## W1

1. **Definitions and Concepts**
   * What is a project? Provide a detailed definition and describe its key characteristics.

Project is a temporary process for certain product with initiating and closing date, the product can temporary benefit the stakeholders or organization,

* + Define project management. How does it differ from project leadership?

include initiating, planning, executive and controlling and closing. Leadership is leading a group of people to do something, but management is let the group of people who do not want to do…

project leadership is leading a team through the phases of a project to achieve a common goal - and project management is having control over the processes in a project and coordinating the tasks within given limits.

1. **Project Management Lifecycle**
   * Outline the four stages of the project management lifecycle and explain the key activities involved in each stage.

Init

* Goal/method selection/problems/TBL/scope/risk/budget estimate/stakeholder identify

Plan

* Schedule/milestone/budget and resource planning for each process/risk solution planning

Execution

* Stakeholder mange/control process/ risk

Closing

* Evaluation/ document everything/ report/ deliver to client/ reflection

Concept plan execution closing

Key

* + Discuss the benefits of following a lifecycle approach to project management.

1. **Constraints and Variables**
   * Identify and explain the four primary constraints that form the initial project boundary.
   * How do these constraints interact and impact each other during the project lifecycle?
2. **Project Management Competencies**
   * List and describe the ten project management competencies as defined by PMBOK and Hartley.
   * How do these competencies contribute to successful project management?
3. **Sustainability and Triple Bottom Line (TBL)**
   * Define sustainability in the context of project management.
   * Explain the Triple Bottom Line (TBL) approach and its significance in project management.

Society

Benefit the society, provide value, don’t harmful human health and quality of life

Economic

Provide value to economic, financial performance

Environment

pollution

1. **Life Cycle Thinking**
   * What is life cycle thinking, and how does it differ from traditional project management approaches?
   * Describe the stages of the product life cycle from 'cradle to grave' and the importance of considering each stage in project management.
2. **Project Design and Innovation**
   * Discuss the importance of the design stage in a project's lifecycle.
   * How can design decisions impact the sustainability and overall success of a project?
3. **Project Failure and Success**
   * List common causes of project failure.
   * What are the key indicators of project success? How can these indicators be measured and evaluated?
4. **Impact Assessment**
   * Explain the concept of lifecycle impact assessment. What are the potential impacts that need to be considered in a project?
   * Provide an example of impact identification for a specific product, detailing the stages and associated impacts.
5. **Case Studies and Applications**

* Review a case study of a sustainable project from a real-world example (e.g., Ford, Toyota, Woodside, Rio Tinto, Fuji Xerox, Shell, BP). Discuss how the principles of sustainability and lifecycle thinking were applied.

# W2

1. **Vision and Strategy**
   * Explain the importance of aligning organizational vision with project vision. What key attributes should a project vision have to ensure success?

Because when the project vision is aliging with org vision, the project can take value to the org stakeholder then the project can process forward or it may hinge.

* + How does effective communication contribute to achieving a successful project vision?

Stakeholder know the process so they can keep support the project. Build trust, managing expectations, regular updates, transparent

1. **Strategy and Change**
   * Discuss the role of an inspiring strategy in achieving long-term sustainable change within an organization.
   * Describe the process of deconstructing strategy and its importance in project management.

Strategy is normally control by steeling group, it basically abot the direction and final outcome of project maintain the focus of project team. Project management is translating high-level strategic goals into specific, measurable, and actionable tasks

1. **Project Changes**
   * Identify and explain the internal and external factors that can impact a project. Provide examples of each.

Project teammate conflict or leave/office politic/change of project goals

External: law changing/ covid/ economic conditions

* + How can assumptions of future events influence project planning and management?

