

## SYLLABI

<b>Basic data of the subject</b>	
<b>Academic unit</b>	<b>Faculty of Management</b>
<b>Program</b>	<b>Business Management and Entrepreneurship</b>
<b>Subject</b>	<b>Project management</b>
<b>Level</b>	<b>Bachelor</b>
<b>Course status</b>	<b>Obligatory</b>
<b>Year of studies</b>	<b>III</b>
<b>Semester</b>	<b>VI</b>
<b>Number of hours per week</b>	<b>3</b>
<b>Value of credits - ECTS</b>	<b>5</b>
<b>Time/ Location</b>	<b>UASF</b>
<b>Course lecturer</b>	
<b>Contact details</b>	
<b>Course description</b>	<p>The course "<b>Project Management</b>" offers a comprehensive introduction to the principles, processes, and practices of project management, with a particular focus on planning, implementation, and monitoring of projects within an organizational context. Students will learn how to define project objectives, develop project plans, manage resources and risks, and monitor and evaluate project progress to ensure its success. The course combines theory with best practices and includes practical exercises, case analyses, and the use of contemporary project management software (such as MS Project, etc.), preparing students for real-world challenges in the labor market.</p>
<b>Course objectives</b>	<p>Providing basic knowledge for project management, the student acquires sufficient skills to manage various projects in the industry, during the concept development phase, then on the project selection criteria, project organization, implementation phase, phase of control and completion of the project.</p>
<b>Expected learning outcomes</b>	<p><b>After completing this course, the student will be able to:</b></p> <ol style="list-style-type: none"> <li>1. Gain knowledge of project management in enterprises (<b>0.7 ECTS</b>);</li> <li>2. Explain the concepts and main phases of the project management cycle (<b>0.7 ECTS</b>);</li> <li>3. Apply tools and techniques for planning, monitoring and evaluating projects (<b>1 ECTS</b>);</li> <li>4. Make the (team) selection of the most suitable project for the enterprise (<b>0.6 ECTS</b>);</li> <li>5. Possess an initial vision for creating the idea for the project in the enterprise (<b>0.6 ECTS</b>);</li> <li>6. Identify digital platforms and tools that can improve project efficiency (<b>0.6 ECTS</b>);</li> <li>7. Analyze ways in which AI can automate different phases of the project life cycle (planning, risk, monitoring, etc.)</li> </ol> <p>Apply tools and techniques for</p>

	planning, monitoring and evaluating projects ( <b>0.8 ECTS</b> );		
<b>Contribution to the student load (which must correspond with learning outcomes)</b>			
Activity	Hours	Days/Weeks	Total
<b>Lectures</b>	2	15	30
<b>Theoretical exercises / laboratory</b>	1	15	15
<b>Internship</b>			
<b>Contacts with teacher / consultations</b>	1	5	5
<b>Field exercises</b>	5	2	10
<b>Midterm, seminars and projects.</b>			
<b>Homework</b>			
<b>Studying (at the library or at home)</b>			45
<b>Final preparation for the exam</b>	2	5	10
<b>Time spent on evaluation (tests, quiz and final exam)</b>	3	2	6
<b>Projects and presentations</b>	1	4	4
<b>Total</b>			<b>125</b>
<b>Teaching methodology</b>	Lectures, presentations, independent fieldwork and Case Study, orientation in the elaboration of the material will be discussed in groups, practical group visits with students, student presentations for Case Study, Seminar Papers / Research Projects.		
<b>Assessment methods</b>	<p><b>Assessment Method</b> – is based on three activities that together form the final grade:</p> <ul style="list-style-type: none"> <li>◆ Class Activities and Engagement – max 10 points (10%)</li> <li>◆ Project/Seminar Paper Preparation and Presentation – max 30 points (30%)</li> <li>◆ Final Exam – max 60 points (60%)</li> </ul> <p><b>Passing Criteria in Relation to the Assessment Method:</b></p> <ol style="list-style-type: none"> <li>1. <b>Class Activities and Engagement</b> – evaluated with <b>10 points (10%)</b> out of the total 100%: <ul style="list-style-type: none"> <li>○ <b>Class Activity (5 points)</b> – refers to the student's active participation and involvement in interactive discussions (professor-student, student-student), initiating new topics related to the subject, sharing ideas, opinions, and critical thinking to stimulate classroom debate.</li> <li>○ <b>Engagement (5 points)</b> – refers to the completion and presentation of assignments given at the end of each lecture, which are then discussed at the beginning of the following lecture.</li> </ul> <b>Objective:</b> To encourage critical thinking and creative problem-solving related to real-life situations and problems connected to the course content.</li> <li>2. <b>Project/Seminar Paper Preparation and Presentation</b> – evaluated with <b>30 points (30%)</b> out of the total 100%:</li> </ol>		

