

Module 3: Innovative Project Management

Hochschule Bremerhaven, Bremerhaven, Germany
& Business Academy Southwest, Esbjerg, Denmark

Module Type: Core Module	ECTS/weighting: 5 ECTS / 0.083 Full-time equivalent
Contact time: 30 hours	Self-Study: 120 hours
Frequency offered: Every 18 months	Offered in: Hamburg, Germany
Group size: max. 15 participants	

Course theme

Traditional project management courses teach systematic approaches to project planning. This is a strength but also a disadvantage. The course aims at giving the students the ability to adapt project planning to a specific environment. By bringing in innovative thinking in project planning a project model tailored for the firm can be established between the outer ends of the traditional project management theory: Water fall models and adaptive project management. The module combines the aspects of innovation and HRM to make project management a leadership tool. Due to the current challenges within the wind industry the course will focus on designing the project management models necessary to cope with all phases in an industrial project, including all life cycle phases of an offshore installation, from design, to installation, testing and later decommissioning.

Aim & module specific learning outcomes

The aim is to develop a tailored project management model, which is evolved around the challenges and processes in a specific firm, including among others:

- Project management theory; Including tools and methods
- Project management standards; Including Agile and Lean principles
- Life cycle aspects to be managed; From design to decommissioning
- Norms and regulation; Including third party approval
- HRM in a project environment; Including leadership and knowledge management
- The course will also to some extent include other critical parts for project management; Change Management, Risk Management, Contract Management, HSE/QA, Close-out and hand over, lessons learned, Decision Making, etc.

Module specific learning outcomes: Students will be able to...

- analyze project management requirements within own company
- Design project models for specific industrial conditions
- plan a project including governance, progress monitoring and visible planning
- manage human resources in a project environment
- Manage innovation processes
- Understand the role of communication in project management

Content

The course content is primarily designed through the study of standards, industry needs, how to tailor project models to specific challenges, innovation exercises in design of project standards. The Course includes the basic elements for future certification according to PMI and the content in PMBOK (6th edition), with the agile practise guide.

Teaching methods

- Innovative teaching methods: We strive for actual competencies needed in the industry. During class, actual consultancy tasks and problems will be presented and the MBA students will then apply theory in a real-time scenario and solve actual problems for the partner firms.
- Self-study: We expect the participants to hold a high degree of self-discipline and show up well prepared to class, being motivated to share their knowledge.
- Live cases: Business cases will be analysed to prepare the participants for future leadership requirements within wind energy.
- Workshops: Students will meet up physically two times during the module, to solve actual problems raised by partner firms.
- Forum, chat and messaging: All students can get in contact with their lecturer and fellow students to discuss, elaborate and clarify issues, ask questions and exchange views.

Examination:

To be able to pass the course, the participants must show understanding of the theory, be able to put the theory into a practical context and create good solutions for the study cases. The form of evaluation is a portfolio, which will consist of:

- Active involvement during physical workshops
- Oral and written presentation of assignments (including eventual updates)
- Reflection over the course and feedback

General learning outcomes

The following general learning outcomes are covered by this module. Students will be able to..:

- Autonomously read on new theories and methods (LO1)
- Apply new theories and methods to practical challenges (LO2)
- Evaluate upon application of theory and methods (LO3)
- Manage complex situations in offshore wind energy business (LO4)
- Identify risks and challenges by analyzing data gathered and use them for decision making (LO5)
- Integrate business knowledge, analytical skills and management techniques for planning and controlling (LO6)
- Evaluate consequences of solutions (LO7)
- Show leadership capacity and teamwork skills (LO8)

- Communicate challenges and solutions to relevant stakeholders (LO9)

Academical subject director:

Prof. Dr. Wolfgang Lukas, University of Applied Sciences Bremerhaven

Lecturers:

Björn Fagerström, Professor at Mälardalen University, Managing Director of Inocean AB.

Niels Bjært, who has broad experience from the offshore wind business from projects like Danish Kriegers Flak, Sandbank in Germany, Westermeerwind in Holland and London Array

Literature:

- Fifth edition of PMI PMBOK available on internet. 6th and latest edition.
- Schilling M. (2008, 2010, 2013, 2017, 2019), *Strategic Management of Technological Innovation*, New York : McGraw-Hill. 6th edition the latest from 2019.
- Tidd, J. and Bessant, J.R. (6th edition 2018), *Managing Innovation - Integrating Technological, Market and Organizational Change*, John Wiley & Sons Inc, 6th edition, 2018.