



BA

MASTER OF SCIENCE IN
BUSINESS ADMINISTRATION

PROJECT MANAGEMENT

Introduction to the Course

Docenti: *Vittorio Cesarotti (cesarotti@uniroma2.it)*

Vito Introna (vito.introna@uniroma2.it)

Overview

- The Project Management course aims at providing students with the basic competencies for managing a project.
 - The course starts with an introduction to Project Management.
 - Then the course focuses on project management processes: initiating processes, planning processes, executing and controlling processes and closing processes.
 - The standard steps and tools needed to implement each processes are described.
 - Finally the course focuses on behavioural competencies needed for project manager.
- At the end of the course the student can take an **additional exam for earning the ISIPM-Base certification**, a project management credential from Istituto Italiano di Project Management (www.isipm.org).



Learning Objectives

- Introduction to project management
 - Recognize a project and identify its key characteristics
 - Understand when project management shall be applied
 - Understand the difference between project, program and portfolio management
 - Understand the role of project manager
 - Evaluate a project
 - Identify the key knowledge areas of a project



Learning Objectives

- Project management processes
 - Understand project stakeholder expectations and start a project aligned with organizational objectives, and customer needs
 - Plan the project to achieve project objectives (scope, time, cost and quality) tailoring planning processes to specific project needs and organizational assets
 - Direct and develop the project team and manage stakeholders engagement during project execution
 - Monitor and control the project (time, cost, quality, resources)
 - Manage project change requests
 - Close project activities and identify the lesson learned



Learning Objectives

- Behavioural competencies for project manager
 - Understand how to communicate effectively project information
 - Understand how to lead and motivate the project team
 - Understand how to solve effectively project problem
 - Understand how to act ethically in a project

Reference textbook

- “Guida alle conoscenze di gestione progetti”, Mastrofini, thirf reprint, new edition 2015, Franco Angeli
(only in Italian – for ISIPM-Base certification purpose)
- **“IPMA Competence Baseline” International Project Management Association (free download at www.ipma.ch)**
- “A guide to the Project Management Body of Knowledge”, 8th edition, Project Management Institute

Exam Rules

- The exam consists of:
 - A written text (mandatory)
 - An oral exam (optional)
- Students can decide to reject a grade when not satisfied. Submitting a new written text automatically means rejecting a grade taken previously.
- The score performed in one of the calls (pre-exam also) is valid until September of the next year.



<https://economia.uniroma2.it/corso/lezionidoc/529/>



PROJECT MANAGEMENT

corso #529 erogato nel 2023-2024, 2022-2023, 2021-2022, 2020-2021, 2019-2020, 2018-2019, 2017-2018, 2015-2016, 2014-2015 nel **1° semestre**, per **51 percorso/i di CdL magistrale**

- Info CdL
- Lezioni
- Esami
- Syllabus
- Materiale Didattico
- Collaboratori
- Avvisi
- Studenti
- Pagine

Calendario Lezioni

Il corso si svolge nell'arco del **1° semestre**.

Codice Microsoft TEAMS

**Microsoft Teams
Codice: h372an2**

Per Informazioni su come accedere
[leggi qui](#)

Le lezioni del corso, salvo modifiche, sono articolate secondo il seguente schema:

Giorno	Dalle ore	alle	Tipologia	Aula
Lunedì	11:00	13:00	Lezione	Aula P12
Giovedì	16:00	18:00	Lezione	Aula S11
Venerdì	09:00	11:00	Lezione	Aula S9

Calendario dettagliato

	Giorno	Tipologia	Dalle ore	alle	Aula
	lunedì 18/09/2023	Lezione	11:00	13:00	Aula P12
	giovedì 21/09/2023	Lezione	16:00	18:00	Aula S11
	venerdì 22/09/2023	Lezione	09:00	11:00	Aula S9
	lunedì 25/09/2023	Lezione	11:00	13:00	Aula P12

The screenshot shows a Microsoft Teams interface. On the left is a navigation pane with icons for Ateneo, Azioni, Chat (with a red notification bubble containing the number 4), Attività, Team, Calendario, Chiamate, File, and Applicazioni. The main area is divided into a left sidebar and a right chat area. The sidebar shows 'Tutti i team' with a search bar and a list of items: 'Pagina iniziale', 'Blocco appunti per la classe', 'Il lavoro in classe', 'Attività', 'Voti', 'Reflect', 'Insights', 'Canali' (with 'Generale' selected), 'Exams', and 'Lezioni' (with '8 canali nascosti'). The chat area shows a search bar at the top, followed by a header for the 'Generale' channel. The chat history includes:

