



## Syllabus of Module

# 1. Project Management

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### Module Annotation

In the 21st century, the term project became a common part of the dictionaries of managers and employees of public and private sector organisations. We hear the word “project” very often, not only in workplaces, but also in the media. Children who deal with school projects also talk about projects.

But what is a project, how to understand it? This is a unique sequence of activities (a unique process) implemented to achieve a given goal (the creation of a final product) in a given time, determined costs and resources. The reason for the implementation of the project is to achieve the expected benefit (overarching goal), which will occur in the future.

The project is managed and implemented through project management. The project is therefore subject to project management and its aim is to achieve the success of the project. Success is determined by the criteria of success, which are formulated in the project assignment, its expected contribution to the organisation of the implementer and the customer. Success is also assessed from the point of view of the project team, the stakeholders who participated in the implementation of the project and the stakeholders who were affected by the implementation or output of the project. The evaluation itself in terms of the final product, which is delivered in time at the agreed price and in the required quality, is insufficient. If the expected contribution is not achieved and the stakeholders (involved or only affected by the implementation/output) express their dissatisfaction, the project was not successful. Project management is an approach that has the ability to meet success criteria by respecting tools and techniques. Currently, project management is

implemented with a waterfall approach (the end product of the project and its limitations are obvious) or an agile approach used mainly in IT programming (the final product is not fully obvious). There are also projects where both project management approaches are used.

The foundations of project management are formulated in the project management standards. The best known project management standards are formulated by Project Management Institute (PMI), International Project Management Association (IPMA) and AXELOS. PMI is a company that in the 1980s followed the first standards formulated by the US Department of Defense and NASA. The company currently standardises project management (PMBok Guide), program management, portfolios including standards of tools and techniques (e.g. Work Breakdown Structure, Earn Value Management, etc.). IPMA focuses on the standardisation of the competencies of project managers, programme and portfolio managers (IPMA Competence Baseline). AXELOS first emphasised the PRINCE2 project management methodology (previously PROMT II – the methodology was based on the PMBoK Guide), which is currently presented as standard.

The project goes through the stages of preparation, implementation and completion. The aim of the project preparation is to find and formulate the project assignment (business case formulation). The preparation of the project is carried out from the level of the project portfolio or program under the leadership of the portfolio/program manager (it is possible to be represented by the organisation's management). In particular, the methods of internal and external analysis, SWOT analysis, the approach according to the Logical Framework, Logical Framework Matrix and other methods (e.g. risk identification, risk analysis, SMARTer) are used in the search and formulation of the project assignment.

The aim of the project implementation is the successful achievement of its goal (the creation of the final product). The implementation of the project includes the life cycle – commencement, planning, implementation and completion. In the case of complex projects, this life cycle will take place at every stage of the project implementation. The entry into the project start is the formulated project assignment (business case) and the appointment of the project manager, the project owner and the project sponsor.

The completion of the project is carried out from the organisation's portfolio, program or management and forms feedback (adoption of a decision to change, which is incorporated into the organisation's project management methodology). Completion of the project also includes monitoring of the achievement of the expected benefit and evaluation of the success of the project.

Why is it appropriate to use project management to manage and implement projects? In order to spend the money efficiently and generate a corresponding profit. This requires the optimal use of organisational resources, maintaining and optimizing processes in the organisation as well as in relation to customers and suppliers. i.e. to build a successful organisation through project management.

## Module Objective

To provide students with the theoretical and practical foundations of project management as one of the approaches of organisational management through projects, project programs and the project portfolio. Students will learn the stages of development of finding and defining the project from the level of the project portfolio and program, including the life cycle of the project and its management from the level of the project manager in accordance with the current theoretical and practical knowledge of the public and private sectors.

## Literature

1. DOLEŽAL, J., MÁČHAL, P., LACKO, B. et al. Projektový management podle IMPA. 2., aktual. a dopl. vyd. Prague: Grada Publishing, a.s., 2012. ISBN 978-80-247-4275-5.
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3. THE WORLD BANK. The Logframe Handbook – A Logical Framework Approach to Project Cycle management. [online]. [cit. 1/30/2021]. Available from <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/783001468134383368/the-logframe-handbook-a-logical-framework-approach-to-project-cycle-management>

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