Course title: Project Design and Management for Sustainable Development Practice			
Course code: MPD 129	**No. of credits:** 4	**L-T-P distribution**: 46-14-00	**Learning hours**: 60
Pre-requisite: Students who have completed the course on "Group Practicum: community needs assessment" (MPD 106)			
Department: Department Policy and Management Studies			
Course coordinator (s): Dr Ashutosh Srivastava		**Course instructor (s):** Dr Ashutosh Srivastava	
Course type: Core		**Course offered in**: Semester 3	

Course Description:

The course aims at imparting to the students" knowledge of principles of processes commonly used in project cycle management and the skills for effective application of such processes for sustainable community-drive development programmes. It covers the tools and techniques for identification, analysis, design, implementation monitoring and evaluation of programmes and projects from the point of view of all stakeholders.

Course objectives:

The course will develop the students understanding and skill sets of:

- Identification of a holistic project concept that addresses immediate and long-term challenges and concerns through collaborative and participatory approaches.
- Identification of data/information needed for preparing a feasible project proposal.
- Synthesis of relevant information into a logical and cohesive project proposal which is feasible from all angles – technology, markets, inputs, institutions, management, environment, finance, and implementability.
- Analysis of risks inherent in the projects and formulation of feasible risk management approaches as back-up solutions.
- Identification of funding sources for long-term capital requirements and day-to-day working capital, and ability to liaise with the agencies for timely flow of funds.
- Critical appraisal of projects by financial institutions and funding agencies.

Course Contents:

Module	Topic	L	T	P
1.	**Project Idea Generation** • Project – Definitions, Attributes • Project Life Cycle • Project Identification – Approaches for Generation and Screening of Project Ideas – Individual and Group Creativity Methods • Appreciation of macro-environment in relation to project choice • Financial Mgt. Tools for Project Screening – Investment, • Benefits, Payback, ROI • Group Work on Project Idea Generation and Screening • Group presentations of Project Concepts *Remarks: The first steps of LFA, viz. stakeholder analysis, problem tree andobjectives tree development, and strategy analysis will be simultaneously introduced and related to the other project design approaches.*	11	2	0

2.	**Project Design** • Project Feasibility Study – Aspects of • Project Preparation and Appraisal • Steps and Processes • Cash Flow Estimates • Concepts of Economies of Scale and Minimum Volumes • Break-even analysis and need for healthy growth of cash inflows and surplus. • Cash Flow Analysis and use of MS Excel • Sensitivity Analysis with MS Excel • Group Work on Project Preparation	11	2	0
3.	**Project Financing and Appraisal** • Sources for project funds – long-term and working capital. • Decision on Capital Structure (Debt-Equity), including tax-related issues. • Preparation of Discounted Cash Flow Statements (where necessary) and criteria for financial appraisal – Payback, ROI, ARR, NPV, IRR, Discounted Payback/ARR/ROI • Project Budgets and their integration with the organizational budget • Project Appraisal Process by FIs and Funding Agencies • Simulation of Project Appraisal by students in groups and Presentations	7	3	0
4.	**Project Implementation Planning** • DBS, WBS, Activity Lists, Predecessor Relationships, • Estimation of Duration • Project Organization • Preparation of networks and Gantt Charts • Resource estimation, leveling, allocation. • Concept of Optimum Project Duration • Critical Path and Critical Chain – Importance of TOC • Project Budget Revision based on resource schedule. • Project Management Information System • Project Monitoring and Control Plan • Project Risk Management and Fall-back solutions • Project Implementation Completion and Exit Strategy • Programme/Project Evaluation Plan • Use of standard PM software packages for implementation planning Remarks: Students will simultaneously use LF Matrix to portray the project information comprehensively and deploy it for participatory implementation, monitoring, control, and evaluation.	5	3	0
5.	**Project Implementation Management** • Need for team approach. • Importance of communication • Project Systems and Processes for procurement, award of contracts, workforce management and reviews • Earned Value Method • Participatory Implementation • Management issues and their resolution • Project Manager – Unique Requirements	4	3	0

