**MODULE HANDBOOK**

**[Project Planning and Monitoring]**

ECO-484

**Semester-Fall 2025**

Instructor: Dr. Amna Noor

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Department of Economics

**COMSATS University Islamabad**

**Park Road, Tarlai Kalan, Islamabad, PAKISTAN**

**Course Description**

This course provides the basics for project management by introducing essential project management concepts and analyzing methods. Through discussion and real world examples, students will learn how to identify project components, analyze projects effectively and control of the project from the earliest steps of developing to the end.

**Course Objectives**

The primary objectives of the course are to 1) Understanding the importance of Project management in any businesses 2) Defining scope and terms of reference of project 3) Creating a project Work Breakdown Structure. 4) Developing a manageable project schedule 5) Use of tools and techniques for project selection and evaluation.

# Prerequisites

None

**Details of Instructor**

**[Asma Noor]**

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**Academic Dishonesty**

Academic dishonesty is an offence that will not be tolerated in any form. Any student who is involved in any such activity will be penalized to the fullest extent possible allowed by university regulations. If you have any doubts about whether an action constitutes academic dishonesty, consult with your instructor before taking the action.

**Plagiarism and Cheating**:

The presentation by a student as his or her own work but is actually stolen from someone else. Whenever a student submits a piece of writing claiming it to be his own authorship, it is generally understood that all the ideas, opinions, facts, figures, conclusions, revisions, words are the student’s original work, unless he/she has explicitly indicated otherwise using citations, footnotes, attribution in the text, and/or used quotation marks.

The use of un-authorized material during an examination in order to secure or give help will not be tolerated. Academic dishonesty also encompasses un-authorized copying and distribution of examinations, assignments, reports, projects or term papers or the presentation of unacknowledged material as if it were the student’s own work.

A person failing to acknowledge and recognize the contribution of the original author, will be held responsible under academic deception. Such action will necessitate measures to discipline the student under the University’s academic dishonesty policy. Any academic dishonesty would call for swift punitive action by the faculty and the names of the students involved would be reported to the concerned Head of Department.

**Course Requirements and Expectations**

* Pass marks for the course is 50%
* Letter grades will be assigned based on the university standard.
* Regular classroom attendance is mandatory and university minimum requirement for class attendance has to be met.
* Attendance is entered into the COMSIS system daily.

**Course Assessment**

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| **Type of Assessment** | **Weightage** |
| Mid-Term Examination | 25% |
| Assignments | 10% |
| Quizzes | 15% |
| Final Examination | 50% |

**Detail of Course Contents**

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| **Week #** | **Lec #** | **Topic(s)** | **Objective**  **(Goal / Outcome of Topic )** | **Thinking Level** | **Tasks for Students** | **Strategies for**  **Tasks for Students** |
| 1 | 1 | What is a Project? | Usefulness and significance of a project | Knowledge / Comprehension | Defining basic concept | Preliminary material to equip students with the necessary skills to engage with the contents of the lectures |
| 2 | Project Structure | Work breakdown structure | Knowledge / Comprehension |  | The classes are used to illustrate the theory with reference to project. |
| 2 | 1 | Features of projects | Common features in projects | Knowledge |  | The classes are used to illustrate the theory with reference to features of projects. |
| 2 | Varieties of Project | * Personal projects * Local projects * Organizational projects * National projects * Global projects | Comprehension | Assignment / Quiz | Preliminary material to equip students with the necessary skills to engage with the contents of the lectures |
| 3 | 1 | Life cycle of a project/ Project selection | Identification of the project | Knowledge | Defining basic concept |  |  |
| 2 | Life cycle of a project/ Project planning | Formation of project team and leader | Knowledge |  |  |
| 4 | 1 | Life cycle of a project/ Project selection/ Project implementation/Project completion | Major activities in project implementation and project completion | Knowledge |  |  |
| 2 | Problems in managing projects | * Behavioral issues * Financial issues * Legal issues | Knowledge |  |  |
| 6 | 1 | Project identification | Expectations from a new project | Knowledge | Defining key concepts | preliminary material to equip students with the necessary skills to engage with the contents of the lectures  The classes are used to illustrate the theory with reference to project identification. |
| 2 | SWOT Analysis |  | Comprehension/  Analysis |  |  |
| 7 | 1 | Brainstorming for idea generation |  | Comprehension |  |  |
| 2 | Screening of ideas |  | Knowledge |  |  |
| 8 | 1 | Project Appraisals/Market Appraisals | Subjective approach | Comprehension/  Analysis |  | The classes are used to illustrate the theory with reference to project appraisals. |
| 2 | Project Appraisals/Market Appraisals | Time series analysis | Comprehension/  Analysis | Assignment / Quiz |  |
| 9 | 1 | Project Appraisals/Technical Appraisals |  | Comprehension |  |  |
| 2 | Project Appraisals/Financial Appraisals | Criteria for debt repayment | Comprehension/ Analysis | Defining key concepts |  |
| 11 | 1 | Organizational structures | Functional organization/ Matrix organization/ Pure project organizational structures | Knowledge | Assignment / Quiz | The classes are used to illustrate the theory with reference to organizational structures. |
| 2 | Behavioural and contractual issues | Importance of contracts in the projects/ Stages of a team formation. 1. Forming, 2, storming, 3. norming and 4. performing | Comprehension/ Analysis |  |  |
| 12 | 1 | Behavioural and contractual issues | Advantages of participation, formation of effective teams | Knowledge/Analysis | Solving Problems | Exercises |
| 2 | Returns on the investment | Net present worth / Future worth | Knowledge/Analysis | Solving problems/ Assignment / Quiz |
| 13 | 1 | Returns on the investment | Inflation adjusted decisions | Knowledge/Analysis |  |  |
| 2 | Evaluation of public projects | Benefit cost ratio | Knowledge/Analysis | Solving Problems | Exercises |
| 14 | 1 | Project representation as a network | * A-O-A activity * A-O-N activity | Knowledge/Analysis |  |  |
| 2 | Role of dummies in developing networks | Activities with zero cost and duration | Knowledge/Analysis |  |  |
| 15 | 1 | Modeling uncertainty | Managers decision by incorporating uncertainty | Knowledge/Analysis |  | The classes are used to illustrate the theory with reference to modeling uncertainty. |
| 2 | Quantifying uncertainty | Bayes law | Knowledge/  Analysis |  |  |
| 16 | 1 | Decision matrix for management decisions | * Optimistic decision rule * Pessimistic decision rule * Regret decision rule * Expected value decision rule | Knowledge |  |  |
| 2 | Decision trees for management decisions | Sequential decisions | Knowledge/Analysis |  |  |

**Reading Materials**

* Project Management: A Life Cycle Approach, by Arun Kanda.
* Making Management Decisions, by Steve Cooke and Nigel Slack.