



## PRESENTACIÓN

**Breve descripción:** IPM course aims to provide the necessary training to manage projects using teamwork and a current business approach. Course contents are based on the essential concepts of project management from the origin (identification, definition, planning, execution, monitoring, and closure).

- **Titulación:** International Relations
- **Módulo/Materia:** Ámbitos geográficos y sectoriales de las relaciones internacionales, Gestión de bienes públicos globales
- **ECTS:** 3
- **Curso, semestre:** 4th year, 2nd semester
- **Carácter:** Mandatory
- **Profesorado:** Juan Francisco Carías (jfcarias@unav.es)
- **Idioma:** English
- **Aula, Horario:** [Schedule and classroom](#)

## RESULTADOS DE APRENDIZAJE (Competencias)

According to the Official Memory presented to the ANECA the competences for his course are:

CB2	Que los estudiantes sepan aplicar sus conocimientos a su trabajo o vocación de una forma profesional y posean las competencias que suelen demostrarse por medio de la elaboración y defensa de argumentos y la resolución de problemas dentro de su área de estudio
CB3	Que los estudiantes tengan la capacidad de reunir e interpretar datos relevantes (normalmente dentro de su área de estudio) para emitir juicios que incluyan una reflexión sobre temas relevantes de índole social, científica o ética
CB4	Que los estudiantes puedan transmitir información, ideas, problemas y soluciones a un público tanto especializado como no especializado
CG01	Analizar, valorar y razonar las diferentes situaciones internacionales a la luz de los conocimientos adquiridos.
CG03	Redactar e interpretar textos jurídicos, especialmente en el ámbito del Derecho internacional público.



CG05	Saber expresarse oralmente de manera correcta y adecuada sobre temas internacionales.
CG08	Manejar con destreza las nuevas tecnologías de la información y comunicación aplicándolas a las relaciones internacionales.
CE01	Conocer los conceptos y técnicas aplicadas al análisis de los actores y relaciones internacionales.
CE08	Conocer y comprender la situación política, social, económica y geoestratégica de cada una de las regiones a nivel internacional (Asia, América, África, Europa).
CE17	Analizar los problemas jurídicos y sociales que se derivan de las relaciones internacionales en todos los ámbitos con base en el conocimiento adecuado de los principios y normas de Derecho internacional.

## PROGRAMA

### Introduction

- What is a project?
- What is project management?
- What are the phases of a project?

### Identification

- Autoanalysis
- Stakeholder analysis
- Quantitative analysis
- Frame of reference
- Problems analysis
- Objectives tree
- Action definition
- Strategy definition

### Definition

- Objectives definition
- Team definition
- Initial planning definition
- Budget definition



# Universidad de Navarra

- Special needs definition

## Planning

- Work Breakdown Structure
- Dependencies
- Early start Gantt chart
- Critical path identification
- Slack calculation
- Resource balancing
- Follow-up planning
- Closure planning

## Execution

- Risk management
- Waterfall method
- Agile methodologies

## Monitoring and Control

- Earned Value
- Planned Value
- Actual Cost
- Schedule Variance
- Schedule Performance Index
- Cost Variance
- Cost Performance Index

## ACTIVIDADES FORMATIVAS

### Classroom teaching activities

Students are expected to have a participative attitude and read the material given by the Professor before each class.

It is necessary for the correct development of the course that the Students form working groups to put in practice the concepts explained in class.

Lectures: given by the Professor on the aspects indicated in the subject program, with the help of power point presentations and videos. All material will be available for the Students posted on ADI.

Practice: We will develop in class some examples to help understand the practical aspect of some of the most important concepts explained.

Questions and doubts: Each student or team may have personal meetings with the Professor if needed.

### Personal work

Work in group: Students will have to form groups or teams to develop a project. Students will have to apply all the concepts explained in class and be creative and entrepreneurial but also self-sufficient.

Hour distribution of the activity:

-Lectures and practices in class: 25 h

-Personal work and work in group: 45 h

-Evaluation: 2h



Universidad  
de Navarra

-Question and answer sessions: 3 h

## EVALUACIÓN

### CONVOCATORIA ORDINARIA

In order to pass the class, there will be some work to do individually and some in groups.