6	**Project Monitoring and Evaluation**
	• Centralized vs. Participatory Monitoring
	• Optimal Project Review Intervals
	• Use of PM software for monitoring
	• Control Decisions based on monitoring inputs.
	• Project Evaluation
	• Evaluation Study Design
	  • Formative vs. Summative
	  • Desk vs. Field-based
	  • Internal vs. External
	• Data Analysis, Inference and Conclusion
	• Project Revision and New Projects
	Remarks: Students will continue to use LF Matrix, in addition, for development of OVIs and MOVs for participatory implementation, monitoring, control and evaluation.
		8	1	0

Total		**46**	**14**	**00**

Evaluation procedure:

Component	*Weight (%)*
• Minor tests and Quizzes (2*5)	10
• Group Projects	
• Project Preparation – Stage I (Draft)	15
• Project Appraisal	10
• Project Preparation – Stage II (Final)	25
• Presentations – Projects	10
• Presentation – Appraisal	10
• Final examination	20

Learning outcomes:

- By the end of the course, students will.
- Appraise and understand the difficulties and dilemmas that project managers face in the implementation of programmes and projects aimed at bringing about changes. (All the tests)
- Develop a comprehensive understanding of the various approaches and tools (including LFA) required for effective change management. (All the tests)
- Develop critical understanding of the organizational and human resource management challenges encountered while implementing sustainable development programmes and projects (All the tests)
- Learning and applying various commercial project management software packages and an appreciation of their limitations.
- Integration of knowledge gained from monitoring and evaluation systems into the project design and revision of project objectives and activities.
- Develop work plans for effective implementation of the projects through teams consisting of project staff, beneficiaries, and other key stakeholders.

Pedagogical approach:

- The course will be delivered through a mix of lectures, simulation exercises, tutorials, case discussions and discussion of current projects. The lectures will be kept to the barest minimum, and the focus during the sessionswill be active classroom discussion to develop clarity and skills.
- The learning on the course will be through simulation of real-life situations, problems and issues. The simulation exercises, broadly comprising preparation of feasible project proposals by the students in groups and their appraisal, are expected to promote the students‟ curiosity, logical reasoning skills and creativity to develop innovative solutions which can be implemented, promote equitable distribution of benefits and are feasible from all aspects – social, cultural, organizational, managerial, technological, environmental and financial.

Suggested Readings:

- David Potts (2005) Project Planning and Analysis for Development, Viva Books Private Limited
- Mantel J, et. al. (2011) Project Management, Wiley India
- Nicholas (2011) Project Management for Business and Technology, PHI
- Gray, Larson (2008) Project Management: The Managerial Process, TMH
- Khatua Sitangshu (2011) Project Management and Appraisal, OUP
- Chandra Prasanna (2011) Projects: Planning, Analysis, Selection, Financing, Implementation, and Review, TMH
- Pinto Jeffrey (2012) Project Management: Achieving Competitive Advantage, Pearson
- Guide to Practical Project Appraisal (1978), United Nations, Reprinted by Oxford & IBH
- A Guide to the Project Management Body of Knowledge (2008), PMI

Other readings

- Project Reporter
- International Journal of Project Management
- PM Network

Additional information (if any): The term „Lecture" is loosely used here for conformance with the standard nomenclature adopted in university systems. However, the sessions must be extremely discussion-basedfor effective learning of concepts and practices by students.

Student responsibilities:
Attendance: At-least 75% attendance will be necessary to be able to appear for the final exam

Course Reviewers:

1. Prof. BN Hiremath, Dhirubhai Ambani Institute of Information and Communication Technology (DA-IICT),Gandhinagar, Gujarat.
2. Prof. KV Raju, IRMA
3. Prof. HK Mishra, IRMA

This Course outline has been approved in the 56th Academic Council Meeting on 10th August 2023 at TERI School of Advanced Studies, New Delhi.