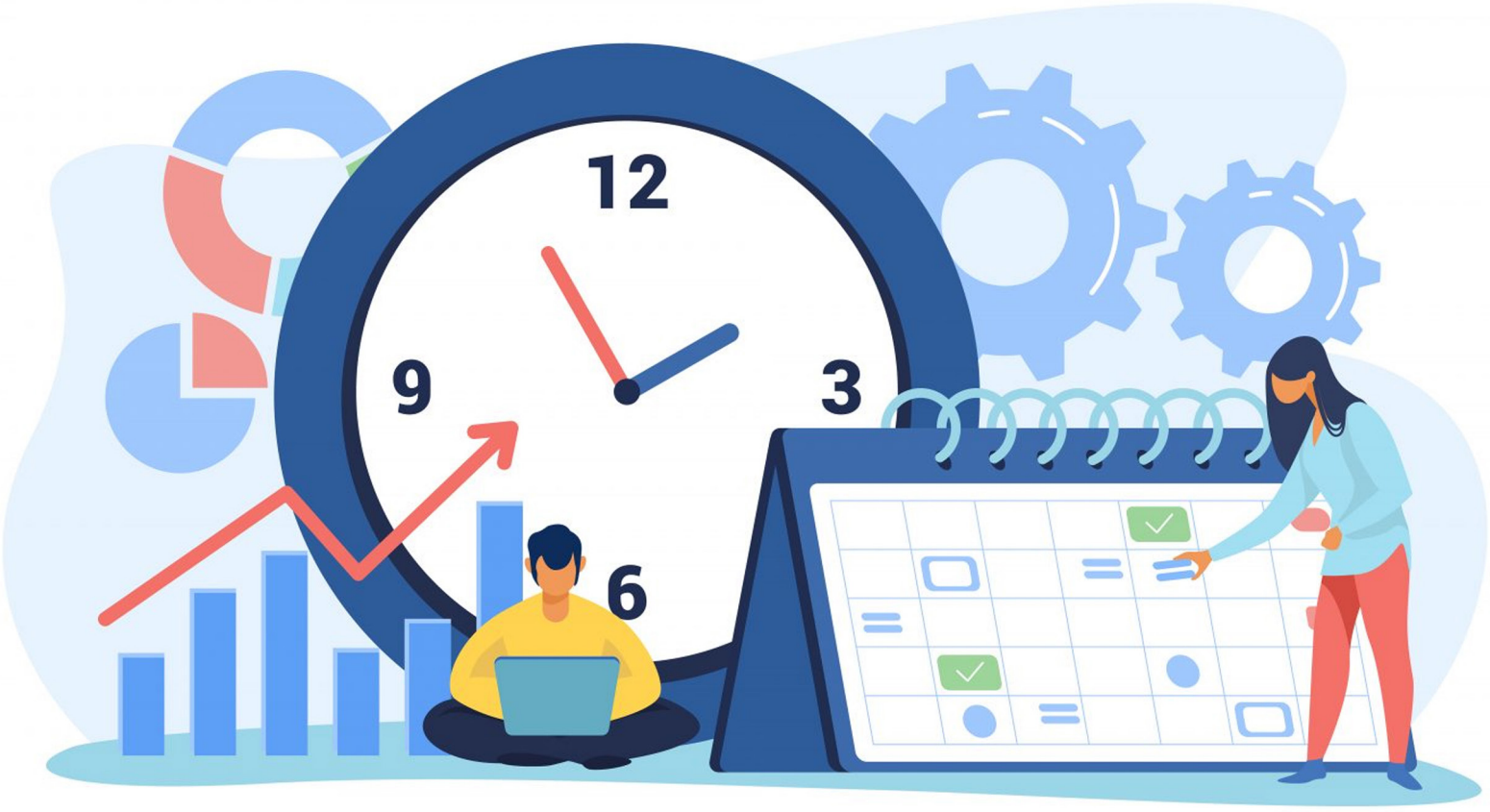
SREENARAYANAGURU
OPEN UNIVERSITY

# Project Planning and Management

## Postgraduate Programme in Sociology




## SELF LEARNING MATERIAL

COURSE CODE: M21SO01AC

**SREENARAYANAGURU OPEN UNIVERSITY**

The State University for Education, Training and Research in Blended Format, Kerala

## Vision

*To increase access of potential learners of all categories to higher education, research and training, and ensure equity through delivery of high quality processes and outcomes fostering inclusive educational empowerment for social advancement.*

## Mission

To be benchmarked as a model for conservation and dissemination of knowledge and skill on blended and virtual mode in education, training and research for normal, continuing, and adult learners.

## Pathway

Access and Quality define Equity.

# Project Planning and Management

Course Code: M21SO01AC

Semester-I

## Ability Enhancement Compulsory Course
## Master of Arts
## Sociology
## Self Learning Material

SREENARAYANAGURU
OPEN UNIVERSITY

**SREENARAYANAGURU OPEN UNIVERSITY**

The State University for Education, Training and Research in Blended Format, Kerala

# Documentation

Course Code: M21SO01AC
Project Planning and Management

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# Message from Vice Chancellor

Dear

I greet all of you with deep delight and great excitement. I welcome you to the Sreenarayanaguru Open University.

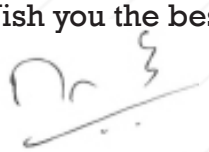
Sreenarayanaguru Open University was established in September 2020 as a state initiative for fostering higher education in open and distance mode. We shaped our dreams through a pathway defined by a dictum 'access and quality define equity'. It provides all reasons to us for the celebration of quality in the process of education. I am overwhelmed to let you know that we have resolved not to become ourselves a reason or cause a reason for the dissemination of inferior education. It sets the pace as well as the destination. The name of the University centers around the aura of Sreenarayanaguru, the great renaissance thinker of modern India. His name is a reminder for us to ensure quality in the delivery of all academic endeavors.

Sreenarayanaguru Open University rests on the practical framework of the popularly known "blended format". Learner on distance mode obviously has limitations in getting exposed to the full potential of classroom learning experience. Our pedagogical basket has three entities viz Self Learning Material, Classroom Counselling and Virtual modes. This combination is expected to provide high voltage in learning as well as teaching experiences. Care has been taken to ensure quality endeavours across all the entities.

The university is committed to provide you stimulating learning experience. The PG programme in Sociology is a logical development of the grammar of our UG programme. It is considered to be a progression of the finer aspects of theories and practices. The discussions are meant to arouse interest among the learners in understanding the discipline in the real context and therefore, the examples are drawn heavily from the real life experiences. The provision for empirical evidences integrated endeavour of the academic content makes this programme special and relevant. We assure you that the university student support services will closely stay with you for the redressal of your grievances during your studentship.

Feel free to write to us about anything that seems relevant regarding the academic programme.

Wish you the best.



Regards,

Dr. P.M. Mubarak Pasha 01.05.2023

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# Project Planning

## BLOCK-01

Unit 1- Basic concepts

Unit 2- Project Identification

Unit 3 – Project work plan and time frame


# Basic concepts

## Learning Outcomes

On completion of the unit, the learner will be able to:

- introduce the concepts related to planning of a project and programme
- understand the process involved in the implementation of a project
- assess the significance of understanding a project for social and corporate purposes
- idenitify and develop project proposals that are sturcturally sound and feasible

## Background

Project planning demarks an initiative formulated for the successful completion of a task with distinctive objectives and deadline. Before we go into the details of project planning let us explore what is the need for project planning and why do we need it. There are two different sides to this; first a project maybe identified to compensate for the lack of or for the modification of something already in existence. Secondly from the planning aspect of a project, Project Planning ensues the tasks of monitoring of the budget and adherence to the same. Let us consider a village in a rural settings it lacks clean drinking water. So, here is an issue that needs a solution. A project in the form of rain water harvesting or ground water sourcing plant may be established, a project for this need may be envisioned and implemented to rectify the lack of clean drinking water. A project planned for this regard will focus on different tasks such as funding, resources in the form of land and labour, a team consisting of all the essential personnel necessary for the completion of the project, timely completion and utilisation of the predetermined resources.

The focus of Project planning primarily falls on two aspects. First is the 'Identification of a Project', a project may be identified on the basis of the need of a community, industry or service sector, vulnerable or cultural groups or it may even be for evaluative causes where a study is carried out on or about something already in practice in order to modify it. The second phase is 'Planning' of the project identified. The planning of a project decides the course of the project as it is critical in giving life to it. If a project is relevant and planned systematically in accordance to the proposed format it would be able

to secure funding thus successfully launching a project.

Now that you have a brief idea about what is project planning, about what and how would a project be envisioned? Let's try and answer these by having a look around your own locality. On a day to day basis you may have noticed different needs, issues or even problems faced by those living in a particular area. Let's consider what would suffice as a need for a project. Let's consider the issue of animal and human conflict due to rapid urbanisation and population density that is increasingly prevalent yet needs to be addressed methodically. Here we have identified a problem or issue; a project may be planned to address how this issue can be handled appropriately without causing harm to either animals or humans.

## Keywords

Conceptualisation, Objectives, Time frame, Outcome, Implementation

## Discussion

- *Understanding with a purposes*

Plan, Project and Programmes are all the same considering their mission, vision or goal to achieve a particular result, the scale and elements involved will vary from one another and factor in differentiating between a plan, project and programme. So let us explore the meaning of each and understand in detail different facets of a project in the following sections.

### a) Plan

- *Formulated for a specific reason and used once*

A plan may be of a single use, one which is used once and for a particular reason it may be canceled after its aim is realised. Budgets, schedules may be considered as examples of plans. A plan may be created for a particular purpose.

### b ) Programme

- *Culmination of Projects*

Programmes are groups of projects that are conducted as a group for realising a common benefit. A programme is focused on benefits. Consider a payment application that is designed to handle all types and kinds of financial transactions, likewise a programme is a collective of multiple projects that function together and in harmony to attain a desired benefit.

### c) Project

- *Coordinated activities with specific objectives and time frame*

A Project can be described as an operation that is envisioned with certain objectives that are to be achieved within a stipulated time frame; this distinguishes a project from a plan or programme. The American National Standard defines a project as a "temporary endeavor undertaken to create a unique product or service or result". The ISO 10006 a standard for quality in project management defines a project as a "unique process which consists of a set of coordinated and controlled activities that have starting and finishing dates, undertaken to achieve an objective confirming specific requirements, including the constraints of time, cost and resources". The Chamber's Twentieth Century Dictionary puts forth three definitions 1) a projection 2) a scheme of something to be done 3) a proposal for an undertaking.

- *Outcome driven activity*

A Project thus "is a planned undertaking of a set of interrelated activities to achieve specific outcomes within a given time frame and a budget." Examples of a Project include development of a new vaccine or medicine, construction of a new facility or even undertaking an evaluation project of an existing law or act. Thus, a project may be envisioned for various purposes that differ in its type and purpose. Let us briefly explore the characteristics of a project:

### Characteristics of a Project

i) Have specific objectives to achieve

ii) Requires resources

iii) Requires to be completed within a specific timeframe

iv) Exists the possibility of risk and uncertainty

v) Requires cross functional teams and interdisciplinary approach

vi) Has a specific life cycle which specifies details from beginning till end

vii) Has a single point of responsibility

viii) Has defined start and end points.

## 1.1.1 Project Planning

It is human nature to plan and planning a project is more intrinsic and complex than normal planning of day to day

♦ *Strategising to achieve desired outcome*

activities. Project planning is undertaken with the goal to determine how the desired outcome can be achieved. Basically, project planning involves a varied number of steps that can achieve a desired organisational or community goal. Project planning is one of the initial steps as a project is envisioned. This planning process occurs as preliminarily even before an application is formally submitted for funding.

♦ *Defined planning for a holistic approach*

Project planning is important as it allows the concerned stakeholders to think ahead and be prepared for the future goals to be achieved through the project. A vision for the project is formulated. The concerned stakeholders or parties will undergo a holistic thought process which will consider every aspect of the project from the issues that need to be addressed, feasibility, need for resources, identifying and motivating the possible stakeholders and the best possible method to achieve the desired outcome. A good project planning will ensure that the project has defined the problem well, is structurally and organisationally sound, is sustainable and void of unrealistic goals.

**Features of Project Planning:**

♦ *Different parts for Project Planning*

a. Identifies specific problems
b. Creates a work plan to address the problem and achieve the desired goals
c. Describes the benefits and impact upon implementation of the project
d. Anticipates the resources or funding required to implement the project.

