

Course Plan

MGT 531 Project Evaluation and Management

Program	MBA
Semester	Fall 2025
Faculty/Instructor	Dr. Muhammad Wasif, PMP
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Office Location	Deptt, of Industrial and Manufacturing Engineering, NED University of Engineering and Technology
Counselling Hours	Before and After Class, or by appointment

Course Specifications	
Credits	3 Credit Hours
Pre-requisites	This course requires undergraduate level understanding of business processes and operations.
Number of Sessions	15
Duration of Session	3 Hours
Session Days	Saturday
Class Location	Main Campus <Class TBD>
Class Timing	10:00 am to 1:00 pm

Course Description
<p>This course is meticulously crafted to impart comprehensive knowledge and skills in project management and evaluation. Participants will gain proficiency in effectively applying and implementing the project management framework, along with a diverse array of tools and techniques. The program delves into the fundamentals of project management, exploring recent concepts such as project management maturity, its integration with organizational systems, and project risk management.</p> <p>Through a blend of interactive discussions, lectures, and case and problem-based teaching methodologies, participants will engage in class exercises that enable them to analyze and refine their knowledge and skills as project managers. This dynamic learning environment is tailored to empower individuals in navigating turbulent and uncertain scenarios within the realm of project management.</p>

MBA Program Learning Competencies (PLCs)
<p>PLC 1. Knowledge of Business and Management</p> <p>Students develop the capability to evaluate the functions of enterprises and their interactions with the local and global environments.</p>

PLC 2. Analytical Decision Making

Students develop competence in the analysis of management problems and creation of effective and efficient solutions.

PLC 3. Ethical Leadership and Teamwork

Students develop the ability to work with and positively influence others, keeping in view the ethical and social implications of their decisions and actions.

PLC 4. Effective Communication

Students develop the ability to effectively present their ideas in oral and written communication.

PLC 5. Technology in Management

Students develop competence in the application of technology in various functions of management.

MBA Program Learning Objectives (PLOs) Embedded in this Course

Course Learning Objectives (CLOs)

	Upon completing this course, students will be able to: -
CLO#1	To comprehend the basic terminology, framework, and life-cycles relevant to project management (PM).
CLO#2	To identify the implications of various decisions on project management pertaining to organizational structure; corporate culture; maturity; and policies.
CLO#3	To develop critical understanding of issues relevant to managing projects affecting contemporary businesses and environment.
CLO#4	To employ various PM documents and tools such as: WBS; Network Diagrams; CPM/PERT; Crashing; Earned Value; EMV etc.
CLO#5	To develop team and analytical skills for investigating and analyzing issues and present implementable solutions.
CLO#6	To apply relevant Software Packages to solve project scheduling problems.

Linkages among CLOs and PLOs						
CLO#1						
CLO#2						
CLO#3						
CLO#4						

AOL Assessment Mapping
Not applicable.

Method of Teaching and Learning
<p>The pedagogy used for the course will be a combination of:</p> <ul style="list-style-type: none"> • Interactive Sessions: lecturing and discussion-based sessions. • In Class Assignments. • Self-Learning: study and evaluation of case studies and research articles. • In Class Assignments and quizzes. • Homework Assignment: Take home assignments for solution of numerical problems. • Term project for the analysis and evaluation of research problems in the field. • Group Discussion: Individual and team management for the effective collaboration and interactions.

Performance Evaluation Instruments and Marks Distribution		
Evaluation Components/Instruments	Marks	Remarks
Class Participation	15	
Quizzes	10	best of two out of three
Term Report	15	Implementation of Project Management.
Assignments (four)	10	Four assignments with different weightages will be given and assessed.
Mid Term Exam	20	
Final Exam	30	
Total	100	

Performance Evaluation Policy

Class Participation

- | | |
|--|---------------|
| 1. Reactive Replying to the verbal queries and questions asked in the class. | Marks 1 to 4 |
| 2. Reactive to Active-Taking part in discussions. | Marks 5 – 8 |
| 3. Active-Voluntarily participation in case study presentation. | Marks 9 – 12 |
| 4. Pro-Active-Voluntarily present a case of industry related to OPM | Marks 13 – 15 |

Assignments

- | | |
|---|------------|
| 1. Responding partial requirements of the questions | Marks 25% |
| 2. Responding sufficient requirements of the questions | Marks 50% |
| 3. Responding to the full requirements of the questions | Marks 80% |
| 4. Exceeding the requirements of the questions | Marks 100% |

Readings

The readings are noted with each session in the Sessions Plan at the end of this document.