Manager can use assumption to build risk solution planning, when the assumption happen, team can immediately react and solve the problem. contingency plans, allocate resources, and set realistic timelines,

1. **Strategic Investment and Portfolio Justification**
   * What are the key reasons for making strategic investments in a project portfolio? Discuss the importance of consistency with TBL and life cycle thinking.
2. **Project Selection Models**
   * Compare and contrast the non-numeric project selection models: Sacred Cow, Operating Necessity, Competitive Necessity, Comparative Benefit, and Product Line Extension.
     + Project by head of or ceo of company, but it may damage the organization because not every one want it
     + Operating like during covid, project that maintain the organization
     + Competitor inside the market, matching/surpassing competitor
     + Best profit project
     + Product life come to the end of cycle, like car
   * Explain the numeric project selection models: Payback Period, Return on Investment (ROI), and Net Present Value (NPV). How are these models used in project selection?
     + ROI = net profit/total investment
     + Payback = cost/annual cash revenue
     + Npv = sum of (cash flow/(1+i)^n)
3. **Prioritizing Projects**
   * What criteria are used to prioritize projects within a portfolio? Provide examples of how projects can be scaled and classified based on these criteria.
4. **Project Governance**
   * Define project governance and explain its importance in project management.
   * Describe the key expectations and benefits of effective project governance.
5. **Stakeholder Management**
   * Differentiate between project stakeholders who contribute to the project output and those who benefit from it.
   * Discuss the stakeholder power and interest matrix. How can this matrix be used to manage stakeholders effectively?
6. **Project Roles**
   * Explain the roles and responsibilities of the following in project management:
     + Project Client
     + Project Sponsor
     + Steering Group
     + Project Team Members
     + Project Manager
7. **Stakeholder Engagement Strategies**
   * What are the key strategies for engaging stakeholders throughout a project? Discuss the RACI and PARIS frameworks for stakeholder management.
8. **Response Strategies to Stakeholder Pressures**
   * Describe the different response strategies to stakeholder pressures as outlined by Aaltonen et al., 2009. Provide examples of when each strategy might be used.
9. **Managers vs. Leaders**
   * Compare the roles of managers and leaders in project management. How do their approaches differ in achieving project goals?

# W3

1. **Planning Scope Management**
   * What are the key components of a Scope Management Plan, and why are they important in project management?

Define attribute of project outcome

* + Describe the steps involved in planning scope management and explain the purpose of each step.

1. **Defining and Controlling Scope**
   * Explain the importance of the project scope statement and its key elements.
   * Discuss how scope creep can impact a project and the methods used to control scope changes.
2. **Work Breakdown Structure (WBS)**
   * What is a Work Breakdown Structure (WBS), and what are its key advantages and disadvantages?
   * Describe the factors that influence the development of a WBS.
3. **Project Life Cycle Inputs and Outputs**
   * Identify and explain the key inputs and outputs at each stage of the project life cycle: Concept, Planning, Execution, and Finalization.
   * How do TBL (Triple Bottom Line) and life cycle thinking integrate into each stage of the project life cycle?
4. **Project Charter**
   * What are the core components of a project charter, and why is it essential to the project's success?
   * Discuss the benefits and potential pitfalls of a project charter.
5. **Estimating Techniques**
   * Compare and contrast the following estimating techniques: Analogous Estimating, Bottom-Up Estimating, Expert Judgment, Vendor Bid Analysis, and Three-Point Estimate.
   * Explain how the Three-Point Estimate is calculated and its benefits in project management.
6. **Resource Capability**
   * List the information that should be identified about resources in project planning. Why is it important to gather this information?
   * Discuss the role of resource capability and availability in successful project scheduling.
7. **Scheduling and Time Management**
   * Describe the process of developing a project schedule from WBS to PERT and Gantt charts. What are the key steps involved?
   * Explain the different types of task dependencies and their significance in project scheduling.
8. **Critical Path Analysis (CPA)**
   * What is the Critical Path in a project, and why is it important?
   * How does Critical Path Analysis (CPA) help in project management?
9. **Gantt Charts**
   * Discuss the advantages and disadvantages of using Gantt charts in project management.
   * How can Gantt charts be used to monitor and control project progress?
10. **Controlling the Schedule**
    * What actions should be taken to effectively control the project schedule?
    * Explain the importance of tracking actual performance against the baseline and current schedule.
11. **SMART Project Planning Framework**
    * Describe the SMART project planning framework and its key components.
    * How does the SMART framework ensure alignment between project vision, mission, and company goals?

