

<b>General Information</b>	<b>A.A. 2018-2019</b>
Academic subject	Project Management
Degree course	Computer Science (second-level degree in Computer Science)
Curriculum	
ECTS credits	9
Compulsory attendance	No
Language	English

<b>Subject teacher</b>	<i>Name Surname</i>	<i>Mail address</i>
	Danilo Caivano	danilo.caivano@uniba.it
<b>Office Hours</b>	<i>Location</i>	<i>Day and time</i>
Department of Informatics	VI Floor Room 622	Monday 10:30 -12:30

<b>ECTS credits details</b>			
Basic teaching activities	Lectures (6 credits) Student project (3 credit)		

<b>Class schedule</b>	
<i>Period</i>	First semester
<i>Year</i>	First
<i>Type of Class</i>	Lecture (6 ECTS) Student Project (3 ECTS)

<b>Time management</b>	
<i>Hours</i>	225
<i>Hours of Lecture</i>	48
<i>Hours of individual study and Project</i>	177 (102 individual study, 75 Project)

<b>Academic calendar</b>	
<i>Class begins</i>	September 26th, 2018
<i>Class ends</i>	January 11th, 2019

<b>Syllabus</b>	
<i>Prerequisites/requirements</i>	There are not mandatory requirements
<i>Expected learning outcomes (according to Dublin Descriptors) (it is recommended that they are congruent with the learning outcomes contained in the Didactic Regulation and Prospectus a.a. 2017-2018)</i>	<ul style="list-style-type: none"> <li><i>Knowledge and understanding</i></li> </ul> <p><i>The main expected learning result is the knowledge of the processes, methods and techniques and the main areas of knowledge that characterize the management of a project in order to be able to operate project-oriented management in complex contexts.</i></p> <p><i>The course is structurally inspired by the Project Management Body of Knowledge (PMBOK) of the Project Management Institute (PMI). It is about the issues related to the management of a project. In particular, starting from</i></p>

*the definition of "project" and the substantial differences that this presents with respect to a production process, the issues related to the design constraints are addressed: i.e. time, quality and resources. After the introduction of the main areas of knowledge (Knowledge Areas) related to Project Management, the main management processes are also analyzed, the latter logically included in the five groups of fundamental processes (Project Management Process Group) identified by the PMI: Initiation, Planning Executing , Monitoring & Controlling, Closing.*

*Students acquire this knowledge both through lectures and possible participation in specific seminars, and through specific exercises, which allow them to put into practice and verify what they have learned, thus acquiring awareness of their ability to understand and how to improve them.*

- *Applying knowledge and understanding*

In order to enable students to apply the acquired knowledge, they perform both individual and collaborative exercises. In addition, students are required to develop a project in which they apply some of techniques presented in class, having selected the most appropriate ones for the specific case. This project contributes to the student's final assessment and thus to the final grade for the course.

- *Making judgements*

An important objective of the course is that the student achieves the ability to integrate knowledge, handle complexity and make decisions during the management of a project. The exercises performed during the course, which are discussed by teacher and students, are a means to train students to make judgements. This ability is evaluated by the teacher and contributes to the final grade, which also considers the active participation of the student to the discussions in class and the presentation of the project.

- *Communication*

Students are encouraged to work in groups and are often invited to study and present some course topics to the class (Flipped Classroom) or the outcome of exercises carried out individually or in groups, with the goal of developing their communication skills. Students are also required to develop a project in which they apply some of the learned techniques, selecting those ones that they feel most appropriate (based on their ability to make judgments). The presentation of this project is part of the oral examination and allows the student to demonstrate his/her communicative abilities by illustrating the performed work using some slides previously prepared.

- *Learning skills*

	<p>In order to stimulate their own learning skills, students are solicited to deepen some topics not discussed in detail by the teacher, using books and/or other sources different from the textbook. Students will present these topics in class following the Flipped Classroom model.</p> <p>Students are also invited to attend seminars held by other lecturers, internal to the department or visiting researchers, and they will be asked to discuss in class the content of such seminars</p>
<p><i>Course Program</i></p>	<p><b>Introduction to Project Management</b></p> <ul style="list-style-type: none"> <li>- Introduction</li> <li>- The current scenario</li> <li>- Project management and Complexity</li> </ul> <p><b>History and Key Elements</b></p> <ul style="list-style-type: none"> <li>- Project and Project Management: Definitions</li> <li>- Project Management from the post-war period until today</li> <li>- Maturity and Excellence</li> <li>- Barriers to change and strategies to overcome</li> <li>- Roles Involved</li> <li>- Project, Program and Portfolio Management</li> <li>- Project, Phase and Development Lyfecicle</li> </ul> <p><b>Project management Standards and Methodologies</b></p> <ul style="list-style-type: none"> <li>- ISO 21500</li> <li>- PRINCE 2</li> <li>- PMI PMBOOK</li> </ul> <p><b>The Technical Dimension of Project Management</b></p> <ul style="list-style-type: none"> <li>- The What, When, Who, How Approach: introduction</li> <li>- What: <ul style="list-style-type: none"> <li>o Work Breakdown Structure</li> <li>o Deliverable Breakdown Structure</li> </ul> </li> <li>- When: <ul style="list-style-type: none"> <li>o Gantt</li> <li>o PERT</li> <li>o CPM</li> </ul> </li> <li>- Who: <ul style="list-style-type: none"> <li>o RACI</li> </ul> </li> <li>- How <ul style="list-style-type: none"> <li>o Much: <ul style="list-style-type: none"> <li>▪ Budget Estimation</li> <li>▪ Earned Value Management</li> </ul> </li> <li>o well: <ul style="list-style-type: none"> <li>▪ Quality Management</li> </ul> </li> </ul> </li> <li>- Transformation algorithms and optimization practices</li> </ul> <p><b>Project Management Knowledge Areas (Flipped Classroom)</b></p> <ul style="list-style-type: none"> <li>- Project Integration</li> </ul>

