a los distintos actores concernidos

CG07 - Modelar diferentes problemas de diseño de las organizaciones, conocer y seleccionar técnicas de Ingeniería de Organización apropiadas, así como obtener, comunicar, discutir y aplicar los resultados correspondientes

CT01 - Aplica. Habilidad para aplicar conocimientos científicos, matemáticos y tecnológicos en sistemas relacionados con la práctica de la ingeniería

CT02 - Experimenta. Habilidad para diseñar y realizar experimentos así como analizar e interpretar datos

CT03 - Diseña. Habilidad para diseñar un sistema, componente o proceso que alcance los requisitos deseados teniendo en cuenta restricciones realistas tales como las económicas, medioambientales, sociales, políticas, éticas, de salud y seguridad, de fabricación y de sostenibilidad

CT05 - Resuelve. Habilidad para identificar, formular y resolver problemas de ingeniería

CT08 - Entiende los impactos. Educación amplia necesaria para entender el impacto de las soluciones ingenieriles en un contexto social global

CT09 - Se actualiza. Reconocimiento de la necesidad y la habilidad para comprometerse al aprendizaje continuo

CT10 - Conoce. Conocimiento de los temas contemporáneos

CT11 - Usa herramientas. Habilidad para usar las técnicas, destrezas y herramientas ingenieriles modernas necesarias para la práctica de la ingeniería

CT12 - Es bilingüe. Capacidad de trabajar en un entorno bilingüe (inglés/español)

CT13 - Planifica. Organización y planificación en el ámbito de la empresa, y otras instituciones y organizaciones de proyectos y equipos humanos

4.2. Learning outcomes

RA70 - Apply Project management tools in International context.

* The Learning Guides should reflect the Skills and Learning Outcomes in the same way as indicated in the Degree Verification Memory. For this reason, they have not been translated into English and appear in Spanish.

5. Brief description of the subject and syllabus

5.1. Brief description of the subject

The main objective of the subject 'Project Management in international context' is to provide students with knowledge and tools to apply when working in international context (more important every day with globalization). Especially we will deepen in the following processes:

- Risk identification in international contexts: cultural and political, normally difficult to identify.
- New forms of communication: virtual teams.
- Stakeholder management: new contexts, new needs.

During classes case studies of projects developed in international context will be discussed. Students will have to prepare the discussion at home and present and support in the room.

Case studies will be selected carefully to highlight different aspects of project management and keep lessons learned. For example some of these case studies of projects in international context are: The Channel Project (PMI); the Guri Dam (PMI); using the geographic positioning system in the world trade center cleanup project (PMI); Five star hotel ELV (Extra Low Voltage) project (Pinto); the expeditionary fighting vehicle (Pinto) among others.

5.2. Syllabus

1. Cultural dimensions
 - 1.1. Hofstede indicators
 - 1.2. Culture maps (Erin Meyer)
2. Project integration management
 - 2.1. Main concepts
 - 2.2. Case study 1 and 2
3. Stakeholders management
 - 3.1. Main concepts
 - 3.2. Case study 3
4. Project scope management
 - 4.1. Main concepts
 - 4.2. Case study 4 and 5
5. Project schedule management
 - 5.1. Main concepts
 - 5.2. Case study 6 and 7
6. Project cost management
 - 6.1. Main concepts
 - 6.2. Case study 8 and 9
7. Project resource management
 - 7.1. Main concepts
 - 7.2. Case study 10 and 11
8. Project risk management
 - 8.1. Main concepts
 - 8.2. Case study 12 and 13
9. Project communications management
 - 9.1. Main concepts
 - 9.2. Case study 14 and 15

6. Schedule

6.1. Subject schedule*

Week	Face-to-face classroom activities	Face-to-face laboratory activities	Distant / On-line	Assessment activities
1	Presentation: what is different when we manage projects in the international environment? Duration: 02:00 Lecture			
2	Multicultural workshop Duration: 02:00 Cooperative activities			
3	Case study discussion 1 and 2 Duration: 02:00 Cooperative activities			Case study discussion. Team presentations Group presentation Continuous assessment Presential Duration: 02:00
4	Case study discussion 3 Duration: 02:00 Cooperative activities			Case study discussion. Team presentations Group presentation Continuous assessment Presential Duration: 02:00
5	Case study discussion 4 and 5 Duration: 02:00 Cooperative activities			Case study discussion. Team presentations Group presentation Continuous assessment Presential Duration: 02:00
6	Case study discussion 6 and 7 Duration: 02:00 Cooperative activities			Case study discussion. Team presentations Group presentation Continuous assessment Presential Duration: 02:00
7	Case study discussion 8 and 9 Duration: 02:00 Cooperative activities			Case study discussion. Team presentations Group presentation Continuous assessment Presential Duration: 02:00
8	Case study discussion 10 and 11 Duration: 02:00 Cooperative activities			Case study discussion. Team presentations Group presentation Continuous assessment Presential Duration: 02:00

