Syllabus

Course Description

Course Title	Project Management
Course Code	25561
Course Title Additional	
Scientific-Disciplinary Sector	ECON-07/A
Language	English
Degree Course	Master in Entrepreneurship and Innovation
Other Degree Courses (Loaned)	
Lecturers	dr. Francesca Zoccarato, Francesca.Zoccarato@unibz.it https://www.unibz.it/en/faculties/economics-management/academic-staff/person/51436
Teaching Assistant	
Semester	Second semester
Course Year/s	1
CP	6
Teaching Hours	36
Lab Hours	8
Individual Study Hours	-
Planned Office Hours	18
Contents Summary	The course Project Management provides students with fundamental knowledge, methods and tools to plan, execute, and control projects in various organizational settings. It covers key areas such as project planning and scheduling, budgeting and resource allocation, stakeholder engagement, and risk management. Particular attention is given to projects characterized by high complexity and uncertainty, which are typical of innovation processes.
Course Topics	List of covered topics: Planning and Scheduling Strategies

	Project Life Cycle Pricing, Estimating and Budgeting Tools Cost Control and Resource Allocation Stakeholders Engagement Risk Management Time management Management of Innovative Projects and Dealing with Complexity and Uncertainty Detailed description: Project Management is a discipline that supports the successful planning, execution, and completion of temporary, goal-oriented initiatives across a variety of sectors (both profit, non-profit and public). It provides the structure and tools needed to manage resources, schedules, risks, and stakeholders effectively. This course introduces students to the fundamental concepts and techniques of Project Management, with a focus on practical application, to successfully plan, launch, lead and realize benefits from projects in different types of organizations. A specific module will be dedicated to the management of innovation-oriented projects, which are often characterized by high uncertainty and complexity.
Keywords	Planning; Scheduling; Resource Allocation; Stakeholder Engagement; Innovation & Uncertainty Management
Recommended Prerequisites	
Propaedeutic Courses	
Teaching Format	The course combines frontal lectures, guest lectures from industry experts, and in-class discussions supported by practical examples. In addition, students will take part in small group exercises focused on specific project management topics. These exercises will allow students to apply selected tools and concepts in practice and will contribute to the final assessment.
Mandatory Attendance	
Specific Educational Objectives and Learning Outcomes	INTENDED LEARNING OUTCOMES (ILO) ILO 1: KNOWLEDGE AND UNDERSTANDING

	ILO 1.a The student acquires advanced knowledge and understanding of the models and tools of economic-business analysis for the management of a new enterprise, from the financial and organisational point of view and with respect to the dynamics of growth and development; ILO 2: ABILITY TO APPLY KNOWLEDGE AND UNDERSTANDING ILO 2.a Ability to select the tools for innovation management and organisational knowledge development, consistent with the models deemed appropriate; ILO 2.b Ability to acquire and select relevant information to frame cases of innovation (product, service, social, managerial organisational), also different from the studied contexts; ILO 2.c Ability to select innovation management and organisational knowledge development models, suitable for a specific economic-social-productive context, such as digital transformation, resilience and sustainability; ILO 2.d Ability to select the tools for innovation management and organisational knowledge development, consistent with the models deemed appropriate; ILO 2.e Ability to propose and implement strategic and operational courses of action to foster the development of innovations by a company. ILO 3: AUTONOMY OF JUDGEMENT ILO 3.a Acquire the ability to analyse complex entrepreneurial problems, such as the elaboration and evaluation of an entrepreneurial project (business plan) or the development of a new product; ILO 3.b Autonomy of judgement is developed in the training activities carried out for the preparation of the thesis, as well as in the exercises that accompany the lectures and that involve group discussions and the comparison of individual analyses carried out by students in preparation for the lecture. ILO 4: COMMUNICATION SKILLS ILO 4.a Acquire the ability to describe and communicate in an intercultural context, in a clear and precise manner, problematic situations typical of the management of a new enterprise and the development of innovation, such as, for example, the conditions

	for the validation of a problem or solution, the prospects and risks associated with a business model or an innovation project. The development of communication competences assumes heterogeneous situations such as, for example, the presence of internal stakeholders (e.g. colleagues, managers, owners), or external stakeholders (e.g. potential investors, suppliers and other business partners) and the ability to sustain an adversarial process; ILO 4.b The achievement of these objectives is assessed in the course of the training activities already mentioned, as well as in the discussion of the final thesis. ILO 5: LEARNING SKILLS ILO 5.a Acquire the ability to study independently, to prepare summaries; ILO 5.b Acquire the ability to identify thematic connections and to establish relationships between different cases and contexts of analysis; ILO 5.c Acquire the ability to frame a new problem systematically and to generate appropriate taxonomie; ILO 5.d Acquire the ability to develop general models from the phenomena studied.
Specific Educational Objectives and Learning Outcomes (additional info.)	
Assessment	For attending students: Written and oral exam. • Written exam at the end of the course - ILOs: 1.a, 2.b-2.e, 3.a, 5.a-5.d) • In-class oral presentation of short group project works (2–3 mini-projects focused on specific project management topics, that will not be part of the written exam) - ILOs: 2.a, 3.b, 4.a, 4.b Non-attending students: Written exam. This exam will include additional critical reflection questions on those topics addressed through the project works by attending students - ILOs: 1.a, 2.a-2.e, 3.a, 3.b, 4.a, 4.b, 5.a-5.d NOTE 1: Project works are valid for one academic year and cannot be carried over beyond that timeframe.

	NOTE 2: Students who attend at least 70% of the classes will be regarded as attending students.
Evaluation Criteria	Non-attending Students: 100% Individual Written Exam Attending Students: 50% Individual Written exam 50% Project work presentations The written exam consists of multiple-choice questions, open questions, review questions or written critical assessments of project management issues. It is relevant for written exam: clarity of answers based on the knowledge provided in readings, textbooks and slides, ability to summarize, evaluate, and establish relationships between topics, ability to critically analyze project management issues. The project works consist of the analysis and discussion of a business case or the application of Project Management Tools. Cases will be assigned by the lecturer and presented during some of the lectures. The presentations are expected to be based on theoretical concepts covered in class and the extant literature and should address the questions, educational goals and learning outcomes attached to each case study. It is relevant for project work: ability to work in a team, creativity, skills in critical thinking, ability to summarize in own words and presentation skills.
Required Readings	Suggested reading: Project management: achieving competitive advantage, 2007, fifth edition, Jeffrey Pinto, Pearson Education Limited The selection of relevant chapters will be discussed in class.
Supplementary Readings	
Further Information	
Sustainable Development Goals (SDGs)	Partnerships fot the goals, Decent work and economic growth