

**THE OPEN UNIVERSITY OF TANZANIA**  
**FACULTY OF BUSINESS MANAGEMENT**  
**OBS 401: PROJECT PLANNING, MONITORING AND EVALUATION**

**COURSE OUTLINE**

**Overview & Objectives**

The use of projects and project management is becoming more and more important for all kinds of organizations. Businesses regularly use project management to accomplish unique outcomes under the constraints of resources, and project management turn to be one of essential ways of achieving an organization's strategy.

This course addresses the basic nature of managing general projects, not specially focuses on one type of project, no matter construction projects or R&D projects. The course uses the project life cycle as the organizational guideline, and contents will cover the whole process of project management, including project initiation, project planning, project implementation and project termination.

Students will study the characteristics of project and project management, look at how to define a project, how to organize a project, how to plan a project, how to implement, trace and control a project, and how to terminate and post-evaluate a project.

Topics will include: basic concepts of project and project management, project selection, project definition, project organization structure, team building, communication and conflict management, project planning methods and techniques, resource allocation, project monitoring and control, project termination.

## **Course outcome**

On completion of the course students will be able to:

- Differentiate between projects and tasks
- Understand project management 'cycles'
- Explain the Scope projects
- Gather project information
- Plan projects
- Record project plans
- Understand project teams, roles & cultures
- Prepare project Plan implementation
- Evaluate different project
- Understand the basic principles of project monitoring and control
- Understand project documentation
- Do a stakeholder analysis, objectives analysis, alternatives analysis, problem analysis
- Select an appropriate framework for conducting an evaluation • Identify appropriate qualitative and quantitative data collection techniques
- Construct an evaluation report

## **Lecture one: Project Initiation & Definition**

Students are required to understand the key concepts of projects, business, planning, monitoring, evaluation, as well as report writing. By the end of the lecture, students will be able to:

- Concept of project and project management
- The project management system
- Project selection
  - Criteria for project selection
  - Types of project selection models
  - Project Portfolio Management

- Project organization
  - The project as part of the functional organization
  - Pure project organization
  - The matrix organization
  - Mechanisms for Sustaining Organizational Culture
  
- Differentiate what makes a project – Projects vs Tasks
- Understand the review of types of projects involved in
- Key skills involved in Project Planning & Management in general

### **Lecture Two: Project Management Cycles**

Students should be able to address issues in project management cycle through the following:

- Defining a structure for Project Management
- Agreeing the various stages in the PM process
- Specifying the various tasks in each stage
- Understanding the key terms of project management

### **Lecture Three: Project Goal, Scope and Risk management**

In this lecture, students will have skills to demonstrate the following in project planning, monitoring and evaluation. The following concepts should be demonstrated in lecture three:

- Definition of Project Mission & Goal
- Management by Objectives
- Project Scope Definition
- Project Objectives Document
- Project Proposal
- Project Charter
- Project Orientation & Kick-off Meeting
- Setting Objectives of scope management

- Concepts and understanding risk management processes
- Sources of risks and risk control
- Design Strategies in project management
- Identification of: Key areas of work / skills required/ resources required
- Defining outcomes & resources

#### **Lecture Four: Project Planning, estimating scheduling and resource allocation**

In this lecture students will learn how to plan project, estimate and allocate resources and finally scheduling project activities. The following topics will be covered:

- Project Work Breakdown Structure
- Factors influencing the quality of estimates
- Project time estimation
- Project cost estimation
- Project scheduling—PERT and GANNT Chart
- In-class or after-class exercise: project planning
- Time/cost trade-off
- Project resource loading & leveling
- Earned value management
- Microsoft Project

#### **Lecture Five: Project Monitoring and Control**

Students will learn different tools/techniques in gathering projects information and how to effectively communicate found information. Students will also understand key concepts (stakeholders, effectiveness and efficiency, impact, monitoring and evaluation)

They will also understand the following various concepts and tools:

- Project monitoring
- Project control process
- Change control management
- Managing versus leading a project
- Qualities of an effective project manager
- Managing project stakeholders
- Various tools/ techniques and approaches in information gathering