	<ul style="list-style-type: none"> <li>- Project Scope</li> <li>- Project Schedule</li> <li>- Project Cost</li> <li>- Project Quality</li> <li>- Project Resource</li> <li>- Project Communications</li> <li>- Project Risk</li> <li>- Project Procurement</li> <li>- Project Stakeholder</li> </ul> <p><b>The environment in which projects operate</b></p> <ul style="list-style-type: none"> <li>- Project Development Environment <ul style="list-style-type: none"> <li>o Enterprise Environmental Factors</li> <li>o Organizational Process Assets</li> </ul> </li> <li>- Organizational Structures</li> <li>- Project Management Office and Project Office</li> <li>- The team and the right MIX</li> </ul> <p><b>PM Documents and Success</b></p> <ul style="list-style-type: none"> <li>- Project Management documents</li> <li>- Measures of success</li> </ul>
<i>Bibliography</i>	<ol style="list-style-type: none"> <li>1. A Guide to the Project Management Body of Knowledge: (Pmbok Guide), 6° ed, by Project Management Institute, ISBN: 978-1628251845</li> <li>2. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Edition, Harold Kerzner, ISBN: 978-1-118-02227-6</li> </ol>
<i>Notes</i>	<p>To deepen the themes of project complexity, refer to the following text (in Italian free download)</p> <ul style="list-style-type: none"> <li>- UOMINI 4.0: RITORNO AL FUTURO. CREARE VALORE ESPLORANDO LA COMPLESSITÀ, Alberto F. De Toni, Enzo Rullani, FRANCO ANGELI</li> </ul>
<i>Teaching methods</i>	<p>Lectures in class with the support of slides prepared by the teacher.</p> <p>practical sessions of Bring-Your-Own-Device (BYOD) type.</p> <p>A project to be developed in group, with the supervision of the teacher</p>
<i>Assessment methods (indicate at least the type written, oral, other)</i>	<p>The assessment method used during the final exam includes:</p> <ul style="list-style-type: none"> <li>- an oral presentation which illustrates and discusses the project developed in a group. The project is assigned during the course semester. The project must be delivered 3 working days before the date of the exam. The positive evaluation of a project is valid for the current academic year.</li> <li>- A written test consisting in answering a questionnaire</li> </ul>

	containing closed or open-ended questions.
<i>Evaluation criteria (Explain for each expected learning outcome what a student has to know, or is able to do, and how many levels of achievement there are).</i>	<p>To ascertain the knowledge acquired by the student, and also his/her autonomy of judgment, communication skills and the ability to learn, it is planned to:</p> <ul style="list-style-type: none"> <li>- Evaluate, through an oral presentation, the project carried out (in a group) considering how it was structured, how the principles and methodologies were applied, the appropriateness of the techniques used, the originality of the solutions, clarity and of the synthesis capacity that results from the documentation produced (written report, oral and possible presentation through slides). The contribution of the single student to the group work will be evaluated. The evaluation is in thirtieths and is the same for the whole working group. Individual evaluation is therefore obtained with bonus or malus points in relation to: the contribution given to the group in the realization of the project; to the ability to synthesis as well as clarity of exposure, the ability to make meaningful comparisons between different methodologies, techniques and technologies and to report one's own critical judgment, to mastering the technical terms.</li> <li>- Evaluate through a written test consisting in answering a questionnaire containing closed or open questions, the knowledge acquired during the course. The final mark is in thirtieths.</li> </ul> <p>The final grade will be obtained as the weighted average of the grade obtained for the oral presentation of the project (60%) and that of the written test (40%).</p>
<i>Further information</i>	<p>Students who have attended the course assiduously, upon passing the final exam, will receive a "contact hours" certification issued jointly signed by the course teacher and a Project Management Institute Member Southern Italy Chapter. This certification will be valid to access the exams for the achievement of the CAPM and PMP certifications of the project Management Institute</p>