## 1.1.2 Project Proposal

♦ *A blueprint of a project*

Proposal or project proposal is the initial document that defines and specifies different aspects of the project. This document will include everything from the basics to the details of a project like the title to the desired deliverables. A proposal is an official document between the agency and project sponsor. It is through a proposal an agency is able to find the desired clients or project sponsors for an envisioned project. A proposal outlines the project value by detailing the central problems, resources, timeline, project budget and scope in terms of the deliverables are showcased.

## Checklist for preparing a Project Proposal

- *Essential requirements for preparation of project proposal*

- The proposal should contain all details which may be required by a donor agency.
- The document should be comprehensive but brief.
- Give a table of contents with the same headings as in the main document.
- Heavy charts and tables should be avoided or given as appendixes.
- Avoid use of uncommon abbreviations and short forms.
- Figures and data given in the document should be accurate.
- Copy of registration certificate, Memorandum, Rules and Regulations, audited balance sheet and final accounts, latest annual report and list of beneficiaries should be attached to the document.
- Use of standard size paper.
- Staple the document from the left-hand side or upper left-hand corner, avoid costly bindings.

## General guidelines for preparing a project proposal

- *Essential inclusions in a project purposal*

I. Information about the Organisation
II. Mission Statement
III. Project Implemented/ Under Implementation
IV. The Project
V. Human Resource Requirement
VI. Objective of the Project
VII. Project Beneficiaries
VIII. Project Implementation Strategy
IX. Project Monitoring
X. Duration of the Project
XI. Budget
XII. Agency's Own Contribution
XIII. Funds Sought from the Funding Agency
XIV. Publicity to the Donor/Funding Agency
XV. Project Timeline.

Table 1.1.1 displays a project proposal specimen, it is a holistic package which provides information regarding the organisation that has undertaken the study as well as details as to how and when the proposed project shall be

successfully completed. Let us consider the information displayed in Table 1.1.1 under five sections such as General Information, Organisation, Proposed Project, Budget and Project Evaluation. The section of General information as the name suggests includes all the basic information regarding the project and the organisation undertaking it such as title of the project, functional details of the organisation like contact details, legal status and present activities. Under organisation, details solely about the organisation are discussed, to be precise the background of the organisation, structure, area of specialty, activities of the past three years, participants and beneficiaries. In the section of Proposed Project details related to the identified project is discussed such as target area, objectives of the study, activities and plans proposed, what are the proposed implementation strategy, infrastructural necessities, training requirements, survey, evaluation, project coordination and management. Budget forms another section which looks at resource requirements, source of funds and possible methods to sustain the project without outside support. Lastly there is Project Evaluation which forms the crux of a project this section includes various methods and procedures for project evaluation, expected impact the project will have on the target beneficiaries or community and conclusion.

- *Five core conditions of a project proposal*

Table 1.1.1: Project Proposal Specimen

| |
|---|
| Name of the organisation: |
| Type of organisation: |
| NGO/Corporate/Govt Dept/ Funding Agency: |
| Name of the CEO: |
| Name of the Project Director: |
| Address: |
| Telephone No: |
| Email Address of CEO: |
| Email Address of Project Manager: |
| Project Title: |
| Target Beneficiaries: |

Project Dimension: Statistical

Project Dimension: Mindset Change

Project Location:

Project Duration:

Infrastructure (in terms of people)

Project Strategy: .....

Implementation Process: .....

Monitoring and Evaluation: .....

(Send Copies of Physical Forms)

Impact Measurement: .....

Achievements and Recognition: .....

Project Funding Partners: .....

Project Budget: .....

(Give a range)

Sustainability Assurance: .....

Project Advocacy: .....

Profiles of key people working on the project: .....

Emails of two professionals representing the project funding partners: ..

.....

(These emails will help verify the project information)

Project Details Submitted by: .....

Date of Submission: .....

- *Template of Project Proposal*

The above Table 1.1.1 entails the details to be included and format to be followed by NGOs/Research Faculties/ Governmental bodies/other entities interested in submitting a project proposal for approval. The above format is not the exclusive format of a project proposal there are other versions with certain variation being used. To understand the practical use of this template let us observe an illustration of a project proposal submitted by an NGO:

- *A hypothetical Project Proposal*

Project Proposal for "Rain Water Harvesting at Household Level"

- Name of the Organisation: Green Globe
- Address: Green Globe, 9th Street, Bangalore, Karnataka.
- Telephone No: 9876543210
- Date of Establishment: 15th July 1999
- Name of the Project Director: Mr. J.K.
- Designation: Director
- Project Title: Rain Water Harvesting at Household Level
- General Information about the Organisation: Green Globe was established in 1999 with the objective to implement sustainable and environment friendly practices. The organisation focuses on undertaking and collaborating with governmental agencies to implement green initiatives throughout the state of Karnataka. The organisation has so far undertaken and successfully completed a number of projects and thereby implemented initiatives like Organic terrace farming, Biogas plants for neighborhoods and Green Energy project etc are some of the major projects realised on completion.
- Total No. of Staff Members: 30
  (a) Full Time: 18

  (b) Part Time: 7

  (c) Volunteers: 5

- List of Programmes/Activities Conducted by the Organisation: Organic Terrace Farming, Biogas Plants for Neighborhoods and Green Energy Projects etc.
- Target Beneficiaries: Residents under the Bangalore City Municipal Corporation

- Project Location: Bangalore City Municipal Corporation
- Project Duration: 2 years
- Infrastructure (in terms of people): 10-member team which includes the Chairman and Director of the Organisation, Project Manager, Technical Assistant and Field investigators
- Project Funding Partners: Karnataka Renewable Energy Development
- Project Budget: 5 Lakhs
- Project Details Submitted by: Mr J.K., Director, Green Globe
- Date of Submission: 27/05/2023

A project proposal requires to be supplemented with supporting documents. The following lists the documents that are to submitted by organisations with the project proposals:

- *Documents to be enclosed with a Project Proposal*

1. Certified copy of the Registration certificate indicating the date of registration and registration number. Along with it identifying the nature of organisation as in whether it is a trust or society.
2. Certified copies of basic documents such as Bye-laws, Memorandum of Association, Rules and Regulations, Trust/Deeds and the Name and Addresses of Trustees or Governing Body.
3. Details of governing body members indicating their name, designation, occupation, address and expertise.
4. Copy of the FCRA Certificate if foreign fund is required.
5. Published annual reports for the last three years.
6. Last three years audit report and balance sheet.
7. Certified copies of audited statements of accounts for the last three years.
8. PAN number and income tax exemption.
9. Brochure of the organisation comprising brief history or background of the organisation which highlights the previous projects executed and implemented.
10. Administrative structure of the organisation.

11. Certificate from the organisation stating that it is not currently receiving funding for the same project from another state, national or international organisation.

12. A signed declaration from the Chairman or Head of the organisation taking responsibility for the project proposal and its contents.

### 1.1.3 Project Planning Matrix

♦ *A tool in project management*

The Project Planning Matrix also known as PPM, is a one-page framework on the information related to the project. PPM is the summary of the project design. A PPM identifies the key elements and consequences for the successful completion of the project. PPM is a tool used by the project

Table 1.1.2 Template for Project Planning Matrix

Project Title:

Participating Organisation:

Project Manager:

Project Indicator/Status:

| Narrative Summary | Objectively Verifiable Indicators (OVI) | Means/Source of Verification (MOV) | Important Assumptions |
|---|---|---|---|
| Overall Goals<br>----------<br>---------- | | | |
| Specific Objectives<br>----------<br>---------- | | | |
| Expected Outputs<br>----------<br>---------- | | | |
| Activities<br>----------<br>---------- | | | |

management to draw up the structural complexity of a project design. The Project Planning Matrix or PPM follows a particular format which is inclusive of the overall goals, specific objectives, expected outputs and activities.

The Table 1.1.2 showcases the format or template followed for Project Planning Matrix (PPM). The PPM format has a Project Overview at the top which includes details such as the title, participating organisation, project manager, project indicators or status, this is followed by the matrix which has both vertical and horizontal elements as exhibited in the table.

♦ *A brief Summary of Project Proposal*

### 1.1.3.1 Vertical Elements of PPM

♦ *Desirable outcome*

1. **Overall Goals:** represent the goals that are pursued and an overview of why the project has been formulated, probable outcomes and benefits for the target group are explained in this.

2. **Specific Objectives:** this showcases the specific and targeted objectives of the project undertaken.

♦ *Probable route to desired outcome*

3. **Expected Outputs:** here the envisioned outcome is outlined, that is, the deliverables of the project is identified.

4. **Activities:** a brief blueprint for the project as in how the desired output will be achieved in the project is highlighted in this section.

### 1.1.3.2 Horizontal Elements of PPM

**1) Objectively Verifiable Indicators (OVI)**: This includes the imporatant characteristics of the objectives and the excepted standard in performance in tenure of the quantity, quality, time and location. In OVI the 5 indicators that meet each categories of narrative summary are identified:

♦ *Measures of performance standard*

a. Measurable - quantitatively or qualitatively
b. Feasibility in terms of finance, skills, time and in-frastructure
c. Accuracy and relevance
d. Accountability regarding changes
e. Timely providing the information.

**2) Means/ Sources of Verification (MOV)**: This expresses the sources of data and the methods of data collection. The important issues specified in MOV are formats of information,

- *Means to substantiate objectives*

sources of information as in the information provider and scheduling of the delivery of information. MOV necessarily showcases from where and how data necessary to prove the objectives are defined.

**3) Important Assumptions and External Factors**

- *Assumptions in order to safeguard the Project*

The project management makes assumptions regarding the external factors which could possibly affect the realizations of the stated objectives and goals of a project. In a project, assumptions are made regarding how to sustain the overall goal of a project. Assumptions are made at three levels such as for sustaining the overall goal, attainment of project purpose and for the results and outputs. The importance of making assumption in the planning stage is to safeguard the project and this can be best achieved through the involvement of key players in the planning process.

## 1.1.4 Project Cycle and Project Management

- *Requirements for the sucessful management of a Project*

Project management according to "The Guild to Project Management Body of Knowledge, is the application of knowledge, skills, tools and techniques in project activities to meet project requirements". The fundamental role of project management is to ensure the successful completion of the project. Harold Kerzner defined project management as "the process of achieving project objectives through the traditional organisational structure and over the specialties of the individuals concerned. Project management is applicable for any undertaking concerned with specific objectives". A project manager would act as the intermediate between the sponsors of the project and functioning project team. Thus, the project manager will be responsible for the communication between the project sponsor and the project team as well as for the risk assessment where the manager shall anticipate possible risks and come up with strategic possibilities to overcome them.

- *Factors determining the performance of a project*

During the course of the project the project manager is faced with the challenge of maintaining and balancing the trifecta of scope, time and cost this is known as the 'Project Triangle'. These three are crucial factors in determining the performance of a project. An increase in scope means an increase in time and cost, a constraint on time means increase in cost and reduced scope whereas a constraint on cost means increase in time and reduced scope. Therefore,


Figure 1.1.1 Project Triangle

if a project is to be completed at a faster pace without considerable compromise in quality it would mean a rise in cost and likewise if a project is to be completed at a faster pace within a considerably low budget the scope and quality will be lacking. This principle is known as the 'pick any two' in project management.

♦ *Process of project management*

Project management includes the process of planning, organising, securing and managing resources to successfully complete and achieve the specified goals and objectives of the particular project. Project management involves the use of knowledge, skills and techniques to execute and manifest the projects effectively. The process of project management can be categorized into 5: initiating, planning, executing, monitoring, controlling and closing.

♦ *Ensuring efficiency through project management*

Project management knowledge is collected from nine areas: integration, scope, time, cost, quality, procurement, human resources, communication and risk management. Project management deals with planning, scheduling, controlling and monitoring the complex non routine activities that must be completed to realise the objective of the project. The fundamental concern of project management is to manage projects and ensure its means and end with the objective that it will deliver the desired outcome. Project management deals with identifying requirements, envisioning objectives, incorporating the needs of the stakeholders and ultimately ensuring the realization of the set objectives within a desired time. Management is key in figuring the functioning of a project without proper management, a project will not be structurally organised or scientifically achievable. This is why project management is critical.

♦ *Elements in Project Cycle*

Project management is inclusive of the project cycle and traditionally a project cycle shall include project initiation, project planning, project execution and project closure. The following figure 1.1.2 is a representation of the stages involved in the project. Let us learn in detail about the steps involved in a project cycle.

