ALLAMA IQBAL OPEN UNIVERSITY ISLAMABAD
(Department of Business Administration)

WARNING

1. **PLAGIARISM OR HIRING OF GHOST WRITER(S) FOR SOLVING THE ASSIGNMENT(S) WILL DEBAR THE STUDENT FROM THE AWARD OF DEGREE/CERTIFICATE IF FOUND AT ANY STAGE.**
2. **SUBMITTING ASSIGNMENT(S) BORROWED OR STOLEN FROM OTHER(S) AS ONE'S OWN WILL BE PENALIZED AS DEFINED IN "AIOU PLAGIARISM POLICY".**

Course: Project Management (8430/5046/8516) **Semester: Spring, 2025**
Level: BBA/BS/MBA

Please read the following instructions for writing your assignments. (AD, BS, Bed, MA/MSc, MEd) (ODL Mode).

1. All questions are compulsory and carry equal marks but within a question the marks are distributed according to its requirements.
2. Read the question carefully and then answer it according to the requirements of the questions.
3. Avoid irrelevant discussion/information and reproducing from books, study guides, or allied material.
4. Hand-written scanned assignments are not acceptable.
5. Upload your typed (in Word or PDF format) assignments on or before the due date.
6. Your own analysis and synthesis will be appreciated.
7. Late submission of assignments will not be accepted.
8. The students who attempt their assignments in Urdu/Arabic may upload a scanned copy of their hand written assignments (in PDF format) on University LMS. The size of the file should not exceed 5MB.

Total Marks: 100 **Pass Marks: 50**

ASSIGNMENT No. 1

Q. 1 Differentiate between **product management and project management**. Discuss the nature and scope of project management in achieving organizational goals. **(20)**

Q. 2 Discuss the role and responsibilities of a **project manager**. How does the selection of the wrong project manager impact project outcomes? **(20)**

Q. 3 Explain the role of a **Work Breakdown Structure (WBS)** and **milestone schedules** in project planning. How do these tools enhance the efficiency of the project planning process? **(20)**

Q. 4 Compare and contrast **PERT (Program Evaluation and Review Technique)** and **CPM (Critical Path Method)** in terms of methodology and applications. Highlight their advantages and disadvantages. **(20)**

Q. 5 Explain the importance of **life cycle costing (LCC)** in project management. How does it contribute to long-term project sustainability? **(20)**

Total Marks: 100 **Pass Marks: 50**

ASSIGNMENT No. 2

This assignment is a research-oriented activity. You are required to prepare a detailed report of about 3000 words on the topic allotted to you to be submitted to your teacher for **evaluation**.

You are required to select one of the following topic according to the last digit of your registration number. For example, if your registration number is 18-IDM-3427183 then you will select topic # 3(the last digit): -

List of Topics:

0. Evolution and Historical Perspective of Project Management
1. Nature and Scope of Project Management
2. Differentiating Product Versus Project Management
3. Phases of Project Life Cycles
4. Project Management Methodologies
5. Systems Thinking for Project Management Success
6. Organizational Staffing Process in Project Management
7. Role and Selection of Project Manager
8. Code of Ethics for Project Managers
9. Project Office and Functional Team

GUIDELINES FOR ASSIGNMENT # 2:

- 1.5 line spacing
- Use headers and subheads throughout all sections
- Organization of ideas
- Writing skills (spelling, grammar, punctuation)
- Professionalism (readability and general appearance)
- Do more than repeat the text
- Express a point of view and defend it.

PROJECT MANAGEMENT (8430/5046)
Course Outline

Unit-1: Core Concepts of Project Management and its Growth

- 1.1 Overview of Project Management
  - 1.1.1 Understanding General Systems Management
  - 1.1.2 Historical Perspective of Project Management
  - 1.1.3 Nature and Scope of Project Management
  - 1.1.4 Differentiating Product Versus Project Management
  - 1.1.5 Systems, Programs and Projects
  - 1.1.6 Defining Maturity and Excellent
  - 1.1.7 Elements of Informal Project Management
- 1.2 Phases of Project Life Cycles
- 1.3 Project Management Methodologies
- 1.4 Systems Thinking for Project Management Success

