



TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Project Management
Subject code	E000012134
Main program	Grado en Análisis de Negocios/Business Analytics
Involved programs	Grado en Administración y Dirección de Empresas y Grado en Análisis de Negocios/Business Analytics [Fifth year]
Level	Reglada Grado Europeo
Quarter	Semestral
Credits	6,0 ECTS
Type	Optativa (Grado)
Department	Departamento de Gestión Empresarial
Coordinator	Robert James Antonides Campos
Schedule	15:00 - 16:00 Monday and Wednesday
Office hours	Tutoring hours by appointment by email.
Course overview	<p>The objective of the course is to provide the student with the necessary professional knowledge to effectively carry out the planning and management of projects, in accordance with the most used in the professional field. Achieving this objective implies knowing and using the methods of management of more efficient projects that will allow the successful achievement of the objectives of a project. At the end of the subject, the student will acquire sufficient knowledge to carry out the planning and effective project management: how to improve the alignment between projects and strategic objectives; approaches for the successful design of programs and projects that are flexible and adaptable to a uncertain, unpredictable and digitized environments; project phases and project life cycle; keys in the differences between project management and Big Data project management (specificities of the projects; work teams: missions and profiles; methodologies.</p>

Teacher Information	
Teacher	
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SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
Contribution to the professional profile of the degree
<p>The main objective of the course is to provide the student with a general vision, knowledge base, key concepts and tools of project management, so that he may participate in any of the different phases of a project, being capacitated to understand and apply project</p>



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Syllabus
2024 - 2025

management tools and approaches, making effective use of digital tools and Big Data:

- Comprehend the context and environment of an international project within the scope of a multinational company, including the cultural, legal and regulatory issues affecting international projects.
- Understand the project life cycle
- Develop a project charter defining objectives, scope, and the project plan including timing and milestones, resource plan, and project organizational structure
- Estimate and Develop a project budget,
- Develop a risk management plan
- Develop a project communications plan
- Develop a project risk management plan
- Comprehend specific factors that particularly impact complex projects within an international environment such as the impact of cultural diversity, diversity in human resource with different cultures, legislation and regulations, and the complexity of logistics.
- Develop project monitoring plans and apply techniques and tools for the execution and control of a project.

At the conclusion of the course the student will be capacitated to:

- Comprehend and have an integral vision of the process for defining, planning, execution and monitoring of a complex international project.
- Capabilities for developing a project plan defining objectives, scope, resources, timing, and contingency scenarios.
- Conduct a stakeholder analysis of all parties impacted and impacting the international project
- Understand the key factors of globalization that impact a project of international scope.
- Develop a communication plan within an international project environment.
- Develop a plan to identify and mitigate risks.
- Develop a financial plan and its related monitoring processes.
- Design a complete project monitoring system defining processes, indicators and communication mechanisms.

This course empowers the student with an overall vision and understanding of the essential concepts and tools of international project management. The course provides the knowledge of the principal tools and techniques that are used in international project management as well as the vocabulary and terminology that envelop the subject. The course offers technical knowledge of the different concepts and tools that are essential for the planning, management, and execution of complex projects within an international environment:

PROJECT MANAGEMENT

The role undertaken by the manager of an international project; the definition of a project; project processes (project design, project launch, execution, monitoring and control, close); critical knowledge areas.

CONTEXT IN PROJECT MANAGEMENT

Definition of project phases and the project life cycle; stakeholders and other interest groups, Internal factors, organizational structures, external factors, soft skills.

PROJECT OBJECTIVES AND SCOPE MANAGEMENT.

Defining project objectives; project requirements; project scope variables (functional, geographic, product/service, quality specifications, and systems).

PROJECT PLANNING

Defining and developing the project plan; the planning process; the work breakdown schedule (WBS); the project charter; the organizational structure.

TIME MANAGEMENT



From the project work breakdown structure to the chronology of tasks and activities; defining activities and sequencing; estimating durations; time diagram; critical path analysis; defining milestones; controlling the chronology.

RESOURCES

Defining resource needs; assigning resources to activities and optimizing resources as a function of the project plan; the project team structure. The impact of cultural diversity and different labor regulations within an international environment.

COST MANAGEMENT

Estimating and managing costs; the business case; estimating costs; cost structures; learning curve analysis; budget development and monitoring.

RISK MANAGEMENT

Defining risk; types of risks; risk identification processes; defining a risk management plan and a risk management process; valuing risks; specific risk action plans.

COMMUNICATION

The role of communication; the communication plan; communication strategy; culture and communication; creating formal communication structures; efficient communication.

PURCHASING AND LOGISTICS

Logistics planning within an international environment; purchasing processes within an international environment.

MONITORIZATION Y CONTROL

Project monitoring processes; defining key process indicators (KPI's); project dashboard; scenario analysis; decision making processes; Earned Value Management (EVM) project monitoring system; Project monitoring meetings.

Prerequisites

Foundations of Management and ADE.