During the semester, the student (or a group of up to two students) must prepare a project/seminar paper (in Word and PowerPoint format), which will be presented during scheduled presentation sessions. The presentation should last no more than **15 minutes**.

The topic can be proposed by the professor or by the student (subject to professor's approval), and must be **closely related to the course content**.

The presentation is evaluated based on **content quality, analysis, creativity, and the ability to clearly communicate** the topic.

**Project/Seminar Paper Evaluation Criteria**

Component	Points (%)
Structure and Purpose of the Paper	10 points
Content/Elaboration of the Paper	10 points
Conclusions Drawn and Presentation of the Paper	10 points
<b>Total</b>	<b>30 points</b>

**Objective:** Development of research, analytical, and scientific skills through the independent and academic treatment of a specific topic – closely related to the learning process within the course module.

3. **Final Exam Test** – evaluated with **60 points (60%)** out of the total 100%.

The student has the right to take the final exam either orally or in writing. The final exam is taken after completing the course lectures and within the exam periods set by the University Senate.

The purpose of the exam is to assess the student's knowledge, skills, competencies, and abilities related to the learning outcomes outlined in the course material.

The exam (questionnaire form) must be completed individually by the student and is evaluated based on the following criteria:

**Objective questions with multiple-choice answers (30 points):** These assess the student's ability to recall and recognize concepts and course material.

**Subjective questions, such as essay-type explanations, written answers, or tasks (30 points):** The student must demonstrate the ability to respond based on the course material. These answers evaluate understanding and the ability to apply acquired knowledge in analysis, synthesis, and evaluation of problems.

**Purpose of the test:** To evaluate the mastery of learning outcomes and the ability to apply them in practical situations. The student passes the exam if they accumulate at least **50 points (50%)** from all assessment activities combined.

	<b>Grades at UASF:</b> <table border="1"> <thead> <tr> <th>Grade</th><th>ECTS/Grade</th><th>Percentage</th><th>Definition</th></tr> </thead> <tbody> <tr> <td>10</td><td>A</td><td>90 - 100</td><td>Excellent</td></tr> <tr> <td>9</td><td>B</td><td>80 - 89</td><td>Excellent</td></tr> <tr> <td>8</td><td>C</td><td>70 - 79</td><td>Very good</td></tr> <tr> <td>7</td><td>D</td><td>60 – 69</td><td>Good</td></tr> <tr> <td>6</td><td>E</td><td>50 - 59</td><td>Sufficient</td></tr> <tr> <td>5</td><td>FX/F</td><td>0 - 49</td><td>Insufficient</td></tr> </tbody> </table>	Grade	ECTS/Grade	Percentage	Definition	10	A	90 - 100	Excellent	9	B	80 - 89	Excellent	8	C	70 - 79	Very good	7	D	60 – 69	Good	6	E	50 - 59	Sufficient	5	FX/F	0 - 49	Insufficient
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<b>Teaching tools</b>	Using the Smart-table, Internet, wireless, computer, projector, PowerPoint, using online platforms and tools to support communication and team collaboration, etc.																												
<b>Theory vs. practice ratio</b>	<p><b>60% theory (75 hours) – 40% practice (50 hours)</b></p> <p>This report aims to analyze the connection between the theoretical knowledge gained during the lectures in the course 'Project Management' and their practical application. Through this study, students are expected to gain a clearer understanding of how projects are managed in real life, using standardized tools and methods.</p> <p>Out of a total of 125 hours allocated for the course, the distribution is made according to the ratio 60% theory (75 hours) – 40% practice (50 hours).</p> <p><b>60% theory (75 hours)</b> is dedicated to theoretical lectures, including mastering basic concepts, methodologies, and standards of 'Project Management.'</p> <p><b>40% practice (50 hours)</b> focuses on practical exercises, analysis of concrete case studies, group work, and the development of simulation projects.</p> <p>The ECTS distribution follows the 60%-40% ratio.</p> <p>The course 'Project Management' is awarded 5 ECTS, of which:</p> <p><b>3.0 ECTS (60%)</b> are allocated to the theoretical part.</p> <p><b>2.0 ECTS (40%)</b> are allocated to the practical part.</p> <p>This distribution reflects the balance between mastering basic concepts and their application through practical activities.</p>																												
<b>Literature</b>																													
<b>Basic literature</b>	1. Panariti S. - „Menaxhimi i Projekteve“, 2017 Tiranë,																												
<b>Additional literature</b>	<ol style="list-style-type: none"> <li>1. M. Mustafa – "Menaxhimi i projekteve dhe investimeve", Riinvest 2008,</li> <li>2. Digital Project Management: The Complete Step By Step Guide to a Successful Launch</li> <li>3. Applying Artificial Intelligence in Project Management (MLI Generative AI Series)" Paul Boudreau</li> <li>4. <b>*Krasniqi, S. (2021). Roli i projekteve në zbatimin e strategjisë së zhvillimit të Kosovës. ISBN: 978-9951-28-046-4.</b> Prishtinë: Botimi Artini</li> </ol>																												
<b>*Additional Information Content Update Based on Research</b>	The course content has been updated to reflect the contributions of the scientific publication: <b>Krasniqi, S. (2021). The Role of Projects in the Implementation of Kosovo's Development Strategy. ISBN: 978-9951-28-046-4.</b>																												

