

ACCORDING TO NEW  
CBCGS AND OBE PATTERN

REVISED  
SYLLABUS

M.B.A. SEMESTER - III

# PROJECT MANAGEMENT

Dr. SHEETAL M. RANDHIR

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# **PROJECT MANAGEMENT**

**For M.B.A. : Semester – III**

**[Course Code : 308, 2 - Credits]**

**General Elective - University Level**

**CBCGS and OBE Pattern**

**As Per New Syllabus**

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This textbook titled '**Project Management**' is a product of our Fifteen years of teaching experience at the undergraduate and graduate level for national and International University. This book is Outcome of Team work of Dr. Sheetal Randhir and Dr. Kabir Kharade, who is having more than 15 years teaching experience.

Contents in the book are suited for students of commerce, economics and management at the post graduation level. Those who wish to have a preliminary understanding of what is the role of Project Management in Business, will find the book useful.

The contents are in line with the 2022 CBCGS and OBE revised Pattern of Savitribai Phule Pune University for subject 'Project Management for MBA Semester - III.

Students may particularly enjoy informational pieces which are intended to bridge real business facts with theoretical content of the syllabus.

Effort has been made to make the content interesting and lucid for all to read and understand. We are open to feedback and suggestions. Feel free to email them at [niralipune@pragationline.com](mailto:niralipune@pragationline.com).

We are thankful to Mr. Jignesh Furia of Nirali Prakashan for giving us this opportunity.

We are also extremely thankful to Mr. Amol Mahabal, Mr. Umesh Mundada, Mrs. Yojana G. Deshpande and Mr. Ravindra Walodare of Nirali Prakashan for their valuable contribution in the preparation of this book.

Any positive suggestions for further improvement of the book will be warmly welcomed.

Good luck in your endeavors !

**Dr. Sheetal M. Randhir**  
**Dr. Kabir Kharade**





# SYLLABUS

## 1. OVERVIEW OF PROJECT MANAGEMENT

- Concept of Project, Attributes of a Project, Importance of Project Management, Project Management Process, Project Lifecycle, Project Stakeholders, Project Management Structures, Choosing Appropriate Project Management Structure, Implications of Organizational Culture, Main Causes of Project Failure. Project Definition : Defining Scope, Establishing 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. (5+1)

## 2. PROJECT PLANNING

- Estimating Project Times and Costs: 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. Developing a Project Plan: 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 (5+1)

## 3. Project Scheduling and Risk Management

- Scheduling Resources and Reducing Project Duration: Types of Project Constraints, Classification of Scheduling Problem, Resource Allocation Methods, Splitting, Multitasking, Benefits of scheduling resources, Assigning Project work, Multi Project resource Schedules, Rationale for reducing project duration, Options for accelerating Project Completion, Concept and construction of a Project Cost - Duration Graph, Practical considerations. Managing Risk: Risk Management process - Risk Identification, Risk Assessment, Risk Response Development, Contingency Planning, Risk Response Control, Change Control Management. (5+1)

## 4. Project Organization

- The Project Manager: Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager - Leadership Abilities, Coaching and mentoring Abilities, Communication Skills, Interpersonal Skills, Ability to Handle Stress, Problem Solving Skills, Time Management Skills, Delegation, Management of Change. Managing Project Teams: 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. (5+1)

## 5. Project Evaluation

- Progress and Performance Management and Evaluation: Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance, Need for an Integrated Information System, Developing a dashboard, status report and index to monitor progress, Forecasting final project cost, Other control issues. Project Audit and Closure: Project Audit, Project Audit Process, Project Closure, Team, Team member and Project Manager Evaluations. (5+1)



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# Chapter 1 ...

## Overview of Project Management

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### Contents ...

- 1.1 Concept of Project
- 1.2 Attributes of a Project
- 1.3 Importance of Project Management
- 1.4 Project Management Process
- 1.5 Project Life Cycle
- 1.6 Project Stakeholders
- 1.7 Project Management Structures
- 1.8 Choosing Appropriate Project Management Structure
- 1.9 Implications of Organisation Culture
- 1.10 Main Causes of Project Failure
- 1.11 Project Definition : Defining Scope, Establishing Priorities
- 1.12 Creating the Work Break Down Structure (WBS), Integrating the WBS with the Organisation, Coding the WBS for Information System, Project Roll Up, Process Breakdown Structure, Responsibility Matrices
  - Questions for Discussion

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### 1.1 Concept of Project

- A project can be defined as a temporary endeavour undertaken to accomplish a unique product, services or results.
- Project can be sequences of task which is planned from beginning to end, bounded by time, resources, and required result.
- A project is a temporary endeavour, having a defined beginning and end undertaken to meet unique goals and objectives usually to bring about beneficial change or added value.
- The temporary nature of projects stands in contrast to business (or operations) which are repetitive, permanent or semi-permanent functional work to produce products or services.
- In practice, the management of these two systems is often found to be quite different, and as such requires the development of distinct technical skills and the adoption of separate management.



## ABOUT THE AUTHORS



### Dr. SHEETAL M. RANDHIR

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Dr. Sheetal M. Randhir has 16 years of teaching experience. She is working as Head of Bachelor's Administration Department at Jagannath Arts Commerce & Science College Khadki.

She has contributed number of text books for F. Y. B. Com & T. Y. B. Com, She has also contributed number of articles and research papers in the reputed National,

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She is Global Ambassador of "THE WORLD PEOPLES FORUM TWPF@BTYA, BANGLADESH" M. REG. ID NO 020552.

She is member and official volunteer of various International Organizations like, - UNESCO, United Nations, International Human Right Commission IHRC, and The World Peoples Forum.

She is awarded as "BEST TEACHER" by Pune Municipal Corporation, Khadki Cantonment Board.

She has felicitated as "Outstanding Teacher Award" by Indo Global Chamber of Commerce, Industries and Agriculture (IGCCIA) INDIA.

She is awarded as International Nelson Mandela Award of Best Social Worker 2020.

She is awarded by Presidential Advisory Board, the United States Of America for services promoting humanity and peace. She is also felicitated by 'GLOBAL AWARD' by Universal Record Forum- USA for services towards International Human Rights and Peace.

Recently her research on "community managed Sustainable slum development scheme (CMSSDS) model has recorded in world book of Record.



### Dr. KABIR KHARADE

Assistant Professor, Department of Computer Science, Shivaji University, Kolhapur, India.

He is Assistant Professor at Department of Computer Science at Shivaji University, Kolhapur. He has recently worked on an interesting interdisciplinary research on predicative modeling for materials synthesis leading to electronic devices as a part of his Ph.D. His thesis have been awarded as Best Thesis Award by Indian Academicians and Researchers Association. He also received Best Research Presentation award in One day National Web Conference on Emerging Trends in Science, Technology and

Smart Computing. He is an avid user of latest technology in the domain of web designing, app development and as a passionate techie implemented good number of projects in these domains and published them widely in the scholarly literature. He has published 45+ papers in various conferences and journals. He has authored 4 books and 11 book chapters on very interesting topics. He has filed 10 patents at Indian patent office based on his research area. He has worked as BoS Member for various courses at Shivaji University, Kolhapur.

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