Universidad de Navarra

Project Management (MIDI)

Guía docente 2026-27

INTRODUCTION

Project Management is a dynamic and increasingly strategic discipline applied across most industries to deliver value in complex and evolving environments. Through the use of standardized and adaptive methodologies, Project Managers align project outcomes with organizational objectives while leading teams toward common goals.

The role of the Project Manager is to enable successful project delivery by balancing the key constraints of time, cost, and scope, while actively managing quality and risk and maintaining a strong focus on value creation and stakeholder satisfaction. Modern project management increasingly relies on data driven insight, continuous monitoring, and informed decision making to navigate complexity and uncertainty.

This course applies the fundamental principles of Project Management to the specific context of clinical research projects, integrating both theoretical foundations and practical application. Particular emphasis is placed on the regulatory, ethical, and operational characteristics of the Clinical Research environment, enabling students to develop competencies directly applicable to real world clinical studies and to projects across the research, development, and innovation lifecycle of new drugs.

Project Management is a critical factor in organizational success, and advancements in digital technologies (lately particularly Artificial Intelligence) are reshaping how projects are planned, monitored, and delivered. AI#enabled tools support improved forecasting, risk identification, resource planning, and automation of administrative activities. By augmenting analytical and operational capabilities, these tools allow project managers to focus more effectively on leadership, collaboration, and strategic decision making within complex research environments.

Degree: Master´s Degree in Drug Research, Development and Innovation.

Course: Project Management

Module 3: Innovation and management in the pharmaceutical industry

Course Area: Research Management

Type of course: Core

ECTS: 1 ECTS (25 hours)

Language: English

Lecturer: D. Juan J. Costales, Senior Director, Project Delivery

Company: Syneos Health

Schedule and location : CALENDAR

LEARNING OUTCOMES (Competencies)

CB7. Que los estudiantes sepan aplicar los conocimientos adquiridos y su capacidad de resolución de problemas en entornos nuevos o poco conocidos dentro de contextos más amplios (o multidisciplinares) relacionados con su área de estudio.

CB8. Que los estudiantes sean capaces de integrar conocimientos y enfrentarse a la complejidad de formular juicios a partir de una información que, siendo incompleta o limitada, incluya

reflexiones sobre las responsabilidades sociales y éticas vinculadas a la aplicación de sus conocimientos y juicios.

CB9. Que los estudiantes sepan comunicar sus conclusiones y los conocimientos y razones últimas que las sustentan a públicos especializados y no especializados de un modo claro y sin ambigüedades.

CB10. Que los estudiantes posean las habilidades de aprendizaje que les permitan continuar estudiando de un modo que habrá de ser en gran medida autodirigido o autónomo.

CG1. Desarrollar capacidad de liderazgo, creatividad, iniciativa y espíritu emprendedor en el ámbito de la empresa farmacéutica y afines.

CG2. Trabajar formando parte de equipos multidisciplinares y colaborar con otros profesionales del área.

CE5. Analizar los protocolos de actuación que permiten afrontar los proyectos y la dirección de la empresa desde una posición ética y deontológicamente responsable

PROGRAM

Day 1

09:00h-11:30h	**Introduction of attendees** **1. Introduction to Project Management** **2. Methodology of Project Management**
11:30h-11:45h	**Break**
11:45h-13:00h	**3. The Process Groups** **4. Project Integration Management**
13:00h-14:00h	**Lunch Break**
14:00h-15:30h	**5. Project Scope Management** **6. Project Time Management**
15:30h-15:45h	**Break**
15:45h-17:00h	**Practical exercises**

Day 2

09:00h-11:00h	**7. Project Cost Management** **8. Project Quality Management**
11:00h-11:30h	**Break**
11:30h-13:00h	**9. Human Resources Management** **10. Project Communications Management** **11. Project Risk Management** **12. Project Management in Social Media**
13:00h-14:00h	**Questions & Answers** **Appendix: Projects of Future Medicine** **Adjourn**

TRAINING ACTIVITIES

(1 ECTS x 25 = 25 h.)

- **Face-to-face Theoretical-practical sessions (10 hours - 0.4 ECTS):** The subject has been organized as a set of face-to-face master classes and case reviews. Student participation during classes is strongly encouraged. Attendance is mandatory.
- **Appendix Future medicine projects (1 hours - 0.04 ECTS).**
- **Personal study (10 hours - 0.4 ECTS).**
- **Test (2 hours - 0.08 ECTS).**
- **Tutorship (2 hour - 0.08 ECTS).**

ASSESSMENT

ORDINARY EXAMINATION

Attendance to all sessions is mandatory.

The final grade will be based on the following:

- Attendance to the theoretical-practical sessions (30%).
- Active participation in the theoretical-practical sessions (10%).
- Test (60%).

In the event that due to reasons of force majeure, correspondingly documented (for example, a medical problem or appointment), a student cannot attend the theoretical-practical classes, the entire grade will correspond to the exam.

RE-SIT EXAMINATION

- Students who do not pass in the ordinary exam (minimum score of 5 out of 10), must re-sit an exam with the same characteristics previously mentioned in the ordinary exam.

Special Needs

Students with special educational needs must contact the Faculty/School's Study Coordination Office in advance to obtain authorization for accommodations (for example, more time for exams). This authorization must be sent by the student to the professor. It is recommended that this be done at the beginning of the semester.

ATTENTION

Please note that any attempt at fraud, copying, plagiarism, or other irregular behavior constitutes a serious infraction, as defined in Title IV "Rules of Academic Discipline for Students" within the System of Rules on Coexistence at the University of Navarra (Rules on Coexistence UNAV).

OFFICE HOURS

Prof. Juan J. Costales

Office: **Syneos Health**

Please make an appointment previously by e-mail to jjcostalesr@gmail.com

BIBLIOGRAPHY & RESOURCES

Books

Find these books in the Library

- A Guide to the Project Management Body of Knowledge (PMBOK Guide); Project Management Institute; 5th edition (01 January 2013) Localízalo en la Biblioteca

- PMP Exam Preparation, Seventh Edition: Rita's Course in a Book for Passing the PMP Exam; Rita Mulcahy; Rmc Pubns Inc; Edición: 7 Pap/Cdr (01 July 2011) Localízalo en la Biblioteca

- Project Management; Dennis Lock, Gower Publishing Ltd; Edición: 10th New edition (11 April 2013). Localízalo en la Biblioteca

Web links

- PMI - the World's Leading Professional Association for Project Management: http://www.pmi.org/
- PERT: http://en.wikipedia.org/wiki/Program_Evaluation_and_Review_Technique
- Project Management: https://en.wikipedia.org/wiki/Project_management
- Managing clinical trials: http://www.trialsjournal.com/content/11/1/78
- PMBOK 8th Ed. English Project Management Body of Knowledge Guide (PMBOK Guide