



COURSE HANDOUT (I SEMESTER 2016 – 2017)

COURSE NO : MBA G523/ BITS F490
COURSE TITLE : PROJECT MANAGEMENT
INSTRUCTOR IN-CHARGE : SATYENDRA KUMAR SHARMA
02.08.2016

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

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 |
| | | Case discussion | |
| 3-4 | Understanding organization structures for projects | Project management structures, comparing different structures and selecting right one. | T. Chapter 3 |
| 5 | | Case Discussion | |
| 6-8 | Apprising new projects | Marketing analysis, technical analysis. | R1 Chapter 4 , 5 |
| 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 | T. chapter 7 |





BIRLA INSTITUTE OF TECHNOLOGY AND SCIENCE, Pilani
Pilani Campus
Instruction Division

| | | | |
|-------|---|---|-------------------|
| | | planning, change control management | |
| 22 | | Case Discussion | |
| 23-24 | Scheduling resources and costs | Resource scheduling problems, classification of scheduling problems, multi project resource schedules | T. chapter 8 |
| 25 | | Class exercises | |
| 26-27 | Reducing project duration | How to accelerate project, cost duration graph | T. chapter 9 |
| 28 | | Case Discussion | |
| 29-30 | Critical chain scheduling | Theory of constraint, critical chain concepts, practical consideration | R5 Class notes |
| 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% | <TEST_1> | Close book |
| 2. | Comprehensive Exam | 3 hrs | 35% | <TEST_C> | Open book + Close book |
| 3. | Class Participation in case discussions | | 30% | 10 CASES EACH OF 3 MARKS | Open book |
| 4. | Case research project | Report and presentation | 15% | To be announced in class | |

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.

Chamber Consultation hour: 11 to 12 A.M. 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.

**Instructor In-charge
(MBA G523)**



Please Consider Your Environmental Responsibilities
Do Not Print Unless Necessary

