



International Management Institute
Post Graduate Diploma in Management (PGDM)
Project Management (OM 606)
CREDIT: Full (3 credits)
SESSION DURATION: 60 Minutes

TERM: IV
YEAR: 2019-2021

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Course Introduction:

A project is **temporary** in that it has a defined beginning and end in time, and therefore defined scope and resources. And a project is **unique** in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal. So a project team often includes people who don't usually work together – sometimes from different organizations and across multiple geographies. The development of software for an improved business process, the construction of a building or bridge, the relief effort after a natural disaster, the expansion of sales into a new geographic market — all are projects.

And all must be expertly managed to deliver the on-time, on-budget results, learning and integration that organizations need. **Project management**, then, is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

Learning Outcome:

LO1: To develop competence and skill sets with the Project Management approach in business organizations.

LO2: To display familiarity with the complete life cycle of the project.

LO3: To develop tools/ techniques to be used for effective project management.

Pre-requisites for the course

Knowledge of basic mathematics including basic statistics.

Pedagogy

Pedagogy will be a combination of interactive lecture classes, problem solving in the class and some cases studies. *Students are expected to participate in the class and the onus of making the lecture interactive lies as much on the student as it does on the faculty.* Solving of problems shall be done in the class to help students develop quantitative analysis ability and understand application of theoretical concepts to real life situations. The course will be taught as per the session plan given in this document.

Evaluation criteria

Evaluation Criteria	Weightage	Learning Out come
End term exam	40%	LO1, LO2, LO3
Quiz -2 Nos	30%	LO1, LO2, LO3
Assignement	20%	LO1
Class Participation	10%	LO1, LO3

Class Participation (Individual)

Class participation will be determined on the basis of a student's comments in each class session, including discussions of the non-graded assignments and readings. The instructor is highly biased towards comment quality as opposed to comment quantity.

In a typical session, one or more students will be asked to begin each discussion by addressing specific questions. If you have thoroughly prepared the case or reading, you should have no difficulty in handling such a lead-off request. After a few minutes of initial analysis and recommendations, the discussion will be opened to the rest of the class.

Some of the criteria that will be used to judge effective class participation include:

1. Is the participant a good listener?
2. Is the participant concise and articulate?
3. Are the points made relevant to the current discussion? Are they linked to the comments of others?
4. Do the comments show clear evidence of appropriate and insightful analysis of the case?
5. Is there a willingness to participate?

Textbook

Pinto, Jeffrey K., Project Management: Achieving Competitive Advantage, Pearson Education

Reading

Kloppenborg, Timothy J., Contemporary Project Management, Cengage Learning, Second Edition

Meredith, Jack, R and Mantel Samuel J., Project Management –A Managerial Approach, Wiley, Seventh Edition

Clifford F. Gray & Erik W. Larson., Project Management-The Managerial Process, Tata McGraw Hill, Third Edition

Session Plan:

Topic	Session No.	Readings	Learning Outcome
Introduction to Project Management <ul style="list-style-type: none"> • Projects vs other activities • Importance of Project Management • The Project Manager • Project life cycle • Project constraints 	1,2,3,4	Chapter 1 of textbook Chapter 3 of textbook	LO2
Conceptualization of project <ul style="list-style-type: none"> • Project Selection • Investment appraisal • Project Portfolio Management 	5,6,7,8	Chapter 3 of textbook	LO1, LO2, LO3
Case study discussion and presentation	9	<ul style="list-style-type: none"> • Case study: BAE Automated Material Handling System 	LO2
Planning for projects <ul style="list-style-type: none"> • Project Plan • WBS • Project Cost and Budgets Planning for projects (contd.) <ul style="list-style-type: none"> • Project Activity Scheduling • Networking Techniques: PERT and CPM • Gantt chart 	10,11,12,13,14 15	Chapter 5 and Chapter 9 of textbook <ul style="list-style-type: none"> • Case study: Dragon Fly: Developing a proposal for an Uninhabited Aerial Vehicle(UAV) 	LO1, LO2, LO3
<ul style="list-style-type: none"> • Network analysis 	16,17	Chapter 8 and Chapter 9 of textbook	LO3
Risk Analysis in projects	18,19	Chapter 7	LO1
Case study discussion and presentation	20	<ul style="list-style-type: none"> • Case: The Boeing 767: From Concept to Production (A) 	LO1, LO2, LO3

Topic	Session No.	Readings	Learning Outcome
Organizing for projects <ul style="list-style-type: none"> Stakeholder Management Organizational Structure Forms of Organizational Structure Responsibility assignment matrix Implementation of projects <ul style="list-style-type: none"> Procurement and contracts 	21 22	Chapter 2 <ul style="list-style-type: none"> Case Study: Harvest City: Intelligent Procurement Selection Project 	LO1, LO2, LO3
Planning for Projects (Cont'd) <ul style="list-style-type: none"> Allocating Resources to the project Resource Loading Resource leveling Critical Chain Project Scheduling 	23,24,25	Chapter 10 of textbook Chapter 12 of textbook Chapter 11 of textbook	LO1, LO2, LO3
Project Execution <ul style="list-style-type: none"> Project S curve Milestone analysis Tracking Gantt Chart Earned Value Analysis 	26,27,28	Chapter 13 of textbook	LO1, LO2, LO3
Case study discussion and presentation	29	<ul style="list-style-type: none"> Case study: Teradyne Corporation-Jaguar Project 	LO1, LO2, LO3
Project Monitoring and Control <ul style="list-style-type: none"> Controlling Project Execution Evaluating the Project Project Closing	30	Chapter 13 Chapter 14	LO2