



**JINDAL GLOBAL
BUSINESS SCHOOL**
INDIA'S FIRST MULTI-DISCIPLINARY GLOBAL BUSINESS SCHOOL



O.P. Jindal Global University
A Private University Promoting Public Service
NAAC Accreditation - 'A' Grade

Jindal Global Business School
Course Outline

Course Title	Project Management
Core or Elective	Elective
Program and Batch	BBA-2024, BBA-BA-2024, BBA-FB-2024, BBA-FM-2024
Semester & Academic Year	Fall 2026
Credits	3
Discipline/Area	Operations Management & Supply Chain
Name of the Faculty Member/Course Instructor	Dr. Sandeep Singh
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Faculty Member's Open Office Day/s & Time	TBA

Introduction to the Course

The Project Management Analytics Course intends to develop project-based planning and control competencies for prospective managers. The course will focus on building an understanding of managing projects within the scope, limitations, and challenges of time, human resources, and other inputs, successfully driving the project toward favourable outcomes.

Course Learning Outcomes:

At the end of the course, the students will be able to:

- CLO 1: Develop work breakdown structures for projects.
- CLO 2: Learning tools for planning and controlling of projects.
- CLO 3: Develop network schedules through PERT and CPM.
- CLO 4: Understand and execute resource optimization

Programme Competency Goals

BBA Programme Competency Goals (PCGs)		BBA Programme Learning Objectives (PLOs)
		Students will be able to
1	Responsible Global Citizenship: Ability to understand the interplay between local and global issues and to act with sensitivity towards ethical and social issues	1. Understand local business issues
		2. Understand global business issues
		3. Demonstrate sensitivity towards ethical issues
		4. Demonstrate sensitivity towards social issues
2	Effective communication: Ability to effectively exchange ideas and information	5. Present their ideas with clarity
		6. Write in a coherent manner
		7. Use technology for communication
3	Critical Thinking: Ability to identify, analyze business problems and propose effective solutions	8. Identify main issues of business problems
		9. Examine information from different sources
		10. Draw inferences from analysis
4	Teamwork: Ability to work and contribute effectively in group -settings	11. Understand the factors to work effectively in groups
		12. Contribute effectively in groups

PLO-PCG Assessments Mapping Matrix

Program Learning Objectives (PLOs)	Program Competency Goals (PCGs)	Course Assessment Item
This course helps you to develop the following Program Learning Outcomes:	This course helps you to develop the following Program Competency Goals:	This learning outcome will be assessed in the following items
PLO1, PLO 2	PCG1	A1, A2, A3, A4 &A5
PLO5, PLO6,	PCG 2	A1, A2, A3, A4 &A5
PLO8, PLO9, PLO10	PCG3	A2, A3, A4 & A5

Evaluation Schema

The course grade will be determined on the basis of

Assessment Task	Weightage	Nature	Week of Assessment	PLOs to be Assessed
Class Participation (A1)	10%	Individual	Continuous	PLO-01,02 &05
Quizzes (A2)	20%	Individual	Week 5 & 12	PLO-01,02, 05, 08 & 10
Mid-term Exam(A3)	20%	Individual	In the Midterm Week	PLO-01,02, 05, 08, 09 & 10
Project +viva (A4)	20%	Group	Week 12	PLO-01,02, 05, 08, 09 & 10
End term Exam (A5)	30%	Individual	In the JGU Examination period/week	PLO-01,02, 05, 08, 09 & 10

Description of Assessments

A1- Class Participation (10%): Students' participation in class discussions, hands-on practice problems, and guest lectures will be evaluated on a scale of 10 marks.

A2- Quizzes (20%): Comprehensive quizzes will be conducted via UMS/Microsoft Forms, covering the topics discussed in class. Two quizzes, each carrying a weightage of 10 marks, will be administered on the 5th and 12th week. Requests for re-quizzes, make-up quizzes, or alternate assignments will not be entertained.

A3- Mid-Term Examination (20%): The midterm examination will be of 20 marks with a maximum duration of 90 minutes duration. This will be a pen and paper invigilated exam held on the JGU campus.

A4- Group Project (20%): Student has to work in a group of five on separate business problem to fulfil any of the 3 learning objectives. The workings and findings must be presented in front of the class via MS Power Point. A small report should be submitted which must include Introduction, Problem Statement, Techniques and Findings and Results. Each group must appear for an individual comprehensive viva. This will also serve as a formative assessment.

