

# Course Syllabus

Name of course/module:

**Project Management**

Year: 2019/2020

Code: 9885001403

Coordinating professor: Felipe Graeml Reis

Degree program: International Business

School: Social Sciences and Communication

Languages: English

*The mission of Universidad Europea de Madrid is to offer its students a holistic education, helping them become leaders and professionals capable of responding effectively to the needs of today's global world, adding value within their career fields, and contributing to social advancement through their entrepreneurial spirit and ethical integrity. We also strive to create and transfer knowledge through applied research, thus making our own contribution to progress and putting ourselves at the forefront of intellectual, scientific, and technological development.*



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## 1. Basic information on the course/module

|                           |                             |
|---------------------------|-----------------------------|
| <b>ECTS</b>               | 6                           |
| <b>Credit type</b>        | University Core Requirement |
| <b>Language</b>           | English                     |
| <b>Delivery mode</b>      | Face-to-face                |
| <b>Trimester/Semester</b> | 3                           |

## 2. Presentation of the course/module

This course guides students through fundamental project management concepts and behavioral skills needed to successfully launch, lead, add value and realize benefits from projects. Project managers should skillfully manage resources, schedules, risks, and scope to produce a desired outcome. In this course, students explore project management with a practical, hands-on approach through case studies, class exercises, simulations and games.

## 3. Competencies and learning outcomes

Core competencies:

- BS1: Students must demonstrate a deep knowledge and understanding of a field of study that is based on secondary education and that, whilst supported by advanced textbooks, involves acquaintance with the vanguard of their area of study.
- BS2: Students must apply their knowledge to their work and vocation in a professional way and must demonstrate their skills in sustaining arguments and solving problems within their field of study.
- BS3: Students must be able to gather data, usually within their field of study, interpret it and make judgments and considerations on relevant social, scientific or ethical issues.
- BS4: Students must be able to convey information, together with ideas, problems and solutions to a specialized or non-specialized audience.
- BS5: Students must have developed the necessary learning skills so as to undertake subsequent studies with autonomy.

Cross-curricular competencies:

- CS1: Self-learning skills: The ability to choose the most effective strategies for controlling our own learning environment and acting autonomously throughout the learning process.
- CS3: Capacity to adapt to new situations: Being able to assess and understand different situations, adapting our approach to a situation insofar as is necessary or appropriate.
- CS4: Analysis and synthesis skills: Being able to break down complex situations into their constituent parts, and also to assess other alternatives and approaches in order to find the best solutions. Synthesis seeks to reduce complexity in order to facilitate understanding and/or problem solving.
- CS5: Capacity to apply knowledge: Being able to use knowledge acquired in academic contexts in situations that resemble as closely as possible the reality of the chosen future profession.
- CS6: Oral and written communication skills: The ability to transmit and receive information, ideas, opinions and attitudes for the purposes of comprehension and action, oral communication involving speech and gestures, and written communication writing and/or graphics.
- CS11: Planning and time management: The ability to set goals and choose the means to achieve them by using time and resources effectively.
- CS13: Problem solving: The ability to resolve a confusing issue or a complicated situation that stands in the way of achieving a goal and where there is no predefined solution.
- CS15: Responsibility: The ability to fulfill the commitments a person makes to themselves and to others when performing a task and trying to achieve a set of goals as part of the learning process. The ability of any individual to acknowledge and accept the consequences of their own actions.
- CS17: Teamwork: The ability to actively participate and cooperate with other people, areas and/or organizations to achieve common goals.
- CS18: Use of information and communication technologies (ICT): The ability to use information and communication technologies effectively as a tool for finding, processing and storing information, as well as for developing communication skills.



