

Syllabus

Course description

Course title	Project management
Course code	25561
Scientific sector	ECON-07/A (former Secs-P/08)
Degree	Master in Entrepreneurship and Innovation
Semester and academic year	2. semester, a.y. 2025-26
Year	1 st study year
Credits	6
Modular	No

Total lecturing hours	36
Total lab hours	8
Total exercise hours	Not foreseen
Attendance	Recommended, but not required
Prerequisites	Not foreseen
Course page	Course Offering - Enrolled from 2025 / Free University of Bozen-Bolzano

Specific educational objectives	<p>The course refers to the typical educational activities and belongs to the scientific area of Business.</p> <p>This course guides students through fundamental project management concepts and tools needed to successfully launch, lead, and realize benefits from projects in profit and nonprofit organizations. Successful project managers skillfully manage resources, schedules, risks, and scope to achieve a desired outcome. Students will not only become familiar with theoretical tools and frameworks, but will also be encouraged to apply them through practical exercises and in-class discussions. The course includes guest lectures from professionals with direct experience in project management, offering real-world insights and perspectives. The course integrates theoretical lessons with opportunities to apply selected project management concepts in a hands-on way.</p>
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Lecturer	Dott.ssa Francesca Zoccarato francesca.zoccarato@unibz.it
Scientific sector of the lecturer	ECON-07/A (former Secs-P/08)
Teaching language	English
Office hours	please refer to the lecturer's web page (18 hours) Academic Staff / Free University of Bozen-Bolzano (unibz.it)
Lecturing assistant	Not foreseen

Teaching assistant	Not foreseen
List of topics covered	<p>List of covered topics:</p> <ul style="list-style-type: none"> Planning and Scheduling Strategies Project Life Cycle Pricing, Estimating and Budgeting Tools Cost Control and Resource Allocation Stakeholders Engagement Risk Management Time management Management of Innovative Projects and Dealing with Complexity and Uncertainty <p>Detailed description</p> <p>Project Management is a discipline that supports the successful planning, execution, and completion of temporary, goal-oriented initiatives across a variety of sectors (both profit, non-profit and public). It provides the structure and tools needed to manage resources, schedules, risks, and stakeholders effectively.</p> <p>This course introduces students to the fundamental concepts and techniques of Project Management, with a focus on practical application, to successfully plan, launch, lead and realize benefits from projects in different types of organizations. A specific module will be dedicated to the management of innovation-oriented projects, which are often characterized by high uncertainty and complexity.</p>
Teaching format	<p>The course combines frontal lectures, guest lectures from industry experts, and in-class discussions supported by practical examples. In addition, students will take part in small group exercises focused on specific project management topics. These exercises will allow students to apply selected tools and concepts in practice, and will contribute to the final assessment.</p>
Learning outcomes	<p>Knowledge and understanding</p> <ul style="list-style-type: none"> • Know the basic concepts and definitions related to project management • Appreciate and understand the role and importance of strategic projects in different organizational contexts • Understand the unique strategic and managerial challenges associated with project development (especially in innovation-oriented projects) <p>Applying knowledge and understanding</p> <ul style="list-style-type: none"> • Understand and analyze key project management

	<p>processes in an enterprise</p> <ul style="list-style-type: none"> • Critically evaluate key project management challenges and select the appropriate approach • Apply selected techniques to plan, monitor, and communicate project progress <p>Making judgments</p> <ul style="list-style-type: none"> • Make judgements about the distinctive managerial implications of project management on an enterprise • Critically compare and evaluate different project management trajectories • Strategically assess potential benefits and costs associated with project execution <p>Communication skills</p> <ul style="list-style-type: none"> • Develop communication skills for presenting and discussing projects • Ability to communicate and negotiate with people with different professional experiences the project goals and potential outcomes <p>Learning skills</p> <ul style="list-style-type: none"> • Ability to carry out and reflect on strategic projects • Identify and adopt key performance indicators for project assessment • Develop and assess concepts related to project management
Assessment	<p>For attending students: Written and oral exam.</p> <ul style="list-style-type: none"> • Written exam at the end of the course. • In-class oral presentation of short group project works (2–3 mini-projects focused on specific project management topics, that will not be part of the written exam). <p>Non-attending students: Written exam. This exam will include additional critical reflection questions on those topics addressed through the project works by attending students.</p> <p>NOTE 1: Project work is valid for one academic year and cannot be carried over beyond that timeframe.</p> <p>NOTE 2: Students who attend at least 70% of the classes will be regarded as attending students. Non-attending students will be assessed individually through an individual version of the project work and a written exam.</p>
Assessment language	English

Evaluation criteria and criteria for awarding marks	<p>Non-attending Students: 100% Individual Written Exam</p> <p>Attending Students:</p> <p>50% Individual Written exam</p> <p>50% Project work presentations</p> <p>The written exam consists of multiple-choice questions, open questions, review questions or written critical assessments of project management issues. 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.</p> <p>The project works consist of the analysis and discussion of a business case or the application of Project Management Tools. Cases will be assigned by the lecturer and presented during some of the lectures. The presentations are expected to be based on theoretical concepts covered in class and the extant literature and should address the questions, educational goals and learning outcomes attached to each case study. It is relevant for project work: ability to work in a team, creativity, skills in critical thinking, ability to summarize in own words and presentation skills.</p>
Required readings	<p>Project management: achieving competitive advantage, 2007, fifth edition, Jeffrey Pinto, Pearson Education Limited</p> <p>The selection of relevant chapters will be discussed in class.</p> <p>Subject Librarian: David Gebhardi, David.Gebhardi@unibz.it</p>
Supplementary readings	<p>Supplementary readings may be distributed and recommended to the students.</p>