

COURSE OUTLINE

1. GENERAL INFORMATION

SCHOOL	MARITIME AND INDUSTRIAL STUDIES		
DEPARTMENT	INDUSTRIAL MANAGEMENT AND TECHNOLOGY		
LEVEL OF STUDY	POSTGRADUATE		
COURSE UNIT CODE	Δ-ΔIE101	SEMESTER OF STUDY	1 st
COURSE TITLE	PROJECT MANAGEMENT		
INDEPENDENT TEACHING ACTIVITIES <i>in case in which credits are awarded for separate components/parts of the course, e.g. in lectures, laboratory exercises, etc. If credits are awarded for the whole of the course, give the weekly teaching hours and the total credits</i>	WEEKLY TEACHING HOURS	CREDITS	
	3	6	
<i>Add rows if necessary. The organization of teaching and the teaching methods used are described in detail at section 4.</i>			
COURSE TYPE <i>general background, special background, specialized general knowledge, skills development</i>	General background		
PREREQUISITE COURSES:			
LANGUAGE OF INSTRUCTION and EXAMINATION/ASSESSMENT:	Greek & English		
THE COURSE IS OFFERED TO ERASMUS STUDENTS			
COURSE WEBSITE (URL)			

2. LEARNING OUTCOMES

<p>LEARNING OUTCOMES</p> <p><i>The course learning outcomes, specific knowledge, skills and competences of an appropriate (certain) level, which students will acquire upon successful completion of the course, are described in detail. It is necessary to consult:</i></p> <p>APPENDIX A</p> <ul style="list-style-type: none"> • <i>Description of the level of learning outcomes for each qualifications' cycle, according to the European Higher Education Area's Qualification Framework.</i> • <i>Descriptors for Levels 6, 7 & 8 of the European Qualifications Framework for Lifelong Learning and APPENDIX B</i> • <i>Guidelines for writing Learning Outcomes</i> <p>The course deals with the study and practical training of project management through the integrated study of a project from inception to completion. Initially, the knowledge areas, methodologies and approaches for project evaluation and selection among candidate projects are presented, and the necessity to align the project management objectives with the strategy of an organization are highlighted. Then, a step-by-step presentation of an integrated project plan, is presented, which contains the project charter, the analytic documentation of the project scope, the entire time management aspects, the budget development, the staffing plan and the risk response planning. In each of the course sections, specific techniques and global standards are presented, which corroborate the proper project plan development and provide reliable quantitative indices to support monitoring of the physical and financial progress of a project. In parallel to theoretical sections, a typical project is progressively modeled and examined using MS Project 2013 or 2016. The acquaintance with this software enables students to profit of their knowledge in the job market. The entirety of the course is strongly oriented towards practical application and is thus enriched with pragmatic case studies and representative examples from the Greek and international projects reality.</p> <p>The course objectives are:</p> <ul style="list-style-type: none"> • Learning the basic concepts, methodologies and techniques of modern project management • Understanding the necessity of aligning project management with the strategy, values and targets of an organization as well as the feeling of the multidimensional impact that projects have on the context they are executed in
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- Developing the perception and critical thought for projects that have been or about to be executed and acquiring coherent evaluation criteria for these projects
- Getting acquainted with the most widely spread and globally accepted techniques and standards that facilitate project management and formulate a common international language of communication in these subjects
- Presenting the methodological framework for selecting, developing, executing and monitoring projects and learning one of the most popular project management software
- Encouraging further reading and investigation of this interdisciplinary subject and developing the motivation for professional involvement

General Competences

Taking into consideration the general competences that students/graduates must acquire (as those are described in the Diploma Supplement and are mentioned below), at which of the following does the course attendance aims

Search for, analysis and synthesis of data and information, by the use of technologies that are necessary according the case

Adapting to new situations

Decision-making

Independent work

Team work

Working in an international environment

Working in an interdisciplinary environment

Introduction of innovative research

Project planning and management

Respect for difference and multiculturalism

Environmental awareness

Social, professional and ethical responsibility and sensitivity to gender issues

Critical consciousness, criticism and self-criticism

Development of free, creative and inductive thinking

The general competences that the student should have acquired and that the course is aimed at are:

- *Search for, analysis and synthesis of data and information, by the use of technologies that are necessary according the case*
- *Adapting to new situations*
- *Decision-making*
- *Independent work*
- *Team work*
- *Working in an international environment*
- *Working in an interdisciplinary environment*
- *Introduction of innovative research*
- *Project planning and management*
- *Respect for difference and multiculturalism*
- *Environmental awareness*
- *Social, professional and ethical responsibility and sensitivity to gender issues*
- *Critical consciousness, criticism and self-criticism*
- *Development of free, creative and inductive thinking*

3. COURSE CONTENT

The course deals with the study and practical training of project management through the integrated study of a project from inception to completion. Initially, the knowledge areas, methodologies and approaches for project evaluation and selection among candidate projects are presented, and the necessity to align the project management objectives with the strategy of an organization are highlighted. Then, a step-by-step presentation of an integrated project plan, is presented, which contains the project charter, the analytic documentation of the project scope, the entire time management aspects, the budget development, the staffing plan and the risk response planning. In each of the course sections, specific techniques and global standards are presented, which corroborate the proper project plan development and provide reliable quantitative indices to support monitoring of the physical and financial progress of a project. In parallel to theoretical sections, a typical project is progressively modeled and examined using MS Project 2013 or 2016. The acquaintance with this software enables students to profit of their knowledge in the job market. The entirety of the course is strongly oriented towards practical application and is thus enriched with pragmatic case studies and representative examples from the Greek and international projects reality.

The course covers the complete perspective of modern Project Management from conception to completion and runs through all knowledge areas. Special emphasis is given to scope, time, cost and risk management, as well as to the globally established techniques of physical and cost tracking. Additionally, the course combines theoretical concepts with some practical training using the MS Project Software.

A combination of teaching and learning methods is employed, aiming to the active participation of the students and the practical application of concepts taught, such as, lectures using audio-visual equipment, analysis and discussion of scientific texts and real-life cases. Moreover, students are called to carry out a group project.

The tentative course schedule is given below:

Session	Week	Knowledge Areas & Assignments
1,2	1	Introduction– Outline – Structure – Grading system – Educational goals Basic Concepts & Definitions: Projects, project lifecycle(s) and types, project management, project manager, objectives, key challenges, program, portfolio, stakeholders. Project & product scope, organizational environment, PM knowledge areas.
3	2	Projects Selection Methodology: projects identification & screening. Projects appraisal aspects, financial appraisal (payback, ROI, NPV, ROI) and examples.
4	3	Project Integration Management: Overview, developing the project charter, developing the PM plan, directing and managing project work, managing the project knowledge, monitoring & controlling project work, performing integrated change control, closing a project or phase, summary
	3	Case Study – Group Project: Team formation, presentation of the case study, group-work to develop the project charter.
5	4	Project Stakeholder Management: Introduction, stakeholders’ identification, planning, managing & monitoring stakeholder engagement, summary, examples of stakeholder identification (power/ influence matrix, salience model, stakeholder register).
	5	Case Study – Assignment #1: Group-work to develop and finalize the project charter, business game on presenting the project charter to different stakeholder types, discussion and findings. Group-work to develop stakeholder register, power/influence diagram, presentations, business game, discussion and findings.
6	6	Project Scope Management: Planning the scope management, collecting requirements, defining the scope, creating the WBS, validating the scope, controlling the scope, summary, examples of practice on the WBS.
7	7	Project Time Management: Study and organization of activities, estimation of activity duration & cost, estimation types and techniques, cost-duration curve.
	8	Project Time Management: Development of project network, dependencies, constraints, network types (AON, AOA), scheduling & critical path method (CPM), examples and problem solving.
	8	MS Project Demonstration
8	9	Project Cost Management: Introduction, planning the cost management, estimating costs, developing the budget, controlling the costs, examples.
	9	Case Study - Assignment #2: Group-work to develop and present schedule using MS Project and WBS from Project Assignment #1.
9	10	Earned Value Management: Parameters, indices, applications.