Specific competencies:

- SS2: Capacity to define, design, explain and apply the international business process and the different phases that comprise it: planning, organization, management and control.
- SS4: Ability to identify and analyze the economic aspects of globalization linked to the internationalization of companies, foreign trade, and the global economy.
- SS6: Ability to assimilate and take into account in decision-making the socio-economic reality of the different geopolitical, geo-economic and socio-cultural issues, as well as their particularities.
- SS10: Ability to use the tools available in the area of production management including planning, sales forecasting, inventory management and quality control of the production process.
- SS15: Ability to perform market analysis prior to making decisions on international expansion and business growth.
- SS26: Ability to comprehend different budgets of the company and relate them to the standard technical and economic costs, and carry out analysis of deviations.

Learning outcomes:

- LO1: To understand the concepts, methodologies and basic techniques for the efficient management of business projects.
- LO2: To understand the methodologies to analyze the economic viability of different projects.
- LO3: To learn how to effectively manage and lead teams.
- LO4: To learn how to lead the project to measurable results in terms of time, quality and costs.

The table below shows the relation between the competencies developed during the course and the envisaged learning outcomes:

| Competencies   | Learning outcomes |
|--|-------------------|
| BS1, BS2<br>CS1, CS3, CS4, CS5, CS6<br>SS2, SS4, SS6                 | LO1, LO2          |
| BS3, BS4, BS5<br>CS11, CS13, CS15, CS17,<br>CS18<br>SS10, SS15, SS26 | LO3, LO4          |

The following table shows how the different types of activities are distributed and how many hours are assigned to each type:

| Type of educational activity   | Number of hours |
|--------------------------------|-----------------|
| Lectures                       | 40 h            |
| Individual Work                | 30 h            |
| Problem solving.               | 25 h            |
| Group Participation Activities | 20 h            |
| Formative evaluation           | 10 h            |
| Tutorials                      | 10 h            |
| Case studies                   | 15 h            |
| <b>TOTAL</b>                   | <b>150 h</b>    |

To develop the competencies and achieve the learning outcomes, you will have to complete the activities indicated in the table below:

| Learning outcomes | Learning activity | Type of educational activity                | Content |
|-------------------|-------------------|---|---------|
| LO1               | Activity 1        | Lectures,<br>Individual work                | LU1     |
| LO1               | Activity 2        | Lectures, Group<br>Participation Activities | LU2     |
| LO2               | Activity 3        | Lectures, Case Study                        | LU3     |

|               |            |   |     |
|---------------|------------|---|-----|
| LO2           | Activity 4 | Lectures, Individual work                           | LU4 |
| LO1, LO2, LO3 | Activity 5 | Lectures, Problem Solving                           | LU5 |
| LO1, LO2, LO3 | Activity 6 | Lectures, Group Participation Activities            | LU6 |
| LO1, LO2, LO3 | Activity 7 | Lectures, Problem solving                           | LU7 |
| LO4           | Activity 8 | Lectures, Tutorials, Group Participation Activities | LU8 |

When you access the course on the *Virtual Campus*, you'll find a description of the activities you have to complete, as well as the deadline and assessment procedure for each one.

## 4. Monitoring and assessment

The following table shows the assessable activities, their respective assessment criteria, and the weight each activity carries towards the final course grade.

| Assessable activity | Assessment criteria   | Weight (%) |
|---------------------|---|------------|
| Activity 1          | <ul style="list-style-type: none"> <li>Learn about the key elements of a project: stakeholders, scope, needs, goals, objectives, time horizon, quality and costs.</li> </ul>                    | 10%        |
| Activity 2          | <ul style="list-style-type: none"> <li>Learn about the main management metrics and indicators (KPIs).</li> </ul>  | 15%        |
| Activity 3          | <ul style="list-style-type: none"> <li>Use organizational charts, definition of responsibilities and roles.</li> </ul>  | 15%        |
| Activity 4          | <ul style="list-style-type: none"> <li>Learn and use the Deming cycle (PDCA)</li> </ul>   | 15%        |
| Activity 5          | <ul style="list-style-type: none"> <li>Identify common mistakes in project management.</li> </ul>   | 10%        |
| Activity 6          | <ul style="list-style-type: none"> <li>Learn how to use techniques to analyze the economic viability (VAN, TIR, Recovery Period)</li> </ul>   | 10%        |
| Activity 7          | <ul style="list-style-type: none"> <li>Learn how to make: Gant diagrams and decision trees</li> </ul>   | 10%        |
| Activity 8          | <ul style="list-style-type: none"> <li>Learn the 7 tools of quality: Histograms, Pareto charts, Cause and effect diagrams, Run charts, Scatter diagrams, Flow charts, Control charts</li> </ul> | 15%        |