Unit-2: Organizing and Staffing the Project Office and Team

- 2.1 Organizational Staffing Process:
  - 2.1.1 Project Team
  - 2.1.1.1 Project Manager
    - 2.1.1.1.1 Difference Between Program Manager and Project Manager
    - 2.1.1.1.2 Role of Project Manager
    - 2.1.1.1.3 Selecting the Wrong Project Manager
    - 2.1.1.1.4 Considerations for Selecting a Project Manager
    - 2.1.1.1.5 Code of Ethics for Project Managers
    - 2.1.1.1.6 Project Managers of 21st Century
  - 2.1.1.2 Project Office
  - 2.1.1.3 Functional Team
- 2.2 Considerations for Selecting Project Management Implementation Team
- 2.3 Project Organizational Chart
- 2.4 Staffing Related Problems in Small and Mega Projects
- 2.5 Conflicts in Project Environment
  - 2.5.1 Understanding Superior, Subordinate and Functional Conflicts
  - 2.5.2 Methods of Conflict Resolution
  - 2.5.3 Modes of Conflict Resolution
  - 2.5.4 Role of Project Manager in Conflict Problem Solving

Unit-3: Project Planning

- 3.1 Planning in General and its Main Components
- 3.2 Participants Roles in Project Planning
  - 3.2.1 Responsibilities of Project Manager
  - 3.2.2 Responsibilities of Line Manager
  - 3.2.3 Responsibilities of Senior Management (Project Sponsor)
- 3.3 Identifying and Classification of Strategic Project Variables
- 3.4 Use of Life Cycle Phases in Project Planning
  - 3.4.1 Preparation of Proposals for Future Work During Feasibility Study

- 3.5 Information Requirements for Effective Project Planning
  - 3.5.1 Statement of Work
  - 3.5.2 Project Specifications
  - 3.5.3 Milestone Schedules
  - 3.5.4 Work Breakdown Structure (WBS)
- 3.6 Activities Included in Planning Cycle
- 3.7 Handling of Project Phase-Outs and Transfers
- 3.8 Project Charter
- 3.9 Configuration Management
- 3.10 Procedural Documentation
- 3.11 Reasons Behind Project Stoppage or Failure

Unit-4: Project Management Tools

- 4.1 Networks Scheduling Techniques
- 4.2 Program Evaluation and Review Technique (PERT)
  - 4.2.1 Graphical Evaluation and Review Technique (GERT)
  - 4.2.2 Critical Path Method (CPM)
  - 4.2.3 Difference Between GERT and PERT
  - 4.2.4 Difference Between PERT and CPM
  - 4.2.5 Estimating Activity Time and Total Program Time
  - 4.2.6 Determining Slack Times
  - 4.2.7 Determining Crash Times
  - 4.2.8 Restructuring PERT/CPM
  - 4.2.9 Advantages and Disadvantages of PERT/CPM
- 4.3 Project Management Software
  - 4.3.1 Features and Classification of Project Management Software
  - 4.3.2 Evaluation of PM Software in Terms of Performance, Quality and Versatility
  - 4.3.3 Problems During the Software Implementation Stage
- 4.4 Project Graphics
  - 4.4.1 Fundamentals of Project Graphics
  - 4.4.2 Bar Chart, Other Conventional Presentation Techniques
  - 4.4.3 Constructing Logic Diagrams/Networks

Unit-5: Pricing and Estimating

- 5.1 Essentials of Pricing Strategies
  - 5.1.1 Types of Estimates
  - 5.1.2 Estimate during Project Life Cycle
- 5.2 Establishing Pricing Process
  - 5.2.1 Determining Organizational Input Requirements
  - 5.2.2 Pricing Out the Work by Controlling Company Resources
  - 5.2.3 Smoothing Out Department Man-Hours
  - 5.2.4 Pricing Review Procedure
  - 5.2.5 Systems Approach to Pricing
  - 5.2.6 Developing the Supporting Backup Costs
  - 5.2.7 Special Problems During Pricing Process
  - 5.2.8 Estimating Pitfalls
- 5.3 Project Risks