# W4

1. **Planning for Cost Management**
   * What is the importance of planning for cost management in a project, and what are the key components involved?

Because cost planning can bring total budget estimate, so stakeholder can know how much they profit. It also can tell the spending of each stages as a notification when scope creep/time exceed happen

* + Explain how different stakeholders contribute to, measure, and report project costs.

1. **Estimating Project Costs**
   * Describe the various techniques for estimating project costs and provide an example of when each might be used.

Bottom up/top down

Expert suggestion

Similar project budget

* + How do pre-determined costs and expert judgment influence the accuracy of project cost estimates?

When the cost out of predetermined or expert judgment, we know the project stage is out of control

1. **Budgeting Approaches**
   * Compare and contrast the traditional and zero-based budgeting approaches. What are the advantages and disadvantages of each?
   * Discuss the top-down and bottom-up budgeting approaches and their respective benefits and challenges.

Bottom up: spend time, stakeholder may decline because it may /top down: under estimate due to over estimate

1. **Resource Matrix**
   * Explain the purpose of a resource matrix and what information it should contain.
   * How does a resource matrix help in assigning and leveling project resources?

It can make sure the resource distributes correctly and efficiently , control budget and time spending on the project and maximize the profit of project

1. **Controlling Project Costs**
   * What are the key actions required to control project costs effectively?

Monitoring/backup solution/variance/

* + Describe the traditional project budget analysis and earned value analysis. How do they help in understanding a project's financial status?

1. **ROI of Sustainability**
   * What are the key sustainability metrics that should be considered in a project?
   * Discuss the driving factors and challenges associated with implementing sustainability in projects.
2. **Quality Management**
   * Define quality management and explain its significance in achieving technical excellence and customer satisfaction.
   * Discuss the personal dimension of quality and how individual experiences and expectations influence quality perceptions.
3. **Quality Planning**
   * What are the key activities involved in quality planning? Provide examples of how each activity contributes to the overall quality of the project.
   * How can benchmarking activities and checklists be used to ensure quality standards are met?
4. **Quality Assurance**
   * Explain the purpose of quality assurance and the methods used to guarantee project performance.
   * Describe the role of ISO standards (ISO 9000, ISO 14000, ISO 26000) in quality assurance.
5. **Quality Control**
   * What are the primary tools used in quality control, and how do they help in identifying and eliminating causes of unsatisfactory performance?
   * Discuss the benefits of quality control in project management.
6. **Continuous Quality Improvement**
   * Describe the concept of continuous quality improvement and the tools used to foster a culture of innovation and improvement.
   * How does continuous improvement contribute to project success?
7. **Balanced Scorecard (BSC)**
   * What is the Balanced Scorecard (BSC) for projects, and how does it provide a more balanced view of project performance?
   * Explain the four perspectives of BSC and how they are implemented in project management.
8. **Indicators to Measure Sustainability Performance**
   * Identify the key indicators used to measure sustainability performance in projects.
   * How can these indicators be applied to ensure that projects meet their sustainability targets?

# W5

**Human Resource Management**

1. **Planning for Human Resource Management**
   * What are the key components of a Human Resource Management Plan, and why are they important for project success?

Skill/role

* + Describe the tools and documents used in planning for human resource management, such as organizational charts and responsibility matrices.

