

K L UNIVERSITY
DEPARTMENT OF COMMERCE
B.Com (Honours) (Accounting & Finance)
VI - SEMESTER

PROJECT MANAGEMENT

Unit-I: Project (Hours : 8)

Meaning – classification – importance of project management – An Integrated Approach – Project Portfolio Management System – The Need – Choosing the appropriate Project Management structure: Organizational considerations and project considerations – steps in defining the project – project Rollup – Process breakdown structure – Responsibility Matrices – External causes of delay and internal constraints.

Unit-II: Project feasibility studies: (Hours : 10)

Opportunity studies, General opportunity studies, specific opportunity studies, pre-feasibility studies, functional studies or support studies, feasibility study – components of project feasibility studies – Managing Project resources flow – project planning to project completion: Pre-investment phase, Investment Phase and operational phase – Project Life Cycle – Project constraints.

Unit-III: Project Evaluation under certainty: (Hours : 12)

Net Present Value, Benefit Cost Ratio, Internal Rate of Return, Urgency, Payback Period, ARR – Project Evaluation under uncertainty – Methodology for project evaluation – Commercial vs. National Profitability – Social Cost Benefit Analysis, Commercial or National Profitability, social or national profitability.

Unit-IV: Developing a project plan: (Hours : 8)

Developing the project network – constructing a project network (Problems) – PERT – CPM – crashing of project network – resource leveling and resource allocation – how to avoid cost and time overruns – Steps in Project Appraisal Process – Project Control Process – control issues – project audits – the project audit process – project closure – team, team member and project manager evaluations.

Unit-V: Managing versus leading a project (Hours : 7)

Managing project stakeholders – social network building (Including management by wandering around) – qualities of an effective project manager – managing project teams – Five Stage Team Development Model – Situational factors affecting team development – project team pitfalls.

TEXT BOOKS:

1. Clifford F. Gray and Erik W. Larson, Project management-The Managerial Proces, Tata Mc Graw Hill, 2007, 5th Edition, New Delhi..

REFERENCES:

1. Harold Kerzner, Project Management, John Wiley & Sons, 2010, 8th Edition, New Jersey

2. Gopalakrishnan P and Ramamoorthy V.E., Project Management, Macmillan Publications, 2009, 2 Edition, Noida.