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	Introduction to Project Management and Project Life Cycle Project Scope, Deliverables, and Development Approaches

	Project Planning and Scheduling Stakeholder Management Project Risk Management Project Resource Management Project Cost Management Project Evaluation and Performance Control Project Closeout and Lessons Learned Managing Projects in Complex and Uncertain Environments
Keywords	Project Management; Project Life Cycle; Project Planning; Project Scheduling; Stakeholder Management; Risk Management; Resource Management; Cost Management; Project Performance Measurement; Project Control; Project Closeout; Complexity Management; VUCA; Project Foresight
Recommended Prerequisites	
Propaedeutic Courses	
Teaching Format	The course combines frontal lectures, discussions based on practical industry examples, and in-class group activities. Throughout the course, students will analyse real project management cases and participate in small-group exercises designed to apply project management concepts and tools to practical scenarios. These in-class activities contribute to the development of practical skills and form part of 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 short group project works - 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	Attending Students: 50% Individual Written exam 50% Project work presentations The written exam consists of multiple-choice questions and open questions,. 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. Project works are based on practical project management cases completed in small groups during class. Each project work requires

	students to apply the project management concepts, methods, and tools introduced in the corresponding lecture to analyse and solve a realistic project scenario.Assessment criteria include the appropriate application of project management methods, the quality of the proposed solution and critical reflection, teamwork, and effective time management. Non-attending Students: 100% Individual Written Exam
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