1. **Acquiring the Multi-Generational Project Team**
   * Discuss the strategies for negotiating with managers to release or share resources for a project.
   * How can project managers evaluate and manage resources across multiple locations and time zones?
2. **Developing the Project Team**
   * What are the essential goals and objectives for developing a project team, and how can they be effectively communicated and recognized?
   * Explain the importance of leadership support in team development and the strategies for fostering open, honest, and continuous communication within the team.
3. **Valuing Project Team Diversity**
   * Why is it important to acknowledge, understand, and value diverse demographic and cultural backgrounds in project teams?
   * How can project managers create an inclusive environment that promotes equality and values diversity?
4. **Five Stages of Team Development**
   * Describe the five stages of team development: forming, storming, norming, performing, and adjourning.
   * How can project managers support teams through each stage of development to achieve optimal performance?
5. **Managing the Project Team**
   * What strategies can project managers use to energize and direct team members to complete their scheduled work on time and within budget?
   * Discuss the role of motivation theories, such as Maslow’s hierarchy of needs and Herzberg’s two-factor theory, in managing project teams.
6. **Measuring Team Performance**
   * What criteria should be used to measure team performance in a project context?
   * How can project managers reinforce and sustain high team performance throughout the project lifecycle?
7. **Teams and Their Personalities**
   * Explain the significance of understanding team members’ personalities, including their natural preferences and communication styles.
   * How can the Myers-Briggs Type Indicator (MBTI) be used to predict behavior and solve problems within a project team?
8. **What Effective Team Members Need**
   * What are the key attributes and needs of effective team members in a project environment?
   * How can project managers ensure that team members have the necessary experience, knowledge, and support to succeed?
9. **Indicators of Team Cohesion**
   * Identify the positive and negative indicators of team cohesion.
   * How can project managers foster a cooperative climate and open communication to enhance team cohesion?
10. **Managing Conflict**
    * Discuss the common causes of conflict in project teams and how they can impact team performance.
    * Explain the five approaches to managing conflict: avoiding, competing, accommodating, collaborating, and compromising. Provide examples of when each approach might be effective.

**Communication Management**

1. **Planning Communications Management**
   * Why is effective communication critical in project management, and what are the key components of a Communications Management Plan?
   * How can poor communication impact project success, and what strategies can be used to mitigate these issues?
2. **Communicating Effectively with Stakeholders**
   * Describe the Communication Process Model and how it can be used to ensure clear message delivery and understanding among stakeholders.
   * What are the common barriers to effective communication, and how can they be addressed?
3. **Managing Project Communications**
   * What are the key activities involved in managing project communications, from planning to disposal of information?
   * How can project managers differentiate between fact, fantasy, folklore, and feelings in project communications?
4. **Project Meetings**
   * Discuss the importance of effective meeting management in project communication.
   * What are the key elements of a successful kick-off meeting and a kick-out meeting?
5. **Project Performance Reports**
   * What information should be included in project performance reports, and why is it important for these reports to be accurate and timely?
   * Explain the different types of project reports: progress reports, status reports, and forecast reports.
6. **Navigating the Project Lifecycle**
   * Describe the key phases of the project lifecycle and the essential documents required at each phase.
   * How does effective navigation of the reporting continuum contribute to project success?
7. **Project Change Control**
   * What are the key steps involved in managing project change control, and why is it important to document and communicate scope changes?
   * Discuss the common causes of scope creep and how they can be mitigated.
8. **Benefits of Project Control**
   * What are the key benefits of project control, and how can it be used to monitor, assess, and improve project performance?
   * Describe the steps and tools used in effective project control.
9. **Taking Corrective Action**
   * When might corrective action be necessary in a project, and what strategies can be employed to address issues related to schedule, budget, and scope?
   * How can project managers ensure that corrective actions are consistent with Triple Bottom Line (TBL) principles?

