

**K L University**  
**Department of MBA**  
**Course Handout for II Year MBA PROGRAM**  
**A.Y.2017-18, II Semester**

**Course Name** : PROJECT MANAGEMENT

**Course Code** : 15MB62F7

**L-T-P structure** : 2-2-0

**Course Credits** : 3

**Course Coordinator** : Dr B.SANKARBABU

**Course Instructors** : Dr SANKARBABU

**Course Teaching Associates** : Nil

**Course Objective:**

This course has the following as its objectives:

1. Understand and apply the sequential steps of the project management framework.
2. Understand the importance and function of project management and apply the project process of initiating, planning, executing, controlling and closing the project.
3. Apply knowledge and skills to manage the project scope, project time and work flow, project cost and budgets, project resources, project quality, project human resource requirements, project communication project changes and project risk management.

**Course Rationale:**

This course prepares individuals for project-related responsibilities in industries and organizations and can lead to managerial roles within business-related careers such as those in construction, information technology development or consulting.

**Course Outcomes (CO):**

CO No:	CO	SO	BTL
1	Understand tools and considerations used in assessing and selecting suitable projects.	a, b	2
2	Develop a project consisting various activities	a, b	5
3	Explain the usefulness of planning, monitoring and control techniques as means of achieving business improvement and change.	a, b	5
4	Develop team building skills required to support successful performance.	a, b	5

**COURSE OUTCOME INDICATORS (COI):**

CO No.	COI-1	COI-2
1	Understand the concept and types of projects.	Explain the project life cycle and work breakdown structure.
2	Analyze the project feasibility studies.	Develop project networks.
3	Appraise projects which include quality aspects.	Discuss monitoring, evaluating & controlling aspects of cost of the project.
4	Explain steps involved in project closure.	Develop high performance project team.

**SYLLABUS (As approved by BoS):**

**Project Management Concepts:** Concept and characteristics of a project – importance of project management - types of projects - project organizational structure - project life cycle - Statement of Work - Work Breakdown Structure. **Project Planning:** Project Planning and Scheduling techniques - project planning to project completion: Pre-investment phase, Investment Phase and operational phase - Developing the project network using CPM/PERT - Crashing of Project Networks - Project feasibility studies - Components of project feasibility studies – Managing Project resources flow. **Project Quality and Cost Management:** Steps in Project appraisal process - Concept of project quality - TQM in projects - Project control process - Monitor and assess project performance, schedule, and cost – performance measurement. Methods to monitor, evaluate, and control planned cost – Cost and time overruns. **Project Closure:** Meaning of closure or termination - project audit process - termination steps - final closure - Managing Project Teams - Team development process - team building process - stages in developing a high performance project team - project team pitfalls.

**BoS Approved Text books:**

1. John M Nicholas & Herman Steyn “Project Management for Business and Technology”, Elsevier.

**BoS Approved Reference Books:**

1. Gido I Clements, “Project Management”, Cengage Learning.
2. R. Panneerselvam & P. Senthilkumar, “Project Management” PHI Learning Pvt. Ltd., New Delhi.
3. Prasanna Chandra, “Projects: Planning, Analysis, Selection, Implementation and Review” TMH, New Delhi.
4. Clifford F Gray, Erik W Larson, “Project Management-The Managerial Process” Tata Mcgraw-Hill Publishing Co Ltd

**Other Books, References: (As recommended for reference by the course team, if any)**

1. Promod Mantravadi, K Seethapathi, “Project Management” Vol 3, 1Ed2002 ed

**Deviations (if any) from BoS approved syllabus and the topics planned: Nil****COURSE DELIVERY PLAN:**

Sess. No.	CO	COI	Topic (s)	Teaching-Learning Methods	Evaluation Components
1	1	1	Introduction	Lecture-Interaction	In & End -Semester examination
2	1	1	Concept and characteristics of project	Lecture-participation	In & End -Semester examination
3	1	1	Importance of project management	Lecture-reciprocation	In & End -Semester examination
4	1	1	Types of projects	Lecture-Interaction	In & End -Semester examination
5	1	1	Role of project manager	Lecture-participation	In & End -Semester examination
6	1	1	Key to successful projects	Lecture-Interaction	In & End -Semester examination
7	1	2	Project life cycle	Lecture-reciprocation	In & End -Semester examination
8	1	2	Statement of work	Lecture-participation	In & End -Semester examination
9	1	2	Work breakdown structure	Lecture and interaction	In & End -Semester examination
10	2	1	Pre-feasibility study	Lecture-reciprocation	In & End -Semester examination
11	2	1	Feasibility study	Lecture-reciprocation	In & End -Semester examination
12	2	1	Market & technical analysis	Lecture-Interaction	In & End -Semester examination
13	2	1	Financial, economic & ecological analysis	Lecture-Interaction	In & End -Semester examination
14	2	2	Network techniques – CPM & PERT	Lecture-reciprocation	In & End -Semester examination