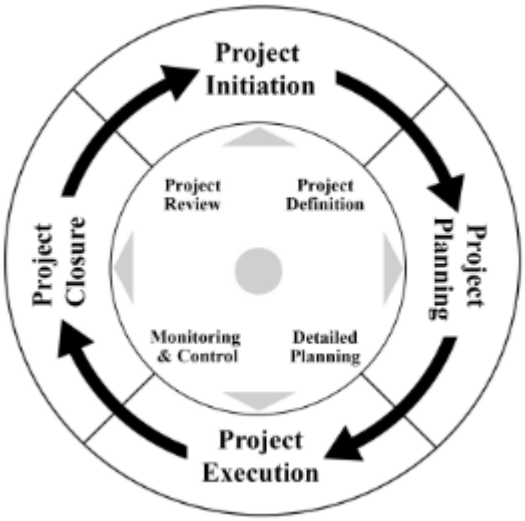


Figure 1.1.2 Project Cycle (Project Management Guidebook, 2003)

♦ *Primary step in formulation of a Project*

**i) Project Initiation:** It is the first and preliminary step involved in the preparation of a project. In this stage the problem is identified and the feasibility of carrying out a project for the cause is thoroughly enquired. If the project is found feasible then the involved stakeholders shall proceed to set up the project with the necessary means required to make it work.

♦ *Preparation of the draft proposal*

The project initiative is usually drafted by the individual who raised it or has expertise in the area of the problem raised thus the same individual will be appointed as the project manager. The project initiative is revised, finalised and documented as the project outline only after all the parties involved have agreed to it. A project outline will include several details such as:

a) Reason for the project

b) Desired benefits

c) Objectives

d) Scope

e) Potential constraints

f) Known risks if any

g) Stakeholders

h) Deliverables

i) Estimated time

j) Estimated resources

♦ *Task of project manager*

The project manager hires the required members to form the project team. As the project manager is responsible for the management of the entire project, the roles, responsibility and accountability are documented in detail. The project organisation shall include project sponsor, project board, project manager and project team. Depending on the complexity of the project, a project assurance cell inclusive of either a quality manager or quality auditor may be incorporated as well.

♦ *Managing and Quality control of the project*

The project is owned and ultimately overseen by the project sponsor who is considered to be the owner of the project. A project sponsor ensures quality by providing leadership, sufficient resources and convening and chairing regular meetings of the Project Board. According to the Guidelines for Managing Projects, "A Project Board is composed of the project sponsor and all the senior users and suppliers of the project". The project board sets the direction for the project, takes important decisions and gives authority to the project manager to carry out the project. The project board is responsible for the 'Project Assurance', which is basically concerned with assessing the status of the project and ensuring that the project is organised, planned and controlled properly.

♦ *Implementation of the steps formulated in project planning*

**ii) Project Planning:** This step involves detailed planning. In this stage the project manager hires appropriately qualified individuals to form the project team, specifies the objectives and tasks of the project and stipulates the time frame within which the project needs to be fulfilled. Apart from these, plans pertaining to resource allocation, risk assessment and management, communication, monitoring and documentation are planned in detail in this stage.

**iii) Project Execution**: The third stage is the execution stage of the project. In this phase the plans that were formulated in the preceding stages are executed. Thus, the main goal of this

- *Elements of project planning*

phase is to implement the plans formulated and produce the desired deliverables within the stipulated time frame. In reality it is difficult to strictly realise and achieve the deliverables as planned in the project planning phase due to unforeseen challenges and obstacles. However it is the task of the project manager to adapt accordingly and achieve the deliverables.

- *Achieving project deliverables*

**iv) Project Closure:** This stage marks the official and formal completion of the project. The deliverables are presented before the stakeholders. The successful completion of the project is determined on the basis of whether the objectives and deliverables were achieved. While concluding the project, a project report is submitted to the stakeholders of the project. Apart from this a project review report is drafted for the documentation and evaluation of the project. In certain circumstances a workshop may be organised for the stakeholders in order to communicate the experiences and undertakings of the project.

## Summarised Overview

Project planning involves definitive steps, on identifying a problem or area of interest, the phase of a project is set into motion which begins with the formulation of a work plan, outlining the possible benefits and impact the project will have upon actualisation and lastly but importantly anticipating and allocating resources and funding required for the project. The project is realised on the foundation of a project proposal. A project proposal is of different types but basically a sound project proposal will require detailed info about the organisation, their previous undertaking and essentially how the current or proposed project can or will be realised. A project proposal is strengthened by submitting additional documents to confirm the claims made in the proposal. The Project Planning Matrix is the one-page framework. Project management entails project cycle which is inclusive of every aspect of the project beginning from project initiation to project closure.

## Assignments

1. Idealise about a topic of your choosing and hypothetically formulate a project proposal.
2. Narrate in detail the vertical and horizontal elements of PPM.

3. In your own words identify and analyse each step involved in a project cycle.
4. Assess the role of a project manager in a project.
5. Analyse and explain in your own words the importance of project planning.

## Suggested Readings


1. Joy, P. K. (1994). *Total Project Management.* New Delhi : Macmillan.
2. Desai, V. (1997). *Project Management*. New Delhi : Himalaya Publishing House.
3. Lester, A. (2012). *Project Management - Planning and Control.* India: Elsevier.
4. Singh,.S. (2008). *Project Management and Project Planning.* India *:* Alp Books.


## References


1. Nagarajan, K. (2007). *Project Management.* New Delhi : New Age International.
2. Goodman, J. L. (2001). *Project Planning and Management : An Integrated System for Improving Productivity*. India : CBS.
3. Mohsin, M. (1983). *Project Planning and Control.* Bangalore : Vikas Publishing House.
4. Abraham, A. (2014). *Project Planning and Management : An Aspect of Development.* Germany : Anchor Academic Publishing.

## Space for Learner Engagement for Objective Questions

Learners are encouraged to develop objective questions based on the content in the paragraph as a sign of their comprehension of the content. The Learners may reflect on the recap bullets and relate their understanding with the narrative in order to frame objective questions from the given text. The University expects that 1 - 2 questions are developed for each paragraph. The space given below can be used for listing the questions.

UNIT 2

# Project Identification

## Learning Outcomes

On completion of the unit, the learner will be able to:

- identify the different approaches in identifying a project
- explain the need for feasibility study while undertaking a project
- understand the financial aspects of project identification
- identify the elements to be mindful of while setting the goals and objectives a project

## Background

In the previous unit we learned about what the project is and details of various aspects of the project. So how do we identify what suffices to constitute a project? A project may be executed to explore, understand and modify different aspects of society. Let's imagine we want to conduct a project about alternative measures to improve and facilitate waste management in the district of Ernakulam, where we have identified an area or problem of interest. The next step would be to assess the feasibility of the project. To assess the possibilities of carrying out such a project from the technical and financial aspects, here under these questions one shall explore as to who will sponsor the project, what the benefit for conducting this project would be, can the proposed or idealised outcomes be achieved will be primarily studied. On the basis of the outcome of a feasibility study will a project identified be undertaken.

## Keywords

Project proposal, Investment, Sponsorship, Execution, Risk assessment

# Discussion

- *Purpose and Process of Project Identification*

Identification of an area, problem or concern is the first step in any project. Project identification is one of the primary steps in the formulation of a project. A project may be identified with the purpose of implementing some developmental changes or rectification of already existing concerns of the society. While identifying a project it is important to outline the specific or desired outcomes with an indication that there are no other alternative measures or projects that can achieve the same outcomes. A project may be identified by different entities such as Governmental agencies of regional or national significance, bilateral or multilateral aid agencies, Public or private sector entities in the country or donor countries, academicians and NGOs. Project identification requires certain steps be followed:

- *Basics of Project Identification*

1. Propose measures to solve the problem identified for the project with well-defined specific objectives and by identifying the appropriate target groups.
2. Extensively define the project's concept.
3. Assess the need for the project in the context of the society or country's interest.
4. Examine the consistency of the project with ongoing regional and national projects.
5. Consider the competence of the agency executing the project and explore the possibility for private sector participation in the project.
6. Based on the conceptual design draft an estimate of the project cost.
7. Prepare a draft on the feasibility of the project and the possible benefits of implementing this project.

## 1.2.1 Method and Techniquies in Project Identification

Project Identification has three main approaches:

i. The top down approach

ii. The bottom up approach

iii. NPT - The need problem and trend pattern approach

### i. Top Down Approach

- *Hierarchial Structure*

The Top – Down approach in project management means that you begin with the project goal and break it down into smaller and more manageable tasks. The subtasks are assigned to individual team members of the particular project. In the Top Down approach, the negative characteristics of the community are highlighted, usually the donors or senior manager demoralise the product beneficiaries as they think that the target beneficiaries do not understand their problem and hence it is upon the donors or senior managers to better serve their interest. Projects are identified based on the demand beyond the community; the sources include directives including but not limited to:

a. International conventions like Kyoto Protocol

b. International Institutions/ NGOs that have deter-

Table 1.2.1 Advantages and Disadvantages of a Top-Down Approach

| Advantages | Disadvantages |
|---|---|
| ♦ A source of employment as partnership with local suppliers is made possible.<br>♦ Suitable for rapid response to disasters such as floods, outbreaks, conflict etc.<br>♦ Appropriate to provide common service to education, health, water and transport.<br>♦ It has a wide spread benefit: serves a higher purpose by contributing to the national and or international goals and objectives<br>♦ Facilitates the sharing of trans boundary resources. | ♦ Not capable of modifying already established ideas and beliefs practiced by the target beneficiaries.<br>♦ Misconception exists that external entities know better and more than the communities who endure the problem themselves.<br>♦ Facilitating participation from the community members is non-existent.<br>♦ Encourages community dependency syndrome, the community often seeks help from outside the community without utilising their own abilities.<br>♦ Low community morale. |

| | |
|---|---|
| | ♦ Leads to migration where jobs are leading to high population causing high unemployment, social vices, crime, violence and early pregnancy. |

mined and defined priorities

c. Global regional and national policy makers eg: Sustainable development goals

### Tools and Techniques in Top down Approach

♦ *Social-Economic Survey*

1. **The Household:** This technique is also referred to as the Social Economic Survey: The socio - economic statistics of an economic area includes climate, economic activities, education system, culture and infrastructure. The survey is carried out using a questionnaire, interview, documentation and direct observation.

♦ *Appraisal in a short time span*

2. **Rapid Appraisal:** Rapid Rural Appraisal is carried out in rural areas whereas Rapid Urban Appraisal is carried out in urban areas. The data is collected and assessed quickly making it possible to collect the information from it at a low cost and in a short span of time. As investigation and assessment of the project is carried out at the same time it is mostly referred to as rapid. In this the methods of interviews and direct observation is employed along with the analysis of secondary data.

♦ *Situational analysis*

3. **Need Assessment Survey:** This is also known as Situational Analysis or SITAN. This mostly involves fact finding about the problems or needs in a given area, this helps to identify the solution.

### ii. Bottom Up Approach

♦ *Participatory approach*

In bottom up approach you begin with brainstorming for possible solutions to meet the desired outcome. In bottom up approach all the members of the team work together to determine the necessary tasks to reach that final goal. In this approach the beneficiaries identify and formulate the project themselves with or without consulting with outsiders allowing them to utilise the strength and resources within the community. This approach allows the community

♦ *Community based activities*

members to formulate a project from their own perspective considering their own needs and possible resolve. Each individual, community and society have its own strength and resources but intervention from let's say political entities stunt them from realizing their own potential but fact is every community has capital and resources that can be utilised to achieve progress and transform their current scenario. Each society has its own capacity for natural capital, physical

Table 1.2.2 Adavantages and Disadvantages of Bottom up Approach

| Advantages | Disadvantages |
|---|---|
| ♦ Possibility of achieving desired outcomes with limited resources.<br>♦ Identification and formulation from the community will ensure that resources are safeguarded.<br>♦ Gives community members the capacity to identify their own problems, needs and possible solutions.<br>♦ Learning opportunity for community members.<br>♦ Helps people to work as a team thus making the project progressive and sustainable. | ♦ Not suitable in projects that are required to be implemented quickly.<br>♦ It is time consuming as it functions on the basis of the principle of democracy.<br>♦ Provisions for accountability, people are held responsible and accountable for the actions undertaken in the project.<br>♦ An agency using this approach cannot guarantee the achievement of the desired outcome as it is not in full control.<br>♦ Lacks a broader vision as the priorities of the project may not necessarily match the national or international priorities. |

capital, economic capital, human capital, social capital and cultural capital. The bottom-up approach is more plausible when combating local issues, like access to health care clinics. This approach invites the input of community members to deal with issues that affect people in closer proximity.