# W6

**Risk Management**

1. **Defining Risk & Management**
   * What is risk, and how is it defined in the context of project management?
   * Explain the iterative process of risk management, including the key stages involved.
2. **Potential Sources of Risk**
   * Identify and explain the internal (controllable) sources of risk in a project.
   * Describe the external (uncontrollable) sources of risk and provide examples.
3. **Identifying Risk: Tools & Techniques**
   * What are the common tools and techniques used to identify risks in a project?
   * Explain how SWOT analysis and PESTELG analysis can be used to identify risks.
4. **Assessing Risk: The 5 by 5 Priority Grid**
   * Describe the 5 by 5 priority grid used in risk assessment and its significance.
   * How are probability and impact values assigned in the 5 by 5 priority grid?
5. **Analyzing Risk**
   * Discuss the various techniques used to analyze risks, such as PERT analysis, decision trees, and sensitivity analysis.
   * How can stakeholder forums and expert judgment contribute to risk analysis?
6. **Managing Risk: Possible Risk Responses**
   * What are the possible risk responses in risk management, and when should each response be used?
   * Provide examples of scenarios where risk rejection, mitigation, and exploitation are appropriate.
7. **Monitoring & Evaluating: Documenting the Risk Register**
   * What elements should be included in a risk register, and why is it important to update it regularly?
   * Explain the importance of assigning ownership and responsibility for each risk.
8. **Management of Risks, Uncertainties & Opportunities**
   * How does strategic project management help in proactively managing risks and opportunities?
   * Describe the role of life cycle thinking and the Triple Bottom Line (TBL) in managing project risks.
9. **Risks with Global Projects**
   * Explain how the PESTELG framework can be applied to identify risks in global projects.
   * Discuss the unique challenges and risks associated with managing global projects.
10. **Aligning the Risk Profile**
    * Differentiate between risk-averse, risk-neutral, and risk-taking profiles.
    * How can project managers align the risk profile with the project’s goals and stakeholder expectations?

**Procurement Management**

1. **Overview of Procurement Management**
   * What are the key processes involved in procurement management, and why are they important?
   * Explain how procurement management can add value to a project.
2. **Planning Procurement Activities**
   * What are the typical questions that need to be addressed during procurement planning?
   * How does TBL and life cycle thinking influence procurement planning?
3. **Procurement Drivers**
   * Identify and explain the key drivers for procurement in project management.
   * How do improved relationships with key suppliers and access to innovative technology enhance project outcomes?
4. **Procurement Planning Decisions**
   * Compare and contrast the "make" and "buy" decisions in procurement planning.
   * What factors should be considered when deciding whether to source in-house or outsource?
5. **Differentiating Scope of Work and Specification**
   * What is the difference between a Scope of Work (SOW) and a specification?
   * Why is it important to clearly define both the SOW and the specifications in procurement documents?
6. **Improving Specifications**
   * Provide suggestions for improving project specifications to ensure clarity and completeness.
   * How can user-friendly solicitation documents and clear contract clauses benefit the procurement process?
7. **Selecting Potential Suppliers**
   * What criteria should be used to evaluate potential suppliers, and why are they important?
   * How does the inclusion of TBL and life cycle thinking in supplier selection criteria benefit the project?
8. **Essential Contract Elements**
   * What are the essential elements of a contract, and why are they important for protecting the interests of both parties?
   * Explain the role of express and implied terms, conditions, and warranties in a contract.
9. **Types of Contracts**
   * Describe the different types of contracts used in project management: fixed-price, cost-reimbursable, and time & materials contracts.
   * Discuss the risks associated with each type of contract for both customers and contractors.
10. **Conducting Procurement Activities**
    * What are the steps involved in conducting procurement activities, from obtaining seller responses to awarding a contract?
    * How can negotiation strategies be applied to ensure successful procurement outcomes?
11. **Controlling Procurement Activities**
    * What are the responsibilities of the contract manager or project manager in controlling procurement activities?
    * Why is it important to maintain accurate historical records and ensure proper assessment of variations?
12. **Closing Out Procurement Activities**
    * Describe the key activities involved in closing out procurement activities.
    * How does auditing the procurement process contribute to project success?
13. **Common Procurement Issues**
    * Identify and discuss common procurement issues that can arise during a project.
    * How can objective evaluations and transparency help in mitigating procurement issues?
14. **Negotiation Strategies**
    * Explain Fisher & Ury’s negotiation strategies for “getting to yes.”
    * How can preparation and understanding of negotiation power dynamics contribute to successful negotiations?