When you access the course on the *Campus Virtual*, you'll find a description of the activities you have to complete, as well as the deadline and assessment procedure for each one.



#### **4.1. First exam period**

To pass the course in the first exam period you should....

- Obtain a final grade of 5 or more. However, in the objective test of knowledge, at least, a 5 must be obtained in order to take into account other activities.

#### **4.2. Second exam period**

To pass the course in the second exam period you should ....

- Obtain a final grade of 5 or more. However, in the objective test of knowledge, at least, 5 must be obtained in order to take into account other activities. Tasks and assignments already delivered and passed in the ordinary exam will be kept for later when calculating the final grade together with the works delivered in the extraordinary call (when required by the professor).

### **5. Bibliography**

Here is the recommended bibliography:

- Project Management Institute (2018) A Guide to the Project Management Body of Knowledge, Sixth ed. PMBOK.
- Brown, James T. (2014) The Handbook of Program Management: How to Facilitate Project Success with Optimal Program Management, 2nd Ed. McGraw-Hill.

### **6. How to communicate with your professor**

Whenever you have a question about the content or activities, don't forget to post it to your course forum so that your classmates can read it.

You might not be the only one with the same question!

If you have a question that you only want to ask your professor, you can send him/her a private message from the *Campus Virtual*. And if you need to discuss something in more detail, you can arrange an advisory session with your professor.

It's a good idea to check the course forum on a regular basis and read the messages posted by your classmates and professors, as this can be another way to learn.

## 7. Study recommendations

When you study at university, you need to plan and be consistent from the first week. It's very useful to exchange experiences and opinions with professors and other students, as this will help you develop core competencies such as flexibility, negotiating skills, teamwork, and, of course, critical thinking.

To help you, we recommend using a general method of study based on the following points:

- Study systematically and at a steady pace.
- Attend class and regularly check the course forum on the *Campus Virtual* so that you keep up to date with what's happening.
- Participate actively in the course by sharing your opinions, doubts and experiences relating to the topics covered and/or suggesting new topics of interest for discussion.
- Read the messages posted by your classmates and/or professors.

Active participation in physical and virtual classroom activities is of special interest and academic value. You can participate in many different ways: asking questions, giving your opinion, doing all the activities your professor suggests, taking part in collaborative activities, helping your classmates, etc. This way of working requires effort, but it will help you get better results as you develop your competencies.

## **Annexes with detailed information on the Campus Virtual**

The annexes that are presented include the specific information of the course:

- Annex 1. Content of the subject.
- Annex 2. Description of activities.
- Annex 3. Schedule of content and weeks. Work plan.
- Annex 4. Team work rubric.

### **Annex 1. Contents of the subject**

- Definition of the key elements of a project: stakeholders, scope, needs, goals, objectives, time horizon, quality and costs.
- Main management metrics and indicators (KPIs).
- Types of organizational charts, definition of responsibilities and roles.
- The Deming cycle (PDCA).
- Common mistakes in project management.
- Techniques to study the economic viability: NPV, IRR, Payback ...
- Diagrams of Gantt, PERT, decision trees ...
- Introduction to the Six Sigma methodology and continuous improvement (Kaizen).
- Basic concepts of Statistics, Ishikawa diagrams and flow diagrams.