Competencies - Objectives

Competences

GENERALES

CG01	Capacidad de organización y planificación en la identificación de problemas en el contexto de datos masivos	
	RA1	Describe, relaciona e interpreta situaciones y planteamientos de nivel medio
	RA2	Selecciona los elementos más significativos y sus relaciones en las situaciones planteadas
	RA3	Es capaz de enfrentarse con el estudio analítico de casos y escenarios, así como de llevar a efecto síntesis de información y de datos, empleando los conceptos adecuados.



CG04	Capacidad para elaborar proyectos e informes de manera oral y escrita, difundiendo estas ideas a través de canales digitales	
	RA1	Es capaz de buscar y analizar información procedente de fuentes diversas, haciendo un uso eficaz de las herramientas digitales
	RA2	Discierne el valor y la utilidad de diferentes fuentes y tipos de información, contrastándolas, analizándolas críticamente e incorporando valoraciones propias.
	RA3	Incorpora la información a su propio discurso, citando adecuadamente las fuentes que utiliza
CG08	Capacidad crítica y autocrítica en la sociedad de la información	
	RA1	Identifica los supuestos y las limitaciones de métodos y teorías
	RA2	Identifica, establece y contrasta hipótesis, variables y resultados de manera lógica y crítica
	RA3	Es capaz de construir un discurso propio, en un contexto de intercambio de opiniones.
CG09	Compromiso ético en la sociedad de la información	
	RA1	Persigue la excelencia en las actuaciones profesionales
	RA2	Se preocupa por las consecuencias que su actividad y su conducta pueden tener para los demás
	RA3	Incorpora en su discurso y en sus propuestas de actuaciones, las consecuencias que las mismas pueden tener para los distintos stakeholders de una organización global
CG11	Capacidad para aprender y trabajar autónomamente en la sociedad de la información	
	RA1	Es capaz de recopilar, preparar y ampliar información con carácter previo a su participación en actividades que implican la construcción de un discurso propio argumentado o la propuesta de soluciones innovadoras a un problema
	RA2	Realiza sus trabajos y su actividad necesitando sólo unas indicaciones iniciales y un seguimiento básico, poniendo en práctica las habilidades necesarias para la investigación independiente
	RA3	Busca y encuentra recursos adecuados para sostener sus actuaciones y realizar sus trabajos
ESPECÍFICAS		
CEO01	Comprender y aplicar las herramientas, y los enfoques de la gestión de proyectos	
	RA1	Es capaz de elaborar, dirigir, coordinar y gestionar proyectos de naturaleza diversa, haciendo uso eficaz de las herramientas digitales
	RA2	Identifica las diferencias entre la Dirección de Proyectos y la Dirección de Proyectos de Big Data
	RA3	Entiende el concepto del ciclo de vida aplicado a la gestión de proyectos



RA4

Posee una visión global de las tareas que comprenden la disciplina de la gestión de proyectos

THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

CONTENTS: how to improve the alignment between projects and strategic objectives; approaches to successful program design and flexible and adaptable projects in an uncertain, unpredictable and digitized environment; project phases and the life cycle of the project; keys in the differences between project management and Big Data project management (specificities of projects; teams: missions and profiles; methodologies; operation, maintenance and monitoring; optimization techniques; main suppliers and solutions); knowledge areas in project management (PMBOK, PMCDF...); inter-functional, inter-organizational and international; scope management; decomposition into activities; management of times and deadlines; financing and management costs; portfolio management; project innovation through "design thinking"; risk management; human resource management; and communications management.

1. Introduction to International Project Management and Course Description
2. International Project Management Framework
3. Project Management Model Basics and the Project Life Cycle
4. Project Integration Management (The Project Charter and Project Management Processes)
5. Objectives and Scope Management
6. Project Planning, Time and Resources
7. Budgets and Financial Monitoring
8. Risk Management and Quality Management
9. Project Team, Communication and Stakeholders
10. Logistics and Purchasing
11. Project Monitoring and Reporting

TEACHING METHODOLOGY

General methodological aspects of the subject

In-class Methodology: Activities

The working method combines a flexible conception of the Master Lesson with practical sessions dedicated to the formulation and resolution of problems. In order to promote the active role of the student, problems are proposed to be solved individually or in small groups. The evaluation of these problems is used to carry out a work of academic comprehension and follow-up of the student learning process.

On-site Methodology:

Activities:



1. Expository lesson: Exposition of the main concepts and procedures through explanation by the teacher, will include dynamic presentations, small practical examples and the participation of the students.
2. Group debates, tests and resolution of exercises: In these sessions, they will solve the doubts arising from the readings and activities carried out by the students and the topics or contents proposed by the teacher.
3. Practices. Throughout the course the students will carry out individual practices (exercises) of each one of the subjects exposed previously in the classroom. After each theoretical class, one or more problems will be proposed that will have what the students do. They will simultaneously carry out a general practice throughout the course. It will be carried out in groups and in them the students will exercise the concepts and techniques studied using the software tools recommended.
4. Tutorials. They will be carried out in groups and individually to solve the doubts that arise after the students have worked on the different topics.