# W7

**Integration Management**

1. **Overview of Integration Management**
   * Explain the key processes involved in integration management and their significance in project management.
   * How does integration management ensure that all aspects of the project are unified and coordinated?
2. **Developing the Project Proposal**
   * What is the purpose of a project proposal, and what components should it include?
   * How does the project proposal align the project with the strategic direction of the organization?
3. **Developing the Project Management Plan**
   * List the different plans that are integrated into a single comprehensive project management plan.
   * Why is it essential to have an endorsed project management plan, and how does it define the basis of all project work?
4. **Directing and Managing the Work**
   * What are the primary objectives of directing and managing project work?
   * Discuss the importance of establishing open communication channels and engaging with stakeholders in this process.
5. **Monitoring and Controlling Performance**
   * Describe the activities involved in monitoring and controlling project performance.
   * How do these activities help in identifying and implementing corrective or preventative actions?
6. **Performing Integrated Change Control**
   * Explain the process of performing integrated change control and why it is important from the project's inception.
   * What role do variation registers or change logs play in integrated change control?
7. **Closing Down the Project**
   * What are the key steps involved in closing down a project, and why is each step important?
   * Describe the procedures for obtaining client acceptance and the importance of a detailed completion checklist.
8. **Debriefing Stakeholders**
   * What questions should be addressed when debriefing stakeholders at the end of a project?
   * How can the debriefing process contribute to improvements in future stakeholder management?
9. **Project Performance Review**
   * What are the components of a project performance review, and why is each component important?
   * How can the lessons learned from a project performance review be used to improve future projects?
10. **Learning Lessons**
    * Identify common issues that can be encountered during a project and how they can impact project success.
    * Discuss the importance of documenting and evaluating lessons learned.
11. **Mapping Project Processes with KRAC**
    * Explain the KRAC framework and how it can be used to improve project processes.
    * Provide examples of how each element of KRAC (Keep, Remove, Add, Change) can be applied in a project context.
12. **Celebrating Team Achievements**
    * What actions should be taken to celebrate team achievements at the end of a project?
    * How can constructive feedback and recognition contribute to team development and future project success?
13. **Archiving the Project File**
    * Describe the steps involved in archiving the project file and why it is important to create a single-source location.
    * What information should be included in the archived project file, and how can it be used for future reference?
14. **Mapping Project Processes Against the Project Lifecycle**
    * How can project processes be mapped against the stages of the project lifecycle to ensure comprehensive management?
    * Discuss the importance of including the Triple Bottom Line (TBL) consistently in each stage of the project lifecycle.