- A meeting notification: 'Riunione Vergadering in Algemeen terminata: 11sec' with a 'Rispondi' button, dated 'domenica 24 ottobre 2021'.
- A post by 'vittorio cesarotti' on '24/10/2021 19:01' regarding tomorrow's exam, with details: '- The classroom will be visible on the monitor at the entrance of the building' and '- Green pass is mandatory and will be controlled. Who does not have it cannot take the exam'. It includes a 'Vedi più contenuto' link and a 'Rispondi' button, dated 'giovedì 15 settembre 2022'.
- Another meeting notification: 'Riunione "General" kanalındaki toplantı terminata: 18sec' with a 'Rispondi' button, dated 'venerdì 7 ottobre 2022'.
- A post by 'daniele dadi' on '22/10/2021 15:55' announcing a meeting: 'Ha pianificato una riunione'. Below this is a blue banner for 'PM - Lesson 18' on 'venerdì 22 ottobre 2021 @ 16:00', followed by '15 risposte da daniele' and a 'Rispondi' button.

 At the bottom right of the chat area is a blue button labeled 'Nuova conversazione'.

Why Project Management?

- In the current economic landscape:
 - Global competition;
 - Technological innovation;
 - Increasing international regulation

require companies to continuously change in a way that is effective (maximum satisfaction for customers) and efficient (minimal economic impact) to the constant changes required from inside or outside

- So it is important to know how to achieve **specific objectives on schedule and on budget working across business functions and efficiently using business resources** (human, technological and financial) -> **PROJECT MANAGEMENT**

Project

*"A project is a **complex, unique and temporary** endeavour,
aimed at the achievement of a **pre-fixed goal**
through a process of **continuous planning, execution and control**
of different **resources** and with interdependent **constraints**
of time-cost-quality" (ISIPM)*

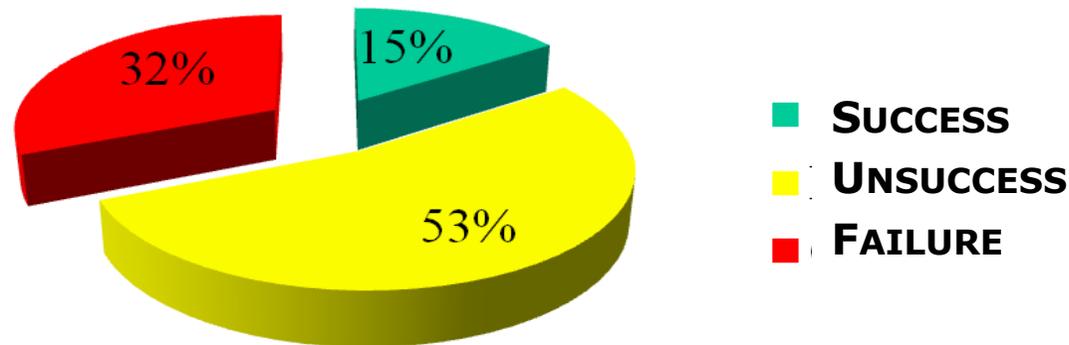


Examples of projects

- Business improvement projects
 - Cost Reduction projects
 - Personal Reorganization projects
 - Deployment of a Quality Management System
 - ...
- New business projects:
 - New market
 - New product launch
- Research projects
 - New product/process development
- Software development project

How good are we at managing projects?

- Standish Group Chaos Report
- 365 interviews – more than 8.000 IT projects



- N.B.: UNSUCCESS = project completed but not on time or not on budget

Success/Unsuccess/Failure Factors

SUCCESS FACTORS

1. User Involvement 15.9%
2. Executive Management Support 13.9%
3. Clear Statement of Requirements 13.0%
4. Proper Planning 9.6%
5. Realistic Expectations 8.2%
6. Smaller Project Milestones 7.7%
7. Competent Staff 7.2%
8. Ownership 5.3%
9. Clear Vision & Objectives 2.9%
10. Hard-Working, Focused Staff 2.4%
- Other 13.9%

