



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part - Time), 4th Semester

Specialization: Production and Operation Management

Subject Name: Project Management

Subject Code: 5549931

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Student will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <i>Distinguish</i> between routine operations and projects. Perform project life cycle analysis.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <i>Identify</i> project goals, constraints, deliverables, performance criteria, control needs for a given project. <i>Calculate</i> the time needed to successfully complete a project, considering factors such as task dependencies and task timings.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <i>Discuss</i> the challenges of managing international projects. <i>Critically</i> discuss contemporary themes and principles of project management.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <i>Evaluate</i> the social impact of a given project.
Effective Communication (EC)	<ul style="list-style-type: none"> <i>Prepare</i> a variety of Project Management documents and plan.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <i>Collaborate</i> to prepare, deliver and present a project plan.

LO – PO Mapping: Correlation Levels:

1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation

Sub. Code: 5549931	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Distinguish between routine operations and projects.	3	3	2	-	1	-	-	-	3
LO2: Perform project life cycle analysis.	3	-	3	1	-	1	-	1	3
LO3: Identify project goals, constraints, deliverables, performance criteria, control needs for a given project.	2	2	2	1	1	1	-	1	1
LO4: <i>Calculate</i> the time needed to successfully complete a project, considering factors such as task dependencies and task lengths.	2	2	3	1	-	1	-	2	2
LO5: Discuss the challenges of managing international projects.	1	1	-	2	3	-	2	1	1
LO6: <i>Critically</i> discuss contemporary themes and principles of project and management.	2	1	-	2	3	-	-	1	2
LO7: <i>Evaluate</i> the social impact of a given project.	-	-	1	-	-	-	3	-	-
LO8: <i>Prepare</i> a variety of Project Management documents and plan.	1	1	1	3	-	-	-	1	1
LO9: <i>Collaborate</i> to prepare, deliver and present a project plan.	-	-	-	3	-	3	-	2	1



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2. Course Duration: The course duration is of **40 sessions of 60 minutes each.**

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p>Introduction to Project Management:</p> <ul style="list-style-type: none"> • Concept of Project • Project characteristics • Project classifications • Project Life Cycle • Importance of Project Management <p>Project Management Structure.</p> <p>Defining the Project:</p> <ul style="list-style-type: none"> • Project Scope, project priorities • Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization • Coding the WBS for information system • Project Roll Up, Process Breakdown Structure, Responsibility Matrices 	10	18
II	<p>Estimating Project Time and Costs:</p> <ul style="list-style-type: none"> • Factors Influencing Quality of Estimates • Estimation Guidelines for Time, Costs and resources • Macro versus Micro Estimating • Methods for Estimating Project Times and Costs • Level of detail, Developing Budgets • Types of Costs, Refining estimates and contingency funds. <p>Developing a Project Plan:</p> <ul style="list-style-type: none"> • Developing the Project Network • From Work Package to Network • Constructing a Project Network • Activity-On-Arrow, Fundamentals, Network Computation process • Using the Forward and Backward pass information • Level of Detail for activities • Extended Network techniques. <p>Project implementation, project resource requirements:</p> <ul style="list-style-type: none"> • Types of resources • Project monitoring, evaluation, control • Project network techniques • Planning for monitoring and evaluation • Project audits, project management information systems 	10	18



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	<ul style="list-style-type: none"> Project scheduling PERT, CPM <p>Project Identification:</p> <ul style="list-style-type: none"> Selection of project, identification of market preparation of feasibility study/report Project formulation -- Evaluation of risks preparation of Projectreport. <p>Selection of location & site of the project:</p> <ul style="list-style-type: none"> Factors affecting location - policies of Central – State Government towards location – Legal aspects of project management. 		
III	<p>Risk Management:</p> <ul style="list-style-type: none"> Risk Management process <ul style="list-style-type: none"> Risk Identification, Risk Assessment, Risk Response Development, Contingency Planning, Risk Response Control, Change Control Management <p>Scheduling Resources and Costs:</p> <ul style="list-style-type: none"> Types of Project Constraints Classification of Scheduling Problem Resource Allocation Methods, Splitting, Multitasking Benefits of scheduling resources Assigning Project work, Multi Project resource Schedules <p>Project Acceleration:</p> <ul style="list-style-type: none"> Rationale for reducing project duration Options for accelerating Project Completion Concept and construction of a Project Cost – DurationGraph, Practical considerations. <p>Project Teams:</p> <ul style="list-style-type: none"> The five stage team development model Situational factors affecting team development Team effectiveness Conflict in projects, Sources of Conflict, Handling Conflict. Managing Virtual Project teams, Project team pitfalls. 	10	17
IV	<p>Project Evaluation:</p> <p>Progress and Performance Management and Evaluation:</p> <ul style="list-style-type: none"> Structure of a Project Monitoring Information System Project Control Process Monitoring Time Performance Need for an Integrated Information System Developing a status report and index to monitor 	10	17



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	<p>progress</p> <ul style="list-style-type: none"> Forecasting final project cost Other control issues. <p>Project Audit and Closure:</p> <ul style="list-style-type: none"> Project Audit Project Audit Process Project Closure Team member and Project Manager Evaluations. <p>Financial Analysis: Profitability Analysis – Social cost Benefit Analysis preparation of Budget and Cash Flows. Materials Management in Project Planning – Procurement – storage – disposal. Financing of the Project :- Source of Finance – Cost implications thereof Financial Institutions –Guidelines for funding projects.</p>		
V	<p>Practical:</p> <ul style="list-style-type: none"> Students need to visit project sites to understand their project management experiences. 	---	(30 marks CEC)

4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

5. Evaluation:

Students shall be evaluated on the following components:

	Internal Evaluation	(Internal Assessment- 50 Marks)
A	<ul style="list-style-type: none"> Continuous Evaluation Component 	30 marks
	<ul style="list-style-type: none"> Class Presence & Participation 	10 marks
	<ul style="list-style-type: none"> Quiz 	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Clifford E. Gray, Erik W. Larson, Gautam V. Desai	Project Management: The Managerial Process	McGraw Hill	2017 / 6 th
2	Erik W. Larson, Clifford E. Gray	Project Management: The Managerial Process	McGraw Hill	2017 / 7 th
3	Kimi Heldman	PMP - Project Management Professional - "Study Guide"	Wiley India	2016 Edition



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4	Sadhan Choudhary	Project Management	Tata McGraw Hill	Latest Edition
5	Prasanna Chandra	Project Management	McGraw Hill Publications	Latest Edition
6	P. K. Mattoo	Project Appraisal		First
7	Vasant Desai	Project Management	Himalaya	Latest
8	Sitanshu Khatua	Project Management & Appraisal	Oxford Publications	Second Edition
9	R. Panneerselvam, P Senthilkumar	Project Management	PHI	Latest
10	Rajiv M Gupta	Project Management	PHI	Latest

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. International Journal of Project Management
2. International Journal of Managing Projects in Business
3. Project Management Journal
4. The Journal of Modern Project Management
5. Journal of Advances in Management Research
6. Project Management and Risk Analysis