# W9

**Ethics in Business and Project Management**

1. **Understanding Ethics: A Two-Dimension Foundation**
   * What are the two dimensions of ethics and how do they differ?
   * How do cultural differences influence the moral dimension of ethics?
2. **Why Ethics?**
   * Explain the importance of moral awareness and moral reasoning in ethical decision-making.
   * How do moral coherence and moral imagination contribute to resolving ethical issues?
3. **Growing Social Responsibility Movement**
   * Discuss the impact of the social responsibility movement on business practices since the 1960s.
   * How do social equality and environmental quality contribute to the overall quality of life (QOL)?
4. **Demonstrated Successes in Ethical Business Practices**
   * Describe new sustainable business models and their impact on project management.
   * What are the three components of the Triple Bottom Line (TBL) and how do they relate to sustainable development?
5. **Engineering Ethics Defined**
   * Define engineering ethics according to Martin et al. (2009).
   * Why is it important for engineers to endorse responsibilities and rights in their practice?
6. **Resource/Product Life Cycle Thinking**
   * Explain the concept of "Cradle to Grave" in resource/product life cycle thinking.
   * How does life cycle thinking help in managing environmental impacts?
7. **Engineering Tasks and Possible Ethical Problems**
   * Identify and discuss ethical problems that can arise during the conceptual task in engineering.
   * What are some ethical issues that can occur during the implementation and final tasks in engineering projects?
8. **Examples of Ethical Issues in Engineering Practice**
   * Provide examples of intellectual property issues in engineering.
   * How do environmental ethics and computer ethics impact engineering practices?
9. **The Three Greek Philosophers**
   * Summarize the contributions of Socrates, Plato, and Aristotle to ethical philosophy.
   * How does Aristotle’s concept of Eudaimonia relate to the well-being of the soul?
10. **Main Ethics Theories**
    * Compare and contrast Utilitarian/Consequences-based theory and Deontological/Duty-based theory.
    * Describe the focus of Virtue-based theory and its relevance to ethical decision-making.
11. **Utilitarian/Consequences-Based Theory**
    * Explain the basic principles of Utilitarian thinking according to Jeremy Bentham and Stuart Mill.
    * Discuss the ethical implications of the Ford Pinto case in the context of Utilitarianism.
12. **Deontological/Duty-Based Theory**
    * What is Immanuel Kant’s Categorical Imperative and how does it apply to ethical decision-making?
    * Describe the difference between strong (categorical imperative) and weak (conditional imperative) forms of Kantianism.
13. **Review of Ethical Theories**
    * How do both Utilitarian and Deontological theories apply to business practices?
    * Why is it necessary to balance profit-making with ethical considerations in business?

# W10

**Virtue Ethics**

1. **Resurgence of Virtue Ethics**
   * Why did virtue ethics re-emerge in the 1970s, and what core ideas does it emphasize?
   * Explain the difference between intellectual virtues and moral virtues according to the Aristotelian approach.
2. **Anthropocentric View in Virtue Ethics**
   * What does it mean to say that "human beings are the measure of all things" in the context of virtue ethics?
   * How does virtue ethics approach the concept of making the right actions?
3. **Practical Insights of Virtue Ethics**
   * Discuss why ethics can be taught but ethical conduct must be practiced.
   * How does practicing virtue ethics contribute to becoming a virtuous professional?

**Egoism**

1. **Principles of Egoism**
   * What are the main principles of egoism as articulated by Max Stirner?
   * Provide an example of how a company might prioritize egoism in its business practices.

**Humanism**

1. **Philosophers and Theses of Humanism**
   * Identify key philosophers associated with humanism and summarize the three principal theses of humanism.
   * How does humanism balance individual freedom with community equality?

**Relativism**

1. **Principles of Moral Relativism**
   * Explain the principles of moral relativism and how they oppose absolutism.
   * Provide an example of how a company might adapt its practices to align with local cultural norms.

**Eastern Philosophy**

1. **Key Concepts in Eastern Philosophy**
   * Compare and contrast the ethical principles of Confucianism, Buddhism, and Islam.
   * How might a multinational company incorporate these Eastern philosophical principles into its ethical guidelines?

**Practical Steps for Ethical Decision-Making**

1. **Legal and Duties Test**
   * What are the key questions to ask in the legal test and duties test when determining the ethics of an action?
   * Provide an example of an ethical dilemma where these tests might be applied.
2. **Consequences and Utilitarian Test**
   * Describe the consequences test and the utilitarian test in ethical decision-making.
   * How can these tests help in evaluating the ethical implications of a business decision?
3. **Special Obligations and Motives Test**
   * What are the special obligations test and motives test, and how do they contribute to ethical decision-making?
   * Provide a scenario where these tests would be essential in making an ethical judgment.
4. **Rights, Justice, and Sustainability Test**
   * Explain the rights test, justice test, and sustainability test in the context of ethical reasoning.
   * How can these tests be used to ensure that business actions are ethical and sustainable?

**Moral Reasoning and Ethical Cycle**

1. **Understanding Ethical Dilemmas**
   * Define ethical dilemmas and explain why moral judgment is required in such situations.
   * Provide an example of an ethical dilemma in engineering and outline the steps for making a moral judgment.
2. **The Ethical Cycle by I. van de Poel and L. Royakkers**
   * What are the key steps in the ethical cycle, and how do they guide ethical decision-making?
   * Discuss how reflection and morally accepted actions contribute to resolving ethical dilemmas.