UNSUCCESS FACTORS

1. Lack of User Input 12.8%
2. Incomplete Requirements & Specifications 12.3%
3. Changing Requirements & Specifications 11.8%
4. Lack of Executive Support 7.5%
5. Technology Incompetence 7.0%
6. Lack of Resources 6.4%
7. Unrealistic Expectations 5.9%
8. Unclear Objectives 5.3%
9. Unrealistic Time Frames 4.3%
10. New Technology 3.7%
- Other 23.0%

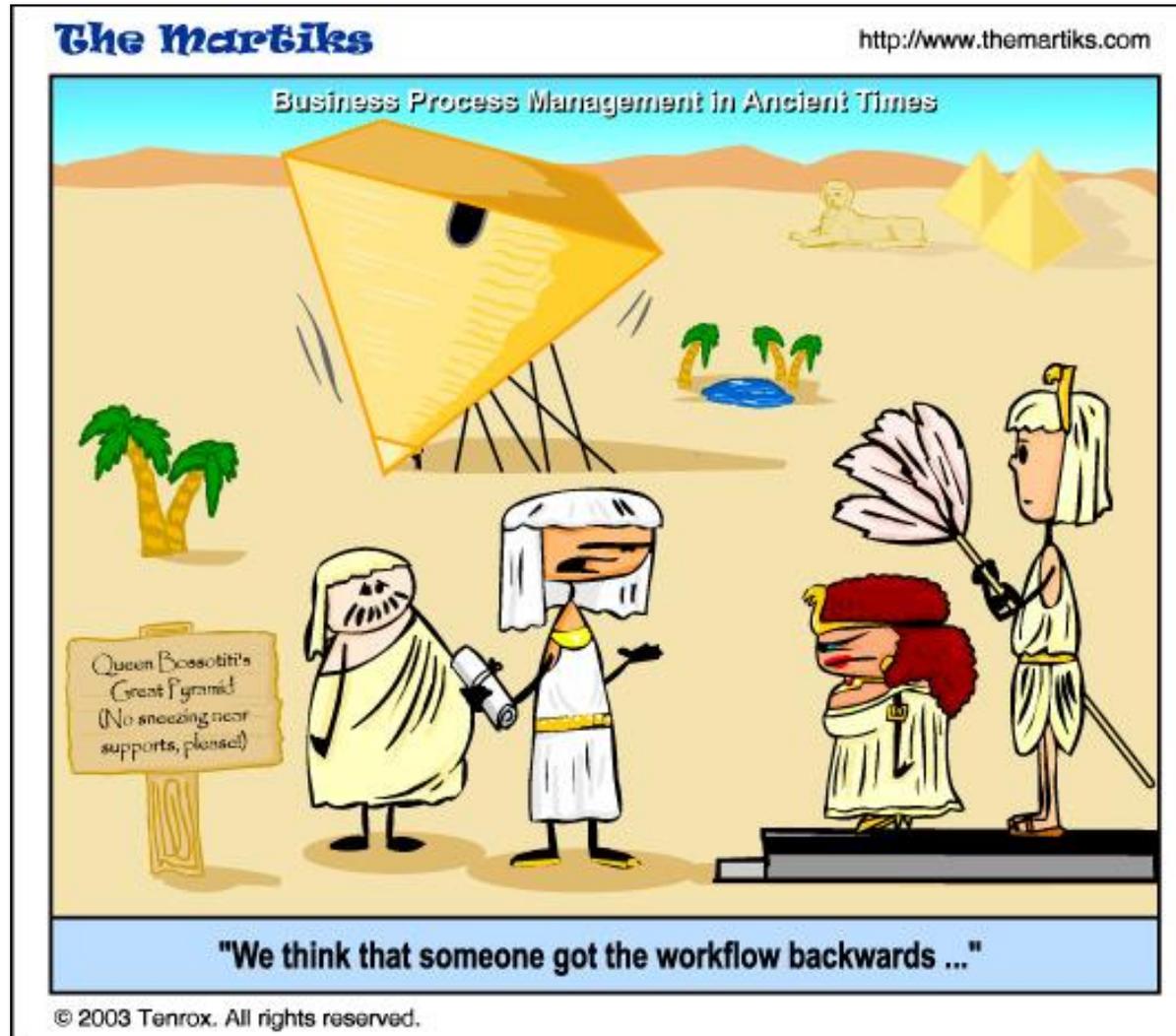
FAILURE FACTORS

1. Incomplete Requirements 13.1%
2. Lack of User Involvement 12.4%
3. Lack of Resources 10.6%
4. Unrealistic Expectations 9.9%
5. Lack of Executive Support 9.3%
6. Changing Requirements & Specifications 8.7%
7. Lack of Planning 8.1%
8. Didn't Need It Any Longer 7.5%
9. Lack of IT Management 6.2%
10. Technology Illiteracy 4.3%
- Other 9.9%