### Tools and Techniques used in the Bottom Up approach:

1. **Animation:** In this process the people are made

- *Awareness and empowerment*

more aware of the conscience they suffer from. This method builds confidence and encourages people to deal with the problems, to overcome it and to take full responsibility for their actions. Animations are carried out by the animators who may be internal or external.

- *Skills to take action*

2. **Facilitation/Community Action**: By equipping people with skills and providing the necessary information this technique assists people to overcome the problems themselves.

- *Community involved research technique*

3. **Participatory Rural/ Urban Appraisal (PRA/ PUA):** This is a field research technique which involves many methods that can be employed by the members of the community to identify the issue and a solution from within their community availing the resources that are immediately accessible. This is called participatory as it engages with the community members at the grass root level.

## 1.2.2 Scope of the Project

- *Holistic determination of possibilities, methods and process*

Scope of the project or Project scope is part of project planning that determines and documents a list of specific project objectives, outcomes or deliverables, tasks, costs and deadlines. This documentation is called scope statement or terms of reference. This document describes in detail the boundaries of the project, responsibilities to be undertaken by each member of the project and the methods to be employed in order for the work to be completed and achieve the decided outcome or deliverable is decided in this document. This document ensures that the project team is well aware of the tasks and target, this ensures that the team remains focused on their task. This will provide guidelines on decision making for the changes that may be requested during the project. While documenting the scope of a project it is important to be as specific as possible in order to avoid 'Scope creep'. Scope creep is a situation in which one or more parts of the project may require more time and effort due to miscommunication and lapse in planning. A good scope management will require good communication ensuring that everyone in the project team understands and agrees upon how different aspects of the project and desired

outcomes will be achieved. A scope of the project will include the following:

- Detail what the project is so that all the involved stakeholders are well informed and have an understanding about the project.
- Act as a blueprint for the managers to assign tasks, schedule tasks and maintain budget.
- Team members can focus on the common objectives.
- Maintains control and limits deviation beyond the planned outcomes and deliverables.

The scope of the project can only be defined with the input received from the project stakeholders. Project managers work with project stakeholders to define the objectives, quality, timeline and budget.

### 1.2.3 Feasibility Study

A Feasibility study lays the foundation for the formulation of a project. A feasibility study is inclusive of all the aspects of the project as it investigates the practicalities of the project, possibility of achieving the objectives, possible strategies to be employed, methodology and anticipate the possible risks, challenges and outcomes. In a feasibility study the outcome of possible courses of actions in the project is assessed and evaluated. The quality of a project is essentially based on the feasibility study carried out as it will provide clarifications, logical reasoning and ways to be cost effective. To efficiently assess the feasibility of a project the STEEP factors are evaluated. STEEP stands for Social, Technological, Ecological, Economic and Political factors. A feasibility study decides basically the investment angle of the project. In order for a project to materialise it requires a project sponsor and adequate funding and it is through feasibility study this possibility is explored. A project feasibility study focuses on:

♦ *Exploring the practicalities and possibilities*

a. Economic and Market Analysis
b. Technical Analysis
c. Market Analysis
d. Financial Analysis
e. Economic Benefits
f. Project Risk and Uncertainty
g. Management Aspects

♦ *Focus area of a feasibility study*

There are five areas that form the focus of the feasibility study, they are Technical, Economic, Legal, Operational and Scheduling.

- *Assessing technical infrastructure*

1. **Technical Feasibility:** The technical resources available to the organisation are assessed. This allows the organisation to determine whether the technical needs can be managed by the available technical resources. Technical feasibility will also evaluate the hardware, software and other technical requirements for the proposed project.

- *Assessing financial needs*

2. **Economic Feasibility:** Every economic aspect of the project is assessed and evaluated. Typically, a cost/benefit assessment of the project, determining the viability, cost and benefits are identified before seeking financial assistance and sponsorships. It acts as an independent project assessment thus enhancing the project's credibility as it helps the decision makers to decide on the economic benefits the organisation will have if the project is undertaken.

- *Assessing possible legal formalities*

3. **Legal Feasibility:** This investigates the legal aspects of the project, exploring possible conflicts, required permissions, sanctions, patents, data protection acts and social media laws etc. If an organisation is to undertake a biodiversity study in a protected area like, let's say, Silent Valley it would require the completion of legal formalities, getting prior permissions and approval. If an organisation undertakes a project without considering the legal formalities it can cause the project to abruptly stop causing financial troubles and wastage of time and resources. Thus, undertaking a legal feasibility study will save considerable time, resources and finance.

- *Satisfying organisational needs*

4. **Operational Feasibility:** This assessment involves analyzing and determining whether an organisation's needs will be met by completing the project. Operational feasibility will also examine to determine how effective the project can be in satisfying the identified requirements.

- *Determining deadline*

5. **Scheduling Feasibility:** This is detrimental in the success of the project. If a project is unable to keep time this would mean the project has not been completed successfully. In scheduling feasibility an organisation will estimate the time required to complete the project.

♦ *Anticipating or assessing possible constraints*

By assessing these distinctive parameters of feasibility any possible constraints in the form of internal project constraints (technical, technology, budget, resource etc), internal corporate constraints (financial, marketing, export) and external constraints (logistics, environmental laws and regulations) can be forseen before undertaking the project.. The benefits of conducting a feasibility study:

♦ *Merits of conducting a feasibility study*

- Improves project teams focus
- Identifies new opportunities
- Provides valuable information for a go/no-go decision
- Narrows the business alternatives
- Identifies a valid reason to undertake the project
- Enhances the success rate by evaluating multiple parameters
- Aids decision making on the project
- Identifies reasons not to proceed.

♦ *Feasibility report to secure sponsorship*

A Feasibility Report is prepared on the basis of the feasibility study conducted; this is known as either the Techno Economic Feasibility report or project report. This will be inclusive of the project evaluation with an appraisal and investment decision. Thus, a feasibility study is an investment assessment or report that may be required by possible project sponsors and investors. The following is a checklist for the feasibility report:

♦ *Checklist of a Feasibility report*

1. A description of the problem to be solved
2. A project brief
3. An analysis of potential project sites
4. Analysis of the development options including the "Do Nothing" option
5. A professionally prepared project budget
6. Cost/benefit and life cycle cost information for major decisions
7. A set of conceptual or preliminary drawings
8. A recommendation of the project management process to be used, and
9. A discussion of scheduling constraints and impact on program and budget.

A Feasibility report must follow the format listed below:

- *Inclusions for a sound feasibility report*

1. Executive Summary: Describe briefly the nature of the project proposed, how the feasibility study was carried out and the assumptions made in the course of the study.

2. Project Brief: the requirements of the project are highlighted under this. A Project Brief must include:

   - Assumptions and Justification
   - Existing Facilities
   - Area Requirement
   - Special Requirement
   - Performance Specifications
   - Future Requirements
   - Project Funding Options including any client/ user contribution
   - Project Program including any client/user mile-stones
   - Constraints and Dependencies

3. Project Analysis

   - Purpose
   - Alternatives Considered
   - Participating Organisations
   - Project Management
   - Schedule

4. Site Analysis

   - Process
   - Identify Potential Sites
   - Evaluation of Sites
   - Physical Issues
   - Preferred Sites
   - Conclusions

5. Development Options

6. Analysis of Constraints

7. Cost Analysis

   - Cost/Benefit Analysis
   - Life Cycle Costing Assumptions and Conclusions on Critical &/ Major Expenditure
   - Impact on Recurrent Expenditure
   - Analysis of Escalation Costs
   - Cash Flow Analysis

8. Cash Flow

9. Project Drawings

10. Staging Plan

## 1.2.4 Opportunity Study

An Opportunity study identifies investment opportunities. Usually opportunity studies are undertaken by agencies involved in economic planning and development at the macro level. Opportunity studies lay a firm foundation for project identification. Generally, who undertakes opportunity studies? Governmental agencies, Developmental institutions, developmental corporations, financial institutions engage in opportunity studies to assess viable and worthy investment opportunities. An opportunity study helps to identify project ideas and investment opportunities which are subjected to further scrutiny through feasibility study to ensure and assess whether it is a good undertaking. An opportunity study would have been undertaken before the conception of the Vizhinjam International Deepwater Multipurpose Seaport. Opportunity studies are of two types; they may either be general or specific.

- *Identify projects and investment opportunity*

### 1.2.4.1 General Opportunity Study

A General Opportunity Study is carried out to understand and identify the possible benefits for the potential investors. A general opportunity studies is of three types - Area Study, Sectoral and Sub-sectoral studies and Resource based studies.

- *Potential gain for investors*

i. **Area Study:** This focuses on identifying locations that require investment and development, these may be underdeveloped areas or backward sectors.

ii. **Sectoral and Sub-Sectoral Study:** In this type of study, the focus is on identifying a sector or sub sector for study. These may include but are not limited to consumers or durables.

iii. **Resource Based Study:** This involves the survey of the available natural resources that can be accessed for realizing the envisioned goal of the project.

- *Identifying areas, sectors and resources required*

### 1.2.4.2 Specific Project Opportunity Studies

When a project is identified the next step is to prepare an investment profile. Usually a development or investment

agency provides these details to prospective investors. Kerala Development and Innovation Strategic Council (KDISC), Kerala Startup Mission and Kerala Infrastructure Investment Fund Board were constituted for the purpose of attracting investment opportunities and facilitating prospective investors. Organisations of this nature provide investors with necessary resources and infrastructure for launching a project.

♦ *Funding a Project*

## 1.2.5 Goals and Objectives of the Project

Goals and objectives are statements that outline what the project plans to accomplish, it establishes the value of the project. Goals may be considered as high-level statements that provide a holistic view about what the project is trying to achieve. Objectives are lower level statements. Goals in a project can be defined as the end result to be achieved in a long term whereas objectives are definite tasks that need to be executed in order to achieve particular results. Goals are based upon facts and figures and objectives are based upon ideas and innovative thoughts. Project goals are usually long term spread over 5 to 10 years and project objectives are more short term having to be implemented on a daily basis at times.

♦ *Outlining Project plans to be achieved*

Goals can be vague but objectives are well thought of and worded statements that are SMART, SMART being Specific, Measurable, Attainable/Achievable, Realistic and Time bound. Thus, while preparing goals or objectives must adhere to SMART. Goals are of different kind: Time bound goals, Outcome-oriented goals and Process-oriented goals.

i. **Time Bound Goals:** As the name conveys it is driven by deadlines and target dates. This type of goal requires timely actions. In order for a goal to be time driven it has to follow a specific timeline. They may be long term and help to achieve sensitive and high priority action within a specified time.

♦ *To be achieved within a particular time*

ii. **Outcome-Oriented Goals:** These focus on the end result and accomplishing the specified and desired outcome. These goals may result in deadlines being pushed back in order to achieve the desired outcome.

♦ *Result Driven*

- *Process to achieve desired outcome*

iii. **Process - Oriented Goals:** These focus on a specific outcome. Process oriented goals prioritize work and how it is to be accomplished. They improve efficiency of the team by choosing the best possible processes.

- *Setting of project goals*

A project goal may be set by following the five steps below:

Step 1: Identify your goals

Step 2: Define S.M.A.R.T goals

Step 3: Formulate an Action plan

Step 4: Set Plan into Action

Step 5: Monitor Project Execution

- *Essential for the success of a project*

Project objectives determine the success at the end of the project, project objectives are an efficient way to communicate the goals of the project. A project objective may be of three types - Strategic Objectives, Tactical Objectives and Operational Objectives.

- *Guiding the Project team*

i. **Strategic Objective:** It is purpose driven and helps to create an overall vision of the project. This ensures that the project team will have a clear project direction and be mindful of the purpose of the project and timeline.

- *Focused on short term tasks*

ii. **Tactical Objective:** These types of objectives focus on short term deliverables and the result of those tasks. Instead of considering strategic insight this type of objective looks at the results of short-term tasks and long-term goals.

- *Action Oriented*

iii. **Operational Objectives:** This kind of objectives are similar to tactical objectives as they are short term as well. This type of objective focus is on action orientation that is tasks which are achievable and related to operational goals.

## Summarised Overview

Project identification requires specific task-oriented planning. The task of formulating and carrying out a project may have seemed simple enough in order for it to be flawless and efficient structurally it requires to be structurally sound and organised immaculately. Project identification facilitates this process of formulating and organising a project that is structurally sound and organisational. An identified project needs to be subjected to feasibility study in order to explore and ensure different technical and financial feasibility. A feasibility study lays the groundwork for a project as it takes steps forward in securing project sponsorship and assuring the prospective sponsors of achieving the desired outcome. Opportunity study specifically targets the investment angle of the project by exploring possible sponsorships and investors for the project.

