COURSE OUTLINE
Course Title: Project Management (Finance Specialization)

M.Com. Part II (Annual System)

Introductory Lecture:
- origins and history of project management
- classifying projects
- the project life-cycle

Theme 1: The Strategic Relevance of Project Management & Project Stakeholders
- the mission, objectives, goals and strategy of organizations
- the role of projects in regard to the organizations strategy,
- project primary and secondary stakeholders
- analysis of the roles of project primary stakeholders
- managing project stakeholders

Theme 2: Project Organization
- the functional, matrix and dedicated organizational forms for implementing projects and their respective advantages and disadvantages

Theme 3: Project Selection & Portfolio Management
- discussion of the need for a methodology for selecting projects in a strategic context
- numeric and non-numeric project selection techniques
- project selection under risk
- the centralized project portfolio management system

Theme 4: Project Methodology and Process Groups
- definition of project methodology, its functions and when to apply it,
- the five process groups of a project (initiation, planning, implementation, monitoring, evaluation and control, closure)
- the concept of project management maturity
- project maturity models

Theme 5: The Project Initiation / Definition Phase
• the project scope statement and components,
• the scope triangle
• project feasibility study and report
• project charter
• securing project approval

**Theme 6: The Project Planning Phase I – The Work Breakdown Structure**

• basic project planning
• the work breakdown structure, decomposition, work packages
• approaches to building a work breakdown structure
• the function and practical examples of work breakdown structures
• the work breakdown structure dictionary

**Theme 7: The Project Planning Phase II – Human Resource Issues, Costing, Risk Analysis, Project Partnering & Outsourcing**

• human resource planning for projects
• factors relevant for and constraints on project human resource planning
• organizational hierarchical charts and linear responsibility charts
• project staffing management and team acquisition
• project cost management
• factors relevant for estimating project cost
• project cost estimating techniques and cost budgeting
• analyzing and managing project risk
• project partnering and outsourcing with examples

**Theme 8: The Project Planning Phase III – Scheduling Project Activities**

• project activities, activity sequencing
• estimating activity duration and resource needs
• scheduling, precedence relationships and diagramming
• project network diagrams
• the Gantt chart
• PERT
• practical example of a project network diagram with CPM
• Free distribution of a video tutorial CD to course participants on the project management software package *Microsoft Project 2010*

**Theme 9: Project Implementation – Project Leadership, Communication & Teams**
• project authority, responsibility and accountability
• project leadership
• characteristics of good project leaders
• the myriad roles of a project manager
• Project communications and communication channels
• Problems in project communication, technology and project communication
• Project teams and teamwork
• Characteristics of high-performing project teams and factors determining team performance

**Theme 10: Project Monitoring, Evaluation and Control**
• Basics of project monitoring
• Types of project reports
• project evaluation criteria
• project audits
• the earned value management system
• the project control cycle
• reasons for project failures

**Theme 11: Project Closure / Termination**
• formalities involved in project closure / termination
• reasons for and issues relating to project closure / termination
• projects in difficulty
• obstacles to terminating failing projects
• handling premature project termination
• post-project audits

**Recommended Books:**

5. Project Management body of Knowledge (PMBOK) – PMI, 2004