1. The right project doesn't start



2. Lack of clear objectives



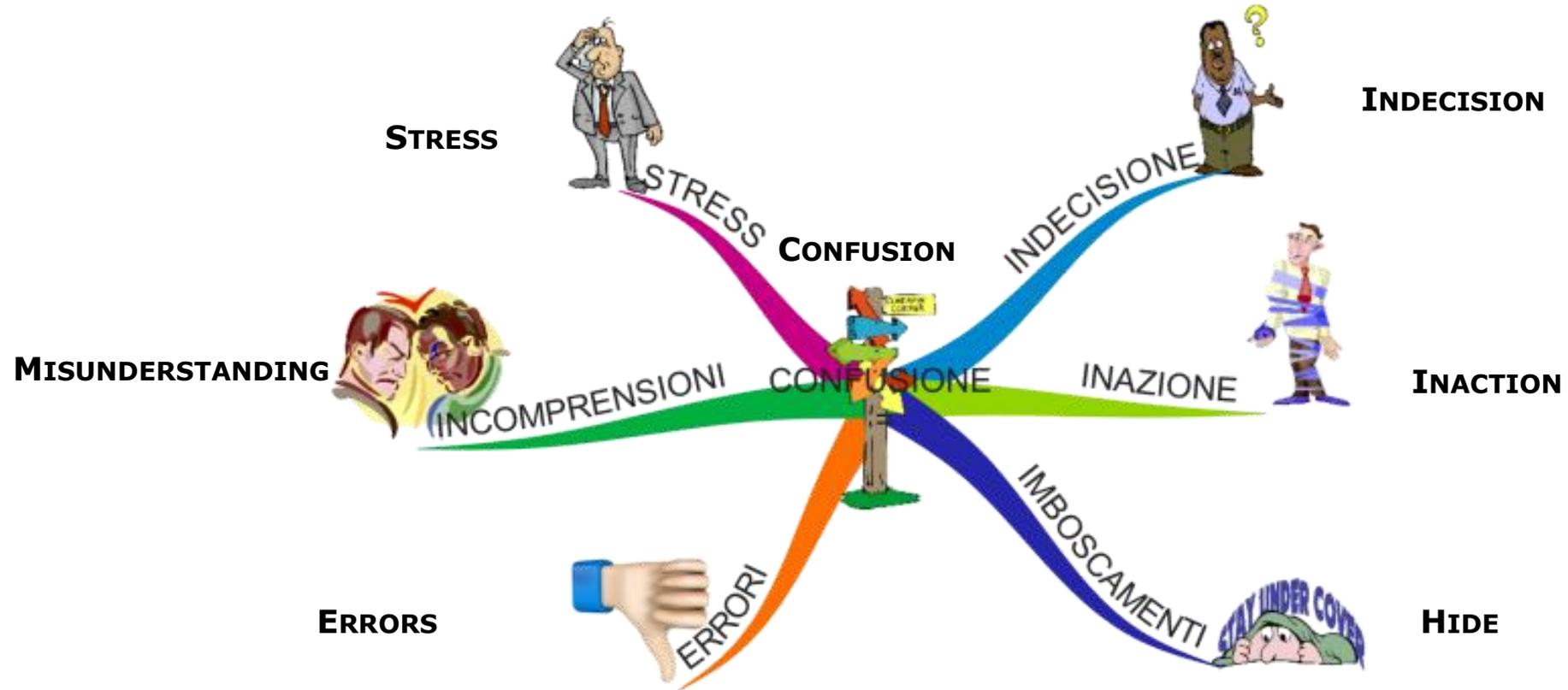
3. Lack of resources (quality/quantity)

© 1996 by Randy Glasbergen. E-mail: randyg@norwich.net
<http://www.norwich.net/~randyg/toon.html>

