# Project management

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

Nowadays companies, whose success depends on their ability to adapt to change in order to compete, are in constant need of resources for an effective project management.

The course aims at exploring the key concepts and the main methodologies of Project Management.

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

* know and understand the most relevant predictive and Lean/Agile methodologies used in project management;
* appreciate the relevance of the most useful project management techniques and tools, and identify the methodology which they belong to;
* interpret and form independent judgments on the best methodology to be used in a specific project, and therefore manage its planning, execution, and monitoring phase;
* use an appropriate terminology to communicate effectively with subject matter experts and the organisational structures that are usually involved in projects;
* make full use of project management tools and techniques in order to structure and run complex projects from a managerial and professional point of view.

***COURSE CONTENT***

The course will explore the key concepts and the main international methodologies used in Project Management; in particular, it will introduce the Standard PMI Institute, some concepts of the Prince2 methodology (created by Axelos), and the emerging Lean and Agile Project Management practices, with a focus on Kanban and Scrum.

Furthermore, the course aims at offering practical tools, providing students with a framework for the use of the different techniques presented in class, and combining traditional (predictive) methodologies with iterative and incremental ones (also known as adaptive methodologies); this will help them choose the most appropriate approach, considering the context and the objectives of the project.

The first part of the course will introduce the key concepts of project management, and its most relevant organisational aspects.

The second part of the course, instead, will explore the typical ‘Life Cycle’ of a project based on traditional (or predictive) methodologies, as well as the concepts and the techniques that characterise each phase of the project life cycle.

Finally, the third part of the course will focus on ‘lean’ and ‘agile’ (adaptive) methodologies, explaining how to apply them correctly in order to provide an effective and efficient management of the project, even in complex situations. In particular, it will introduce the Kanban framework (lean) and the Scrum framework (agile).

In addition, the course will analyse a case study using the methodologies and the techniques explained in class, and therefore it will provide students with a practical application of the theories they have learnt.

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

Textbooks for all the students:

*WILEY* (2022) - ISBN 9781119803836 - "*Project Management – A Strategic Managerial Approach*" (Eleventh Edition)

Further material (slides and/or research papers on the topics explained in class) will be made available on Blackboard.

***TEACHING METHOD***

In-class lectures on the theory, supported by the analysis of a case study inspired to a real project.

In addition, students will participate to a Group Work, in which they will be asked to structure the typical outputs of a project management activity, with reference to a real case.

Some of the lectures may be held by external subject matter experts.

***ASSESSMENT METHOD AND CRITERIA***

The exam will be structured in 2 different ways, at the student’s choice:

“Multiple assessments”:

A written test, to be taken individually (50% of the final mark);

A Group Work (50% of the final mark). This project work will be presented orally, and students will get a collective mark.

“Single assessment”:

A written test, to be taken individually (50% of the final mark);

An addendum to the written test, consisting in the development of a case study or some additional open questions on some of the course concepts (50% of the final mark).

***NOTES AND PREREQUISITES***

There are no prerequisites to attend the course.

*Students’ office hours*

The lecturers receive the students via remote connection tools upon request for an appointment via e-mail.

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