## Assignments

1. Evaluate how an opportunity study facilitates a project?
2. Differentiate between goals and objectives of a project?
3. What is the SMART method in identifying goals in a project?
4. Elucidate the main approaches in project identification.
5. Discuss and differentiate between feasibility study and opportunity study.
6. Elaborate in your own words the importance of feasibility study in project identification.
7. 'Feasibility studies helps to secure project sponsorship', Justify.
8. How would you identify a project, discuss in your own words?

## Suggested Readings


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3. Majura, G. J. (2019). *Feasibility Study : A Practical Guide for Some Projects with a Detailed Case Study*. UK : Xlibris.
4. Nagarajas, K. (2009). *Project Management.* New Delhi : New Age International.

## Space for Learner Engagement for Objective Questions

Learners are encouraged to develop objective questions based on the content in the paragraph as a sign of their comprehension of the content. The Learners may reflect on the recap bullets and relate their understanding with the narrative in order to frame objective questions from the given text. The University expects that 1 - 2 questions are developed for each paragraph. The space given below can be used for listing the questions.

UNIT 3

# Project work plan and time frame

## Learning Outcomes

On completion of the unit, the learner will be able to:

- understand the methods and techniques of project action plan
- familiarise the preparation of project action plan (Gantt chart, mile-stone Chart, network analysis)
- understand the components of feasibility study of project
- recognize the risk management techniques

## Background

In the previous unit you learned about the Project Plannaing and its differentiation, a list of goals, and tasks that your team must complete for a particular project. In this unit, you will learn how to prepare a project plan according to the time frame. A project plan is generally defined as a project work plan, and it entails a timeline, scope, and every stage of the project life cycle. These should all be detailed in your project plan. The project will be managed and its progress will be monitored using the project work plan as a guide. You must plan how to accomplish your project goals before you can complete them. Project teams can follow a defined path created by a work plan to achieve their desired goals and objectives. Resources, restrictions, and other work management components will be present along the way, all of which need to be mentioned in your work plan. Project plans, which have a greater scope and more components, are more thorough than work plans. Project plans are prepared from a high-level perspective and cover every facet of project management, which is the primary distinction between them. Work plans, on the other hand, concentrate on assisting project teams in achieving more manageable goals. For example, in order to explain the Kerala Water Metro project, here is a simple illustration. An integrated marine transport plan that strives to improve connectivity between the islands and the Kochi Islands is one of its principal objectives. In particular, it sought to boost the area's economic life by enhancing the infrastructure, leading to the continued growth of the greater Kochi area as an economic, transportation, and tourism hub. This project has various phases from the beginning of the identifying the water ways in Kochi and proposed project location, and arrange and reconstruct the terminals & floating pontoon, boats, boatyard, dredging,

design passenger counting system – to prevent overcrowding and waiting area with toilet and washroom facilities etc... for that they have to prepare a time and estimated budget scheduled for all the activity to complete their project feasible and minimised risk. For successful completion of project one has to prepare a proper project management technique such as Gantt, network analysis etc...

## Keywords

Gantt Chart, Network analysis, Milestone chart, Root cause analysis, Mitigate risks, Project assessment, Risk Register

## Discussion

### 1.3.1 Preparation of Action Plan and Time Schedule

- *Blue print of project. Basic premises of action plan*

Project planning is a pre-implementation activity where it is determined the order and relationships between all the actions needed for implementation. Action plan is a tool for planning projects. It outlines the procedures for carrying out a project. Usually, it involves the objectives, activities, resources, responsibilities, time schedule, budgets, risks, and staffing which are all part of this step. The aim and objectives of the project must be understood before we begin to plan it in detail. Making concepts from strategic planning or evaluation into reality requires creating an action plan. It entails determining the actions necessary to carry out the goals of the particular project. Generally, it entails seven steps: setting objective, assessing the objectives, identifying action required to meet the objectives, working out how to evaluate the activity, agreeing a time-frame for action, identifying resources (human, financial and technical), finalising the plan, and evaluating the results.

The objectives of the project must be understood before we begin to plan it in detail. The question of what you are attempting to accomplish with the project is addressed by the objectives of the project. Once the objectives are clear and well defined, you need to set the main questions you should answer for the planning. For instance, the prime objective of a community-based project like setting a Mobile medical units in tribal regions is to promote, with special care, the

mental and physical healing, awareness, and medical aid of scheduled tribes and protect them from social injustice and all forms of exploitation. The next level of planning for the project involves the question of how it would be implemented, so it is suggested that a medical campaign be conducted in the tribal areas under the direction and supervision of an experienced physician and a medical staff. Similarly, there are several steps involved in accomplishing certain community, organisational, or group project goals. In the case of setting tribal Mobile medical units, it may also conduct community- or regional-based meetings and group discussions to design the project action plan.

- *Well defined objectives -Fundamental components*

Project time schedule is also a basic component of project action plan; it is a baseline to work. A project schedule is a timeline that identifies each activity's commencement and completion dates and times. It serves as a guideline, but it is kept up to date as needed as the project progresses, outlines how long the necessary tasks will take and creates benchmarks that must be met in order to finish the project on schedule.

- *Base timeline to complete the task*

Project action plan helps us to: think ahead and prepare for the future, set goals and a vision, identify the issues that will require attention, consider the viability of a project, in the most efficient use of resources, to obtain the best results, distribute resources and duties while motivating personnel and the community. Project planning helps to eliminate poor planning, overambitious projects, unsustainable projects, undefined problems and unstructured project work plans.

- *Benefits of planning*

### 1.3.1.1 Methods and Techniques

There have been numerous techniques and efficient tools for project management. Bar charts and networks are some of the examples of project management tool. GANNT chart or Bar chart are a visual representation of all of the duties that must be completed in order to achieve the project's goals. These diagrams served as the foundation for the creation of numerous other project management methodologies. They are popular tools for communicating project schedule status to those who typically do not have time for details due to their clear visual formats. For presenting activity start and complete dates as well as anticipated durations, bar charts are used.

- *Project management tool*

a) **GANTT Chart**

Bar charts, otherwise known as GANTT charts, were developed by Henry L. Gantt, who developed a system of bar charts for scheduling and reporting the progress of a project. GANTT charts are used to display task allocations for calendar time in days, weeks, or months. Project is divided into physically identifiable and controllable tasks. For example, a Project of conservation of ponds in a Panchayath in a sustainable manner. How it will be implemented? We need to prepare a list of activities such as collecting data of number of ponds in different wards and making efforts to clean the ponds, enquiry about the risks estimating the budget and raising other resources and materials etc.., These activities are generally called as tasks.

♦ *Displaying the identifying tasks*

It is a visual representation indicating the start and finish times for different tasks to be done in a project on a horizontal time scale. The tool shows the start, elapsed, and completion times of each activity within a project using graphic representations. The most effective tools for tracking progress are GANTT charts. One might compare the actual number of days needed to finish a task that reaches a milestone with the planned or expected number. By using this data, possible timeline failure or slippage points can be targeted. In the below chart, 1.3.1 we describe the project for implementing conservation of water resources in a sustainable manner at the panchayat level. Administrative-level activity and the execution and implementation process are the major tasks. These tasks are subdivided into different activities, such as identifying the area, getting approval on the proposal and estimated budget, allocating workers, laying the coir on the top of the ponds, and protecting them by planting grass and mangroves. After setting the objective, we have to set a tentative time period to complete the project. In this particular example, a four-month duration is set to complete the project. As per this chart, a time schedule has been decided for each task's completion, which is displayed on the GANTT chart.

♦ *Demonstration of GANTT chart*

The Administrative task attained by the four months is indicated as 'X' in a horizontal line. In the case of a specific task, such as permission from a local body, completed by March, (X1)approval of the plan from the Coir Board(X2) only starts in April and is completed by April. Estimated budget (X3) approvals need a period of four months because budgets are needed for each and every step of the project, and they may be sanctioned as payment in instalments. Similarly,

♦ *Representation of scheduled time and task*

Table 1.3.1 GANTT chart representation (Project for implementing conservation of water resources)

| Task | Month | | | |
|---|---|---|---|---|
| **Administrative Activity** | **March** | **April** | **May** | **June** |
| Permission from local body | X1 | | | |
| Approval of the plan from coir board | | X2 | | |
| Estimated Budget Approval | | X3 | | |
| **Execution Activity** | | | | |
| Forma Committee-Local memebers , officials | Y1 | | | |
| Identify the water resources from the Panchayat | | Y2 | | |
| Create groups of workers for each ward | Y3 | | | |
| **Implementation of Activity** | | | | |
| Gather the opinion of natives about water resource management, and risk element | Z1 | | | |
| Cleaning the water resources such as Bund, Canal, Ponds | | Z2 | | |
| Collect the natural plants (Mangroves) | | Z3 | | |
| Laying the coir on the top of the ponds and protect by planting mangroves | | | Z4 | |

in execution activities (Y) that require the formation of committees, allocating workers, and identifying water resources, it's time to finish, as indicated in the Y1,Y2,Y3 on the chart. Implementation of the activity is indicated by the Z in the chart. A brief overview of the project's status as of the report date can be obtained by adding actual and updated time estimates to the GANTT chart.

♦ *Limitation of GANTT chart*

Although the bar chart is comprehensive, practical, and highly efficient, it has the following drawbacks: Like many other graphical tools, it might be challenging to manage a complicated project or a huge number of activities. Does not explain how the tasks are related to one another, i.e., what would happen if one action took longer than expected to complete. Despite its drawbacks, the Gantt chart is still the most popular presentation format for senior management because it can be used to depict a wide range of project information in many different ways.

**b) Mile stone chart**

♦ *Indicate corner stone activity*

From the above discussion, you learned about the GANTT chart's scheduled tasks and their completion timeline. Compared to a bar chart (a GANTT chart), a Milestone chart is an upgrade. In the milestone chart, there is a cornerstone for each activity. In the above example, the project for implementing conservation of water sources in a sustainable manner at the panchayat level has tasks such as administrative and executive level approval, implementation of the proposal, etc. We also marked some of the tasks, such as approval of the proposal, allocating workers, identifying and cleaning the water resources, laying the coir on top of the ponds, protecting them by planting mangroves, etc. These are milestones for this particular project. A milestone should be W marked with a circle over a task in the bar chart, denoting the end of a particular stage of the work. A task is divided into distinct phases (activities) in a milestone chart, and when each of them is completed, a milestone is reached, or, to put it another way, an event takes place. The graphic also depicts the order in which milestones or events occur within a single task, but not how they relate to one another across tasks.

**c) Network Chart**

♦ *Logical extension of the relationship of milestone task*

The network is a logical extension of GANTT's milestone chart that incorporates the changes to show the relationships between and among the milestones in a full project. The Critical Path Method (CPM) and Programme Evaluation and Review Technique (PERT) are the two most well-known methods for network analysis. PERT is used when scheduling and project monitoring are priorities, whereas CPM is used when resource allocation is a top priority. The two methods are essentially interchangeable in network analysis.

♦ *Demonstration of Network chart*

Both The Critical Path Method (CPM) and Programme Evaluation and Review Technique (PERT) outline the project's work plan, with arrows and circles, respectively, indicating the project's activities and events. To achieve the project's goals, all the tasks and events shown in this arrow or network diagram must be carried out. The events and activities are laid out in a planned sequence of their accomplishments. The network diagram contains two distinct types of notations, respectively: Activity-on-Arrow (AOA), and Activity-on-Node (AON). In AOA notation, the circle denotes an event, such as the beginning of a new activity or the end of an earlier one, while the arrow denotes the work that needs to be done. In AON notation, the box is used to represent the task itself, while the arrow just denotes the order in which work is completed.

Steps For Network Analysis The six steps of network analysis are as follows:

♦ *Identifying as sub project*

1) Prepare the list of activities: As a first step in the project, you should prepare a list for each activity from the beginning to the end of the project. for example, identifying the area, collecting resources and raw materials, etc. For that, the total project is subdivided into activities, and each activity is given an alphabetical symbol or code. Alphanumeric or multi-alphabet codes may be used when there are more than 26 activities. This entails a thorough outline of the tasks that must be carried out in order to finish the project. It could be better to identify the activities in a simple project. Project activities in complex projects are divided into many hierarchical levels (sub-projects). For example, the activities of a green campus project could be classified into sub-projects such as no-plastic sub-projects, installation of biogas and solar plants sub-projects, afforestation sub-projects, etc. Activities for each of these subprojects might be determined. Sub-projects may be further split into sub-sub-projects, depending on the nature and scope of the project. The following text will use an example of a project for implementing conservation of bunds and fields at the panchayat level to illustrate the method. These are some of the presumptions.

