# Project and Change Management

## Prof. Vered Holzmann; Prof. Chiara Frigerio

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

The course aims to introduce the essentials of project management (PM) as well as change management (CM) from the concepts and methodology to techniques and practical applications. The course aims to provide students with the basics of typical project management activities such as project initiation and planning, scope and task definition, scheduling, budgeting, risk analysis, control, project organization. Moreover, on the change management side, the course aims to provide students with the basic of the nature of change, the change management methods and tools, the leadership styles and the role of change agents during change.

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

* understand the theoretical and conceptual foundations helpful to make ethical and sustainable strategic decisions concerning project and change selection and initiation that address business and managerial problems in local and global contexts (knowledge);
* develop theoretical and conceptual knowledge on the design and use of both traditional and agile project management methodologies, as well as structured and emerging methods in change (knowledge);
* analyze, interpret, and evaluate well-established tools and techniques and leverage them to plan scope, schedule, resources and budget for a project and for a change (intellectual skill);
* develop a medium-to-long-term plan as a team manager, that embeds project control, audit and termination (practical skill);
* develop critical decision making by recognising, assessing, and analysing project and change processes in complex environments and developing sustainable solutions through project plans and charters (transferable skill).

***COURSE CONTENT***

Module 1 - *Project Management (prof. Vered Holzmann)*

* Introduction to project management
* Project initiation
* Project scope and activities planning
* Scheduling
* Resource Allocation and Cost Estimation
* Budgeting, and Monitoring.

Module 2 - *Change Management - (prof. Chiara Frigerio)*

* The reasons and the drivers for change
* The nature of organizational change
* How change emerges in organizations
* Ambidexterity and organization structures for change
* Strategies of change and its management
* Leadership styles in change management
* Change agents and their role

***READING LIST***

*Required readings*

For the first module:

J.R. Meredith-S.J. Mantel Jr., *Project Management: A Managerial Approach,* International Student Version, 9th Edition Wiley, 2015, ISBN 978-1-118-94583-4, 2016.

For the second module:

Readings and slide set on Blackboard.

***TEACHING METHOD***

Teaching methods include formal lectures and interactive sessions with analysis and discussion of case studies on the topics covered during the course as well as exercises. Students will be expected to study all assigned materials and to complete specific assignments in class. Teaching supporting materials include slides, case studies and exercises.

The instructors will normally devote a part of each class period to the exercises and discussions on selected items from the course materials. The objective of these discussions is to clarify and elaborate on certain items because of their special relevance or difficulty.

Students are required to participate actively to the lessons. In particular, students are encouraged to participate in discussions, ask questions and to request that particular points be explained in more detail if they remain confused or uncertain about specific items.

***ASSESSMENT METHOD AND CRITERIA***

Students can choose between a multiple assessment route and a single assessment route.

*Multiple assessment route*

Grading will be based on teamwork and an oral test.

More specifically, students will be asked to develop a project plan in small teams (no more than 5 students). A written paper in English will be required.

The final will be completed by a written test on the the second part of the course (module 2).

Students may enroll once in exam sessions (in the first exam session). In case either of failure or the grade being rejected, students have to enroll again according to the “single assessment path”.

The overall grade will be composed of the following four components:

1. 50% project assignment output on module 1 - i.e., submission and discussion of a project plan paper (no more than 20 pages) at the end of the first module;
2. 50% final test on module 2 to be performed in the exam standard session, as oral exam.

The project plan teamwork assignment is useful to address the students' overall understanding of project initiation, planning, management and control, and their ability to translate the theoretical background into practical implementation, while utilizing critical thinking methods.

For a PASS in the multiple assessment route, the following conditions must be met: (i) each component of the assessment path is mandatory; (ii) the grade received in each one of the components must greater than or equal to 18.

Even though attendance is not mandatory for a PASS in the multiple assessment route, it is strongly recommended.

*Single assessment route*

The exam will be a written test composed by:

1. a case study to plan a project and multiple choice questions on module 1 (50%);
2. open questions on module 2 (50%);

Even though attendance is not mandatory for a PASS in the single assessment route, it is strongly recommended.

*Assessment criteria*

The student's preparation is evaluated according to grading scales which are published on Blackboard.

***NOTES AND PREREQUISITES***

N. ECTS – 8

Language of instruction - English

Attendance – Even though attendance is not mandatory for a PASS, it is strongly recommended.

International dimension – International teaching materials are used throughout the course.

Business connection – The course makes extensive use of contemporary business cases and examples.

Professional context – Project Managers are responsible to understand the business context and plan scope, schedule, resources and budget for a project in accordance with it as well as manage expectations from the parent company, the customer and the team to make the project successful.

Further information – Additional information regarding the course schedule and delivery, learning assessment, expectation and policies, general announcements, and additional course materials will be posted on Blackboard.