

Project Management (3.0 credits)

Credits	3.0
Faculty Name	W S William, Manimay Ghosh, Arun Paul and Sarat K Jena
Program	MBA-BM, 2018-20
Academic Year and Term	2019-20, Term - IV

Course Description

The term project management is now used extensively for the management and accomplishment of any plan, scheme or task. Projects are the vital means of development and economic upliftment. They are the building blocks for generating additional capital and for ensuring flow of goods and services to the nation. In India, large amounts have been and are being spent on various projects for providing infrastructure facilities and for meeting developmental needs. Project management is thus of vital importance to any undertaking that is being newly setup or to any organization planning expansion/diversification of its activities.

The course addresses fundamentals of project management in general context with equal emphasis on infrastructure and services projects. This course covers essential concepts and tools needed to deliver successful projects in time and within budget. The key topics included are project initiation, project planning and scheduling, project monitoring and control and project termination. Participants will have adequate exposure on drawing work breakdown structure, using network planning and scheduling tools, and monitoring methodologies for infrastructure projects. Managing project risks and the emerging concept of lean project management are also included in the course. The course content also includes use of MS-Project software for planning and monitoring of projects.

Keeping in view the importance of human aspects in managing projects, leadership issues including communication and conflict management are also addressed.

Student Learning Outcomes:

Description	Learning Objective
Students will be able to appreciate the use of PM tools for implementation of strategic objectives of an organization.	1.4
Students will be able to appreciate the concept of project management particularly for project scheduling, monitoring and cost control, and will become proficient in the use of project management software like MS-Project for managing projects.	2.1

Required Text Book:

Project Management: The Managerial Process, Clifford F Gray, E W Larson, V Desai, 6th edition, TMG Publication

Other Reference Books

- 1) Project Management: a Systems Approach to Planning, Scheduling, and Controlling , Harold Kerzner, 10th Edition, John Wiley & Sons **(R-1)**
- 2) Project Management, Sadhan Choudhury, TMG, New Delhi **(R-2)**
- 3) Project Management for Business, Engineering, and Technology: Principles and Practices, John M Nicholas and Herman Steyn, 3rd Edition, Elsevier **(R-3)**
- 4) Jack R Meredith and Samuel J Mantel, Jr (M&M): Project Management: a Managerial Approach, Seventh Edition, John Wiley and Sons 2009 **(R-4)**

Topics: [Each session is assumed to be of 90 minutes]

Session Number	Topics / Activities	Readings / Case list
1,2	Introduction and Overview	Text book (TB): Chapter -1 R-1: Ch- 1 & 2 Case on “L P Manning” (R-1)
3,4	The Organizational Context: Strategy, Structure and Culture	TB: Ch-3, Ch-4(R-1) Staw, B M and Ross, J (1987), “Knowing when to pull the plug”, Harvard Business Review, March-April
5	Defining a project and Project Planning (Scope Management)	TB: Ch-4, Ch-11(R-1) Royer, I (2003), “Why bad projects are so hard to kill ?”, Harvard Business Review, 81(2), 48-56
6	Cost Estimation and Budgeting, Estimation of project time	TB: Ch-5, Ch-14(R-1) Fleming Q.W., Koppelman, J.M. (2009), “What’s Your Project’s Real Price Tag?”, HBR, May-June
7,8	Project Scheduling and Crashing	TB: Ch-6, Ch-12(R-1) Gallagher, C. (1987), “A note on

	Application of MS-Project	PERT assumptions”, Management Science,33,p. 1350
9	Case discussions	To be listed
10	Managing Project Risk Case discussions	TB: Ch-7, Ch-17(R-1) Jaafari A. (2001), “Management of risks, uncertainties and opportunities in projects: Time for a fundamental shift”, International Journal of Project Management, 19(2)
11, 12	Scheduling Resources and Costs Exercises on resources allocation and leveling	TB: Ch-8
13	Introduction to Critical Chain Project Scheduling Introduction to Agile Project Management	R-3: Ch-7, TB: Ch-17 Steyn, H.(2000), “An investigation into the fundamentals of critical chain project scheduling”, ,International Journal of Project Management,19,pp.363-69
14	Contracts and Procurements Case discussions	Ch-19(R-1), Ch-3(R-2)
15	Team Building, Leadership and Conflict Management Case Discussions	TB: Ch-10,11, Ch-5(R-1) Thamhain, H.J. and Wileman, D.L. (1975),” Conflict Management in Project Life Cycle”, Sloan Management Review, 16(3),31-50
16,17	Project Monitoring and Control Case discussions	TB: Ch-13 , Ch-15(R-1) Gulliver, F.R. (1987), “Post-project appraisals pay”, HBR, March-April
18	Presentations by Students / Case discussions	
19	Understanding Lean Project Management	Case study on lean project

		management
20	Wrap up and concluding remarks	

Case studies:

- a. Colin Co: New Product Development – Ivey Publishing
- b. Franklin Electronics
- c. Probability and Impact – Project Risk Management

Evaluation:

1. Quiz 1: 15%
2. Quiz 2: 15%
3. End-Term: 40%
4. Class Assignment/Participation: 10%
5. Group work: 20%

Group Work

Each group will have about 6 to 7 students. There will be one/two sessions schedule for draft presentations. The details on project work will be shared next week.

Policy on make-up examination:

Make-up examination will only be considered in the case of unavoidable medical or other emergencies. Official written evidence must be provided to substantiate the request. ***In case a student misses a quiz, he will get marks on the basis of his/her performance in the end-term (pro-rata).***

Policy on cellular phone

If a student brings cellular phone into the classroom, it must be turned off. If this policy is disregarded, and a cellular phone rings during the class time, the student in question will be required to leave the class for the rest of the session.

Policy on cheating and plagiarism

Please go through the Manual of Policies for details on this issue.

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