For an illustration, see Table 1.3.2, Project for Implementing Conservation of Bunds at the Panchayat Level, which represents the list of actvities identified with symbol codes A, B, C and D.

- It is assumed that the competent authority has approved the project and the Project scheduling starts with the activity of "identifying the bunds and field.
- Mud and plastic waste from the bunds or field would be removed from the identified bunds.
- Field channels from the rivers would be laid after their cleaning.
- Coir and mangrove plants would be collected and laid around the bunds.
- Laying coir along the banks of bunds.
- Mangroves would be planted after laying coir.

Table 1.3.2 identifying list of activity

| Sl. No | Activity | Symbol code |
|---|---|---|
| 1 | Identifying the water resources- bunds and fields | A |
| 2 | Cleaning the water resources | B |
| 3 | Import coir and collect mangroves | C |
| 4 | Laying the coir and planting the mangroves around the field. | D |

- *Inter relationship with Preceding task*

2) Define the inter relationship among the activities: By mentioning the activities that come before and after one another, the relationship between them can be explained. The activity that must be finished before the commencement of a new activity is called the preceding activity for that activity. In the given example, identifying the bunds and fields precedes the cleaning of the bunds. A successful activity is the one that immediately starts after completion of the activity "cleaning of bunds" and is the succeeding activity to "identifying the bunds".

- *Scheduled time for task*

3) Estimate the activity duration: The actual amount of time estimated to be spent performing the activity is known as the activity time. A one-time estimate is utilised in deterministic situations, such as CPM. The weighted average of three-time estimations (optimistic time, pessimistic time, and most likely time) for each activity in a probabilistic case, such as in PERT, determines the activity time.

Expected Time (TE)= $T_o + 4 T_M + T_P / 6$

$T_o$ is the Optimistic time, (minimum time assuming everything goes well)

$T_M$ is the Most likely time, (modal time required under normal circumstances)

Table 1.3.3 Estimate - activity time

| Activity | Symbol | Preceding activity | Time (Days) | | | |
|---|---|---|---|---|---|---|
| | | | Optimistic Time $T_O$ | Most likely time $T_M$ | Pessimistic time $T_P$ | Estimated time $T_E$ |
| Identifying the water resources- Bunds and fields | A | | 5 | 7 | 15 | 8 |
| Cleaning the water resources | B | A | 6 | 8 | 10 | 8 |
| Import coir and collect mangroves | C | A | 3 | 4 | 5 | 4 |
| Laying the coir and planting the mangroves around the field. | D | B, C | 8 | 10 | 18 | 11 |

$T_P$ is the Pessimistic time, (maximum time assuming everything goes wrong)

The above table, 1.3.3 Estimated Activity Time, illustrates the estimated time of each activity of the project. In the case of identifying the water resource bunds and fields, it is identified as the symbol "A". Its Optimistic Time ($T_o$) indicates 5 days, and its most likely Time (TM) is marked as 7 days. Pessimistic Time (PM) is marked as 15 days. Calculated with the equation Expected Time (TE)

Expected Time (TE) = $T_o$+ 4 TM+TP/6

= 5+4*7 +15/6 = 8 days

so, the estimated time to complete activity A - identifying the water resource bunds field -take 8 days.

Similarly, in activity B, cleaning of water resources, 6 days indicate the optimistic time, 8 days are marked as the most likely time (TM), and the Pessimistic Time (PM) is marked as 10. It is calculated as:

Expected Time (TE) = $T_o$+4 TM+T P/ 6

= 6+4*8+10/6 = 8 days

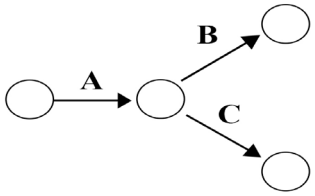
4) Assemble the activities in the form of a flow diagram: The activity and its duration are displayed in a box in a flowchart. According to the relationship between the prior and following activities, lines are used to connect the boxes. Unless the flow charts are imposed on a calendar, they do not provide information about the start and end times of each action. Additionally, it does not make it easier to compute different slacks. However, by comparing the various path lengths (the sum of activity time from start to finish on any path), the critical path for the project can be found. The critical path is the longest path in the diagram.

♦ *Diagrammatic representation of activity*

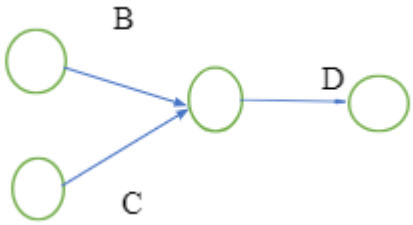
5) Draw the network: The project's graphic representation demonstrates the order of precedence between the various tasks. In a diagram, an arrow typically indicates an activity, whereas a circle typically depicts an event. Every activity has an event at its beginning and at its conclusion. Activities in a project are carried out either sequentially, or one after the other, or simultaneously, or both.

From the above example, identifying the water resources indicates symbol A; it is the preceding activity of cleaning

the water resources (B) and importing coir and collecting the mangroves (C), so its relationship is marked as:




Similarly, the laying the coir and planting the mangroves around the water resources (D) cannot start until both the cleaning the water resources (B) and import the coir and collect the mangroves (C) are completed.




## 1.3.2 Assessing the feasibility and viability of the Project

In this 2nd Unit you learned a brief description of the feasibility study. Here we discuss how to assess the Feasibility of an action plan. The pre-feasibility study is thus a pilot attempt to assess whether the proposal deserves further consideration for project formulation and implementation. The feasibility study provides the foundation for developing the project and offers a complete picture that considers all potential problems. The study examines practical concerns, ways of achieving objectives, potential strategies, and methodologies, and it makes assessments of the likelihood of the results of each course of action as well as its risks and repercussions. It ensures that quality is represented in the project's future operations by acting as the foundation upon which the project's definition and justification will be developed. A well-conducted study provides a solid basis for decisions, clarifies goals, encourages logical planning, minimises risk, and yields a fruitful, economically advantageous project.

- *Pilot plan*

In a sociological study, analyse the societal implications and perspectives, so a project idea needs to be developed with the aid of a more thorough analysis of all relevant information as well as by acquiring more crucial data. A full

♦ *Analyse the viability of project*

techno-economic feasibility study is quite expensive; thus, the value of starting such a complex and expensive exercise must be established. The following aspects come into consideration at this stage: a) Whether the investment potential is promising enough to be considered for an investment decision based on the detailed information acquired during the pre-feasibility study. b) Whether it makes sense to carry out a very thorough examination and analysis of the project prospects in light of the information acquired. c) There can be some crucial elements relating to the particular project idea that need to be thoroughly examined and analysed, either through additional support or functional research. The pre-feasibility study could indicate that the project idea is not worth pursuing further as a result of its findings.

♦ *Components of feasibility study*

The feasibility study, which serves as the last round of evaluation, analysis, and offer conclusive answers to all fundamental project questions. Numerous options would have been taken into consideration during the project opportunity assessment, and the prefeasibility study, and exact decisions would have been made regarding important factors like site, capacity, technology, etc... Economic and market analysis, technical analysis, economic benefits, project risk and uncertainty, and management aspects are the primary focus of the project feasibility studies. The following components are in a project's range of feasibility: 1. Commercial and economic feasibility 2. Technical feasibility 3. Financial feasibility 4. Managerial feasibility 5. Social feasibility or acceptability.

♦ *Financial feasibility*

This feasibility study's primary goal is to evaluate the project's financial viability. For instance, in a community-oriented project like tribal welfare programmes for the educational upliftment of tribal students, there are different ways to implement the project. Whether it may be implemented via providing scholarships, tuition facilities, evening classes, etc., you have to fix how it will be implemented. All these activities need financial assistance. If you provide a scholarship, how much could they need to fix it? How many students are your target audience for providing the facilities? Here you should need to collect the data from a particular region, which requires a minimal amount of money. If you decide to provide classes, you have to find the class room facilities and teachers or instructors for them. So, you have to estimate the budget according to your task. If you have one lakh for the particular project, you need to prepare an

estimated budget according to the task and amount. It will be more feasible to initiate the project.

- *Commercial feasibility*

Determining the actual quantities of production inputs, such as labour, raw materials, and energy, at various output levels and turning those quantities into costs. You will have to Choose a costing pattern, comparing costs and revenues in order to calculate the project's profitability and break-even point. Whether a project is viable is ultimately determined by its commercial viability.There are the two components of commercial viability. however, in the community-oriented project or sociological aspects the commercial value is considered as the social output of the project. We discussed the tribal welfare project whose aim is be educational empowerment of tribal people. Its social output is to assimilate tribal people with the mainstream via educational empowerment and facilitate access to equal opportunities.

- *Technical feasibility*

The project plans should be assessed from an economic and technical perspective; otherwise, they may not be a feasible solution, despite being solid technically. Therefore, the project should be described in terms of the technology to be used, the need for equipment, labour, and other inputs. Regarding technological viability, the project's location should receive special consideration. The sort of technology that will be used for the project is a key component of technical feasibility. The following is the order in which the project's promoters can tackle the issue of creating technical feasibility studies: conducting a preliminary analysis of the technical needs for a quick assessment. technical specifications and covers the project's requirements for quality, quantity, accessories, raw materials, labour, fuel, power, water, effluent treatment, transportation, etc. As a result, the technical feasibility analysis represents an effort to examine the project primarily from a technological perspective. In the above example of the tribal educational upliftment project, the accessibility of the tribal region is one of the important factors. Other requirements like class room facilities, teachers or tutors, books and other study materials, etc. are involved in the technical feasibility.

The ability of the project holder to manage the project is a major factor in whether it succeeds or fails. Each activity that makes up a project has a certain role. A project owner must coordinate all of the operations so that the additive effect of the many inputs can result in the desired outcome

- *Managerial efficiency*

for the project to be successful. The concept of management encompasses the capacity to coordinate all such interrelated operations. It is possible to predict the desired outcome if the project manager is capable of overseeing all such actions. Heredity skill, skill acquired through training, skill acquired in course of work are the three ways of measuring managerial efficiency.

- *Social Feasibility*

A project may overcome all of the aforementioned obstacles and be deemed to be extremely acceptable, but if it is not accepted by society as a whole, it will lose all of its credibility. Although social habits and conventions like caste community, regional influence, etc. are impeding project development, all such social disputes should be avoided as they will prevent the project from being implemented successfully. From the example of the tribal welfare project, it is necessary to analyse the ethical values and social implications. So, you will be more concerned regarding their ethical and viable consent during the pilot study.

### 1.3.3 Project Appraisal techniques, Determining and managing risk

- *Evaluating project ability*

Project appraisal management is an important stage, regardless of the nature, complexity, or size of the project. The process of evaluating a project's viability or the need for carrying with a project or proposal in a methodical manner is known as project appraisal. The pre-planning or beginning phase officially begins at this level. It is financially and technically inappropriate to move forward with additional planning and development before the project has been appraised. You should conduct a preliminary assessment and appraisal of your project to ensure that you will make the required and necessary changes to your environment. Project appraisal is the process of evaluating a project's ability to succeed financially, socially, and economically. This exercise was primarily designed to assess a project's viability and, occasionally, to reshape the project to improve its viability, or to gauge the quality of projects and their long-term profitability.

The following areas usually constitute the primary concern of the appraisal process:

- Technical appraisal: If a project is considered "sound" from a technical and economic perspective, it is said to be technically feasible. It is an ef-

fort to determine how well the system's technical needs can be satisfied, the best location, and the appropriate size for the facilities and equipment.

- Economic evaluation: This evaluation is considered supportive and examines the cost of domestic resources, the effective rate of protection, and the economic rate of return.
- Environmental appraisal: Impact on land use and usage of natural resources, and government policies are all included in the environmental appraisal.
- Financial appraisal: The cost of the project, or the total amount needed to finish the project is usually the focus of a financial analysis. After determining the project's cost and available choices for financing, carefully consider the following factors for determining the project's financial viability: capital, rate of return, specifications, contingencies, cost projection, capacity utilization, and financing pattern.