5.3.1 Meaning of Project Risks
5.3.2 Managing of Project Risks
5.3.3 Essentials of High Risk Projects and Low Risk Projects
5.3.4 Disaster of Applying 10 Percent Solution to Project Estimates
5.4 Life Cycle Costing (LCC)
5.5 Logistics Support
5.6 Economic Project Selection Criteria:
5.6.1 Capital Budgeting & its Techniques
5.6.2 Comparing IRR, NPV, and Payback
5.6.3 Differentiating Risk Analysis and Capital Rationing

Unit-6: Cost Control

6.1 Meaning of Cost Control
6.2 Requirements for an Effective Control System
6.3 Management Cost and Control System (MCCS)
6.3.1 Phases of Management Cost and Control System (MCCS)
6.3.2 Cost Account Codes and Work Packages
6.4 Project Budgets, Variance and Earned Value
6.5 Material Costs
6.5.1 Recording Material Costs Using Earned Value Measurement
6.5.2 Material Accounting Criterion
6.5.3 Material Variances
6.5.3.1 Price Variance
6.5.3.2 Usage Variance
6.5.4 Summary Variance
6.6 Status Reporting and its Benefits
6.7 Problems During Cost Control

Unit-7: Strategic Planning for Excellence in Project Management

7.1 Strategic Planning
7.1.1 Understanding Strategic Planning in General
7.1.2 Strategic Planning for Project Management
7.2 Critical Success Factors for Strategic Planning
7.2.1 Qualitative Factors
7.2.2 Organizational Factors
7.2.3 Quantitative Factors
7.3 Identifying Strategic Resources
7.4 Selection of Projects
7.4.1 Strategic Selection of Projects
7.4.2 Portfolio Selection of Projects
7.5 Strategic Planning for Cost Controls on projects
7.5.1 Phase 1: Budget-Base Planning
7.5.2 Phase 2: Cost/Performance Determination
7.5.3 Phase 3: Updating and Reporting
7.6 Areas for Continuous Improvement to Project Management Methodologies
7.6.1 Existing Process Improvements
7.6.2 Integrated Process Improvements
7.6.3 Behavioral Issues
7.6.4 Benchmarking

7.6.5 Managerial Issues
7.7 Need for Establishing Project Office or Center of Excellence
7.8 Problems During the Strategic Planning Process

Unit-8: Modern Developments in Project Management

8.1 Project Management Maturity Model (PMMM)
8.1.1 Five Levels of Maturity
8.1.2 Overlapping Levels
8.1.3 Assigning Risks to Each Level of PMMM
8.2 Developing Effective Procedural Documentation
8.2.1 Benefits of Procedural Documentation
8.2.2 Challenges During Procedural Documentation
8.2.3 How to make it Work?
8.2.4 Established Practices
8.2.5 Categorizing Broad Spectrum of Documents
8.3 Developing Good Project Management Methodologies
8.4 Need for Continuous Improvement and Capacity Planning
8.5 Replacement of Job Descriptions with Competence Models
8.6 Managing Multiple Projects
8.6.1 Factors Supporting Managing of Multiple Projects
8.6.2 Considerations for Managing Multiple Projects Successfully
8.7 New Dimensions of End of Phase Review Meetings

Unit-9: Contracting and Procurement in Project Management

9.1 Procurement
9.1.1 Defining Procurement and its Objectives
9.1.2 Factors Influencing Procurement
9.1.3 Procurement Process
9.1.3.1 Requirement Cycle
9.1.3.2 Requisition Cycle
9.1.3.3 Solicitation Cycle
9.1.3.4 Award Cycles
9.2 Contracts
9.2.1 Defining Contracts
9.2.2 Types of Contracts Frequently Used and Their Advantages and Disadvantages
9.2.3 Need of Incentive Contracts
9.2.4 Contract Type Vs Risk
9.2.5 Essentials of Contract Administration Cycle and its Functions
9.2.6 Checklist of Contract Considerations and Provisions
9.2.7 Special Considerations During Proposal-Contractual Interaction

Recommended Books:

Kerzner, H. (2009). *Project Management, a Systems Approach to Planning, Scheduling and Controlling* (10th ed.). Hoboken New Jersey: John Wiley & Sons Inc.

Heerkens, G. R. (2007). *Project Management*. McGraw-Hill Companies Inc.

Lock, D. (2007). *Project Management* (3rd ed.). England: Grower Publishing Ltd.

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