



L	T	P/S	SW/F W	TOTAL CREDIT UNITS
3		-	-	3

Course Title: PROJECT PLANNING, APPRAISAL AND CONTROL

Level: PG

Course Code: FIBA714

Credit Units: 3 credits

Course Objectives: The objective of the course is to make the students familiar with financial planning, analysis, selection, and implementation and review the capital expenditure investments. This also aims to acquaint the students with the application of mathematical and statistical tools for analyzing managerial problems in order to arrive at a decision w.r.t. the capital expenditures.

Pre-requisites: Students should have the basic knowledge of Financial Management.

Student Learning Outcomes: Students would be able to:

- Develop the profitability projections.
- Develop the strategies employed in managing risk.
- Practice project management decisions and Control

Course Contents/Syllabus:

	Weightage (%)
Module I Overview of Project Management	15
Descriptors/Topics : Capital Expenditures, Phases of Capital Budgeting, Levels of Decision Making, Facets of Project Analysis, Strategic Position and Action Evaluation (SPACE), Generation and Screening of Project Ideas, Time Estimation, PERT Model, CPM Model	
Module II Non Financial Appraisal	15
Descriptors/Topics: Economic Appraisal, Social Cost Benefit Analysis, Net Benefit in terms of Economic Prices, Measurement of the Impact on Distribution, Corporate Appraisal, Technical Appraisal, Environment Aspect	
Module III : Financial Appraisal	25
Descriptors/Topics :Estimation of Cash Flows: Cost of Project, Means of Finance, Estimates of Sales and Production, Cost of Production, Working Capital Requirements and its Financing, Profitability Projections, Projected Balance Sheets, Multi Year Projections, Basic	

Principles for Measuring Project Cash Flows, Components of the Cash Flow Stream, Biases in Cash Flow Estimation, Feasibility Report	
Module IV :Project Risk Management	25
Descriptors/Topics :Types and Measures of Project Risk, Sensitivity Analysis, Scenario Analysis, Break Even Analysis, Simulation Analysis, Decision Tree Analysis, Project Risk Management	
Module V: Project Control	20
Descriptors/Topics: Forms of Project Organization, Project Control, Human Aspects of Project Management, Pre-requisites for Successful Project Implementation, Performance Audit, Project Leadership, Project knowledge Management, Closure and Audit	

Pedagogy for Course Delivery: Tutorials, Interactive sessions, Case studies, Seminars & guest Lectures etc.

The course will be covered by adopting a combination of lecture methods, class presentation by groups of students, self study sessions. Each student is required to do the back ground reading from the specified chapters of the prescribed book before coming to class. Cases are also to be analyzed, discussed in groups (teams) outside the class as preparatory work.

Lab/Practicals details, if applicable:

List of Experiments:

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Assessment/ Examination Scheme:

Theory L/T (%)	Lab/Practical/Studio (%)	End Term Examination
100		70

Theory Assessment (L&T):

Continuous Assessment/Internal Assessment					End Term Examination
Components (Drop down)	Class assignment & Participation	Mid term exam	(Project /term Paper)	Attendance	
Weightage (%)	5 Marks (20%)	10 marks (40%)	10 Marks (40%)	5 marks	70 marks

Lab/ Practical/ Studio Assessment:

	Continuous Assessment/Internal Assessment				End Term Examination		
Components (Drop down)							
Weightage (%)							

Text & References:

- **Chandra P., 2009, Projects: Planning, Analysis, Financing, Implementation & Review, 7th Ed.** Tata McGraw-Hill Publishing.
- Clifford Gray, Project Management,
- Richward D. Irwin, (Latest Edition)

- Meredith J.R. & Mantel S.J., Jr., 2000, Project Management: A Managerial Approach, 4th Ed. John Wiley & Sons.
- Patel B.M., 2000, Project Management: Strategic Financial Planning Examination & Control, Vikas Publishing House Pvt. Ltd.
- Finnerty J. D., 1996, Project Financing: Asset-Based Financial Engineering, Wiley
- Newbold C.R., 1998, Project Management in the Fast Lane: Applying Theory & Constraints, St. Lucie Press
- Diwan P., Project Management, Deep & Deep Publications
- Anthony R.N. & Govindrajana V., 1998, Management Control Systems, 9th Ed. Tata McGraw-Hill
- Desai V., 1997, Project Management, 1st Ed. Himalaya Publishing House
- Thakur D., 1992, Project Formulation & Implementation, Deep & Deep Publications
- Dayal R., Zachariah P. & Rajpal K., 1996, Project management, 1st Ed. Mittal Publications
- Goel B.B., 2001, Project Management: A Development Perspective, Deep & Deep Publications
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