



Victoria University
of Bangladesh

COURSE PROFILE

Program	: MBA/EMBA
Semester	: Summer 2020
Course Title and Code	: Project Management (MGT 724)
Credit Hours	: 03 (Three)
Faculty Member's Name	: MD.EDRICH MOLLA JEWEL Assistant Professor, Department of Business Administration Head, Dept. of Tourism & Hospitality Management, VUB
E-mail	: jewelmolla77@gmail.com

Basic Text:

Project Management - By Harold Kerzner

Reference Books:

1. Fundamental of Project Management - By Joseph Heagney
 2. Project Management - By Gary R. Heerkens
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Course objectives: The under mentioned course outline blends sound theoretical knowledge of Project Management with practical and procedural aspects of all Business majors specially in MBA/EMBA Programs. The course is primarily designed to help understanding explicitly the modern theory of Project Management for both Finance majors and non-major alike. It details the practice, procedures, and policies by project managers and other concerned contribute to the successful performance of business enterprises. With the enhanced coverage, the course should be found to meet better the requirements of post-graduate courses in commerce, managerial planning, organizing and controlling, conflict management, international project management.

Assignments: The grade awarded for this course shall be determined on the following basis:

Item of assignment	Weighting
• Work Sheet (Including 4 Class Attendance & Class Test)	25%
• Assignment & Presentation	10%
• Mid-term Exam	25%
• Final Exam	40%
Total	100%

Course Content: The topics covered in the course are contained in the detail course outline set out on the below.

Course Outline (tentative):

Lecture	Details topics
1	Overview: Introduction, Understanding Project Management, Defining Project Success, The Project Manager–Line Manager Interface, Defining the Project Manager’s Role, Defining the Functional Manager’s Role, Defining the Functional Employee’s Role, Defining the Executive’s Role, Working with Executives, The Project Manager as the Planning Agent, Project-Driven versus Non–Project-Driven Organizations, Marketing in the Project-Driven Organization, Classification of Projects, Location of the Project Manager.
2	Project Management Growth- Concepts and Definitions: Introduction, General Systems Management, Systems, Programs, and Projects: A Definition, Product versus Project Management: A Definition, Maturity and Excellence: A Definition, Informal Project Management: A Definition, The Stage-Gate Process, Project Life Cycles, Project Management Methodologies: A Definition, Change Management and Corporate Cultures, Systems Thinking.
3	Organizational Structures: Introduction, Organizational Work Flow, Traditional (Classical) Organization, Developing Work Integration Positions, Line–Staff Organization (Project Coordinator), Pure Product (Projectized) Organization, Matrix Organizational Form, Modification of Matrix Structures, Center for Project Management Expertise, Matrix Layering, Selecting the Organizational Form, Strategic Business Unit (SBU) Project Management, Transitional Management.
4	Management Functions: Introduction, Controlling, Directing, Project Authority, Interpersonal Influences, Barriers to Project Team Development, Suggestions for Handling the Newly Formed Team, Team Building as an Ongoing Process, Leadership in a Project Environment, Life-Cycle Leadership, Organizational Impact, Employee–Manager Problems, Management Pitfalls, Communications, Project Review Meetings, Project Management Bottlenecks, Communication Traps, Management Policies and Procedures.
5	Time Management and Stress: Introduction, Understanding Time Management, Time Robbers, Time Management Forms, Effective Time Management, Stress and Burnout.
6	Conflicts: Introduction, Objectives, The Conflict Environment, Conflict Resolution, Understanding Superior, Subordinate, and Functional Conflicts, The Management of Conflicts, Conflict Resolution Modes.
Mid Term Examination	
7	Planning: Introduction, General Planning, Life-Cycle Phases, Proposal Preparation, Understanding Participants’ Roles, Project Planning, The Statement of Work, Project Specifications, Milestone Schedules, Work Breakdown Structure, The Planning Cycle, Work Planning Authorization, Why Do Plans Fail?, Stopping Projects, Handling Project Phaseouts and Transfers, Detailed Schedules and Charts, Master Production Scheduling, Program Plan, Total Project Planning, The Project Charter, Management

Prepared by: MD. EDRICH MOLLA JEWEL,

Assistant Professor, Department of Business Administration, & Head, Dept. of Tourism & Hospitality Management, VUB

	Control, The Project Manager–Line Manager Interface.
8	Network Scheduling Techniques: Introduction, Network Fundamentals, Graphical Evaluation and Review Technique (GERT), Dependencies, Slack Time, Network Replanning, Estimating Activity Time, Estimating Total Program Time, Total PERT/CPM Planning, Crash Times, PERT/CPM Problem Areas, Alternative PERT/CPM Models, Precedence Networks, Lag, Understanding Project Management Software, Software Features Offered, Software Classification, Implementation Problems.
9	Project Graphics: Introduction, Customer Reporting, Bar (Gantt) Chart, Other Conventional Presentation Techniques, Logic Diagrams/Networks.
10	Pricing and Estimating: Introduction, Global Pricing Strategies, Types of Estimates, Pricing Process, Organizational Input Requirements, Labor Distributions, Overhead Rates, Materials/Support Costs, Pricing Out the Work, Smoothing Out Department, The Pricing Review Procedure, Systems Pricing, Developing the Supporting/Backup Costs, The Low-Bidder Dilemma, Estimating Pitfalls, Estimating High-Risk Projects, Project Risks, Life-Cycle Costing (LCC), Economic Project Selection Criteria: Capital Budgeting, Payback Period, The Time Value of Money, Net Present Value (NPV), Internal Rate of Return (IRR), Comparing IRR, NPV, and Payback, Risk Analysis, Capital Rationing.
11	Cost Control: Introduction, Understanding Control, The Operating Cycle, Cost Account Codes, Budgets, Variance and Earned Value, Recording Material Costs Using Earned Value Measurement, The Material Accounting Criterion, Material Variances: Price and Usage, Status Reporting
12	Risk Management: Definition of Risk Management, Certainty, Risk, and Uncertainty, Risk Management Process, Risk Planning, Risk Assessment, Risk Identification, Risk Analysis, The Monte Carlo Process, Risk Handling, Selecting the Appropriate Response Mechanism, Risk Monitoring, Some Implementation Considerations, Dependencies between Risks, The Impact of Risk Handling Measures, Risk and Concurrent Engineering.
Final Examination	
Two Class Tests and Presentation/Open Discussion would be taken during the tenure	