

COURSE GUIDE

2025/26

**Faculty** 345 - Faculty of Engineering - Bilbao

**Degree** DIPRO13a - Master in Project Management

**Cycle** .

**Year** .

COURSE

504890 - Project organization

**Credits, ECTS:** 3

COURSE DESCRIPTION

The aim of this subject is to analyse the differences that exist in organisations whether they are managed by projects or by functions. In addition, different organisational forms are proposed for different types of projects and organisations. The advantages and disadvantages of different organisational structures (functional, projectised, matrix) are presented. The concept of the Project Management Office PMO is introduced.

COMPETENCIES/LEARNING RESULTS FOR THE SUBJECT

COMPETENCIAS DE LA ASIGNATURA

- To apply the knowledge of the processes and tools that define the theoretical foundations of the different areas of technical knowledge of the discipline of project management
- To develop project proposals using the processes and tools that define the theoretical foundations of the different areas of technical knowledge of the project management discipline.
- To develop the organizational and management capacity for an efficient project management, using the theoretical and technical tools of the project management discipline.

RESULTADOS DE APRENDIZAJE DE LA ASIGNATURA

- The student who successfully completes this subject should be able to:
- Identify the type of organisational structure used by an organisation.
  - Design an organisational scheme of an organisation that works by projects.
  - Evaluate the advantages and disadvantages of each type of organisation.

Theoretical and Practical Contents

Traditional (functional) organisation. Organisational structures in projects. Mixed structures.

Multidimensional project structure: Scope and tasks; Roles, authority, trust, priorities; Communication and acceptance.

Organisational issues for small, medium and large organisations. Organisational structures, organisational environment.

Strategic business unit of project management.

METODOLOGIA (ACTIVIDADES FORMATIVAS)

Actividad Formativa	Hours	Porcentaje presencialidad
Exercises	20	10 %
Groupwork	25	10 %
Expositive classes	30	33 %

TYPES OF TEACHING

Types of teaching	M	S	GA	GL	GO	GCL	TA	TI	GCA
Hours of face-to-face teaching	10	10	10						
Horas de Actividad No Presencial del Alumno/a	20	10	15						

**Legend:** M: Lecture-based S: Seminar GA: Applied classroom-based groups

GL: Applied laboratory-based groups GO: Applied computer-based groups GCL: Applied clinical-based groups

TA: Workshop TI: Industrial workshop GCA: Applied fieldwork groups

Evaluation tools and percentages of final mark

Denominación	Ponderación mínima	Ponderación máxima
Attendance and participation	10 %	20 %
Written examination	20 %	30 %
Practical tasks	20 %	50 %
Writing up the teamwork	20 %	50 %

ORDINARY EXAMINATION PERIOD: GUIDELINES AND OPTING OUT

The assessment of the subject is carried out continuously throughout the course.

The following factors are taken into account in the grading of the course:

Attendance (10%): Although attendance is not compulsory, it is highly recommended due to the contents developed in the classroom. For this reason, attendance forms part of the calculation of the final grade.

Individual assignments (25%): Students must hand in an assignment designated at the beginning of the course. The work



will be handed in by uploading it to egela within the defined deadlines. In order to pass the course, the work must have obtained a grade higher than 5 out of 10.

Team work (40%): At the beginning of the course, students will be assigned to work teams of between 3 and 6 people. Teamwork in this class is considered very relevant and therefore has a significant importance in the evaluation of students. Each team will have to hand in a designated piece of work at the beginning of the course. The work will be handed in by uploading it to egela on the defined deadlines. If the timetable allows it, the work will also be defended orally. In order to pass the course, the work must have obtained a grade higher than 5 out of 10.

Exam (25%): As in the certification exams of the professional associations of project management, the exam will be in the form of a multiple-choice test. In order to pass the course, the work must have obtained a grade of more than 4 out of 10. The grade for the course will be obtained by applying the corresponding weight to each of the factors (attendance, individual work, team work, exam).

If any of the work (individual or team work) has not passed the established cut-off mark, the final mark for the course will be No Show.

If the exam mark is lower than 4.0, the final mark for the course will be that corresponding to the exam mark.

If the student decides to waive the Continuous Assessment of this subject, he/she must communicate it in writing before the deadline for the submission of the individual work. This date can be found in the Student Guide available on the eGela platform.

In this case, in order to pass the course, the student will be assessed by means of a written exam that may contain additional questions to those posed in the exam to which students who are assessed on a continuous basis are submitted and which will include all the contents studied throughout the four-month period corresponding to the exam. This assessment will be completed with an oral exam which will take place on the same day as the written exam, by prior appointment for students registered for this exam. In the oral exam, students will be asked about the contents studied in the classroom, as well as about the activities carried out during the corresponding four-month period. In order to pass the course, students must pass both tests.

In the event that health conditions prevent the completion of a teaching activity and/or face-to-face assessment, a non-face-to-face modality will be activated, of which students will be promptly informed (applicable to all exams: ordinary, extraordinary and advance).

#### **EXTRAORDINARY EXAMINATION PERIOD: GUIDELINES AND OPTING OUT**

Those who have to sit the extraordinary call will do so in the same way as they did in the ordinary call. In other words, those who took the continuous assessment will complete the tests (individual work, team work, exam) that they did not pass in the ordinary call.

The grade for the course will be obtained by applying the corresponding weight to each of the factors (attendance, individual work, team work, exam).

If any of the work (individual or team work) has not passed the established cut-off mark, the final mark for the course will be No Show.

If the exam mark is lower than 4.0, the final mark for the course will be that corresponding to the exam mark.

Those who waive the continuous assessment, will be submitted to a written and oral exam as described in the previous section (Ordinary call: orientations and waiver).

#### **MANDATORY MATERIALS**

The course is managed through the egela platform. Here the student will find the transparencies used in class and other help materials. The statements of individual and team assignments will also be found there, and the places where to upload them.

#### **BIBLIOGRAPHY**

##### **Basic bibliography**

Kerzner, H.; Project Management: A systems approach to planning, scheduling and controlling. Ed. John Wiley, 2003.  
Project Management Institute A Guide to the Project Management Book of Knowledge, Project Management Institute. 2013.

##### **Detailed bibliography**

International Project Management Association, IPMA Competence Baseline. International Project Management Association, 2016.

##### **Journals**

International Journal of Project Management  
Project Management Journal

##### **Web sites of interest**

[www.pmi.org](http://www.pmi.org) (2021)  
[www.ipma.ch](http://www.ipma.ch) (2021)