A5- *End Term Examination (30%) - The end term examination will be of **30 marks of 1.5 hours duration**. This will be an invigilated exam according to the mode, modalities and process as decided by CoE.

Rubrics for Assessments

Criteria	Exceeds Expectations	Meets Expectations	Below Expectations
Content	The assignment demonstrates exceptional knowledge and understanding of the subject matter. The content is thorough, well-organized, and insightful.	The assignment demonstrates a good understanding of the subject matter. The content is well-organized and presents relevant information.	The assignment demonstrates limited understanding of the subject matter. The content is disorganized and presents incomplete or inaccurate information.
Analysis	The assignment provides insightful and original analysis of the topic, using relevant examples and evidence to support arguments.	The assignment provides a good analysis of the topic, using some examples and evidence to support arguments.	The assignment provides limited or no analysis of the topic, with little or no use of examples or evidence.
Presentation	The assignment is well-presented, with clear and concise writing, appropriate use of visuals, and effective use of referencing and citation.	The assignment is adequately presented, with clear writing, appropriate use of visuals, and adequate referencing and citation.	The assignment is poorly presented, with unclear writing, inadequate use of visuals, and insufficient referencing and citation.
Research	The assignment demonstrates extensive research, using a variety of high-quality sources to support arguments.	The assignment demonstrates some research, using a mix of sources to support arguments.	The assignment demonstrates limited research, using few or unreliable sources to support arguments.
Overall	The assignment exceeds expectations in all areas and demonstrates exceptional work.	The assignment meets expectations in most areas and demonstrates good work.	The assignment falls short of expectations in most areas and demonstrates inadequate work.

Presentation Rubric

Criteria	Exceeds Expectations	Meets Expectations	Below Expectations
Content	The presentation demonstrates exceptional knowledge and understanding of the subject matter. The content is thorough, well-organized, and insightful.	The presentation demonstrates a good understanding of the subject matter. The content is well-organized and presents relevant information.	The presentation demonstrates limited understanding of the subject matter. The content is disorganized and presents incomplete or inaccurate information.

Delivery	The presentation is engaging and dynamic, with clear and confident delivery, appropriate use of body language, and effective use of visual aids.	The presentation is engaging, with clear delivery, appropriate use of body language, and adequate use of visual aids.	The presentation is dull or unengaging, with unclear delivery, inappropriate use of body language, and insufficient use of visual aids.
Time Management	The presentation is well-timed and covers all relevant topics within the allotted time.	The presentation is adequately timed and covers most relevant topics within the allotted time.	The presentation is poorly timed and fails to cover relevant topics within the allotted time.
Interaction	The presentation encourages interaction and engagement with the audience, using appropriate questioning and responding effectively to audience feedback.	The presentation attempts to engage the audience, but with limited success in encouraging interaction or responding to audience feedback.	The presentation does not attempt to engage the audience or respond to audience feedback.

Teaching Method

The pedagogy would comprise of explanation of the topics and concepts through a mix of PowerPoint presentations as well as whiteboard. The students will also get exposure of developing schedules in Excel Solver. Further, there would be interactive discussions of the latest case studies in the domain. The focus would be to facilitate individual learning through discussions, presentations, and timely assessments.

Textbook / Course Package / Other Readings

1. *Project Management: A Managerial Approach*, 8e, J.Meredith & S.Mantel, John Wiley.
2. Project Management Body of Knowledge (PMBOK), PMI.
3. Project Management: A Systems Approach to planning scheduling and controlling, Harold Kerzner, Wiley.
4. Project management and Appraisal, Sitangshu Khatua, Oxford publishing.
5. Project Management by Grey, Larsen & Desai. (Sage Pub.)

Session Plan

Sessions	Topics	PLOs covered
Session-1	Foundations of Project Management	PLO-01,02 &05
Objective of the session	At the end of this week students will learn: Fundamental aspects of Projects & management of projects focusing on Life cycle of projects	