9	Case study discussion 12 Duration: 02:00 Cooperative activities			Case study discussion. Team presentations Group presentation Continuous assessment Presential Duration: 02:00
10	Case study discussion 13 Duration: 02:00 Cooperative activities			Case study discussion. Team presentations Group presentation Continuous assessment Presential Duration: 02:00
11	Case study discussion 14 Duration: 02:00 Cooperative activities			Case study discussion. Team presentations Group presentation Continuous assessment Presential Duration: 02:00
12	Case study discussion 15 Duration: 02:00 Cooperative activities			Case study discussion. Team presentations Group presentation Continuous assessment Presential Duration: 02:00
13	Summary and lessons learned Duration: 02:00 Cooperative activities			
14	Conference: PM invited working in international context Duration: 02:00 Lecture			
15				
16				
17				

Depending on the programme study plan, total values will be calculated according to the ECTS credit unit as 26/27 hours of student face-to-face contact and independent study time.

* The schedule is based on an a priori planning of the subject; it might be modified during the academic year, especially considering the COVID19 evolution.

7. Activities and assessment criteria

7.1. Assessment activities

7.1.1. Continuous assessment

Week	Description	Modality	Type	Duration	Weight	Minimum grade	Evaluated skills
3	Case study discussion. Team presentations	Group presentation	Face-to-face	02:00	10%	5 / 10	CB10 CT09 CG01 CT13 CG07 CB07 CE07 CT10 CT08 CT12
4	Case study discussion. Team presentations	Group presentation	Face-to-face	02:00	10%	5 / 10	CB10 CT09 CG01 CT13 CG07 CB07 CE07 CT10 CT08 CT12
5	Case study discussion. Team presentations	Group presentation	Face-to-face	02:00	10%	5 / 10	CB10 CT09 CG01 CT13 CG07 CB07 CE07 CT10 CT08 CT12
6	Case study discussion. Team presentations	Group presentation	Face-to-face	02:00	10%	5 / 10	CB10 CT09 CG01 CT13 CG07 CB07 CE07 CT10 CT08

							CT12
7	Case study discussion. Team presentations	Group presentation	Face-to-face	02:00	10%	5 / 10	CB10 CT09 CG01 CT13 CG07 CB07 CE07 CT10 CT08 CT12
8	Case study discussion. Team presentations	Group presentation	Face-to-face	02:00	10%	5 / 10	CB10 CT09 CG01 CT13 CG07 CB07 CE07 CT10 CT08 CT12
9	Case study discussion. Team presentations	Group presentation	Face-to-face	02:00	10%	5 / 10	CB10 CT09 CG01 CT13 CG07 CB07 CE07 CT10 CT08 CT12
10	Case study discussion. Team presentations	Group presentation	Face-to-face	02:00	10%	5 / 10	CB10 CT09 CG01 CT13 CG07 CB07 CE07 CT10 CT08 CT12
11	Case study discussion. Team presentations	Group presentation	Face-to-face	02:00	10%	5 / 10	CB10 CT09 CG01 CT13 CG07 CB07 CE07 CT10 CT08 CT12

12	Case study discussion. Team presentations	Group presentation	Face-to-face	02:00	10%	5 / 10	CB10 CT09 CG01 CT13 CG07 CB07 CE07 CT10 CT08 CT12
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7.1.2. Final examination

No se ha definido la evaluación sólo por prueba final.

7.1.3. Referred (re-sit) examination

No se ha definido la evaluación extraordinaria.

7.2. Assessment criteria

Participation during the class and team working with case studies discussions: 100%

It is compulsory class attendance (at least 80% of sessions). No exam is done at the end.

8. Teaching resources

8.1. Teaching resources for the subject

Name	Type	Notes
Jeffrey K. Pinto Project Management. Achieving competitive advantage. Fourth edition. 2016	Bibliography	
Erin Meyer The culture map. Public affairs. 2015.	Bibliography	
Harold Kerzner Project Management best practices. Wiley. 2010	Bibliography	

PMI Case studies.	Bibliography	
Erin W. Larson and Clifford F. Gray Project Management. The managerial process. fifth Edition. McGraw-Hill. 2011.	Bibliography	
Kerzner, H. Project Management. A systems approach to planning, scheduling and controlling. 11 ^a ed. Wiley & Sons. Inc. 2013	Bibliography	

9. Other information

9.1. Other information about the subject

Very practical subject based on case studies discussion.