15	2	2	CPM V/S PERT and Pros and cons of network techniques	Lecture-reciprocation	In & End -Semester examination
16	2	2	Problems on network techniques	Lecture-Interaction	In & End -Semester examination
17	2	2	Problems on network techniques	Lecture-Interaction	In & End -Semester examination
18	2	2	Problems on network techniques	Lecture-Interaction	In & End -Semester examination
19	2	2	Problems on network techniques	Lecture-reciprocation	In & End -Semester examination
20	2	2	Problems on network techniques	Lecture-participation	In & End -Semester examination
21	2	2	Problem on crashing	Lecture-Interaction	In & End -Semester examination
22	2	2	Problem on crashing	Lecture-reciprocation	In & End -Semester examination
23	2	2	Problem on crashing	Lecture-Interaction	In & End -Semester examination
24	2	2	Problem on crashing	Lecture-reciprocation	In & End -Semester examination
25	2	2	Problem on crashing	Lecture and interaction	In & End -Semester examination
26	2	2	Case study	Lecture-participation	In & End -Semester examination
27	3	1	Project appraisal process	Lecture-reciprocation	In & End -Semester examination
28	3	1	Quality in projects	Lecture-Interaction	In & End -Semester examination
29	3	1	Case study	Lecture and interaction	In & End -Semester examination
30	3	2	Project control – meaning, need & importance	Lecture and interaction	In & End -Semester examination
31	3	2	Resources and elements of project control	Lecture-Interaction	In & End -Semester examination
32	3	2	Mechanism of project control	Lecture-participation	In & End -Semester examination
33	3	2	Project cost	Lecture-participation	In & End -Semester examination
34	3	2	Project cost control	Lecture-reciprocation	In & End -Semester examination
35	3	2	Cost and time overruns	Lecture-Interaction	In & End -Semester examination
36	3	2	Case study	Lecture-participation	In & End -Semester examination
37	4	1	Project closure – process	Lecture-Interaction	In & End -Semester examination
38	4	1	Documentation – project closure	Lecture-reciprocation	In & End -Semester examination
39	4	1	Project audit – phases	Lecture and interaction	In & End -Semester examination
40	4	1	Case study	Lecture-Interaction	End -Semester examination
41	4	2	High performance project teams	Lecture-reciprocation	End -Semester examination
42	4	2	Team development model	Lecture-reciprocation	End -Semester examination
43	4	2	Managing conflict within the project	Lecture-Interaction	End -Semester examination
44	4	2	Project team pitfalls	Lecture-reciprocation	End -Semester examination
45	4	2	Case study	Lecture and interaction	End -Semester examination

## Session wise Teaching – Learning Plan

### Session Number: 1

#### Session Outcome:

At the end of this session, Students will be able to understand the course structure.

Time(min)	Topic	BTL	Teaching – Learning Method
15	Objectives	2	Lecture-Interaction
15	Rationale		
15	Course outcomes		
05	Conclusion & Summary		

### Session Number: 2

#### Session Outcome:

At the end of this session, Students will be able to understand the concept and characteristics of project.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap	2	Lecture-participation
20	Concept of project		
20	characteristics of project		
05	Conclusion & Summary		

### Session Number: 3

#### Session Outcome:

At the end of this session, Students will be able to elucidate the importance of project management.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap	2	Lecture-participation
40	Importance of project management		
05	Conclusion & Summary		

### Session Number: 4

#### Session Outcome:

At the end of this session, Students will be able to explain different types of projects.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap	2	Lecture-Interaction
40	Types of projects		
05	Conclusion & Summary		

### Session Number: 5

#### Session Outcome:

At the end of this session, Students will be able to interpret the role of project manager.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap	2	Lecture-reciprocation
20	Role of project manager		
20	Project management skills		
05	Conclusion & Summary		

### Session Number: 6

#### Session Outcome:

At the end of this session, Students will be able to demonstrate skills required for successful project.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
10	Planning	2	Lecture-Interaction
10	Leading		
10	Communication		
10	Managing		
05	Conclusion & Summary		

**Session Number: 7**

**Session Outcome:**

At the end of this session, Students will be able to explain project life cycle.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
10	Initiation	2	Lecture-reciprocation
10	Planning		
10	Execution		
10	Closure		
05	Conclusion & Summary		

**Session Number: 8**

**Session Outcome:**

At the end of this session, Students will be able to interpret the meaning of statement of work.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
40	Statement of work	2	Lecture-participation
05	Conclusion & Summary		

**Session Number: 9**

**Session Outcome:**

At the end of this session, Students will be able to explain the WBS.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
15	WBS-definition & purpose	2	Lecture and interaction
25	WBS-guidelines		
05	Conclusion & Summary		