Recommended Text

1. H. Kerzner. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 13th ed, Wiley Inc., 2022. (Book 1)
2. Project Management Body of Knowledge (PMBok), 6th ed, PMI USA, 2019. (Book 2)
3. Jeffrey K. Pinto. Project Management: Achieving Competitive Advantage, 5th ed, Pearson Inc., 2019. (Book 3)
4. Project Management Body of Knowledge (PMBok), 7th ed, PMI USA, 2022. (Book 4)
5. H. Kerzner. Project Management: Case Studies, 5th ed, Wiley Inc., 2017. (Book 5)

several research papers and videos will be shared time to time.

Technology & Innovation

- All course materials will be posted on LMS, and grades will be posted on ERP. Students are responsible for staying updated on these platforms.
- Use of MS-Excel.
- MS-Project.

Experiential Learning Exposure(s)

- Guest lecture from industry professional.

Social Contribution / Impact

A term report will be given to explore the technological advancements/transformation benefit and impact of it on the project management and write an article. All participants have to publish the article in the form of a blog and disseminate it to the manager/leaders and acquire their feedback over the article.

University Policies and Rules

Students are required to abide by all the policies and rules of the school and the university. Students are particularly encouraged to be fully aware of the following policies of the university:

- Attendance
- Withdrawal
- Academic conduct
- Plagiarism

Other Instructions / Guidelines / Information

Punctuality: Timely availability in the classroom measures towards the class participation (CP). Habitual late coming may penalize all the CP marks.

Regularity: Regularity of classes is important to learn, in case of three absenteeism, you will not be able to appear in the examinations.

Electronic Devices: Use of electronic devices are prohibited until instructed.

Eating and Drinking: Eating and drinking is prohibited in the classroom, only water is allowed.

SESSIONS PLAN

S. No.	Session Title/Topic	Session Learning Objectives (SLOs)	Cases, Readings, and Notes/Remarks
1-2	Introduction to Project Management	<ul style="list-style-type: none"> • To introduce the faculty member and participant • To disseminate the objectives and benefits of the course along with the detailed course outlines and the mapping of the course CLOs with the PLOs and PLCs. • To develop the interest of the participants with the course. 	<p>Reading(s): Faculty profile, Course outline.</p> <p>Note/Remarks: Please bring hard copy of the course outline.</p>
		<ul style="list-style-type: none"> • To aware the participants about the basic understanding of project management along with its link with the feasibility and evaluation. • To disseminate the linkage of the project lifecycle, product lifecycle and project management processes • To expose the participants with the several project management processes as defined in the project management best practices 	<p>Reading(s): Book 1-Chap. 1, Book 2-Chap. 1, Book 3-Chap. 1</p> <p>Case: Research Article - Measurement of Project Success by Anton de Wit. (Available open access)</p>
3	Project Management Environment – 1	<ul style="list-style-type: none"> • To develop the leaders to face the challenges and issues due to the project environment, such as organizational processes, its structure and external environment factors. • To discuss the organizational structural reforms for the effective project management • To expose the participant with the real-world example of forecasting 	<p>Case: Jones and Shephard Accountants, Inc. by H. Kerzner (Book 1)</p> <p>Reading(s): Book 1-Chap. 3, Book 2-Chap. 2, Book 4-Chap. 2</p> <p>Note/Remarks: Class activity – identify the organizational structure in your organization and discuss the issues and problems related to project management.</p> <p>Note/Remarks: Assignment # 1 – Explore the different types of project management maturity models.</p>
4	Project Manager and his Role	<ul style="list-style-type: none"> • To aware the future project leaders about their roles, responsibilities, attributes, and accountabilities • To disseminate the several types of leadership attributes and qualities 	<p>Case: The Executive Director, Project Management: Case Studies, Harold Kerzner (Book 5).</p> <p>Reading(s): Book 1-Chap. 4,5,7, Book 3-Chap. 2, Book 4-Chap.3</p> <p>Quiz # 1</p>

