



American University of Beirut  
Faculty of Engineering and Architecture  
Engineering Management Program

**ENMG 633**  
**Advanced Topics in Project Management**

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## **BACKGROUND**

- What is a “project”?
- What is “project management”?
- Who is “qualified” to exercise project management?
- What “environment” is conducive of exercising project management?
- Project management “knowledge”: stagnant versus advancing!!
- Project management “platforms, tools, processes, etc.”

## What is a “project”?

A Project is a series of activities and tasks that:

- (1) have specific objectives of cost, time and specifications and
- (2) consume resources.

## What is “project management”?

- Project Management can be defined as the achievement of a project’s objectives through people.
- Project Management involves organizing, planning, and controlling the resources assigned to the project, all under a constructive human relations environment.

	<b>Who is “qualified” to exercise PM?</b>
	<ul style="list-style-type: none"><li>■ Educational Background</li><li>■ Skills required:<ul style="list-style-type: none"><li>– Technical</li><li>– Managerial</li><li>– Communications</li><li>– Etc.....</li></ul></li><li>■ Exposure, better referred to as “experience”</li></ul>

	<b>What “environment” is conducive of exercising PM?</b>
	<ul style="list-style-type: none"><li>■ Type of organization</li><li>■ Organizational cultures</li><li>■ Access to and management of information</li><li>■ Work flow processes</li></ul>

## **PM “knowledge”: stagnant versus advancing!!**

- Risk analysis methodologies (life-cycle based)
- Planning, scheduling, and control concepts
- Resources acquisition and management
- PM information system and management
- Knowledge management

## **PM “platforms, tools, processes, etc.”**

- IT infrastructure
- Software applications: BIM, scheduling, simulation, change control, supply chain, etc.
- Work-flow process modeling

	<h2><b>COURSE OBJECTIVES</b></h2>
	<ul style="list-style-type: none"><li>■ The course is intended to introduce students to recent advancements related to the project management principles and their application.</li><li>■ The course particularly aims at discussing ways and means of developing project management capabilities by engineering firms.</li><li>■ The course furthermore sheds light on challenges faced with the implementation of the global project.</li></ul>



	<h2><b>LEARNING OUTCOMES</b></h2>
	<ul style="list-style-type: none"><li>■ Students are expected to develop a solid understanding of what it takes for the organization to achieve and sustain maturity in project management.</li><li>■ Students are expected to show a grasp of the major challenges encountered in the implementation of global projects.</li><li>■ Students are expected to become familiar with various methodologies of research related to project management.</li></ul>

## **COURSE OUTLINE**

- Introduction – Course objectives and learning outcomes
- Project management control system
- Project management maturity assessment
- Modern developments in project management
- Strategizing for PM and for Projects
- Project-Based Organizations
- Managing the global project
- Team Leadership and Motivation
- IT applications in project management
- Greening Project Management
- PM models: dealing with change and complexity
- Special topics (to be presented by students)

## **STUDENT EVALUATION**

- Class attendance (10 percent)
- Class and forum participation (10 percent)
- Presentation readiness and skills (10 percent)
- Term presentation (20 percent)
- Term exam (50 percent)

	<h2>References</h2>
	<ul style="list-style-type: none"><li>■ Reference Textbook: Project Management - A Managerial Approach, By J. Meredith and S. Mantel (2012)</li><li>■ Students are directed to consult:<ul style="list-style-type: none"><li>– The Project Management Journal</li><li>– The International Journal of Project Management</li><li>– The ASCE's Management in Engineering Journal (and other related ASCE journals)</li><li>– The Construction Economics and Management Journal</li><li>– Other project management related journals</li></ul></li></ul>

	<h2>Research Presentations</h2>
	<p>For the required research-based presentations, each group shall make a selection of a number of recent research articles (4 to 5 of them) for its in-depth reading and synthesis. Suggested themes include:</p> <ul style="list-style-type: none"><li>■ Project Management Maturity</li><li>■ Project Management Information Systems</li><li>■ Project Risk Management</li><li>■ IT Applications in PM</li><li>■ Program/Portfolio Management</li><li>■ International/Global Projects</li></ul>

	<h2>Contact Information</h2>
	<ul style="list-style-type: none"><li>■ Bechtel Building, Room 506</li><li>■ Office Hours: by appointment, Extension 3476</li><li>■ <a href="mailto:mamalak@aub.edu.lb">mamalak@aub.edu.lb</a></li></ul>



	<h2>Student Conduct</h2>
	<p>Students are advised to review all relevant University rules and regulations including those related to attendance, cheating, plagiarism, misconduct, and academic integrity, among many others. It shall be expected that strict enforcement of these rules and regulations will be exercised.</p>