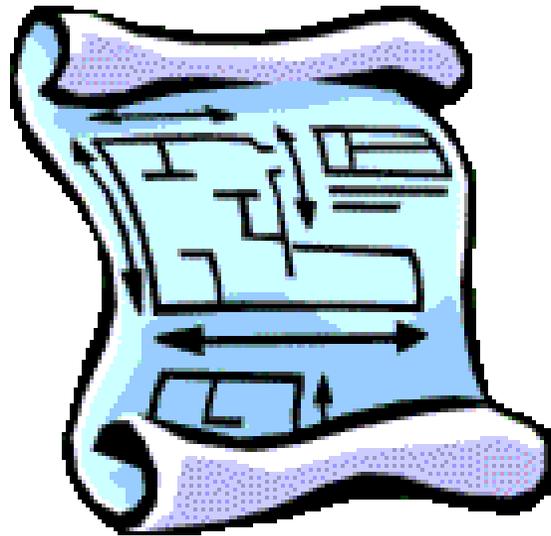


“This project is extremely important, but it has no budget, no guidelines, no support staff and it’s due tomorrow morning. At last, here’s your chance to really impress everyone!”

4. Roles not clearly defined



5. Lack of planning

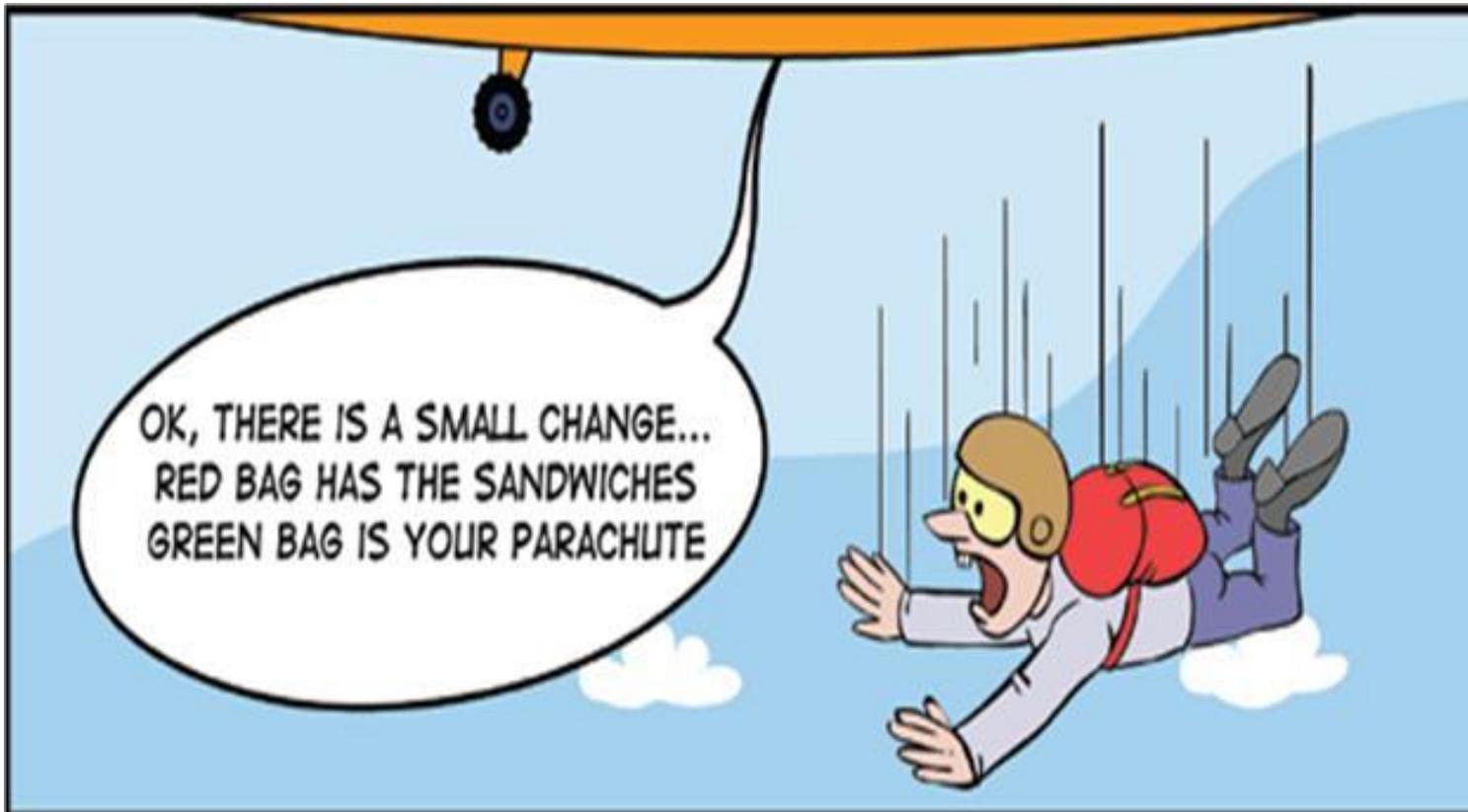


6. Lack of monitoring and control

PROGRESS REPORT



7. Inadequate control of changes



8. Lack of communication



How the customer explained it



How the project leader understood it



How the analyst designed it



How the programmer wrote it



What the beta testers received



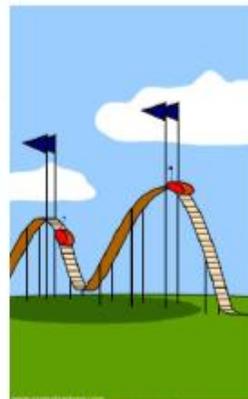
How the business consultant described it



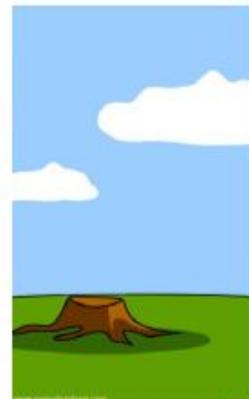
How the project was documented