5	Project Evaluation	<ul style="list-style-type: none"> • To develop the knowledge of project evaluation criteria • To impart the skills of using economic analysis tools such as NPV, payback, IRR etc. • To disseminate the working principles of project evaluation and development of feasibility. • To expose the participants with the feasibility analysis techniques 	<p>Case: Project Evaluation in Emerging Markets: Exxon Mobil, Oil, and Argentina by Javier Estrada, Gabriela Giannattasio, Lidia Nikolova at Harvard Business Publications.</p> <p>Reading(s): Project Evaluation by Carles Vergara, Stefano Sacchetto, Adria Mateu at Harvard Business Publications.</p> <p>Reading(s): Book 3-Chap. 3, Analytical Hierarchy Process (AHP)</p> <p>Note/Remarks:</p> <ul style="list-style-type: none"> • Handouts of books, bring calculators. • Class activity - to conduct an analysis to select appropriate project from the alternatives.
6-7	Project Initiation	<ul style="list-style-type: none"> • To develop the skill of acquire authorization to initiate project or phase. • To disseminate the tools and techniques required to initiate any project, such as project charter and stakeholder register. • To develop the interest of participants for the use of digital/technological tools for efficient project management. 	<p>Reading(s): Book 1-Chap.4,5, Book 2-Chap. 4</p> <p>Case: How AI Will Transform Project Management by Antonio Nieto Rodriguez, Ricardo Viana Vargas at Harvard Business Publication (Educational Content)</p> <p>Assignment # 2 – explore the technological advancements/transformation benefit and impact of it over the project management and write a blog, publish it online and gather feedback of five industrial experts in the field other than IBA participants.</p>
8	Project Planning: Scope Management	<ul style="list-style-type: none"> • To differentiate between the product and project scopes. • To develop the skills of collecting requirements from the stakeholders and converting them into the scope. • To design and develop a breakdown structure (WBS) and its dictionary for the project lifecycle. 	<p>Reading(s): Book 1-Chap. 7, Book 2-Chap. 13</p> <p>Note/Remarks: Class activity – to collect requirements for the given project and develop a work breakdown structure</p>
9	Mid-term Examination		

10-11	Project Planning: Schedule Management	<ul style="list-style-type: none"> To develop the knowledge of deterministic scheduling for project management and its tools such as critical path method. To develop the skills of preparing project network diagrams. To develop the knowledge of probabilistic scheduling for project management and its tools such as PERT and CCM. To disseminate different types of scheduling formats such as resource calendar, milestone chart and Gantt Chart. 	<p>Case: Note on Project Management by James S. Reece, Eric Svaan at Harvard Business Publication (Educational Content)</p> <p>Reading(s): Book 1-Chap. 12, Book 2-Chap. 6, Book 3-Chap. 9.</p> <p>Note/Remarks: Class activity to develop network diagrams/CPM/PERT</p> <p>Assignment # 3 – Numerical Problems related to PM Scheduling</p> <p>Quiz # 2</p> <p>Crashing Using MS-Excel</p>
11	Project Planning: Cost Management	<ul style="list-style-type: none"> To develop knowledge of several cost estimation techniques used in project management. To develop the skills of developing project budget. 	<p>Case: The Singapore Software Group (A) by H. Kerzner (Book 5)</p> <p>Reading(s): Book 1-Chap. 13, Book 2-Chap. 7</p> <p>Note/Remarks: Class activity to estimate project activities cost.</p>
12	Project Planning: Risk Management	<ul style="list-style-type: none"> To develop the knowledge about the project risk identification, its analysis and prioritization. To equip the leaders to develop risk response plans against the risks in project management. 	<p>Case: Luxor Technologies by H. Kerzner (Book 5)</p> <p>Reading(s): Book 1-Chap. 17, Book 2-Chap. 11</p> <p>Note/Remarks: Class activity – identify risks, perform qualitative and quantitative assessment, and develop risk response plan.</p>
13	Project Execution	<ul style="list-style-type: none"> To expose the participants to the work authorization system required to execute project management plans. To develop the knowledge of project issues/change management processes. To develop the skills of gathering lesson learned in the project management. To equip the participants with the tools and techniques used for developing the knowledgebase for the PM. 	<p>Case: Corwin Corporation by H. Kerzner (Book 5)</p> <p>Reading(s): Book 1-Chap. 7, Book 2-Chap. 4</p> <p>Note/Remarks: Class activity – develop issue and change management processes for the given project. Developing RAID Register</p> <p>Quiz 3</p>
14	Project Monitoring and Control: Earned Value Management	<ul style="list-style-type: none"> To expose the participants to the earned value management techniques, their benefits, and applications. To develop the skills of determining project variances and indices based on earned value management. To develop the knowledge of project key performance indicators (KPIs) To develop the skills of developing project dashboard for the monitoring of project progress 	<p>Reading(s): Book 1-Chap. 14, Book 2-Chap. 7</p> <p>Note/Remarks: Require calculator to perform in class earned value management activities.</p>

15	Hands-on training of MS-Project – 1	<ul style="list-style-type: none"> • To equip the participants with the hand-on skill of scheduling and developing cost estimation using PM tool. 	Note/Remarks: Will conducted in computer lab.
15	Project Closure	<ul style="list-style-type: none"> • To develop the skills of project closure or termination according to the health of a project • To equip with the knowledge and skills of developing project closure report and preserving the lessons learned. 	Case: The Airbus A380 Plane by H. Kerzner (Book 5) Reading(s): Book 2-Chap. 5