The final grade obtained by the student will result from the evaluation of the following points:

Continuous Evaluation (80%):

- 10% class participation (evaluated through the attendance and participation)
- 30% resolution of practical cases (Evaluated through the intermediate deliveries)
- 40% Final delivery of the project (25% written report and 15% final presentation) (part of the final evaluation)

Exams (20%):

- 20% Final exam (part of the final evaluation)

In order to pass the class both, the continuous evaluation and the exams, must be passed individually (the student must have at least a 5 on the average of the continuous evaluation AND at least a 5 in the final exam). In case this condition is not met, the final grade will be a 4/10 and the student will have to take at least the failed part in the extraordinary call (convocatoria extraordinaria).

### CONVOCATORIA EXTRAORDINARIA

- Continuous evaluation (80%): The student will have to present a project, equivalent to the one in the ordinary call. If this part was passed in the ordinary call, the student has the option to save their grade for this call.
- Exam (20%): The student will have to take a final exam equivalent to the one in the ordinary call. If this part was passed in the ordinary call, the student will have the option to save their grade for this call.

## HORARIOS DE ATENCIÓN

Juan Francisco Carías, PhD. ([jfcarias@unav.es](mailto:jfcarias@unav.es))

[Appointments Calendar](#)

## BIBLIOGRAFÍA

### BIBLIOGRAFÍA BÁSICA

Kerzner, H. (2009). Project Management: A systems approach to planning, scheduling, and controlling. 4<sup>th</sup> Edition. John Wiley and Sons. [Localízalo en la Biblioteca](#)

Kerzner, H. (2011). Project management, metrics, KPIs, and Dashboards. A guide to measuring and monitoring project performance. John Wiley and Sons. [Localízalo en la Biblioteca \(Ed. 2023\)](#).



## BIBLIOGRAFÍA COMPLEMENTARIA

Guías HBR. Gestión de proyectos. Motiva a tu equipo, controla los objetivos y obtén resultados. Harvard Business Review Press. [Localízalo en la Biblioteca \(Ed. 2019\)](#)

Morris, P.W.G. (1997). The management of projects. 1<sup>st</sup> Edition. Thomas Telford.

De Heredia, R. (1999). Dirección Integrada de Proyectos. 3<sup>a</sup> Edición. Publicaciones ETS de Ingenieros Industriales de Madrid. [Localízalo en la Biblioteca](#)

Cleland, D. y Ireland, L. (2006). Project management: strategic design and implementation. 5<sup>th</sup> Edition. McGraw-Hill.

Serer, M. (2006). Gestión Integrada de proyectos. 2th Edición. Ediciones UPC.

Snyder, C. (2013). A user's manual to the PMBOK Guide. 5<sup>th</sup> Edition. John Wiley and Sons. [Localízalo en la Biblioteca](#)

Klastorin, T. (2010). Gestión de proyectos. Profit Editorial. [Localízalo en la Biblioteca](#)

Guerra, L., Coronel, A., Martínez, L. y Llorente, A. (2009). Gestión integral de proyectos. FC Editorial.

Cleland, D. y King, W. (1987). Systems analysis and Project management. 3<sup>rd</sup> Edition. McGraw-Hill Series in Management.

Davidson, J. (1995). Managing projects in organizations. Jossey-Bass Publishers. [Localízalo en la Biblioteca](#)

Echeverría, D. (2011). Manual para project managers: cómo gestionar proyectos con éxito. Wolkers Kluwer. [Localízalo en la Biblioteca](#)

Nicholas, J.M. (2004). Project management for business and engineering. Principles and practice. 2<sup>nd</sup> Edition. Elsevier Butterworth Heinemann. [Localízalo en la Biblioteca](#)

Gido, J. y Clements, J.P. (2012). Administración exitosa de proyectos. 5<sup>a</sup> Edición. Cengage Learning Editores. [Localízalo en la Biblioteca](#)

Caamaño, J.E. (2012). Project management práctico: técnicas, herramientas y conocimientos. Publicaciones Vértice.

Mootee, I. (2014). Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School. John Wiley and Sons. [Localízalo en la Biblioteca](#)

Nicholas, M. y Ahlstrom, P. (2012) This is Lean: Resolving the Efficiency Paradox. Rheological Publishing. [Localízalo en la Biblioteca](#)

Ries, E. (2011). The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Crown Publishing Group.

*The standard for project management and a guide to the project management body of knowledge (PMBOK guide)* (7th ed.). (2021). Project Management Institute. [Localízalo en la biblioteca](#)