**Session Number: 10**

**Session Outcome:**

At the end of this session, Students will be able to analyze pre-feasibility study.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
15	Pre-feasibility study-meaning	4	Lecture-reciprocation
25	Importance of pre-feasibility study		
05	Conclusion & Summary		

**Session Number: 11****Session Outcome:**

At the end of this session, Students will be able to analyze the feasibility study.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
15	Feasibility study- meaning	4	Lecture-reciprocation
25	Steps involved in preparing feasibility report		
05	Conclusion & Summary		

**Session Number: 12****Session Outcome:**

At the end of this session, Students will be able to analyze market and technical analysis.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
20	Market analysis	4	Lecture-Interaction
20	Technical analysis		
05	Conclusion & Summary		

**Session Number: 13****Session Outcome:**

At the end of this session, Students will be able to analyze financial, economic and ecological analysis.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
20	Financial analysis	4	Lecture-Interaction
20	Economic and ecological analysis		
05	Conclusion & Summary		

**Session Number: 14****Session Outcome:**

At the end of this session, Students will be able to analyse the basic concepts of CPM & PERT.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
20	CPM and PERT	4	Lecture-reciprocation
20	Basic information to draw network diagram		
05	Conclusion & Summary		

**Session Number: 15****Session Outcome:**

At the end of this session, Students will be able to distinguish between CPM & PERT.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
20	CPM v/s PERT	4	Lecture-reciprocation
20	Pros and cons of network techniques		
05	Conclusion & Summary		

**Session Number: 16****Session Outcome:**

At the end of this session, Students will be able to interpret the network diagram.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
40	Problem on network techniques	5	Lecture-Interaction
05	Conclusion & Summary		

**Session Number: 17****Session Outcome:**

At the end of this session, Students will be able to interpret the network diagram.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
40	Problem on network techniques	5	Lecture and interaction
05	Conclusion & Summary		

**Session Number: 18****Session Outcome:**

At the end of this session, Students will be able to interpret t the network diagram.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
40	Problem on network techniques	5	Lecture and interaction
05	Conclusion & Summary		

**Session Number: 19****Session Outcome:**

At the end of this session, Students will be able to interpret the network diagram.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
40	Problem on network techniques	5	Lecture-Interaction
05	Conclusion & Summary		

**Session Number: 20****Session Outcome:**

At the end of this session, Students will be able to interpret the network diagram.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
40	Problem on network techniques	5	Lecture and interaction
05	Conclusion & Summary		

**Session Number: 21****Session Outcome:**

At the end of this session, Students will be able to interpret the network diagram.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
40	Problem on crashing	5	Lecture and interaction
05	Conclusion & Summary		

**Session Number: 22****Session Outcome:**

At the end of this session, Students will be able to interpret the network diagram.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
40	Problem on crashing	5	Lecture and interaction
05	Conclusion & Summary		

**Session Number: 23****Session Outcome:**

At the end of this session, Students will be able to interpret the network diagram.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
40	Problem on crashing	5	Lecture and interaction
05	Conclusion & Summary		

**Session Number: 24****Session Outcome:**

At the end of this session, Students will be able to interpret the network diagram.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
40	Problem on crashing	5	Lecture and interaction
05	Conclusion & Summary		

**Session Number: 25****Session Outcome:**

At the end of this session, Students will be able to interpret the network diagram.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
40	Problem on crashing	5	Lecture and interaction
05	Conclusion & Summary		

**Session Number: 26****Session Outcome:**

At the end of this session, Students will be able to evaluate the given case study.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
40	Case study	5	Lecture-participation
05	Conclusion & Summary		

**Session Number: 27****Session Outcome:**

At the end of this session, Students will be able to explain the project appraisal.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
10	Project appraisal-meaning	4	Lecture-participation
10	Project appraisal process		
20	Criteria for project appraisal		
05	Conclusion & Summary		



**Session Number: 28**

**Session Outcome:**

At the end of this session, Students will be able to appraise the quality aspects in project.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
15	Quality in projects	4	Lecture and interaction
25	Customer driven project management		
05	Conclusion & Summary		

**Session Number: 29**

**Session Outcome:**

At the end of this session, Students will be able to discuss the given case study.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
40	Case study	4	Lecture-participation
05	Conclusion & Summary		

**Session Number: 30**

**Session Outcome:**

At the end of this session, Students will be able to evaluate the importance of project control.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
10	Project control-meaning	5	Lecture-participation
15	Project control-need		
15	Project control-importance		
05	Conclusion & Summary		

**Session Number: 31**

**Session Outcome:**

At the end of this session, Students will be able to evaluate the resources and elements of project control.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
20	Resources of project control	5	Lecture-Interaction
20	Elements of project control		
05	Conclusion & Summary		

