

Teaching guide

IDENTIFICATION DETAILS

Degree:	Business Analytics		
Field of Knowledge:	Social and Legal Science		
Faculty/School:	Law, Business and Governance		
Course:	PROJECT MANAGEMENT		
Type:	Optional	ECTS credits:	6
Year:	3	Code:	5353
Teaching period:	Sixth semester		
Area:	IT applied to Business Analytics		
Module:	Disciplinary Training		
Teaching type:	Classroom-based		
Language:	English		
Total number of student study hours:	150		

Teaching staff	E-mail
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SUBJECT DESCRIPTION

This subject will cover the main principles of project management, including project planning, stakeholder management, scope-time-cost-quality balance, communications, risk management, change management.

From idea conception to project delivery, stabilization and post-mortem analysis, we will study the life cycle of a project.

This subject also teaches the two main project schemes, waterfall vs agile. Understand both methodologies, their

differences, pros and cons and when to apply which

GOAL

Learn to lead a project from an E2E perspective, understanding the importance of key principles often miss-considered, like stakeholder management or communications
Learn what is Agile, where to apply Agile methodologies vs more classical waterfall project schemes. Understand that certain Agile principles can be generally taken into consideration no matter what type of project we are dealing with

PRIOR KNOWLEDGE

Basic organizational structures and objectives

COURSE SYLLABUS

Module 1: Introduction to Project Management

- Understanding what is a project, differences vs program and operations
- The project manager role vs Program manager and Operations Manager
- Different organizations around project management
- Why do projects succeed/fail
- The project manager role and responsibilities
- Do's and Dont's of project management

Module 2: Project life cycle

- Predictive vs adaptive project life cycle
- Predictive life cycle:
- Project phases & approval gates
- Project management processes
- Project knowledge areas

Module 3: Project integration management

- Project charter
- Project integration: From developing project management plan to project closure

Module 4: Project Scope, Schedule & Cost Management

- Scope, schedule & cost as the three main goals to manage in a project, from planning to execution and monitor& control

Module 5: Project Planning; Scope

- Define project scope
- Requirement definition
- WBS

Module 6: Project Planning; Schedule

- Define activities, duration and resources
- Sequence activities
- Develop schedule: Project plan

Module 7: Project Planning; Cost

- Estimate costs
- Determine project budget
- Define project cost plan

Module 8: Project monitoring & acceptance

- Monitoring and acceptance processes for Scope, Schedule and cost goals when executing and closing the project

Module 9: Agile fundamentals

- Key concepts of Agile
- Agile Principles

- Agile methodologies and tools

Module 10: Lean start-up

- Key concepts of lean start-up
- MVP: Minimum Valuable Product
- Pivot

Module 11: Design thinking

- Design thinking principles
- How to apply design thinking to improve our creativity

Module 12: Scrum

- Scrum basics, roles
- The role of the Scrum Master
- Product backlog
- Estimation
- Artifacts and events

Module 13: Kanban

- Kanban principles
- Kanban practices
- Roles

Module 14: Project Stakeholder management

- Identify stakeholders
- Plan stakeholders management
- Manage and control stakeholders engagement

Module 15: Human resource management

- Acquire project team
- Develop project team
- Manage project team
- Motivation
- Conflicts management

Module 16: Communications management

- Plan project communications
- Manage communications
- Control communications

EDUCATION ACTIVITIES

In class methodology will be a combination of theory and practice, with “learning by doing” activities that will enforce the key concepts to learn
Additionally, out of class activities will be required, that will be periodically reviewed in class to allow group analysis and problem solving of the subjects

DISTRIBUTION OF WORK TIME

CLASSROOM-BASED ACTIVITY	INDEPENDENT STUDY/OUT-OF-CLASSROOM ACTIVITY
60 hours	90 hours

SKILLS

Basic Skills

Students must have demonstrated knowledge and understanding in an area of study that is founded on general secondary education. Moreover, the area of study is typically at a level that includes certain aspects implying

knowledge at the forefront of its field of study, albeit supported by advanced textbooks

Students must be able to apply their knowledge to their work or vocation in a professional manner and possess skills that can typically be demonstrated by coming up with and sustaining arguments and solving problems within their field of study

Students must have the ability to gather and interpret relevant data (usually within their field of study) in order to make judgments that include reflections on pertinent social, scientific or ethical issues

Students must be able to convey information, ideas, problems and solutions to both an expert and non-expert audience

Students must have developed the learning skills needed to undertake further study with a high degree of independence

General Skills

Capacity for designing and implementing projects and reports, naturally using digital channels.

Capacity for leadership and teamwork in the information society.

Capacity for critical, self-critical, analytical and reflexive thought.

Capacity for autonomous learning in the information society.

Specific skills

Know and understand the basics of strategic planning and project managing and apply them in reality.

LEARNING RESULTS

The student will understand the key elements in any project and control them to ensure success

The student will be able to recognize the importance of a project team and will work on developing the project team by using motivation skills and conflict resolution methods

The student will understand the importance of communication and stakeholder management, when leading a project and by extension, on whatever responsibility he/she will have at work

The student will understand Agile methodologies and will be able to promote the use of these methodologies when appropriated

LEARNING APPRAISAL SYSTEM

A) EVALUATION FOR FIRST REGISTRATION STUDENTS -

- Written exam: 55% of the evaluation
- Practice: 35% of the evaluation. A project plan done in groups
- In class participation: 10%.

Minimum of 4 in written exam score to pass the subject (if weighted score, together with practice and in class participation, above 5)

For the extraordinary call, practice will count for 45% of the evaluation, written exam for 55% of the evaluation. Those students who have presented the practice in ordinary call will keep that same evaluation. Students without practice project presented will have to contact the teacher for being assigned with a practice project to be presented before the extraordinary call date

B) ALTERNATIVE EVALUATION SYSTEM: FOR STUDENTS IN SECOND OR SUCCESSIVE REGISTRATIONS, STUDENTS WITH ACADEMIC WAIVER AND EXCHANGE STUDENTS - Final Written exam: 65% of the evaluation - Practice: 35% of the evaluation. A project plan or specific practice jobs. Students must contact the teacher to get practice assignments that will be presented before the final exam date The detailed evaluation parameters will be applicable in both ordinary and extraordinary calls

ALL TESTS SUSCEPTIBLE TO EVALUATION WILL BE SUBJECT TO THE PROVISIONS OF THE EVALUATION REGULATIONS OF THE FRANCISCO DE VITORIA UNIVERSITY. The behaviors of plagiarism, as well as the use of illegitimate means in the evaluation tests, will be sanctioned in accordance with those established in the Regulation of Evaluation and the Regulations of Coexistence of the university

Las conductas de plagio, así como el uso de medios ilegítimos en las pruebas de evaluación, serán sancionados conforme a los establecido en la Normativa de Evaluación y la Normativa de Convivencia de la universidad

BIBLIOGRAPHY AND OTHER RESOURCES

Basic

Project Management Institute. A Guide to the Project Management Body of Knowledge (PMBOK Guide) / 6th ed. Pennsylvania :Project Management Institute,2017.

The standard for project management and a guide to the project management body of knowledge: PMBOK guide., 7th ed., Pennsylvania :Project Management Institute,2021.

James Schiel. The ScrumMaster study guide [electronic resource] / Boca Raton, Fla. :Auerbach Publications,2012.