



Kot Bhalwal, Jammu



Model Institute of Engineering
& Technology (Autonomous)
Course Handout

COURSE HANDOUT

PROJECT MANAGEMENT (MBA-401)

MBA-4th SEMESTER

ACADEMIC YEAR (2024-25)

Manik Arora, Ph.D.

Assistant Professor

School of Management



School of Management

Model Institute of Engineering & Technology (Autonomous)

Kot Bhalwal, Jammu - 181122

www.mietjmu.in



Dr. Arun K. Gupta Teaching-Learning Centre

Version 1.1

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Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
							Sessional	Final Exam	Total
MBA-401	Project Management	Core	4	4	0	0	30	70	100

COURSE OUTCOMES

At the end of the course the student will be able to:	
CO1	Understand the various aspects of project management.
CO2	Understand the process and techniques for project ideation and formulation.
CO3	Evaluate and compute the financial working of a project.
CO4	Appraise the various approaches of project organization and control.
CO5	Apply different project management approaches and articulate their pros and cons in project implementation.

Unit I

Introduction to Project Management: Need for project management, project characteristics, project constraints, attributes of good project manager. Project Environments-project and program management in industrial settings, project management in service sector, project and program management in government. Different types of needs leading to different types of projects under BOMRED (balancing, modernization, replacement, expansion, diversification), considerations involved in decisions under each of these types. Project life cycle. Project management perspectives.

(12 Hrs.)

Unit II

Project Identification: Generation of ideas, Monitoring the environments, corporate appraisal, scouting of project ideas, preliminary screening, project rating index, sources of positive net present value, on being and entrepreneur Project Formulation: Market and Demand Analysis, Technical Analysis, Economic Analysis.

(8 Hrs.)

Unit III

Financial Analysis: cost of project, means of financing, estimates of sales of production, cost of production, working capital requirements & its financing, estimates of working results, breakeven point, projected cash flow statement, projected balance sheet. Project Execution: Leading a project, managing project communication, managing expectations, managing differences, ending a project.

(10 Hrs.)

Unit IV

Project Implementation: Rationale of SCBA, Approach to SCBA, UNIDO approach to SCBA, Shadow pricing of resource, the little mirrlees approach, Project Implementation: Schedule of project implementation, Project Organization structure and Integration: formal organization and structure, requirements of project organization, pure project organizations, matrix organization, informal organization, Projects in a matrix management organization.

(8 Hrs.)

Unit V

Project Control: Project Control, Purposes of project control, approaches to project control, project control process. selecting a project form, project office, integration in large scale projects. Human aspects of project management, team building, high performance team. Project failure, Project Management causes of Project failure, Project Success, Project Management causes of project success.

(8 Hrs.)





Textbooks

S.No	Name of the Books	Name of the Author	Publisher Name	Edition (Pub.Yr.)
1	Introduction to Project Management	Prasanna Chandra	Mc Graw Hill	9th (2019)
2.	Project Identification	Sadhan Choudhury	Tata McGraw-Hill Education	4th (2017)

Reference Books

S.No	Name of the Books	Name of the Author	Publisher Name	Edition (Pub.Yr.)
1	Financial Analysis	Bhavesh M Patel	Vikas Publishing House, Noida	4th (2010)
2	Project Control	Prasanna Chandra	Mc Graw Hill	9th (2019)
3	Project Implementation	Sadhan Choudhury	Tata McGraw-Hill Education	4th (2017)

COURSE PLAN

Unit-I Introduction to Project Management

S.No	Topics	Recommended Books / Links
1	Concept of Project Management & Need for project management	https://www.apm.org.uk/resources/what-is-project-management/ https://www.knowledgehut.com/blog/project-management/importance-of-project-management
2	Project Characteristics & Constraints	https://www.sprintzeal.com/blog/project-characteristics https://business.adobe.com/blog/basics/project-constraints
3	Attributes of Good Project Manager & Project Management in Service Sector	https://www.knowledgehut.com/blog/project-management/characteristics-of-a-good-project-manager https://www.linkedin.com/pulse/project-management-service-industries-navigating-salman-nizarudin
4	Project Environment	https://www.projectmanager.com/blog/how-to-manage-project-environment
5	Project and Program Management in Government	https://monday.com/blog/project-management/project-management-for-government/
6	Different types of needs leading to different types of projects under BOMRED	https://www.yourarticlelibrary.com/project-management/6-main-types-of-need-based-projects-project-management/94588
7	Project Life Cycle	https://www.proprofsproject.com/blog/project-life-cycle-and-its-phases/
8	Project Management Perspectives.	http://www.free-management-ebooks.com/faqpm/principles-03.htm

