

# Project lifecycle management. Value delivery

**Master's degree in:** Project Management

**Subject:** Business and projects in VUCA environments

**Credits:** 6 ECTS

**Program:** Master in Project Management

**Modality:** On-campus Full-Time

**Semester:** First

**Type:** Mandatory

**Language of instruction:** English

**Academic year:** 2025/2026

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## 1. Presentation

Project life cycle management is fundamental to the success of any business initiative. It encompasses the planning, execution, and closure of a project, ensuring that objectives are met, value is delivered, and resources are optimized. Effective management of the project life cycle involves applying appropriate methodologies and tools for each phase, as well as coordinating teams and managing risks.

"Value delivery" refers to the provision of value throughout the project life cycle. This involves identifying, measuring, and maximizing the value generated by the project for stakeholders, whether in terms of tangible benefits, strategic outcomes, or impact on the organization. Value delivery-focused management seeks to optimize resource investment and ensure that the project significantly contributes to business objectives.

Delivering value is crucial for justifying the investment in a project and ensuring its alignment with business strategy. Clients, sponsors, and other stakeholders expect the project to generate tangible results and measurable benefits. Project life cycle management must be oriented toward ensuring that value is the central focus of all decisions and activities, from project conception to implementation and subsequent evaluation.

Project life cycle management relies on various tools and approaches to ensure value delivery. This includes clearly defining expected objectives and benefits, applying risk management techniques, and continuously measuring performance throughout the project. Additionally, effective communication with stakeholders and agile adaptation to changes are essential for optimizing value delivery.

The management of the project life cycle should include feedback and continuous improvement processes to maximize value delivery. This involves regularly evaluating project performance, identifying optimization opportunities, and adjusting strategy and resources according to changing needs. The ability to adapt and engage in continuous learning is essential to ensure that the project delivers the expected value throughout its life cycle.

## 2. Program's learning outcomes

The subject-related learning outcomes are distributed as follows:

### 2.1. Knowledge

- |       |   |
|-------|---|
| RAT 1 | The graduate will be able to describe the projects needed to implement an strategic plan in a company, by means of real cases study.  |
| RAT 2 | The graduate will be able to identify the implementation of a quality system in a business project through simulation-based learning. |

- RAT 3 The graduate will be able to describe the relevance of quality control in a business project's processes and results, through learning based on challenges and case simulations.
- RAT 5 The graduate will be able to identify correctly the hiring strategies suitable to the needs of each type of project and business environment, through cooperative learning and/or research.
- RAT 6 The graduate will know how to organize the team appropriately for the correct accomplishment of the different phases of each type of project and business environment.

## 2.2. Skills

- RAT 7 The graduate will be able to provide clear and precise explanations of any knowledge/information, both orally and in writing, in Catalan, Spanish and a third language, particularly English.
- RAT 8 The graduate will be able to apply digital technologies (at the right time) in his/her field of expertise.
- RAT 16 The graduate will know how to analyze the impact of a business transformation project by means of real case studies.
- RAT 17 The graduate will be able to make a correct analysis of the interest, power, influence and impact of stakeholders on the project.

## 2.3. Competences

- RAT 18 The graduate will be able to provide innovative, creative and entrepreneurial solutions in professional situations.
- RAT 19 The graduate will be able to evaluate the sustainability and social impact of the proposals presented, with ethical, environmental and professional responsibility.
- RAT 20 The graduate will be able to apply the gender perspective in the professional tasks.
- RAT 21 The graduate will be able to make accurate calculations of the overall and partial costs of each stage of a business project.
- RAT 22 The graduate will be able to evaluate effectively the investment approval decisions required to carry out a project.
- RAT 24 The graduate will be able to generate a basic risk management process, identifying and analyzing qualitatively the main risks and establishing corrective actions.

### 3. Subject's learning outcomes

The subject-based learning outcomes for this course are as follows:

- RAM 2 The graduate will be able to correctly apply project methodology towards business transformation through the execution of real case studies.
- RAM 5 The graduate will be able to effectively design the project lifecycle and the lifecycle of the product or service developed by the project through the resolution of group or individual cases.
- RAM 6 The graduate will be able to correctly apply the process groups and knowledge areas that make up project management through the resolution of practical exercises.
- RAM 7 The graduate will be able to analyze in detail project management in different organizational environments and the adoption of a lifecycle approach for managing specific projects through the preparation of a written report.

### 4. Contents

- **Topic 1:** Structure of the Project Business Case
  - Strategies and project development management
  - Introduction to project financing
  - Structure and purpose of a Business Case
  - Presentation of the Business Case to the board
- **Topic 2:** Exploration of Business Analysis Techniques and Tools
  - Management processes throughout the project life cycle
  - Business analysis tools
  - Basic instruments for business projects
  - The company's economic-financial plan
  - Project financing
- **Topic 3:** Fundamentals of Economic Analysis of Investment Projects
  - Income statement
  - Balance sheet
  - Cost management

- **Topic 4:** Discounted Cash Flow Method
  - Investment analysis
  - Effective project selection using financial criteria
  - Project Charter
  
- **Topic 5:** Timeframe in Project Management: Project Life Cycle
  - Variables for planning
  - Organizational requirements
  
- **Topic 6:** "Life Cycle" Domain in PMBOK7
  - Project Life Cycle vs. Product Life Cycle
  - Project Life Cycle vs. Process Groups in PMBOK® Guide 7th Edition
  