CG01, CG04, CG08,
CG09, CG11, CEO01

Non-Presential Methodology: Activities

The working method combines a flexible conception of the Master Lesson with practical sessions dedicated to the formulation and resolution of problems. In order to promote the active role of the student, problems are proposed to be solved individually or in small groups. The evaluation of these problems is used to carry out a work of academic comprehension and follow-up of the student learning process.

Off-site methodology:

Activities

1. Individual study of the material to be discussed in later classes: activity carried out individually by the student when he analyzes, searches and internalizes the information provided by the subject and that will be discussed with their peers and the teacher in later classes.
2. Resolution of practical problems: the student must use and internalize the knowledge provided on the subject. The correction with the whole class will be made by one of the students or the teacher, depending on the case,
3. Group work: work groups will be formed that will have to carry out a homework outside of school hours that will require sharing of information and resources among members with a view to achieving a common goal. It will work as incremental throughout the course and partial deliveries will be made to the teacher.

CG01, CG04, CG08,
CG09, CG11, CEO01

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS			
Lecciones de Carácter expositivo	Ejercicios y resolución de casos y de problemas	Exposición pública de temas o trabajos	
30.00	22.00	8.00	
NON-PRESENTIAL HOURS			
Ejercicios y resolución de casos y de problemas	Sesiones tutoriales	Estudios individual y/o en grupo, y lectura organizada	Trabajos monográficos y de investigación, individuales o colectivos
25.00	5.00	30.00	30.00
ECTS CREDITS: 6,0 (150,00 hours)			



EVALUATION AND CRITERIA

Evaluation activities	Evaluation criteria	Weight
Final Exam	- Understanding of concepts. - Application of the concepts for the resolution of theoretical questions and problems. - Analysis and interpretation of the results obtained in resolution from problems. - Presentation and written communication.	40
Individual Work	- Comprehension of concepts. - Application of concepts for Problem resolution. - Analysis and interpretation of the results obtained in resolution of problems.	25
Group Work	- Understanding of concepts. - Application of knowledge to Planning and project management on a practical case, to be carried out incrementally, through installments periodic. - Presentation and writing	20
Class Participation	Qualitative aspect of class participation.	15

Ratings

Class attendance is mandatory. According to the general rule of the University, the unjustified non attendance of 15% of teaching hours eliminates the possibility of passing the subject in both calls: ordinary and extraordinary. If this happens, it will be recorded as Not Presented in the record of the student in both calls.

The qualification in the ordinary call of the subject will be obtained as:

- 40% of the final exam grade.
- 20% of the grade will be the final project done in group.
- 15% of the grade will be for active participation in class
- 25% of the grade will be for the assignments and evaluation tests.

The delivery of the final project is mandatory and necessary in this call to compute and keep the mark of the final theory exam.

The qualification in the extraordinary call:



In case of having passed the final theory exam or the final project mentioned in the ordinary call, the mark obtained can be saved for the call extraordinary.

- 40% of the final exam grade.
- 20% of the grade will be the final project done in group.
- 15% of the grade will be for active participation in class
- 25% of the grade will be for the assignments and evaluation tests.

To pass the course, students must have at least 5 points on 10 point scale in the final exam, both in the ordinary call and in the extraordinary.

NOTE: Regarding the use of generative artificial intelligence tools, their misuse will be considered a serious offense, according to the General Regulations of the University, art. 168.2.e.

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

The specific Web Page assigned to the course will contain documentation, examples and cases.

Project Management Institute. "Project Management Body Of Knowledge", 5 th Edition

Case - AEROCH Airport Case, Robert Antonides Campos.

Case - Dental Chairs Case, Robert Antonides Campos.

Case - LAN Case, Robert Antonides Campos.

Case - A Business Case for an Airport Commercial Expansion Project, Robert Antonides Campos.

Complementary Bibliography

Article – Why Good Projects Fail Anyway, Nadim F. Matta and Ronald N. Ashkenas, Harvard Business Review.

Article – Megaprojects, The Good, The Bad, and the Better, Nicklas Garemo Stefan Matzinger Robert Palter, McKinsey & Company.

Article – The Art of Project Leadership: Delivering the World's Largest Projects, David Knox, Mike Ellis, Rod Speering, Sergey Asvadurov, Tom Brinded, Trevor Brown, McKinsey & Co.

Article – Improving Project Stakeholders' Commitment Using Earned Value Management, Alexandre Novaes Olivieri, 2006

Article - Basic Concepts of Earned Value Management, Humphrey's Associates, 2006

Article - Earned Value Management Systems, Richard W. Reichel, 2006

Article - 10 Project Mistakes That Fail a Project, Zilicus PM

Article – Successful Complex IT Projects, Ting Liu, Lyndsey Sterritt, and Jingjing Wang, Lancaster University Management School.

Article - The SCRUM Guide, The Definitive Guide to SCRUM: The Rules of the Game, Ken Schwaber and Jeff Sutherland.

Article - SCRUM Methodology, Sakshi Sachdeva, International Journal of Engineering and Computer Science, Volume 5, Issue 6, June



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