

COURSE GUIDE

2025/26

Faculty

345 - Faculty of Engineering - Bilbao

Cycle

.

Degree

DIPRO13a - Master in Project Management

Year

.

COURSE

504892 - Project phases and life cycle

Credits, ECTS: 3

COURSE DESCRIPTION

Understand the project as a whole as a union of tasks carried out, which make up the life cycle, in order to achieve the end pursued by the project. Knowing how to define the phases of a project in general and in particular projects.

COMPETENCIES/LEARNING RESULTS FOR THE SUBJECT

COMPETENCIAS DE LA ASIGNATURA

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  
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 organizational and managerial capacity for efficient project management, using the theoretical and technical tools of the project discipline

RESULTADOS DE APRENDIZAJE DE LA ASIGNATURA

- The student who successfully completes this subject should be able to:
- Distinguish the advantages and disadvantages of the different project management methodologies: predictive, agile .....
  - Identify the most appropriate life cycle for a specific project.
  - Propose the most appropriate life cycle for each specific project.

Theoretical and Practical Contents

Basic concepts about the phases and life cycle of a project. Specific concepts of the life cycle in different applications. applications.  
Serial products. Civil works.  
Knowing for each type of project the relationship between life cycle, and the planning and allocation of time and resources to the phases.  
the phases.  
Relate the phases of a project to its life cycle

METODOLOGIA (ACTIVIDADES FORMATIVAS)

Actividad Formativa	Hours	Porcentaje presencialidad
Groupwork	15	19 %
Expositive classes	30	33 %
Exercises	30	10 %

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	10	15	20						

**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 %	30 %
Written examination	20 %	30 %
Practical tasks	20 %	50 %
Writing up the teamwork	0 %	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 (20%): 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 (50%): 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.

Exam (30%): 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, 2006.  
Project Management Institute A Guide to the Project Management Book of Knowledge, Project Management Institute. 2013.

##### **Detailed bibliography**

- GORDON WEBSTER "LA GESTION DE PROYECTOS EN LA EMPRESA" AENOR 2000  
ISBN: 84-8143-187-7
- PINTO JEFFREY K. "PROJECT MANAGEMENT HANDBOOK" PROJECT MANAGEMENT INSTITUTE 1998  
ISBN: 0-7897-4013-5
- HAROLD KERZNER PH. "PROJECT MANAGEMENT: A SYSTEMS APPROACH TO PLANING, SCHEDULING AND CONTROLLING" JOHN WILEY & SONS 2002 0-471-22577-0
- MORILLA, IGNACIO "PROYECTOS. GUIA METODOLÓGICAY PÁCTICA PARA LA REALIZACIÓN DE PROYECTOS" COLEGIO DE INGENIEROS CAMINOS CANALES Y PUERTOS 2001 ISBN: 84-380-0193-9
- MODARRAS MOHAMMAD "RISK ANÁLISIS IN ENGINEERING" TAYLOR & FRANCIS 2006 ISBN: 978- 1-57444-794-1



- BENNET P. LIENTZ "RISK MANAGEMENT FOR IT PROJECTS" ELSEVIER 2006 ISBN: 0-7506-8231-0
- BLASCO JAUME "LOS ARTEFACTOS Y SUS PROYECTOS" EDICIONES UPC 2000 ISBN:84-8301-234-0 - Mc GHEE, PAMELA "PAINLESS PROJECT MANAGEMENT: A STEP-BY-STEP GUIDE FOR PLANING, EXECUTING AND MANAGING PROJECTS" DIAZ SANTOS 2006 ISBN: 978-0-470-11721-8
- KRAUSE F. "THE FUTURE OF PRODUCT DEVELOPMENT" PROCEEDINGS OF THE 17TH DESIGN CONFERENCE" SPRINGER DISTRIBUTION CENTER 2006 ISBN: 978-3-540-69819-7

### **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)