



**1st LEVEL
 CERTIFICATION COURSE
 IN PROJECT MANAGEMENT**

Subject Areas of the Certification Course
 in Project Management and Course objectives

PART I - GENERAL TRAINING

ECONOMIC AND FINANCIAL SKILLS	Subject Areas	Aims and Objectives
	Financial Statements <ul style="list-style-type: none"> o The composition of the Financial Statements and the main items o Reading and interpreting the financial statements 	<i>The Project Manager ("PM") must be able to understand the economic and financial dynamics of a company. This subject matter serves as an introduction to project financing, the assessment of investments and accounting. The PM will not have to be an expert in these areas, but they serve to create a managerial mind-set needed for professional development.</i>
	Costs <ul style="list-style-type: none"> o Definitions: variable costs, fixed costs, direct costs, indirect costs, average costs, total costs, marginal costs, sunk costs, opportunity cost o Recognition of the costs and calculation of full cost: process-costing, job costing, cost centres 	<i>The PM will have to know how to interpret cost items in order to understand their nature and origin. This subject matter serves as an introduction to drawing up tender proposals and budgets, and to planning and control activities.</i>
	Use of costs for decisions <ul style="list-style-type: none"> o Contribution margin, break-even point and operating leverage o Analysis of the make or buy alternatives: discontinued costs and source costs 	<i>The PM must be able to properly assign and apportion costs, especially with respect to indirect costs. This serves as an introduction to controlling durations and costs.</i>
	Planning and Control costs <ul style="list-style-type: none"> o Standard costs, analysis of variations and interpretation of deviations 	<i>The PM must be able to extrapolate indicators that help interpret the costs. This subject matter serves as an introduction to planning and controlling the job order.</i>

ORGANISATIONAL AND -MANAGEMENT SKILLS	Subject Areas	Aims and Objectives
	Organisational structures <ul style="list-style-type: none"> o Functional organisation o Organisation by product and geographic area o Matrix form of organisation o Organisation by project 	<i>The PM must know how to read an organisation chart.</i>

LEGAL SKILLS, PRIVATE AND COMMERCIAL LEGAL PRINCIPLES	Subject Areas	Aims and Objectives
	Contracts	<i>The PM must know how to draw up a contract: in free and binding form, with essential and additional elements, general terms and vexatious clauses, termination, invalidity and cancellation, transfers, penalties and guarantees.</i> <i>The PM must be familiar with standard contracts such as tender and sales contracts, atypical contracts such as leasing and factoring agreements. This subject matter serves as an introduction to the law on contracts.</i> <i>The corporate section is necessary to be able to classify the various companies who take part in business affairs.</i>
	Analysis of certain typical and atypical contract types	
	Types of companies	
	Insolvency proceedings	

PART II - CORE TRAINING

ORGANISATION OF THE CONSTRUCTION SECTOR	Subject Areas	Aims and Objectives
	Introduction to the sector	<i>It primarily offers an overview of the construction sector: the operators, products and some figures (turnover, growth, and</i>
	Corporate organisation: holding company, subsidiaries and associated companies, consortiums, joint ventures, and temporary associations of companies	<i>The lesson will describe in detail how to organise a construction company in order to run its businesses.</i>
	Organisation of the construction company and the services provided: Technical, purchasing, quality and safety, finance and administration, human resources, legal and sales departments	<i>The lesson will explain the internal organisation of the head office with reference to the organisation chart and the company departments.</i>
	Worksite organisation	<i>This shows how the PM fits into the organisation at organisational level, since the PM acts as a link between the operational structure of the head office and the worksite.</i>
	About Rizzani de Eccher SpA	
	Opportunities in the sector for recent graduates and career paths	

THE PRODUCTION PROCESSES	Subject Areas	Aims and Objectives
	Engineering the working drawings <ul style="list-style-type: none"> o deriving specifications for the worksite o the variants o controlling variant durations and costs 	<i>The PM must know how to manage the variants, maximising margins and minimising related costs.</i>
	Case studies: Construction of infrastructural works, Construction of buildings	

SAFETY AND QUALITY	Subject Areas	Aims and Objectives
	Applicable rules; safety at work (626) and safety at the worksite (494)	<i>This section provides the PM with the awareness of worksite risks and the required safety measures to comply with. The PM is directly responsible for the safety and quality of the production unit (worksite).</i>
	Operational Safety Plan, assessment of risks and technical-operational choices	
	Safety organisation chart: roles, responsibilities and delegation of authority	

HUMAN RESOURCE MANAGEMENT	Subject Areas	Aims and Objectives
	Selection and planning of the human resource development	<i>As with all organisations, human resources are of fundamental importance. The PM plays a leadership role at the worksite, and therefore must know how to develop the resources, encourage them and make them productive.</i>
	Motivation and communication	
	Management by objectives	
	Assessment of performance	