Subtopics to be covered	Life cycle of projects	
Readings	Textbook Chapters & Readings provided in Class	
Case title & Number	NA	
Pedagogy (choose one of the following)	Class discussion and Q&A Session with the help of PPT presentation and White board	
Session-2	Tools, Stakeholders, and Success Factors in Project Management	PLO-01,02 &05
Objective of the session	At the end of this week students will learn: basic project planning tools and techniques and recognize success and failure factors in projects.	
Subtopics to be covered	project planning tools	
Readings	Textbook Chapters & Readings provided in Class	
Case title & Number	NA	
Pedagogy (choose one of the following)	Class discussion and Q&A Session with the help of PPT presentation and White board	
Session-3	Project management body of knowledge (PMBOK): knowledge areas-I	PLO-01,02, 05, 08 & 10
Objective of the session	At the end of this week students will learn the knowledge areas and the processes involved in managing projects.	
Subtopics to be covered	PMBOK	
Readings	PMBOK Handbook	
Case title & Number	NA	
Pedagogy	Class discussion and Q&A Session with the help of PPT presentation and White board	
Session-4	Project management body of knowledge (PMBOK): knowledge areas-II	PLO-01,02, 05, 08 & 10
Objective of the session	At the end of this week students will learn the knowledge areas and the processes involved in managing projects.	

Subtopics to be covered	PMBOK	
Readings	PMBOK Handbook	
Case title & Number	NA	
Pedagogy	Class discussion and Q&A Session with the help of PPT presentation and White board	
Session-5	Project management framework-I	
Objective of the session	To introduce the fundamentals of project management by exploring its definition, characteristics, life cycle, and key methodologies.	PLO-01,02, 05, 08 & 10
Subtopics to be covered	life cycle & characteristics of Project	
Readings	Textbook Chapters & Readings provided in Class	
Case title & Number	NA	
Pedagogy	Class discussion and Q&A Session with the help of PPT presentation and White board	
Session-6	Project management framework II	
Objective of the session	Understanding core concepts, distinguishing features, life cycle phases, roles of key stakeholders, and commonly used frameworks.	PLO-01,02, 05, 08 & 10
Subtopics to be covered	roles of key stakeholders	
Readings	Textbook Chapters & Readings provided in Class	
Case title & Number	NA	
Pedagogy	Class discussion and Q&A Session with the help of PPT presentation and White board	
Session-7	Project Selection-I	
Objective of the session	At the end of these weeks' students will learn Various project selection criteria and models.	PLO-01,02, 05, 08 & 10
Subtopics to be covered	project selection criteria	
Readings	Operations research: An Introduction & Readings	
Case title & Number	To be distributed in class	

Pedagogy	Class discussion and Q&A Session with the help of PPT presentation, White board, and Excel	
Session-8	Project Selection-II	PLO-01,02, 05, 08 & 10
Objective of the session	At the end of these weeks' students will learn Various project selection criteria and models.	
Subtopics to be covered	project selection models	
Readings	Operations research: An Introduction & Readings	
Case title & Number	To be distributed in class	
Pedagogy	Class discussion and Q&A Session with the help of PPT presentation, White board, and Excel	
Session-9	Project Planning-I	PLO-01,02, 05, 08 & 10
Objective of the session	At the end of this week students will learn: Key aspects of project planning, developing WBS and other elements of projects	
Subtopics to be covered	Work Breakdown Structure	
Readings	Textbook Chapters & Readings provided in Class	
Case title & Number	NA	
Pedagogy	Class discussion and Q&A Session with the help of PPT presentation and White board	
Session-10	Project Planning-II	PLO-01,02, 05, 08 & 10
Objective of the session	At the end of this week students will learn: Key aspects of project planning, developing WBS and other elements of projects	
Subtopics to be covered	project planning	
Readings	Textbook Chapters & Readings provided in Class	
Case title & Number	NA	
Pedagogy	Class discussion and Q&A Session with the help of PPT presentation and White board	

Session-11	Project in Action: Simulating the Real World in 90 Minutes	PLO-01,02, 05, 07 08, 09 & 10
Objective of the session	To immerse students in a simulated, real-world project experience where they actively plan, execute, and manage a mini-project under time, resource, and stakeholder constraints, applying core project management frameworks and reflecting on team dynamics, leadership, and adaptability.	
Subtopics to be covered	mini-project under time	
Readings	PMBOK Guide: (Sections on Project Life Cycle, Stakeholders, and the Triple Constraint)	
Case title & Number	NA	
Pedagogy	Workshop and discussion	
Session-12	Project Budgeting-1	PLO-01,02, 05, 08 & 10
Objective of the session	At the end of this week students will learn: Fundamentals of Budgeting & costing of Projects focusing on uncertainty & risks involved	
Subtopics to be covered	Fundamentals of Budgeting	
Readings	Textbook Chapters & Readings provided in Class	
Case title & Number	To be distributed in class	
Pedagogy	Class discussion and Q&A Session with the help of PPT presentation & White board	
Session-13	Project Budgeting-2	PLO-01,02, 05, 08 & 10
Objective of the session	At the end of this week students will learn: Fundamentals of Budgeting & costing of Projects focusing on uncertainty & risks involved	
Subtopics to be covered	costing of Projects	
Readings	Textbook Chapters & Readings provided in Class	
Case title & Number	To be distributed in class	
Pedagogy	Class discussion and Q&A Session with the help of PPT presentation & White board	