**Session Number: 32**

**Session Outcome:**

At the end of this session, Students will be able to evaluate the project control mechanism.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
40	Mechanism of project control	5	Lecture-Interaction
05	Conclusion & Summary		

**Session Number: 33**

**Session Outcome:**

At the end of this session, Students will be able to appraise the project cost.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
20	Project cost	5	Lecture-participation
20	Cost estimates		
05	Conclusion & Summary		

**Session Number: 34****Session Outcome:**

At the end of this session, Students will be able to appraise the process of cost control.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
20	Project cost control-process	5	Lecture-participation
20	Cost reports		
05	Conclusion & Summary		

**Session Number: 35****Session Outcome:**

At the end of this session, Students will be able to appraise cost and time overruns.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
20	Cost overruns	5	Lecture-Interaction
20	Time overruns		
05	Conclusion & Summary		

**Session Number: 36****Session Outcome:**

At the end of this session, Students will be able to appraise the given case study.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
40	Case study	5	Lecture-Interaction
05	Conclusion & Summary		

**Session Number: 37****Session Outcome:**

At the end of this session, Students will be able to appraise the project closure process.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
20	Project closure-meaning and importance	5	Lecture-participation
20	Project closure-process		
05	Conclusion & Summary		

**Session Number: 38****Session Outcome:**

At the end of this session, Students will be able to appraise the documentation on project closure.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
20	Documentation – project closure	5	Lecture-participation
20	Project closure simulation		
05	Conclusion & Summary		

**Session Number: 39****Session Outcome:**

At the end of this session, Students will be able to appraise various phases of project audit.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
20	Project audit-need	5	Lecture-Interaction
20	Project audit-phases		

05	Conclusion & Summary	5	
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**Session Number: 40**

**Session Outcome:**

At the end of this session, Students will be able to appraise the given case study.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
40	Case study	5	Lecture-Interaction
05	Conclusion & Summary		

**Session Number: 41**

**Session Outcome:**

At the end of this session, Students will be able to evaluate the criteria for high performance teams.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
40	High performance project teams	5	Lecture-participation
05	Conclusion & Summary		

**Session Number: 42**

**Session Outcome:**

At the end of this session, Students will be able to appraise various stages of team development.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
10	Team development model	5	Lecture-Interaction
30	Various stages		
05	Conclusion & Summary		

**Session Number: 43**

**Session Outcome:**

At the end of this session, Students will be able to evaluate conflict in teams.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
20	Functional conflict	5	Lecture-reciprocation
20	Dysfunctional conflict		
05	Conclusion & Summary		

**Session Number: 44**

**Session Outcome:**

At the end of this session, Students will be able to evaluate team pitfalls.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
40	Project team pitfalls	5	Lecture-reciprocation
05	Conclusion & Summary		

**Session Number: 45**

**Session Outcome:**

At the end of this session, Students will be able to discuss the given case study.

Time(min)	Topic	BTL	Teaching – Learning Method
05	Recap		
40	Case study	5	Lecture-reciprocation
05	Conclusion & Summary		

**EVALUATION PLAN:**

Evaluation Component	Weightage/Marks	Date	Duration (Hours)	CO 1		CO 2		CO 3		CO 4	
COI Number				1	2	1	2	1	2	1	2
BTL				2	2	5	5	5	5	5	5
Test 1	Weightage (10%)		90 mins	4	6						
	Max Marks (20)			8	12						
Test 2	Weightage (10 %)		90 mins			4	6				
	Max Marks (20)					8	12				
Test 3	Weightage (10 %)		90 mins					4	6		
	Max Marks (20)							8	12		
Active Learning (Mini Project)	Weightage (15%)			Report – 5 and Presentation – 10							
	Max Marks (15)										
Attendance	Weightage (5%)			Equal weightage throughout the sessions							
	Max Marks (5)										
Semester End Exam	Weightage (50%)		180 mins	6	4	4	6	4	6	10	10
	Max Marks (50)			6	4	4	6	4	6	10	10
	Question Number			1	2-8	1	2-8	1	2-8	1	2-8

**Course Team members, Chamber Consultation Hours and Chamber Venue details:**

S.No.	Name of Faculty	Chamber Consultation Day(s)	Chamber Consultation Timings for each day	Chamber Consultation Room No:	Signature of Course faculty
1	Dr. B SANKAR BABU	Friday	4:00PM–5:00PM	5 <sup>th</sup> Floor, Faculty Chamber, New Library Building	

**Signature of COURSE COORDINATOR:**


Hari Kiran Vege,

**Recommended by HEAD OF DEPARTMENT:**

Assoc. Dean-TLP

 for **Approved By: DEAN-ACADEMICS**

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