**Project Management**

Prof. Andrea Ruscica

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

Nowadays, companies, whose success depends on their continuous ability to adapt and compete, require human resources capable of ensuring effective project management.

The course aims to provide students with the essential concepts and key methodologies of Project Management, as well as insights into the qualities and soft skills necessary to develop PM competencies and apply them effectively.

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

• know and understand the most common project management methodologies, whether they are predictive or Lean/Agile;

• interpret and formulate independent judgments regarding the choice of the most appropriate methodology for a specific project and accordingly effectively manage the planning, execution, and control of the project;

• acquire practical application skills of project management tools and techniques to structure and manage complex projects from a managerial and professional perspective;

• recognize the most effective soft skills to develop and apply in project management, by interacting with individuals, whether they are team members or part of the client organization;

• read the socio-economic context in which we are immersed, understanding the dynamism and vulnerability of markets, a condition that currently requires companies to have an antifragile vision in order to thrive and innovate.

***COURSE CONTENT***

The course covers the basic concepts of the main international Project Management methodologies. In particular, it refers to the PMI Institute's Standard, some concepts from the Axelos Prince2 methodology, and the emerging practices of Lean and Agile Project Management, with a specific focus on Kanban and Scrum.

The course takes an extremely practical approach, providing a framework for concrete application of the various techniques presented, and proposing an integrated view of traditional (predictive) methodologies with iterative and incremental (adaptive) approaches, along with criteria for selecting the most suitable approaches based on the context and objectives.

The first part of the course will cover the basic concepts related to project management, along with the organizational aspects closely related to it.

In the second part, the typical "Project Life Cycle" will be introduced, using traditional (or predictive) methodologies, and discussing concepts and techniques specific to each phase of the life cycle.

The third part will introduce "lean" and "agile" methodologies (adaptive), aiming to provide students with the ability to properly apply these methodologies and achieve effective and efficient project organization, even in complex situations. Specifically, the Kanban framework (lean) and the Scrum framework (agile) will be examined in more detail.

The course will also include in-depth lessons on the soft skills necessary to enable better collaboration and interaction within project teams, developing leadership and change management abilities in service of Project Management.

The course will be accompanied by a case study that will be developed using the presented methodologies and techniques, thereby combining theoretical learning with practical implementation.

***READING LIST***

 Textbooks for Attendees and Non-Attendees:

Pearson (2021) - ISBN 9788891909749 - "Project Management di Successo” – F. Momola.

Project Management Institute (2021) - A Guide to the Project Management Body of Knowledge (PMBOK® Guide)” – Seventh Edition - Project Management Institute.

Recommended Readings:

Guerini Next (2016) – ISBN 9788868961152 - “Reinventare le organizzazioni. Come creare organizzazioni ispirate al prossimo stadio della consapevolezza umana” – Frederic Laloux

ROI EDIZIONI (2018) - ISBN 9788885493087 – “Fast Forward. Imprese e leader ad avanzamento rapido per cogliere il futuro al volo” – Julian Brikinshaw e Jonas Ridderstrale

Rizzoli (2011) – ISBN 8817050164 – “Intelligenza emotiva. Che cos'è e perché può renderci felici” – Daniel Goleman

Franco Angeli (2014) – ISBN 8835117798 – “The 7 Habits of Highly Effective People” Ed. Italiana “Le 7 regole per avere successo” – Stephen R. Covey

Edizioni dEste (2020) – ISBN 9788898726844 – “#BECOMINGTHEFUTURE Viaggio al ritmo dell’innovazione” – Andrea Ruscica – [Available in Italian and English, for free download at this link](https://www.amazon.it/BecomingTheFuture-Viaggio-ritmo-dellinnovazione-ebook/dp/B081ZHXFP6/ref%3Dsr_1_1?__mk_it_IT=%C3%85M%C3%85%C5%BD%C3%95%C3%91&crid=2DCSPCBZB7DSK&keywords=andrea+ruscica&qid=1689338732&sprefix=andrea+ruscica%2Caps%2C107&sr=8-1)

Supporting materials for the lectures will be available on Blackboard in the course area: slides used in class and additional resources related to the most relevant topics will be posted.

***TEACHING METHOD***

The course consists of theoretical lectures supplemented by a case study inspired by a real project, developed in the classroom.

A group project will be assigned, which involves structuring the typical outputs of a project management activity based on a real business case.

Guest speakers with proven experience in project management in various contexts and industries are scheduled to provide testimonies.

***ASSESSMENT METHOD AND CRITERIA***

For attending students, the assessment will be conducted as follows:

• A written individual exam, which contributes to 50% of the final grade.

• A group project, which contributes to the remaining 50%. The project work will be evaluated as a group and presented orally.

For non-attending students, the assessment will be conducted as follows:

• A written individual exam, which contributes to 50% of the final grade.

• An addendum to the written exam, structured as a case study to be developed, which contributes to the remaining 50%.

***NOTES AND PREREQUISITES***

Any prerequisite for this course.

The lecture schedule, detailed course program, and teaching materials for attending students will be communicated directly by the instructor during the first lecture and will be available on the Blackboard platform.

 ***OFFICE HOURS AND CONTACT INFORMATION***

Office hours can be conducted in person or remotely, by prior arrangement with the instructor. Students can request appointments via email at aruscica@alteanet.it