- **Topic 7:** Process Groups in Predictive Projects
  - Process Group Model in predictive management environments (IN; PL; EX; MC; CL)
  - Main deliverables of the model
  
- **Topic 8:** Introduction to Agility in Incremental Development
  - Principles and core values of agile cultures
  - Iterative and incremental approach, minimum viable products (MVP)
  - Agile Manifesto
  
- **Topic 9:** Relevant Frameworks
  - PMBOK® Guide 7th Edition
  - Agile frameworks
  - Customer focus and adaptation
  - Introduction to Scrum, Prince2, and Kanban frameworks
  - Fundamentals of Design Thinking
  
- **Topic 10:** Choosing the Framework
  - Relationship between requirements and delivery frequency
  - Examples of different frameworks/industries of application
  
- **Topic 11:** New PMBOK7 Domain "Delivery"
  - Value delivery system
  - Purpose and impact
  - Company strategy in relation to the value delivered by the project and the product

- **Topic 12:** Project and Product Scope Management
  - Definition of project scope vs. product scope
  - Deliverables. Adaptation criteria
- **Topic 13:** From Project Charter to Scope Statement
  - Statement of Work vs. Scope statement
  - Templates and examples of Project Charter
- **Topic 14:** Project Scope Requirements
  - Requirements identification
  - Requirements categorization and prioritization
  - Validation and traceability
- **Topic 15:** Work Breakdown Structure (WBS)
  - Decomposition techniques
  - Software for representation
  - WBS
- **Topic 16:** Scope Management Processes
  - Requirements gathering
  - Scope definition
  - Scope baseline

## 5. Methodology

The methodology applied to this subject, framed within the educational model of EAE Business School, LifEd, is detailed in the following table:

ON CAMPUS FULL TIME MODALITY		
Learning Outcomes	Teaching Methodology	Training Activities
Knowledge	Lecture	Conferences
	Presentation sessions	Student presentations
	Audiovisual-based learning	Analysis of audiovisuals
	Tutorials	Meetings to resolve doubts    Follow-up meetings

Skills	Project work	Problem-solving Information searching and processing Presentation of reports and/or work
	Case-based learning	Information searching and processing Problem-solving
Competencies	Game-based learning	Challenges
	Inquiry-based learning	Research tasks
	Project work	Report preparation Presentation of reports or work

## 6. Grading system

### Continuous assessment

Grading system	Weight
Block 1: Exercises, Problems, Report Preparation, Assignments, Presentations	40 %
Block 2: Participation and Oral Presentations	20 %
Block 3: Final Evaluation Test	40 %

Block 1 will consist of:

- Two individual evaluable activities. 10% each.
- Two group projects or reports. 10% each.

Block 2 will consist of:

- Participation and oral presentations – 20%.

Block 3 will consist of:

- An exam - 40%.

The final grade for the course will be obtained by weighting the three blocks. The minimum weighted grade required to pass is 5.0.

If the student fails Block 1 or Block 3 (or both) with a grade lower than 5.0, they may retake that block or blocks. This grade will average with the other blocks, and the maximum final grade the student can receive is 5.0.

If the student is unable to attend the initial evaluation, and can provide a justified reason (see regulations of the University of Lleida), they may take the exam on the date set for recovery.

Students who do not attend evaluative activities with a weight exceeding 50% will receive a general course grade of "Not presented."

#### Alternative Evaluation

The single evaluation consists of a single exam that accounts for 100% of the course. The exam, and therefore the course, is passed with a grade of 5 out of 10 in this final test. If a grade lower than 5.0 is obtained, the student has the right to a recovery exam.

To opt for the single evaluation, it is necessary to send a written request to the coordination during the first 15 business days of the course. The procedure to follow to opt for this single evaluation is established in the specific rules of EAE.

Plagiarism is a fraudulent activity that can lead to severe penalties, both academic and legal. Academic honesty is one of the pillars of the educational commitment of the School, and the members of its teaching community are especially aware and prepared to detect such actions. Given the difficulty often involved in conceptualizing plagiarism, it has been deemed appropriate to clearly define its content and scope in these regulations and policies.

Plagiarism is understood as the appropriation of works or other people's work by passing them off as one's own; that is, without explicitly crediting their origin. Plagiarism can consist of the unauthorized total or partial copying of someone else's work, or presenting the copy as an original work, impersonating the true author. Some examples of plagiarism are:

- Submitting someone else's work as if it were your own, regardless of whether the copy is total or partial.
- Paraphrasing a text by rephrasing it with other words, but making small changes in the language to disguise it and without citing sources.
- Buying or obtaining a work and presenting it as one's own.
- Relying on an idea or phrase from another person to write a new paper without citing the author of the work.

As established in Article 10 of the Academic Code of Conduct for Students at EAE Barcelona, without prejudice to the academic sanctions resulting from its application, the Academic Commission will promote the legal actions that correspond in case plagiarism could violate applicable regulations regarding intellectual property.

## 7. Bibliography

- PROJECT MANAGEMENT INSTITUTE. A Guide to the Project Management Body of Knowledge. (PMBOK® Guide) - Sixth Edition. 2017 / Seventh Edition. 2021.
- PROJECT MANAGEMENT INSTITUTE. Practice Standard for Work Breakdown Structures – Third Edition