♦ *Basic components of appraisal*

Project appraisal methods can be divided into two categories: discounted and non-discounted measures. The essential distinction between these two is the project investment's consideration of the time value of money. It is mainly used in the commercial sector. Discounted methods take into account the concept of "time value of money." The discounted payback method, the net present value method, the profitability index method, etc. are the important discounted methods. (In the case of non-discounting techniques or traditional methods, time and the value of money are not taken into account.) The urgency method, payback, post-payback, and average rate of return methods are the significant non-discounting techniques; they are also called traditional methods.

♦ *Determine factor value of time and money*

### 1.3.3.1 Risk Management

From the above discussion, you learned how to prepare a project plan with a time schedule and analyse the feasibility of a project. Here, you have to check out the risk elements. Every project carries some inherent risk. The capacity to guide a project through risk is thus one of the most crucial abilities. Risk is any possible circumstance that could have an impact on your project either positively or negatively. The method of identifying and responding to these occurrences before or during occurrences is known as risk management.

♦ *Risk reduction in project*

It's imperative to become familiar with standard risk management practices and risk reduction approaches if you want to ensure that projects are successfully completed. With the help of the risk management process, you can plan for and anticipate hazards, and mitigation actions will provide you the tools you need to deal with them should they occur. The risk management lifecycle is an organised approach to dealing with potential risks in your project.

The steps listed below generally make up the risk management lifecycle, though there may be slight deviations. Using this approach, both positive and negative risks can be taken into account.

- *Identify risks*

Understanding what risks are is the first step towards recognising them. By creating a list (or spreadsheet) of potential hazards, you will be able to identify specific risks that could have an impact on your project in this stage. Implementing a new technology programme for the project, having a poorly defined project aim or deliverable, and lacking proper safeguards to protect the health and safety of project team members are a few examples of common project hazards.

- *Analyse the risk potential*

In the risk analysis stage, you have to investigate both the likelihood that each risk is going to occur and the potential effects it could have on your project. You could begin by organising this list of risks into a risk register, which would include information on each risk's priority level and mitigation strategies. Both qualitative and quantitative data can be recorded. From the example of the tribal educational upliftment project, if you plan educational training for the students, one of the risks is their dropout, which may affect the whole project. So, your priority should be to sustain the student's attainment of education. You should estimate the reasons for the dropouts; it may be a food and livelihood inability of the family. So, you have to plan to provide food and nutrition, as well as vocational training for students.

- *Assign priority to risks*

In the above example, dropping out of the programme is one of the risks. There are lots of other risks, such as regular staff for guiding students and their reachability in tribal regions, infrastructural capacity in a particular area, etc., so you'll assign risks a priority at this step by calculating their risk levels based on each risk's probability and impact. This means assigning each risk a high, medium, or low priority based on the variables you've identified. Your team will be

able to determine where to concentrate their efforts on risk mitigation by evaluating your risks.

Risks can be reduced in four ways: by avoiding them, accepting them, reducing them, and transferring them. It's not an exact science to choose the optimal solution for each danger; therefore, you'll need to utilise your knowledge and judgement to make this decision. Accepting risks may make sense if they are unlikely to occur and won't significantly affect your endeavour. For example, the unwillingness of staff can be regulated by replacing them. Reducing risk involves implementing changes to certain aspects of your strategy to reduce the likelihood that the risk will occur or its possible effects on your project. High and medium risks are excellent candidates for reduction. Usually, it takes some work or investment to reduce risk by transferring the risk to a different entity outside of your project. This may entail getting insurance or hiring a contractor to help with some of the work. The risk may still materialise, but someone external to your project will be responsible for the actual costs.

- *Mitigate risks*

Set a process to track each risk when your project gets underway in the last step. You can have a constant awareness of the risks and their likelihood of happening by designating team members to monitor and minimise them. This will help you to be prepared to address any risks that do arise.

- *Monitor risks*

### a) Risk Management Tools & Techniques

Risk Register, Root Cause Analysis, Risk Assessment Template, Risk Data Quality Assessment, Probability and Impact Matrix are the most popular risk management tools and methods used by qualified project managers to create risk management strategies and prepare for inescapable dangers, problems, and changes. A risk register basically identifies and describes the risk that exists. Then, space will be provided to discuss the project's potential impact and the anticipated response to the risk, if it materialises. A strategic instrument for managing risk in a project is the risk register. It aims to compile information on the risks the team anticipates and then determine the most suitable course of action to take if they do arise in the project. It already has a plan in place to prevent the project from running over budget or behind schedule.

- *Strategic tool to control risk*

Root cause analysis is a methodical procedure used to pinpoint the core risks that are inherent in the project. This

- *Analyse the underlying cause*

tool asserts that effective management is both proactive and responsive. Utilise our root cause analysis template to get started. Root cause analysis is frequently applied after a problem has already arisen. Instead, then addressing symptoms, it aims to address causes. However, it can be used to evaluate risk by considering the objectives of any root cause analysis, which poses the following queries: What happened? How did it happen? Why did it happen? For instance, in the case of educational upliftment, if the number of students entering the particular class is low compared to the estimated number of students, that problem may be analysed after the project is implemented to determine the root cause of the problem.

- *Probability and Impact Matrix*

The probability and impact matrix are another helpful tool for project managers. This method rates risks according to their seriousness by combining their likelihood and impact values. Each risk is thus recognised in relation to the overall project in such a way that, should it arise, a response strategy is in place.

- *Risk Data Quality Assessment*

The level of relevance of the risk information to the project manager is determined using this. It aids the project manager in comprehending the risk's accuracy, dependability, quality, and integrity in relation to the information that has been gathered about it. The risk data quality evaluation mandates that the project manager establish the scope of the risk's understanding, gather all relevant data, and analyse the quality, reliability, and integrity of that data. Only by looking at these risk indicators can an informed judgement be made.

## Summarised Overview

A project is "a temporary endeavour designed to produce a unique product, service, or result with a defined beginning and end, undertaken to meet unique goals and objectives." Project management is defined as "The application of knowledge, skills, tools, and techniques to project activities to meet project requirements" is what project management is defined as. ensuring the project's successful completion is its immediate goal. It needs an action plan with well-defined tasks as per the time schedule. GANTT charts, Network analysis, and mile stone charts are important project action plan techniques. During the preparation of the action plan, it is necessary to recognise the feasibility and viability of the project. Moreover, analyse the risk factors embedded in a project. Due to its difficulty and the unpredictable

nature of future events, this management approach is typically associated with risk management in practise.

## Assignments

1. List out the three project management techniques.
2. Analyse the risk management tool
3. Explained the steps in the network analysis of a project
4. What are the components of project feasibility?
5. Construct a network chart for a major project.
6. Picturing the Gantt chart and milestone chart of a Kochi Metro project
7. List out the components and methods of project appraisal.
8. Assess the risk management of a project and illustrate it with an example.

## Suggested Readings


1. Chandra, P. (2002). *Projects: Planning, Analysis, Selection, Financing, Implementation and Review*. India: Tata McGraw-Hill.
2. Milosevic, D., Martinelli, R. J. (2016). *Project Management Tool Box: Tools and Techniques for the Practicing Project Manager*. Germany: Wiley.
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1. Larson, E. W., Gray, C. F. (2011). *Project Management: The Managerial Process*. US: McGraw-Hill.
2. Ireland, L. R, Cleland, D. I. (2002). *Project Management*. UK: McGraw-Hill.
3. Westland, J. (2007). *The Project Management Life Cycle: A Complete Step-by-step Methodology for Initiating, Planning, Executing & Closing a Project Successfully*. UK: Kogan Page.
4. Wysocki, R. K. (2010). *Effective Software Project Management*. Germany: Wiley.

## Space for Learner Engagement for Objective Questions

Learners are encouraged to develop objective questions based on the content in the paragraph as a sign of their comprehension of the content. The Learners may reflect on the recap bullets and relate their understanding with the narrative in order to frame objective questions from the given text. The University expects that 1 - 2 questions are developed for each paragraph. The space given below can be used for listing the questions.

# Project Implementation and Management

## BLOCK-02

Unit 1 – Major Components

Unit 2 – Project Monitoring and Evaluation

Unit 3 – Final Steps in Project Planning


# Major Components

## Learning Outcomes

On completion of the unit, the learner will be able to:

- explain the significance of sociological perspective while undertaking a project.
- explore the role of individual personnel in implementation and management of a project.
- be aware about the essential facilities and equipment needed to carry out a socially relevant project.

## Background

A project is a unique endeavor with a specific objective, timeline and budget aimed at achieving a desired outcome. Projects are undertaken in various domains such as business, construction, technology, education, healthcare, and the sectors which are essential for societal developments. Effective project management is crucial to ensure the successful completion of a project within the constraints of time, cost and scope. The word 'Project' evokes images of something unique, something distinct from normal and everyday activity. For instance, your current project is to write the unit of this book. Even though you have worked on this topic for a while, writing this unit is a unique 'task' responsible for you. Other examples of projects include moving to a new place, setting up a seminar, designing a new product for the market, construction of dams, designing different strategies for reducing traffic and building a house or a social welfare project. A specific functional discipline known as project management has established itself in management practice, academia and literature. The success of a project depends largely on the expertise and competency of the project manager and the project team. Therefore, it is important to have a clear understanding of the various phases and processes involved in project management, as well as the roles and responsibilities of the individual involved in a project.

## Keywords

Monitoring, Evaluation, Effective management, multi-tasking

## Discussion

- *social endevour*

In a sociological perspective, a project can be understood as a distinct social endeavour with a specific objective, timeline, and budget that aims to achieve a desired social outcome. As mentioned earlier, projects are undertaken in various domains, including business, construction, technology, education, and healthcare, which are all embedded within larger social structures and systems. The successful completion of a project within the constraints of time, cost, and scope is crucial for its effectiveness and impact on society.

- *Project Management and social needs*

Effective project management becomes essential in the sociological context to ensure that projects contribute positively to social change and address societal needs. The expertise and competency of the project manager and the project team are vital in navigating the complexities and dynamics of social interactions, power relations, and cultural contexts that influence project outcomes. Sociological understanding allows project managers and team members to consider and address social factors such as inequality, social norms, and cultural diversity that may affect project implementation.

- *Personnel in Project management*

The key members of the project team, including the Principal Investigator (PI) and Co-principal Investigator, assume critical roles from a sociological perspective. The Principal Investigator is primarily responsible for the preparation, conduct, and administration of the project, but their role extends beyond managerial tasks. They must understand the social implications of the project, consider the ethical dimensions of their research or intervention, and ensure that the project aligns with the values and goals of the broader society. Co-investigators, on the other hand, provide support in carrying out specific aspects of the project, bringing their sociological expertise to address social complexities and promote inclusivity. Moreover, in the sociological framework, the principal investigators and co-investigators are responsible for ensuring that the project adheres to applicable laws, regulations, and institutional

policies governing the conduct of sponsored research. They play a crucial role in promoting ethical practices, protecting the rights of participants, and maintaining the integrity of the research process within the socio-cultural context.

Understanding project implementation and management from a sociological perspective entail recognizing the interconnectedness of projects with social structures, power dynamics, and cultural contexts. It emphasizes the need for project managers and team members to be mindful of social factors, ethical considerations, and the potential impacts of projects on individuals and communities. By integrating sociological insights into project planning, execution, and management, projects can better contribute to positive social change and address the complex challenges faced by societies.

- *ethical consideration and project implementation*

## 2.1.1 Project Implementation and Project Management

Once your project has been thoroughly designed, putting the project strategy into practice is what the implementation phase entails. Here the project manager will organize and manage project resources to achieve the project plan's goals. Project implementation involves carrying out the proposed activities outlined in the project application to achieve the desired objectives and deliver the expected results and outputs. The success of the implementation process is influenced by various internal and external factors. It requires a well organised project team and effective monitoring of project progress and related expenses. The lead partner should oversee the overall management of the project and ensure that an efficient management system is in place. Flexibility is also essential, as the project may deviate from the initial plan due to changing circumstances.

- *Proposed activities to achieve objectives*

Project management is a professional discipline that involves planning, organising, securing and managing resources to achieve specific project goals and objectives. You and your project team carry out the project activities to create the deliverables during the implementation phase. The items or services that you and your team provide for the client, customer, or sponsor are all included in the deliverables for your project. It is a strategic competency that enables organisations to tie project results to social goals, thereby gaining a competitive edge in the society.