What operations installed



How the customer was billed



How it was supported

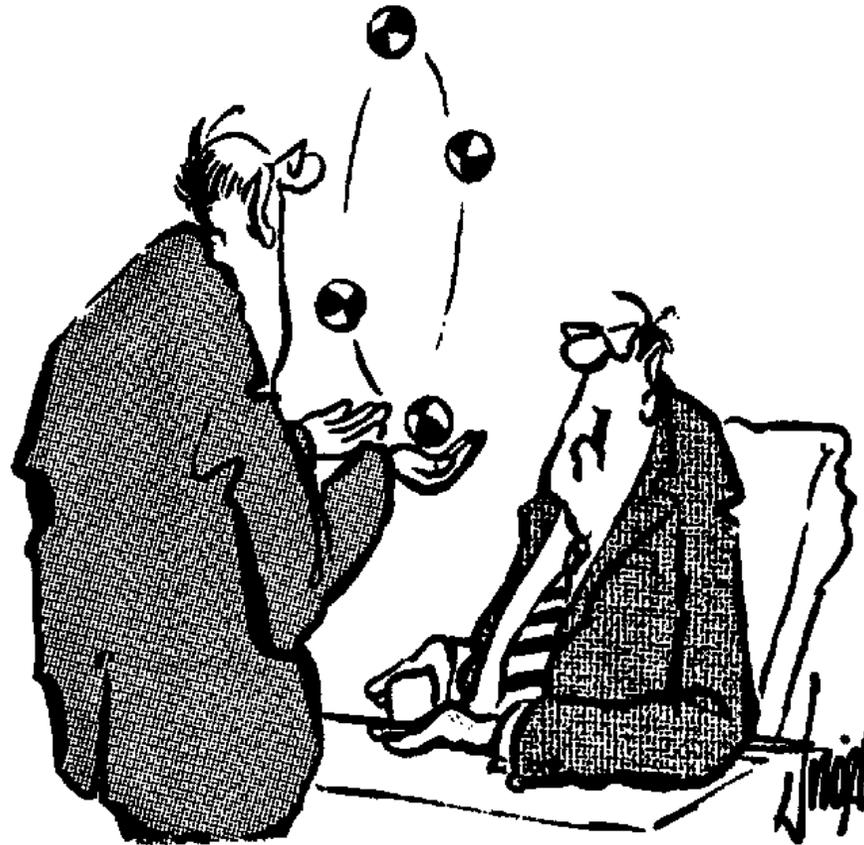


What marketing advertised



What the customer really needed

9. The project manager!!!



"You seem to have the qualifications we are looking for in a project manager."

Project Management

"Project management is the systematic application of knowledge, personal skills, methods, techniques and tools to manage a project, in order to meet the requirements."

(ISIPM)



Project Management Certification

- A Certification (or credential) is an attestation provided by a third party
- Project management certification attests that a person has:
 - Project management knowledge or
 - Project management competency (knowledge + skills + experience)