Session-14	Guest Lecture by “Mr. Amitesh Dixit, Project Manager- TCS”	PLO-01,02, 05, 07 08, 09 & 10
Objective of the session	To Understand the things in more practical way.	
Subtopics to be covered	Challenges in Project	
Readings	NA	
Case title & Number	NA	
Pedagogy	Online Guest Lecture Followed with Q&A	
Session-15	The Stakeholder Negotiation Lab	PLO-01,02, 05, 07 08, 09 & 10
Objective of the session	To immerse students in a role-based negotiation exercise within a simulated project environment, helping them understand the complexities of stakeholder management, identify conflicting priorities, practice effective communication, and develop negotiation strategies to achieve project alignment.	
Subtopics to be covered	identify conflicting priorities	
Readings	PMBOK® Guide – Chapters on Stakeholder Engagement and Communication Management	
Case title & Number	NA	
Pedagogy	Workshop and Discussion	
Session-16	Project Scheduling- 1	PLO-01,02, 05, 08 & 10
Objective of the session	At the end of this week students will learn: Fundamental aspects of Time management for projects focusing on sequencing & scheduling, determining project completion times using CPM.	
Subtopics to be covered	sequencing & scheduling	
Readings	Textbook Chapters & Readings provided in Class	
Case title & Number	To be distributed in class	
Pedagogy	Class discussion and Q&A Session with the help of PPT presentation, Excel and White board	
Session –17	Project Scheduling- 2	PLO-01,02, 05, 08 & 10

Objective of the session	At the end of this week students will learn: Fundamental aspects of Time management for projects focusing on sequencing & scheduling, determining project completion times using PERT, critical activities and slacks associated with them, various tools to manage time and approach to handle uncertainty in project durations	
Subtopics to be covered	CPM & PERT	
Readings	Textbook Chapters & Readings provided in Class	
Case title & Number	To be distributed in class	
Pedagogy	Class discussion and Q&A Session with the help of PPT presentation, Excel and White board	
Session-18	Statistical applications in project management-I	PLO-01,02, 05, 08 & 10
Objective of the session	To introduce the use of statistical methods in project management for data-driven decision making, risk analysis, quality control, and performance measurement.	
Subtopics to be covered	risk analysis	
Readings	Textbook Chapters & Readings provided in Class	
Case title & Number	To be distributed in class	
Pedagogy	Class discussion and Q&A Session with the help of PPT presentation and White board	
Session-19	Statistical applications in project management-II	PLO-01,02, 05, 08 & 10
Objective of the session	To understand the application of advanced statistical techniques, such as hypothesis testing and regression analysis, to solve real-world project management challenges related to risk, quality, and resource optimization.	
Subtopics to be covered	quality, and resource optimization.	
Readings	Textbook Chapters & Readings provided in Class	
Case title & Number	To be distributed in class	

Pedagogy	Class discussion and Q&A Session with the help of PPT presentation and White board	
Session-20	Resource Optimization-1	PLO-01,02, 05, 08 & 10
Objective of the session	At the end of this week students will learn: Optimization in allocation of resources for project activities.	
Subtopics to be covered	Optimization of Resources	
Readings	Textbook Chapters & Readings provided in Class	
Case title & Number	To be distributed in class	
Pedagogy	Class discussion and Q&A Session with the help of PPT presentation and White board	
Session-21	Resource Optimization- 2	PLO-01,02, 05, 08 & 10
Objective of the session	At the end of this week students will learn: Fundamental aspects of Time management for projects focusing on sequencing & scheduling, determining project completion times using CPM, critical activities and slacks associated with them, various tools to manage time and approach to handle uncertainty in project durations	
Subtopics to be covered	Time management for projects	
Readings	Textbook Chapters & Readings provided in Class	
Case title & Number	To be distributed in class	
Pedagogy	Class discussion and Q&A Session with the help of PPT presentation and White board	
Session-22	Hands-on Introduction to Project Planning Using ClickUp	PLO-01,02, 05, 07 08, 09 & 10
Objective of the session	To enable students to explore and apply basic project planning, task management, and collaboration features using ClickUp as a modern project management software.	
Subtopics to be covered	project management software	
Readings	NA	