	<p><b>Prishtina: Artini Publishing.</b>      This research work has been integrated into the topic: <i>Organizational Strategy &amp; Project Selection</i>. Key elements from this research have been incorporated into the course content, including:</p> <ul style="list-style-type: none"> <li>• <b>The project as a tool for implementing development strategies</b> – discussed under the topic <i>Organizational Strategy &amp; Project Selection</i>, analyzing how projects contribute to the realization of strategic development documents at the local and national levels.</li> <li>• <b>Management of public and inter-institutional projects</b> – emphasizing the challenges of coordination and managerial capacities within public institutions.</li> <li>• <b>Institutional coordination and project financing</b> – reflected in topics covering funding sources and inter-institutional governance in the implementation of public and development projects.</li> </ul>
<b>Designed learning plan</b>	
<b>Week</b>	<b>Lecture</b>
<b>Week one</b>	<p><b>Introduction – Familiarizing Students with the Course Syllabus</b>  <b>The Role and Meaning of Project Management in an Organization</b>      Definition of project management      What is a project?      What does project management mean?      The importance of project management in an organization      Why is project management essential?      Benefits of effective project management      Basic elements of project management:      Project goals and objectives      Resources and constraints  <b>Expected Learning Outcomes: R1,R2</b></p>
<b>Week two</b>	<p><b>Why Project Management, what does a project represent,</b>      What does a project represent, Is a public project different from a private one? Three project constraints, Project life cycle, Differentiation of project types, Importance of project management, Project management in the public sector, Determinants of project success      Roles in a project       <ul style="list-style-type: none"> <li>• Role at the executive level in the project</li> <li>• Role at the management level in the project</li> <li>• Role at the representation level in the project</li> </ul>     Portfolio, programs, Projects and subprojects, Special requirements in project management  <b>Expected Learning Outcomes: 1,2</b></p>
<b>Week three</b>	<p>*Lecture Topic from the Scientific Publication:  <b>"The Role of Projects in the Implementation of Kosovo's Development Strategy"</b>  <b>Organizational strategy &amp; Project selection</b>, Strategic management process, The need for effective project portfolio</p>