Unit-II Project Identification





9	Generation of ideas	https://ebooks.inflibnet.ac.in/mgmt09/chapter/project-identification/ https://www.techno-pm.com/blogs/project-management-concepts/project-identification
10	Monitoring the environments,	https://ebooks.inflibnet.ac.in/mgmt09/chapter/project-identification/ https://www.techno-pm.com/blogs/project-management-concepts/project-identification
11	Corporate Appraisal & Scouting of Project Ideas	https://www.jiwaji.edu/pdf/ecourse/business_economics/Unit%20II.pdf
12	Preliminary Screening, Project Rating Index	https://www.dspmuranchi.ac.in/pdf/Blog/BBA-Sem.%20VI-Project%20Management-Unit%201-Generation%20and%20Screening%20of%20a%20project%20idea.pdf
13	Sources of Positive Net Present Value	https://monday.com/blog/project-management/net-present-value/
14	Entrepreneur Project Formulation	https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000438BE/P000735/M014401/ET/1456896778BSE_P16_M5Etext.pdf
15	Market and Demand Analysis	https://www.studocu.com/row/document/addis-ababa-university/project-management-context/unit-4-project-management-unit-4/5257132
16	Technical Analysis & Economic Analysis	https://ebooks.inflibnet.ac.in/mgmt09/chapter/project-appraisal-technical-analysis/
Unit-III Financial Analysis		
17	Cost of project & Means of Financing	Book 1, Ch.8 https://www.bankbazaar.com/personal-loan/project-financing.html
18	Cost of Production	https://bbamantra.com/cost-of-production/#google_vignette
19	Working Capital Requirements & its Financing	https://www.velotrade.com/blog/what-is-working-capital-financing/ https://www.findventuredebt.com/types-of-venture-debt/working-capital-financing
20	Breakeven Point	https://www.netsuite.com/portal/resource/articles/accounting/break-even-point-bep.shtml
21	Projected Cash flow Statement	https://www.extension.purdue.edu/extmedia/ec/ec-616.html#:~:text=A%20projected%20cash%20flow%20statement%20is%20best%20defined%20as%20a,they%20are%20expected%20to%20occur.
22	Projected balance sheet.	https://smallbusiness.chron.com/creating-projected-balance-sheet-40737.html
23	Project Execution: Leading a project, managing project communication, managing expectations, managing differences, ending a project.	https://monday.com/blog/project-management/project-execution-the-key-to-successful-projects/ https://www.wrike.com/project-management-guide/faq/what-is-project-communication-management/



		https://www.simplilearn.com/how-to-close-a-project-article
Unit-IV Project Implementation		
24	Rationale of SCBA, Approach to SCBA,	https://staragile.com/blog/social-cost-benefit-analysis https://efinancemanagement.com/investment-decisions/social-cost-benefit-analysis
25	UNIDO approach to SCBA	https://staragile.com/blog/social-cost-benefit-analysis
26	Shadow pricing of resource, the little mirrlees approach,	https://efinancemanagement.com/investment-decisions/social-cost-benefit-analysis
27	Project Implementation: Schedule of project implementation,	https://mymanagementguide.com/project-implementation-schedule-the-key-components/ https://www.projectmanager.com/guides/project-scheduling
28	Project Organization structure and Integration	https://www.pm4dev.com/resources/free-e-books/3-the-project-management-organizational-structures/file.html
29	Formal Organization and Structure, requirements of project organization	https://www.pm4dev.com/resources/free-e-books/3-the-project-management-organizational-structures/file.html
30	Pure Project Organizations, matrix organization, informal organization, Projects in a matrix management organization	https://www.knowledgehut.com/blog/project-management/project-management-organizational-structure#what-is-project-management-structures,-and-why-is-it-important?%C2%A0
Unit-V Project Control		
31	Project Control	https://pmstudycircle.com/project-controlling/ https://projectcontrolsonline.com/definition-and-importance-of-project-controls
32	Purposes of project control	https://projectcontrolsonline.com/definition-and-importance-of-project-controls
33	Project Control Process.	https://www.wrike.com/project-management-guide/faq/what-is-a-project-management-approach/
34	Project Selection	https://www.knowledgehut.com/tutorials/project-management/project-selection-methods
35	Human aspects of project management	https://www.linkedin.com/pulse/human-aspects-project-management-loai-alkhattabi-0mdec#:~:text=The%20high%2Dlevel%20knowledge%20are a,contribute%20to%20the%20project's%20success.
36	Project Office	https://www.techtarget.com/searchcio/definition/Project-Management-Office
37	Team Building High Performance team	https://www.thomas.co/resources/type/hr-blog/how-build-high-performance-teams
38	Project Management causes of Project failure	https://www.sydle.com/blog/reasons-why-projects-fail--6151d64fde29ad2daaa6457e https://www.wimi-teamwork.com/blog/main-causes-project-failure/
39	Project Success	https://www.antino.com/blog/top-factors-lead-project-success
40	Project Management causes of project success	https://www.smartsheet.com/content/project-success-factors



ADDITIONAL WEB RESOURCES

1	Nptel: Management Accounting https://nptel.ac.in/courses/110107127
2	Nptel: Decision Making using Financial Accounting https://nptel.ac.in/courses/110106135

GRADING AND ASSESSMENT

- **Sessional Test:** 15 marks
- **Assignment:** 10 marks
- **Attendance:** 5 marks
- **Final Examination:** 70 marks

COURSE POLICIES

- **Attendance:** Minimum 75% attendance is mandatory to appear in the final examination of the course.
- **Academic Integrity:** MIET's academic integrity policies apply. Plagiarism will not be tolerated.
- **Late Submissions:** Assignments and projects must be submitted by the specified timelines.

FACULTY INFORMATION

- **Office Hours**
Monday (12:05 PM - 12:55 PM)
Friday (12:05 PM - 12:55 PM)
- **Contact Information**
manik.mba@mietjammu.in