TALK GIVEN BY A PM/TECHNICAL MANAGER

REGULATIONS IN THE CONSTRUCTION SECTOR	Subject Areas	Aims and Objectives
	Rules governing contracts for public works: <ul style="list-style-type: none"> o Regulatory sources; o How to choose the contracting party and awarding contracts; o Types of tender contracts; o The joint participation in calls for tenders (Temporary associations of companies, consortiums, stable consortiums); o Performance of the work: from delivery to inspection; o Rules governing sub-contracting and anti-Mafia legislation; o Settlement of disputes: ordinary jurisdiction, administrative jurisdiction, arbitration and amicable settlements. 	<p><i>An in-depth analysis of the laws governing contracts is of fundamental importance for the PM, including both public and private, and at both national and international level. Coordination by the PM will be based on laws that govern how the company behaves with respect to the outside environment; from preparation of the tender to delivery of the work, right through the execution stages.</i></p> <p><i>Customer relations are of vital importance, and are governed by contracts and specific rules.</i></p> <p><i>The PM will be asked to coordinate relations with the clients to reduce friction to a minimum and deal with any disputes.</i></p>
	Contracts between private parties in Italy are governed by the following: <ul style="list-style-type: none"> o Analysis of the provisions of the Italian Civil Code relating to contracts (articles 1655 <i>et seq.</i> of the Italian Civil Code); o How to calculate payments (contracts on a time and material basis, fixed price contracts, cost plus fee contracts); o Settlement of disputes. 	
	Governance of international contracts: <ul style="list-style-type: none"> o Applicable sources and regulations: standard contractual models (FIDIC, ICC), reference to national sources, international agreements and UNIDROIT standards; o The cooperation between contracting companies: reasons, objectives, and formalities; o The pre-contractual stage; o Performance; o Guarantees; o Special clauses: hardship; force majeure; liquidated damages; limited liability clauses; o How to settle disputes: ordinary jurisdiction, ad hoc arbitration and managed arbitration. 	

MEETING EXPERTS IN THE SECTOR AND DISCUSSIONS;

MANAGING THE JOB ORDER	Subject Areas	Aims and Objectives
	Work breakdown structure (WBS)	<p><i>Management control, already introduced in the "General training" becomes an active part of the order at this stage, with the control of durations and costs.</i></p> <p><i>This method allows the PM to direct a project profitably, preventing any risks of obtaining a lower profit, or even making a loss. This risk is related to cost overruns due to delays in performing some of the work, an increase in costs/quantities of direct materials or lower productivity by the human resources.</i></p>
	Management of the duration factor	
	The revenue and cost-to-cost accounting criteria, the internal work situation and the work progress report	
	The budget and cost accounting planning	
	Budget review condition	
	Control of costs and of work progress	
	Analysis of time dynamics and costs of completion	
	Efficiency ratios	

MANAGING THE JOB ORDER	Subject Areas	Aims and Objectives
	Definition and classification of the risks (expert/teacher, 4 hours) <ul style="list-style-type: none"> o Insurable risks o Uninsurable risks 	<p><i>The production unit (the worksite) operates in conditions of uncertainty and risk. The PM has to be aware of the possible risks that could be encountered and be familiar with the tools to deal with them.</i></p>
	Risk management	

TALK GIVEN BY A TECHNICAL MANAGER (RDE 2 HOURS)

IN-DEPTH SEMINARS

SEMINAR 1	Subject Areas	Aims and Objectives
	The software to manage the job order: <ul style="list-style-type: none"> o Simulation of project management using Microsoft Project. 	<i>The first seminar aims to teach attendees how to use the software to plan and manage the order. The lesson refers to what was taught in the previous modules.</i>
SEMINAR 2	Subject Areas	Aims and Objectives
	Assessment of the investments and Capital Budget issues: <ul style="list-style-type: none"> o Cash flow methods; o Economic equivalence principles; o Discounting back rates related to the cost of capital: CAPM and WACC; o Internal Rate of Return (IRR), current value and pay-back; o Examples. 	<i>The PM must be able to assess the profitability of investment and its financing sources. Certain basic concepts will be provided with to this such as: cash flows from an investment, the cost of capital the rate of return.</i> <i>They are notions that are important in view of the professional of this person, who will take on increasing managerial roles. This seminar will deal with the managerial culture of the person who will to coordinate a number of different activities and interact with corporate departments such as the financial department.</i>
SEMINAR 3	Subject Areas	Aims and Objectives
	Project Financing: <ul style="list-style-type: none"> o Introduction to Project Financing; o Assessment of Project Financing; o Regulatory aspects; o Risk factors in Project Financing; 	<i>If jobs are carried out through Project Financing, the PM will have to be acquainted with the method of financing the order, the parties involved and the relations between them.</i>
SEMINAR 4	Subject Areas	Aims and Objectives
	Property Market: <ul style="list-style-type: none"> o Facility Management o Property Management o Asset Management 	<i>This seminar provides an overview of property management and related activities to show further opportunities in the areas relating to the assessment of the investments.</i>