	<p>management Evaluating options for project selection</p> <ol style="list-style-type: none"> <li>1. Non-numerical models</li> <li>2. Financial analysis</li> <li>3. Non-financial criteria</li> </ol> <p>Economic analysis for public projects, Project portfolio process, Decision making and prioritization, Levels and steps in Project Portfolio Management, Key factors for successful project portfolio management and problems in its implementation, Proposal of the project</p> <p><b>Expected Learning Outcomes: 2,4</b></p>
<b>Week four</b>	<p><b>Project organization structure,</b></p> <p>Project definition: overview of the project, what is the problem/opportunity, who is responsible for the project? When should the project be completed? Identifying project goals, Importance of objectives, what criteria will be used to evaluate the success of the project?</p> <p><b>Expected Learning Outcomes: 2,4</b></p>
<b>Week five</b>	<p><b>Project time planning</b>, Importance of project planning Processes in time management in projects, Three types of dependencies, Activity flow/sequencing, Network diagrams, Critical activity path, Critical Path Method (CPM), PERT method, Planning development, Construction of Gantt chart</p> <p><b>Expected Learning Outcomes: 2,3</b></p>
<b>Week six</b>	<p><b>Project planning</b>, Types of plans, Human resource management, Project interpersonal management, Project leadership, Project control, Other aspects of project management, Project location, Main project tools, Project execution</p> <p><b>Expected Learning Outcomes: 2,3,5</b></p>
<b>Week seven</b>	<p><b>Project Marketing</b></p> <ul style="list-style-type: none"> <li>• Pricing of Project Products/Services</li> <li>• Selling Project Products/Services</li> <li>• Distribution of Project Products</li> <li>• Promotion of Project Products</li> <li>• Project Design</li> <li>• Designer and Project</li> </ul> <p><b>Expected Learning Outcomes:1,5</b></p>
<b>Week eight</b>	<p><b>Project Manager, Special Requirements and Skills for Project Manager</b></p> <p>Functional Manager vs. Project Manager, Project Responsibility, Team Building and Motivation, Project Manager, Communication &amp; Meetings, Project Manager Skills, Project Manager Management Skills, Change Management</p> <p><b>Expected Learning Outcomes:1,2</b></p>
<b>Week nine</b>	<p><b>Conflict Management &amp; Negotiation</b></p> <p>Conflict Environment, Sources and Categories of Conflict, Conflict Resolution, Requirements and Principles of Negotiation, Conflict and the Project Life Cycle, Problem Solving</p> <p><b>Expected Learning Outcomes:4</b></p>
<b>Week ten</b>	<p><b>Cost Estimation &amp; Budgeting Process</b>, Factors Affecting Budget Structure, Factors Affecting Budget Structure, Types of Project Costs, Valuation Project Budget, Financial reporting of project results,</p>

<b>Expected Learning Outcomes:3</b>	
<b>Week eleven</b>	<b>Sources of project financing</b> Obligations to foreign financial sources, Forms of own resources, Advice on sources of capital for project promotion, Bank credit conditions, <b>Expected Learning Outcomes:3</b>
<b>Week twelve</b>	<b>Preparation/Drafting of Project Proposal</b> Main elements of a Project Proposal, determining personnel needs - Project Manager, Defining tasks, Control and Monitoring Monitoring and controlling projects <b>Expected Learning Outcomes:3,4,5</b>
<b>Week thirteen</b>	<b>Project Monitoring &amp; Control</b> , Project Monitoring, Types of reports, Performance control, Cost control, Main objectives of control, Project closure, Types of project closure, Project closure process <b>Expected Learning Outcomes:3</b>
<b>Week fourteen</b>	<b>Project Management in the Digital Transformation Era</b> Understanding Digital Transformation The evolving role of the project manager Key benefits of Digital Transformation in project management Challenges of project management in the digital age Adopting project management processes Building digital competencies in project management The future of project management in the digital era <b>Expected Learning Outcomes:1,6</b>
<b>Week fifteen</b>	<b>The Role of Artificial Intelligence in Project Process Automation</b> What is AI and how is it related to project management Task automation: scheduling, resource estimation, risk analysis Common software tools: Monday.com, ClickUp, Asana with AI, Microsoft Project + Copilot Case studies: Using AI to predict delays in construction projects <b>Expected Learning Outcomes:3,6,7</b>
<b>Academic policies and rules of conduct</b>	
<p>The student is obliged to attend lectures regularly and to have correct behavior towards colleagues and University staff, maintaining calm and active engagement in lectures and exercises is mandatory.</p> <p>During lectures and exercises, eating, whispering that hinders work in the classroom and the use of mobile phones are PROHIBITED. At the same time, mobile phones must be turned off or put on silent and not used during lectures or exercises. Lack of academic integrity (including plagiarism, copying another person's work, use of unauthorized aids in exams, cheating, etc.) will not be tolerated. If there are doubts about the authenticity of the work submitted, the professor has the right to ask the student to verify his/her work. This can be done through: repeating the work, written or oral testing, surprise quiz or any other action deemed necessary by the lecturer.</p>	