4. TEACHING METHODS - ASSESSMENT

<p>TEACHING MODE <i>Face-to-face, in-class lecturing, on distance teaching and distance learning etc.</i></p>	<p>Weekly lectures using instructor presentations and use of the MS Project software in PCs. At the end of each session, a discussion and overview is performed. The course also contains various case study presentations.</p>															
<p>USE OF INFORMATION AND COMMUNICATION TECHNOLOGY <i>Use of ICT in Teaching, Laboratory Education, Communication with students</i></p>	<p>Teaching: Lectures with audiovisual media, support of the learning process through the eclass platform. Laboratory Education: Use of MS Project Communication with students: Face-to-face at office hours, email, eclass</p>															
<p>COURSE DESIGN <i>Description of teaching techniques, practices and methods: Lectures, seminars, laboratory practice, fieldwork, study and analysis of bibliography, tutorials, clinical practice, Art Workshop, Interactive teaching, Educational visits, project, Essay writing, Artistic creativity, etc. The study hours for each learning activity as well as the hours of non- directed study are given according to the principles of the ECTS</i></p>	<table border="1"> <thead> <tr> <th><i>Activity / Method</i></th> <th><i>Semester Workload</i></th> </tr> </thead> <tbody> <tr> <td>Lectures</td> <td>30</td> </tr> <tr> <td>Team Project</td> <td>45</td> </tr> <tr> <td>Self-study of lecture material</td> <td>70</td> </tr> <tr> <td>Exams (written)</td> <td>3</td> </tr> <tr> <td>Counselling</td> <td>2</td> </tr> <tr> <td>Course Total</td> <td>150</td> </tr> </tbody> </table>		<i>Activity / Method</i>	<i>Semester Workload</i>	Lectures	30	Team Project	45	Self-study of lecture material	70	Exams (written)	3	Counselling	2	Course Total	150
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<p>STUDENT PERFORMANCE EVALUATION/ASSESSMENT METHODS <i>Detailed description of the evaluation procedures: Language of evaluation, assessment methods, formative or summative (conclusive), multiple choice questionnaires, short- answer questions, open-ended questions, problem solving, written work, Essay/report, oral exam, public presentation, laboratory work, art interpretation, other.....etc</i></p> <p><i>Evaluation criteria are specifically defined and given as well as if and where they are reported and accessible to students.</i></p>	<p>Language of exams: Greek</p> <p>Assessment Methods: The final grade of the course is as follows:</p> <ul style="list-style-type: none"> • Team project (25%) • Final exam with approximately one hundred multiple-choice questions (65%) • Class participation during lectures (10%) <p>In case of failure, in the September re-sits, the grade of the course is formed based on the above scale.</p> <p>The evaluation of students with special learning difficulties in writing and reading (as certified and qualified by a competent institution) is performed according to the relevant procedure decided by the Department Assembly.</p> <p>The project topic is presented within the first four weeks of classes. Teams are composed of 4-5 students. The project is carried out within a 48-hour (continuous) frame and is evaluated through the presentation of individual deliverables.</p> <p>The evaluation criteria are posted on eclass at the beginning of the semester. The course material, along with articles, audiovisual material, useful information, case studies and exercises, are posted on the eclass platform throughout the semester.</p> <p>Notification of the Assessment Criteria: The evaluation criteria are made known during the first lecture and are clearly stated on the course website and/or eclass. Students have the opportunity to receive explanations about the grade they received.</p>															

5. SUGGESTED BIBLIOGRAPHY

<p>- Recommended literature (available at the Library of the University of Piraeus)</p> <ul style="list-style-type: none"> • Βιβλίο [59382628]: Διοίκηση Έργων, 11η Έκδοση, Kerzner H., Κατσαβούνης Σ. (επιμ.) • Βιβλίο [41955477]: Διαχείριση Έργου, Burke R. • «Διοίκηση Έργων – Μία Διοικητική Προσέγγιση» των MEREDITH R. JACK, MANTEL J. SAMUEL. JR, SHAFER M. SCOT

Scientific and technical articles, audiovisual material and links to quick videos, videos and instructor transparencies will be provided. The entirety of the teaching material, along with the solutions of the lab exercises and the mock tests will be posted in the course web site.