

<b>EMBA-2224-504-Project Management</b>		
<b>Name of lecturer(s) &amp; Email</b> Antonio NIETO <a href="mailto:antonio.nieto.rodriguez@gmail.com">antonio.nieto.rodriguez@gmail.com</a>	<b>Level, Status, Timing</b> Level 1 Compulsory Between 12-01-23 and 14-01-23	<b>ECTS, CH &amp; HW/GW*, Online</b> 3 20 & 66 4
<b>Description of the course unit</b> In your career, you will need to deal with the complexity of projects. This course will use the Project Canvas to teach you modern project management and its fundamentals.		
<b>Course unit Chapters</b> The Project Canvas is composed of 14 dimensions – the ones that research has proven to influence and determine project success. These are grouped into four major domains. Each domain, or area of expertise, has a specific weight in the success of a project, which is indicated by a percentage. The four domains are: <ul style="list-style-type: none"> <li>• Why: the rationale and the purpose and passion for launching and implementing the project successfully (~20%)</li> <li>• Who: the accountability and the governance that will ensure the project is resourced and delivered (~20%)</li> <li>• What, How &amp; When: the hard aspects of projects (definition, design, plans, milestones, cost, risk, procurement) as well as the soft aspects (motivation, skills, stakeholders, change management, communication) (~50%)</li> <li>• Where: the organization, the culture, the priorities and the context (internal and external) in which the project is being carried out (~10%).</li> </ul>		
<b>Learning outcomes of the course unit</b> <ol style="list-style-type: none"> <li>1. To explain how project management contributes to the successful execution of your organization's strategy</li> <li>2. To explain why many projects, fail and why few are successful</li> <li>3. To learn and use the Project Canvas and its 14 fundamentals</li> <li>4. To develop project management skills, both hard and soft, through greater theoretical understanding and practical application of the project management principles</li> <li>5. To describe what are the other elements that influence</li> </ol>		
<b>Teaching Methods</b> Lecture; Interactive Lecture; Directed Discussion; Problem-based learning; Project-based learning	<b>Learning Activities</b> There will be reading materials, case studies, HBR project management simulation, group assignments and group project presentations.	
<b>Learning Objectives (Check Academic Rules &amp; Regulations)</b> <ul style="list-style-type: none"> <li>• Learning Objective 1.1: Reinforcement</li> <li>• Learning Objective 1.2: Reinforcement</li> <li>• Learning Objective 2.1: Reinforcement</li> <li>• Learning Objective 2.2: Reinforcement</li> <li>• Learning Objective 3.1: Reinforcement</li> <li>• Learning Objective 3.2: Reinforcement</li> </ul>	<b>Assessment Methodology / Students Use of Time and Load</b> Individual assignment <ul style="list-style-type: none"> <li>• weight 20%</li> <li>• workload estimated - 8 hours</li> <li>• due 29/01/23</li> </ul> Group assignment <ul style="list-style-type: none"> <li>• weight 40%</li> <li>• workload estimated - 16 hours</li> <li>• due 29/01/23</li> </ul> In-class exam <ul style="list-style-type: none"> <li>• weight 40%</li> <li>• workload estimated - 20 hours</li> <li>• due 14/01/23</li> </ul>	
<b>Evaluation scale</b> 0-20		
<b>Contribution to the Sustainable Development Initiative</b> Non Applicable		
<b>Asynchronous Learning Material (Coursera)</b> HBR project management simulation		
<b>Readings</b> <b>Required</b> HBR article: The Project Economy Has Arrived, HBR, Nov 2021; "The Harvard Business Review Project Management Handbook", A. Nieto-Rodriguez, Harvard Business Press 2021 <b>Recommended</b> <ul style="list-style-type: none"> <li>• Re-Thinking The Decision Factory", Roger Martin, HBR, Oct 2013</li> <li>• "Closing the Strategy Gap", Brightline Economist Report, Oct 2017; o McKinsey Study on Successful Transformation</li> </ul>		

**Notice:** The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking your Front Office Portal hosted on Canvas.

\*CH - Contact Hours, HW - Homework, GW - Group Work

\*\* Learning Objectives are available in the [Lifelong Learner's Handbook](#)