**Code of Ethics**

1. **Purpose and Definition of Code of Ethics**
   * What is the purpose of a code of ethics for engineers, and how is it defined?
   * Why is it important for engineers to commit to serving the public interest through their professional conduct?
2. **Roles of Codes of Ethics for Engineers**
   * List and explain the roles of codes of ethics for engineers as described by Schinzinger et al. (2010).
   * How do these roles support responsible and ethical professional conduct?
3. **Limitations of Codes of Ethics**
   * Identify and discuss the limitations of codes of ethics.
   * Why is individual responsibility important in dealing with real-world ethical dilemmas despite having codes of ethics?

# W11

1. **Line Drawing Approach by Fledderman (2011)**
   * What is the purpose of the line drawing approach in resolving ethical dilemmas, and how does it handle the "gray area"?
   * Describe the process of line drawing using the example of disposing of slightly hazardous waste in a lake.
2. **Ethical Dilemma Scenario Analysis**
   * Analyze the given scenario where a company proposes to dispose of slightly hazardous waste in a lake with a 5ppm concentration. What are the positive and negative paradigms?
   * How does the line drawing approach help in evaluating additional hypothetical examples related to the ethical dilemma?
3. **Conclusion on Line Drawing**
   * What are the key considerations to keep in mind when using the line drawing approach to solve ethical aspects of a problem?
   * Why is it important to use line drawing objectively and honestly?

**Moral Development – Stages Hierarchy Model**

1. **Stages of Moral Development by Linstead et al. (2004)**
   * Explain the seven stages of moral development according to the hierarchy model by Linstead et al. (2004).
   * What are the characteristics of pre-conventional morality, and how do they influence ethical behavior?
2. **Conventional and Post-Conventional Morality**
   * Describe the difference between conventional morality (Stage 3 and 4) and post-conventional morality (Stage 5, 6, and 7).
   * Why do less than 20% of adults reach Stage 5, and why are Stages 6 and 7 considered rare?

**Cross-Cultural Business Ethics**

1. **Globalization and Cross-Cultural Ethics**
   * What challenges does globalization present to companies running projects in different countries?
   * How should companies manage ethical differences between home and host countries?
2. **Norms for Ethical Project Management (DeGeorge 2010)**
   * List and explain the norms proposed by DeGeorge (2010) for ethical project management in cross-cultural settings.
   * Provide an example of how a company can respect human rights while operating in a host country with different cultural norms.
3. **Managing Cross-Cultural Business Ethics**
   * Discuss the four options available to multinational corporations when norms of the home country and host country are in conflict.
   * How can companies ensure that their cross-cultural negotiations are fair and just?

**Universal Moral Values and Corporate Codes of Ethics**

1. **Universal Moral Values (Schwartz 2005)**
   * Identify and explain the six universal moral values for corporate codes of ethics proposed by Schwartz (2005).
   * How can these universal values be integrated into a corporation’s global code of ethics?
2. **The UN Global Compact's Ten Principles**
   * Summarize the ten principles of the UN Global Compact in the areas of human rights, labor, environment, and anti-corruption.
   * How can companies align their policies with the UN Global Compact to ensure ethical practices?

**Cross-Cultural Judgments and Self-Regulation**

1. **Cross-Cultural Judgments**
   * What are cross-cultural judgments, and how do they reflect a country’s own point of view or concept of justice?
   * Why is it important for justice to accommodate different systems rather than imposing a uniform view of justice?
2. **Self-Regulation in Cross-Cultural Business Ethics**
   * Explain the importance of self-regulation by businesses within existing guidelines and standards for managing cross-cultural business ethics.
   * Provide an example of how self-regulation can help a multinational corporation maintain ethical standards across different cultural settings.