



BIRLA INSTITUTE OF TECHNOLOGY AND SCIENCE, Pilani
Pilani Campus

COURSE HANDOUT (II SEMESTER 2015 – 2016)

COURSE NO : BITSF490
COURSE TITLE : PROJECT MANAGEMENT
INSTRUCTOR IN-CHARGE : REMICA AGGARWAL

01/01/2016

Course Description

Understanding why project management is different than traditional management. In simple terms this course explains the all four management function project planning, organizing the project, project evaluation and cost control and trade off analysis in a project environment. This Course is designed to cover all the knowledge and skills, required for a successful manager. This covers both hard and soft aspects of projects.

Scope and Objective

The use of projects and project management is becoming more and more important for all kinds of organizations. Businesses regularly use project management to accomplish unique outcomes under the constraints of resources, and project management turn to be one of essential ways of achieving an organization's strategy. This course addresses the basic nature of managing general projects, not specially focuses on one type of project, no matter construction projects or R&D projects. The course uses the project life cycle as the organizational guideline, and contents will cover the whole process of project management, including project initiation, project planning, project implementation and project termination.

Pedagogy

The course will be taught in the way of lectures, case discussions, class exercises and software implementation.

Text Book

T1 Clifford F. Grey, Erik W. Larson, Gautam V. Desai "Project Management The Managerial Process" Tata McGraw Hill, Fourth Edition 2010

Reference Books

R1 Prasanna Chandra, "Projects: Planning, Analysis, Financing, Implementation and review" Tata McGraw Hill Fifth Edition 2002

R2 John M. Nicholas "Project Management for Business and technology "Pearson Education Second edition 2006



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R3 Kerzner Harold, “Project Management: A System Approach to Planning, Scheduling, and Controlling” CBS Publishers & Distributors, New Delhi, Second Edition, 2006

R4 Pinto K. J. Project Management Pearson Education Second Edition 2009

R5 Goldratt, E.M., Critical Chain (A Business Novel)

Website:

Project Management Institute website “www.pmi.org”

Plan of Contact Sessions

Lecture No.	Learning Objectives	Topics to be covered	TB Chapter No.
1-2	To get a feel of project management environment	What is project, Importance of project management, Project Life cycle, Project Integration Management	T. Chapter 1, Appendix 1.2
3		Case Discussion	
4-5	Understanding organization structures for projects	Project management structures, comparing different structures and selecting right one.	T. Chapter 3
6-8	Apprising new projects	Marketing analysis, technical analysis and financial analysis	R1 Chapter 4, 5 & 6
9-10	Understanding project selection techniques	Project cash flow estimation, Quantitative techniques i.e. Pay back, NPV, IRR Qualitative techniques: AHP	T. Chapter 2 R1 Chapter 8
11		Case Discussion	
12-13	Defining the project	What is project scope, Understanding work break down structures, Responsibility matrix, preparing communication plan	T. chapter 4
14-15	Estimating project times and costs	Identifying factors responsible for time estimates, Different methods for time and cost estimation	T. chapter 5
16-18	Developing a project plan	Developing project networks from work packages, AOA and AON Networks, Network computation process, PERT and CPM methods, practical consideration	T. chapter 6
19		Class exercises	
20-21	Managing risks	Understand risk management process, contingency planning, change control management	T. chapter 7
22		Case Discussion	
23-25	Scheduling resources and costs	Resource scheduling problems, classification of scheduling problems, multi project resource schedules	T. chapter 8
26		Class exercises	
27-28	Reducing project	How to accelerate project, cost duration graph	T. chapter 9



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	duration		
29		Case Discussion	
30-31	Managing project teams	Building high performance teams with case discussion	T. chapter 11
32		Case discussion	
33	Managing Outsourcing in new projects	Best practices in outsourcing project work, The art of negotiating	T. chapter 12
34		Case discussion	
35-37	Project performance management and evaluation	The project control process, Earned value concept and management developing a status report	T. chapter 13
38	Project Audit and closure	Project audits, Project closure	T chapter 14
39-40	Oversight	Phase gate methodology, project management maturity	T chapter 16

Evaluation Scheme

EC No	Component	Duration	Weight	Date	Nature
1.	Mid-Semester Exam	90 Min.	20%	14/3 9:00 - 10:30 AM	Close book
2.	Comprehensive Exam	3 hrs	40%	3/5 FN	Partly /completely Open book
3.	Class Participation in case studies /discussions/ Attendance in class /other evaluation component		10%		
4.	Class /Case presentations/exercises in individual/ teams	20 Min. each presentation	15%		
5.	Microsoft Project Assignment		15%		

Team Formation

Students have to give presentation in a team. Each team will be assigned a topic/case and a presentation of 20 minutes will be taken. Teams will be formed in class.

Assignment

A Microsoft Project assignment will be given to class. Each student has to solve individually and submit a soft report at the instructor mail ID (remica.aggarwal@pilani.bits-pilani.ac.in).



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Chamber Consultation hour: 11 to 12 PM Saturday.

Notices: All notices of this course will be displayed on the Department of Management Notice Board.

Make-up Policy: Make-ups may be allowed only in genuine cases with prior permission of I/C. No make-up will be granted for Class/Case presentations/evaluation components other than comprehensive examination.

Instructor In-charge
(BITSF490)



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