

PROJECT MANAGEMENT



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Description

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Format: BOOK

Pub. Date: NEW EDITION APPLICABLE FOR Current EXAM

Publisher: MEHTA SOLUTIONS

Edition Description: 2021-22

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UNIT-I: Project – 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: 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: Net Present Value, Benefit Cost Ratio, Internal Rate of Return, Payback Period, ARR – Theoretical Framework for Project Evaluation under Risk and Uncertainty: Risk Adjusted Rate Method, Certainty Equivalent Method, Probability Method, Sensitivity Analysis and Decision Tree Analysis — – Social Cost Benefit Analysis: Commercial or National Profitability, Social Desirability.

UNIT-IV: Developing a project plan: 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 – Methodology for project evaluation - 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 - 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.

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