# Project and people management

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***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

The course aims at providing students with a comprehensive knowledge regarding the rationale, models, and techniques behind the management of complex projects and of people in work and project settings. The underlying logic is that managing project (activities) and human resources (people) can be separated only analytically, requiring an integrated approach in practice in order to swiftly execute projects and reach excellent results.

The course aim is to let students apprehend and discuss the basic principles and models that form the pillars of Project Management. Furthermore, the course is intended to provide the basics of people’s behavior within projects and organizations, with a focus on the project team level. To this aim, the course is intended to be a primer on how to develop behavioral competencies, and in particular self-management and managing others competencies, indispensable for operating in complex projects and organizations.

At the end of the course, students will be able to:

* Understand the importance of planning, managing, executing projects and learn principles of people management within projects, and a swift execution thereof.
* Acquire knowledge on the most internationally spread techniques of Project Management.
* Learn the relevance of people’s attitudes and behaviors for well executed projects and results thereof.
* Diagnose basic issues in managing projects and people, and devise the required actions in order to attain outcomes such as people’s engagement, swift execution, high quality output, and balanced cost management, ultimately delivering excellent results.
* Apply their knowledge and skills, in order to address issues and devise solutions in managing projects and people.
* Effectively share their knowledge on project and people management and communicate their considerations on how to deal with project management issues.
* Progress autonomously in learning advanced knowledge on project and people management.

***COURSE CONTENT***

The course starts with an execution challenge, aimed to let students touch with hands the complexities of project management and coordination of people within a project aimed to achieve a negotiated outcome. Then, the course moves to provide in-depth familiarity with Project Management principles and techniques for swift planning, execution, and reporting of complex projects.

The second part of the course is devoted to let students understand the complexities of managing people in challenging contexts, where pressure on time and results is high, and excellence in delivering outcomes is a must. In the people management module, topics such as self-management capabilities, competences for managing others, and effective leadership are discussed.

Both modules give the chance to observe and ‘approach’ project and people management experiences in a company environment (students will be hosted in a global automation company).

The course concludes with a presentation of a ‘Masterwork Project’ developed by students, where they will apply the knowledge and experience developed throughout the learning experience.

More specifically, sessions are dedicated to:

* Execution challenge: building prototypes under tight customer requests.
* Project Management methodology and tools.
* Project Management shadowing activity
* People Management theory: Human Resource Management practices (organization and staffing; recruitment and selection; training, career planning development; performance management and appraisal; internal communication and the organizational context for projects.
* People Management theory: self-management and drivers for a personal improvement.
* People Management theory: managing others and effective leadership.
* Integrating Project Management and People Management: drivers for delivering excellent results.
* Masterwork presentation.

***READING LIST[[1]](#footnote-1)***

*Attending students:*

Slides, cases, and readings provided by the instructors

As a supporting book (not mandatory): M. Fenzi-D. Pinto-E. Fregnan, *Project & People Management*, McGraw-Hill, 2012.

*Non-attending students:*

The mandatory readings for non-attending students are the following:

M. Fenzi-D. Pinto-E. Fregnan, *Project & People Management*, McGraw-Hill, 2012 (whole book).

J. R. Meredith, S. J. Mantel Jr., S. M. Shafer, *Project Management: A Managerial Approach*, 9th Edition International Student Version, Wiley, 2015 (Chapters 1, 3, 4, 6, 7, 8, 10, 11 + paragraphs 5.7, 5.8. The section: ‘Project management in practice’ of chapters 1 and 6 are suggested readings. The same section of the other chapters is not included in the program). [*Acquista da VP*](https://librerie.unicatt.it/scheda-libro/meredith-mantel/project-management-a-managerial-approach-9781118945834-241511.html)

***TEACHING METHOD***

Teaching is based on an interactive and involving approach. The whole course revolves around an inductive, hands-on approach, with numerous role-playing, simulations of real organizational situations, shadowing experiences (i.e. following real managers in their work for some time), and case studies/business challenges and games.

Collaborative learning, through frequent team-working activities, represents a pillar of the course.

***ASSESSMENT METHOD AND CRITERIA***

*Attending students:*

Students’ evaluation method is coherent with the goal of developing knowledge as well as problem solving abilities. To this aim, a final exam will represent the key moment for assessing the students’ understanding of the course topics, their ability to organize the set of knowledge, and their ability to apply that knowledge to solve real problems related to managing projects & people. Moreover, team assignments will stimulate students to practice collaborative learning and consolidate the acquired knowledge.

More specifically, the course evaluation will be based on:

Final exam (60%): closed-books exam based on the topics covered in class. Students will be required to aptly refer to class activities (e.g. simulations, shadowing, etc.) in order to reach excellent grades.

Team assignment (40%): students will be required to carry out an assignment in team, which will give them the opportunity to reflect on the meaning of the approaches covered in class and their managerial implications.

*Non-attending students:*

Non-attending students will be evaluated on their knowledge of the specific books listed in the readings list. The exam will be composed of open questions referring to the books theories and approaches.

***NOTES AND PREREQUISITES***

Students are required to possess a basic knowledge of the principles of management and of organization theory and design. Those who do not, are advised to carry out a preliminary alignment activity, by resorting e.g. to the following texts:

A.L. Cunliffe, *A Very Short, Fairly Interesting and Reasonably Cheap Book About Management*. Sage Publications, 2014.

R.W. Griffin-J.M. Phillips-S.M. Gully, *Organizational Behavior: Managing People and Organizations* (12th edition), Cengage Learning (Chapters 7, 9, 10, 13).

J. Roberts, *The Modern Firm: Organizational Design for Performance and Growth,* Oxford University Press, 2007.

In case the current Covid-19 health emergency does not allow frontal teaching, remote teaching will be carried out following procedures that will be promptly notified to students.

1. I testi indicati nella bibliografia sono acquistabili presso le librerie di Ateneo; è possibile acquistarli anche presso altri rivenditori. [↑](#footnote-ref-1)