# Project management

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

The course aims to introduce the essentials of project management (PM) 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 Portfolio Management, project organization. It also aims to present all important people aspects of managing projects, including conflict resolution.

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 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 (knowledge);
* analyze, interpret, and evaluate well-established tools and techniques and leverage them to plan scope, schedule, resources and budget for a project (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 projects in complex environments and developing sustainable solutions through project plans and charters (transferable skill).

***COURSE CONTENT***

Module 1 - *Technical Project Management Skill*

Introduction to project management, Project scope and activities planning, Scheduling, Resource Allocation and Cost Estimation, Budgeting, and Monitoring and Information Systems

Module 2 - *Strategic and Organizational Management*

Strategic Management & Project Selection, Project Auditing, Project Control, Organizational Structures, The Role of the Project Manager, Negotiation and the Management of Conflict, Agile Mindset, Project Termination

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

*Required readings*

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. *[Acquista da VP](https://librerie.unicatt.it/scheda-libro/meredith-mantel/project-management-a-managerial-approach-9781119803836-723244.html)*

***TEACHING METHOD***

Teaching methods include formal lectures and interactive sessions with analysis and discussion of real 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 instructor 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.

In addition, a project plan and a Project Management Plan will be devoloped by workgroups during the lessons. The students will also benefit from external speakers from the business world making speaches during classes.

***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 written tests.

More specifically, students will be asked to develop a project plan and a Project Management Plan in small teams (no more than 5 students). A written paper in English will be required. The paper is split in two parts and is part of the final (totalling 55% of the whole evaluation) and will focus on the project work assigned.

The final will be completed by two written tests (which total the other 45% of the evaluation) with project planning related-questions and multiple choice questions from the first part of the course (module 1) and open questions from 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. 30% 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. 20% midterm test, composed by exercises on project plan and multiple choice questions on module 1, will last max. 1 h;
3. 20% project assignment output on module 2 - i.e., submission and discussion of a Project Management Plan (no more than 20 pages) at the end of the second module;
4. 30% final test (open questions on module 2) to be performed in the exam standard session, will last max. 1 h.

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.

The Project Management Plan teamwork assignment provides the main tools to manage conflicts over the life of the project.

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 two modules 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. project plan execrices on module 1 (40%);
2. multiple choice questions on module 1 (10%);
3. open questions on module 2 (30%);
4. a case study on module 2 (20%).

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 in Blackboard.

***NOTES AND PREREQUISITES***

N. ECTS – 8

Enrollment requirements – Previous knowledge of organization and accounting, acquired in a bachelor degree program, is required. Students who do not have such knowledge are advised to carry out a preliminary alignment activity, by resorting e.g. to the following texts:

– R.Garrison, E. Noreen, P. Brewer, Managerial Accounting, 17th Edition, MacGraw-Hill, 2021.

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

Language of instruction - English

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

Associated courses – Change Management

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

Business connection – The course makes extensive use of contemporary business cases and examples. Examples also supported by guest speakers from business companies.

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.

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