- Various categories of information on different projects
- Time / Cost / Quality / Quantity as tools to monitor different projects
- The use of project plan
- Project problem diagnosis and resolution
- The project interface
- Project leadership

### **Lecture Six: Project Management Tools & Techniques**

There are different tools and techniques that are applied in project management. Students will learn on the use and application of these tools in the whole process of project management. Students in the first place should understand data collection techniques (including Means of verification), data analysis techniques and planning for data analysis procedures. The following tools and techniques will be demonstrated in this lecture:

- Questioning techniques
- Defining and agreeing Project Milestones
- 5M Analysis
- Brainstorming
- Thinking Hats
- SWOT analysis
- Resource Charts & Planners
- Gantt Charts
- Pert Charts / diagrams
- Mind Maps
- Force Field Analysis
- Identification and development of “**SMART**” objectives and indicators
  - **Specific:** clear about what, where, when, and how the situation will be changed;
  - **Measurable:** able to quantify the targets and benefits;

- **Achievable:** able to attain the objectives (Knowing the resources and capacities at the disposal of the community)
- **Realistic:** able to obtain the level of change reflected in the objective; and
- **Time bound:** stating the time period in which they will each be accomplished.

### **Lecture Seven: Project Evaluation**

Students will learn different approaches to Evaluation (e.g. internal, external, participatory and non participatory). They will also learn how set objectives and indicators in the evaluation process. The following key techniques in project evaluation as follows will be covered as follows:

- Effective Control systems & approaches
- McKinsey's 7s model & approach
- Questioning Techniques – Traffic Light approach
- Risk Taking considerations
- Flexibility – importance of evaluation & taking corrective action on project evaluation

### **Lecture Eight: Project Team formulation and Maximizing Participation**

In this lecture students will learn the process of identifying and formulation of project teams. They will also learn the objectives of different project teams, what are involved and the role of project teams. They will cover the following topics;

- Project Team frameworks
- Project Team cultures – various characteristics and impact on success
- Key Issues surrounding project teams – barriers and challenges
- Key skills of effective project leaders
- Collective decision making in project teams
- Visible Communication in teamwork
- Giving / receiving feedback from different members of the project

- Communication challenges in team working

## **Lecture Nine: Project Implementation Report Writing and Reviews and Project Termination**

Students at the end of this lecture will be able to explain the following;

- Communication and conflict management
- Project review
- Performance measurement and report
- Project implementation phase
- Objectives of projects implementation and projects report writing
- The scope of project implementation and reporting
- Projects review phase and its scope and processes
- Project reporting and procedures
- Project Termination and Post-evaluation
  - Project audit and post-evaluation
  - The varieties of project termination
  - In-class case discussion
  - Project success criteria and critical success factors

## **References**

1. [Clifford F Gray, Erik W Larson](#) (2004) Project Management: The Management Process. London: McGraw-Hill.
2. [Clifford F Gray, Erik W Larson](#) (2007) Project Management: the complete guide for every managers. London: McGraw-Hill.
3. Nokes, Sebastian et al. (2003). The definitive guide Project Management: the fast track to getting the job done on time and on budget. London: Prentice Hall.
4. Meredith & Mantel, (1995) Project Management: A Managerial Approach, 3<sup>rd</sup> edition, John Wiley & Sons, Inc.
5. Svein Arne Jessen (2002) Business by Projects, Universitetsforlaget.

### Online references

1. <http://books.google.com/books?hl=en&lr=&id=mxBCXE5IRgQC&oi=fnd&pg=PA26&dq=Clifford+Gray,+Erik+Larson,+Project+Management&ots=jrpWSpJXzd&sig=b-uJvH-O611mLcLufA8LLmtMCg8#PPA13,M1>
2. <http://internet.ktu.lt/lt/mokslas/zurnalai/inzeko/59/1392-2758-2008-4-59-59.pdf>
3. [http://www.idrc.ca/en/ev-57070-201-1-DO\\_TOPIC.html](http://www.idrc.ca/en/ev-57070-201-1-DO_TOPIC.html)