Case title & Number	NA	PLO-01,02, 05, 08 & 10
Pedagogy	Practical Exercises and discussion	
Session-23	Agile Project Management-1	
Objective of the session	At the end of this week, students will learn Fundamentals of agile project management	
Subtopics to be covered	Fundamentals of agile project management	
Readings	Textbook Chapters & Readings provided in Class	
Case title & Number	NA	PLO-01,02, 05, 08 & 10
Pedagogy	Class discussion and Q&A Session with the help of PPT presentation, and White board	
Session-24	Agile Project Management-2	
Objective of the session	At the end of this week, students will learn Fundamentals of agile project management	
Subtopics to be covered	Flexible Project Management	
Readings	Textbook Chapters & Readings provided in Class	
Case title & Number	NA	PLO-01,02, 05, 07 08, 09 & 10
Pedagogy	Class discussion and Q&A Session with the help of PPT presentation, and White board	
Session-25	Guest Lecture-II Guest Lecture I – Dr. Shishir Dutta, Deputy General Manager, Coal India Ltd.	
Objective of the session	To Understand the things in more practical way.	
Subtopics to be covered	How to complete high risk projects	
Readings	NA	
Case title & Number	NA	PLO-01,02, 05, 07 08, 09 & 10
Pedagogy	Online Guest Lecture Followed with Q&A	
Session-26	Monitoring & Tracking Progress with ClickUp	PLO-01,02, 05, 07 08, 09 & 10
Objective of the session	To help students simulate project execution by tracking task progress, updating statuses,	

	managing delays, and using dashboards for reporting within ClickUp.	
Subtopics to be covered	Creating Dashboards on Clickup	
Readings	NA	
Case title & Number	NA	
Pedagogy	Practical Exercises and discussion	
Session-27	Lean Six Sigma applications in Project Management-I	PLO-01,02, 05, 08 & 10
Objective of the session	To understand the principles of Lean Six Sigma and demonstrate how its tools and methodologies can be applied to enhance efficiency, reduce waste, and ensure quality outcomes in project management.	
Subtopics to be covered	Lean Six Sigma	
Readings	Textbook Chapters & Readings provided in Class	
Case title & Number	NA	
Pedagogy	Class discussion and Q&A Session with the help of PPT presentation, and White board	
Session-28	Lean Six Sigma applications in Project Management-II	PLO-01,02, 05, 08 & 10
Objective of the session	To understand Lean Six Sigma tools by applying them to real-world project scenarios, focusing on process improvement, waste reduction, and quality control throughout the project lifecycle.	
Subtopics to be covered	Lean Six Sigma tools	
Readings	Textbook Chapters & Readings provided in Class	
Case title & Number	NA	
Pedagogy	Class discussion and Q&A Session with the help of PPT presentation, and White board	
Session 29	Reading & Revision Week/ Examination Week*	
Objective of the session	NA	
Subtopics to be covered	NA	
Readings	NA	
Case Title & Number	NA	
Session 30	Reading & Revision Week/ Examination Week*	
Objective of the session	NA	

Subtopics to be covered	NA	
Readings	NA	
Case Title & Number	NA	

*Elective Endterm Examinations may take place in the last week of classes.

Disability Support

JGU endeavours to make all its courses accessible to students. The Disability Support Committee (DSC) has identified conditions that could hinder a student's overall wellbeing. These include physical and mobility-related difficulties, visual impairment, hearing impairment, mental health conditions, and intellectual/learning difficulties, e.g., dyslexia and dyscalculia. Students with any known disability needing academic and other support are required to register with the Disability Support Committee (DSC) by following the procedure specified at <https://jgu.edu.in/disability-support-committee/>

Students who need support may register any time during the semester up until a month before the end semester exam begins. Those students who wish to continue receiving support from the previous semester, must re-register within the first month of a semester. Last-minute registrations and support might not be possible as sufficient time is required to make the arrangements for support.

The DSC maintains strict confidentiality about the identity of the student and the nature of their disability and the same is requested from faculty members and staff as well. The DSC takes a strong stance against in-class and out-of-class references made about a student's disability without their consent and disrespectful comments referring to a student's disability.

All general queries are to be addressed to disabilitysupportcommittee@jgu.edu.in

Disclaimer: This course outline including assessments, mode, nature and weightage of assessments, sessions, sequence of sessions and/or readings may be revised during the semester if such need arises.