- *Managing resources and social goals*

- *Projects and Social Systems*

Project management, when viewed through a sociological lens, encompasses a professional discipline that extends beyond mere technicalities. It involves the intricate interplay of social dynamics, power relations, and organizational structures to plan, organize, secure, and manage resources in order to achieve specific project goals and objectives. Sociology recognizes that projects are not isolated endeavors but are embedded within larger social systems and contexts.

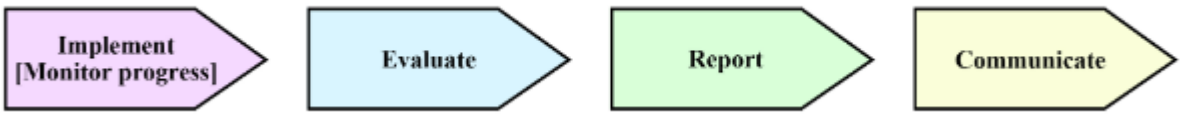
- *Intersectional role of project management*

Project management becomes a strategic competency that organizations employ to align project outcomes with broader business or enterprise goals. By recognizing the interconnectedness of projects with societal and economic structures, organizations can leverage project management to gain a competitive edge in the market. Sociological insights emphasize the importance of understanding how projects intersect with social, cultural, and economic forces and how they can influence and be influenced by these factors.

- *Specialization in Project Management reduce risks*

The development of project management as a distinct profession in the mid-20th century reflects the growing recognition of the need for specialized knowledge and skills to navigate the complexities of social interactions, organizational hierarchies, and stakeholder relationships. From a sociological standpoint, this professionalization process reflects the increasing complexity and interdependence of modern societies. As projects have become more prevalent in various industries, project management has evolved to meet the demands of effectively managing these complex social undertakings.

**Project Management Tasks**

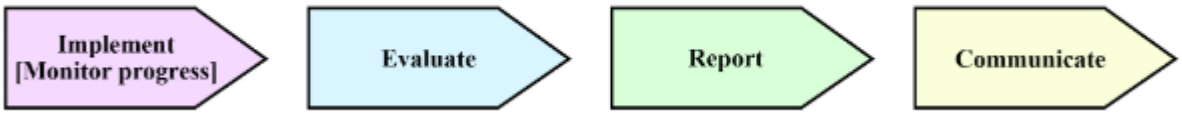



To effectively manage projects, project management processes are grouped into five categories: initiating, planning, executing, monitoring, and controlling. Each of these categories involves not only technical aspects but also social dimensions. Initiating a project entails recognizing and engaging with various stakeholders, understanding their interests and concerns, and aligning project objectives with societal and organizational values. Planning involves not only developing project schedules and budgets but

- *Steps for effective Management*

also considering the social impact, ethical implications, and potential inequalities that may arise during project implementation. Executing a project requires managing diverse teams, addressing power dynamics, and fostering collaboration within the social context of the organization. Monitoring and controlling a project involves not only tracking progress and managing risks but also considering the social consequences and adapting to changing societal needs.

**Project Implementation Tasks**




- *Process of Project Implementation*

Monitoring refers to the process of overseeing the implementation of a project to ensure it stays on track and achieves its desired outcomes. The primary investigator bears the responsibility of regularly monitoring the project. The principal investigator is in charge of organising evaluation activities for the project which can be carried out internally or with the assistance of external experts. Internal evaluators are more likely familiar with institutional and management requirements, but they may lack specific expertise. On the other hand, external evaluators often possess specialized knowledge and are considered more independent, thereby lending greater credibility to the evaluation results. The findings of the evaluation can be shared through reports, which typically include an executive summary, project description, evaluation, methodology, findings and recommendations. Lastly, it is important to communicate the evaluation feedback as an opportunity for improvement and strengthening the project's outputs.

- *Feedback significant to Project Output*

The knowledge base of project management draws from nine areas, including integration, scope, time, cost, quality, procurement, human resources, communication, and risk management. While all management areas are concerned with these areas, project management has a unique focus shaped by the goals, resources and schedule for each project. Project management involves planning, scheduling, controlling and monitoring complex non-routine activities to achieve predetermined objectives. The elements of project management control include programmed objectives, policy

restrictions, resource constraints, government regulations, process implementation, review of output, feedback and revision of project objectives. Project management requires the coordination of group activity and managers must plan, organize staff, direct and control to achieve objectives with constraints of time, cost and performance of the end product. Network techniques are primarily used for project planning and controlling. Planning involves preparing for resource commitment in the most economical manner, while controlling ensures that events conform to schedules by coordinating the action of all parts of the project to achieve the objective.

♦ *Steps and techniques in project management*

Sociology emphasizes that project management is not solely a technical endeavour but a social one. It acknowledges the influence of social structures, power dynamics, and cultural contexts on project outcomes. By incorporating sociological aspects into project management practices, organizations can better navigate the social complexities of projects, align them with societal goals, and ensure their successful implementation.

♦ *Social role of Project management*

### a) Characteristics of project Management

Project management is a crucial discipline that involves effectively managing a project and its deliverables to produce a final product or service. The way in which a project is carried out is defined by project management, which encompasses various aspects such as identifying requirements, setting realistic and attainable goals, balancing the diverse demands from stakeholders, and ensuring a common purpose is achieved. Without a structured and methodical approach to project management, organisations would lack direction and struggle to address the numerous challenges posed by the modern era. Thus, project management plays a vital role in enabling organizations to achieve their objectives and successfully navigate the complexities of today's business environment.

♦ *Structured approach to address challenges*

Projects have a limited duration and are not ongoing like operational work which is conducted to maintain an enterprise. The term 'temporary' can refer to projects that last for various lengths of time, such as an hour, a day, or a year. Once a project's objectives have been met or the project is terminated, it is considered to have ended. However, this temporary nature only applies to the project itself, and not necessarily to the product, service or outcome it produces.

♦ *Timeline isTemporary*

Projects can also have social, economic and environmental effects, both intended and unintended.

- *Specificity*

Projects have a clear and specific start and end point. A project is considered complete when its objectives have been achieved and if it becomes clear that these objectives cannot be met, then the project is terminated. This means that projects are not ongoing efforts and have a finite life span. Therefore, every project has a definite beginning and end.

- *Individuality and Uniqueness in each Project*

Every project can be seen as a distinct social undertaking with its own specific scope and objectives aimed at achieving unique and individual outcomes. Just as a builder constructs numerous houses, each house represents a unique social entity due to various social factors such as the homeowner, architectural design, location, construction techniques, and the involvement of subcontractors. Therefore, it is crucial to recognize and treat each house building as a separate project, as it generates a distinct social outcome.

- *Social interaction*

In sociology, projects are viewed as social constructions that are shaped by the interactions and dynamics among individuals, organizations, and larger social structures. Each project represents a microcosm of social relations, power dynamics, and cultural influences. The builder's expertise, the homeowner's aspirations, the collaboration between architects and subcontractors, and the socioeconomic context all contribute to the unique social fabric of each house building project.

- *Limited Time and resources*

Projects must be completed within specified time and resource constraints because they have clear start and end points. Each project has a specific timeline and a finite set of resources allocated for its execution.

- *Inter dependence of social system*

Projects are intricate social endeavours that necessitate the collaboration and coordination of diverse professionals with specialized expertise. The successful management of a project often requires the involvement of individuals from multiple departments, organizations, and geographical locations, reflecting the interconnectedness and interdependence of social systems. In the context of constructing a house, a sociological lens recognizes the diverse range of professionals involved, each contributing their unique skills and knowledge to the project. Architects, engineers, carpenters, painters, plumbers, electricians, and interior decorators represent distinct occupational groups

with their own social dynamics, occupational cultures, and expertise. Coordinating their efforts becomes crucial to ensure the smooth progression of the project.

- *Different professional expertise*

The involvement of professionals from different fields in a housing project exemplifies the sociological concept of professional interdependence and occupational specialization. Each professional contributes to the project based on their specific expertise, drawing upon their professional identities and norms. Collaboration among these professionals becomes essential not only for the successful completion of the project but also for navigating the social dynamics, power relations, and communication challenges that may arise due to their diverse backgrounds. Moreover, the involvement of professionals from different fields in a project also highlights the intersection of social roles and organizational boundaries. Sociologically, these professionals bring their organizational affiliations, hierarchies, and networks into the project, which can influence the dynamics and power relations within the project team. Understanding the social dynamics and organizational structures involved allows project managers to effectively navigate these complexities and leverage the diverse expertise of professionals.

- *Multiple talents to achieve project goals*

The involvement of professionals from various fields in a project, such as house construction, underscores the sociological aspects of collaboration, occupational specialization, and organizational dynamics. By recognizing and managing the social dimensions of these collaborations, project managers can harness the collective expertise and diverse perspectives to achieve project goals successfully. The sociological perspective emphasizes the importance of understanding the social interactions, power dynamics, and occupational cultures within project teams to effectively manage and coordinate the contributions of multiple professionals.

- *Social aspects*

Moreover, considering projects as social entities allows us to understand how they are embedded within wider social systems. Each house building project is influenced by social norms, economic conditions, and cultural values that shape decisions regarding the design, materials used, and spatial arrangements. These sociological considerations highlight the importance of understanding the multifaceted social aspects at play in project implementation. Therefore, by applying a sociological lens to project management, we can

appreciate that every project, including house construction, is not merely a technical endeavour but a social process that creates distinctive social outcomes. Recognizing the social complexities and unique characteristics of each project enhances our understanding of the interactions, power dynamics, and cultural influences that shape its development.

### b) Human aspects of project management

- *Human relations*

Having a functional human relations system is critical to the effective implementation of a project. Even if the technical systems of project management are sound, they are unlikely to work well without a satisfactory human relations system. Unlike technical issues, problems related to people may not be easily solved with additional resources within the short life span of the project. Therefore, project managers must tackle the problems related to authority, orientation, motivation and group functioning to achieve satisfactory human relations in the project setting.

- *Flexibility of project manager*

The project manager needs to have a different approach to authority when working with professionals and supervisors, as compared to a traditional superior -subordinate relationship. To lead and influence these professionals, the project manager needs to communicate the logic and rationale behind the project activities, be open to suggestions from others, avoid making decisions unilaterally, and look for common ground that can lead to acceptable solutions.

- *Communication with project team*

Orientation refers to the project manager's responsibility to ensure that project personnel have the necessary management skills and knowledge to achieve project objectives within the given time and budget constraints.

- *Motiviation of Project personnel*

Motivation is a critical aspect of project management, and the project manager operates within a socio-technical system, where factors such as the organizational structure, technical requirements and competencies of project personnel are already established. Therefore, the project manager's primary behavioral factor to influence is the motivation of project personnel.

- *Group work is essential*

Group functioning is essential in large, complex projects, which often involve people from various departments and organisations. This leads to the formation of both formal and informal groups that need to be managed effectively.

## 2.1.2 Principal Investigator

♦ *Responsibility of Principal Investigator*

A principal investigator is the main person responsible for organising, carrying out and managing research grants, cooperative agreements, training, public service projects, contracts or any other sponsored project. The principal investigator is expected to ensure that the project complies with all relevant laws, regulations, and institutional policies that govern the conduct of sponsored research.

♦ *spontaneity in changing situations to find solutions*

The role of principal investigator is to ensure that the project is progressing as planned and to make necessary adjustments when things go wrong. In addition to accelerating certain activities and finding solutions to technical problems, project managers must also act as peacemakers when conflict arises and make trade -offs between time, cost and scope. Project managers are constantly adapting to changing situations, often encountering deviations from plans and introducing significant changes in the scope of the project to counter unexpected threats or opportunities. Some of the key responsibilities of a project manager include integrating the resources assigned to the project, initiating changes in plans and schedules in response to internal constraints and external problems, and keeping the project moving forward while making necessary adjustments along the way.

♦ *Role of a Co-Investigator*

In brief, the Principal Investigator (PI) is the person in control of the project. The candidate for principal investigator will be the individual who came up with the concept and is willing to oversee the project. To speed up the job, the principal investigator could want to suggest a co -investigator. In the event that the principal investigator is not present, the co-investigator will be in charge of the project's work.

### 2.1.2.1 Role of Principal Investigator

The role of the principal investigator (PI) is central to the success of research projects, and their responsibilities are numerous and complex.

♦ *Setting the Project goals*

- Leading the project – The principal investigator is responsible for leading the project, setting its goals and objectives, and ensuring that it is aligned with the overall strategic direction of the organization.

♦ *Proposals for Funding*

- Securing funding – One of the most important responsibilities of the principal investigator is to secure funding of the project. This involves writing grant proposals, submitting them to funding

agencies, and managing the budget for the project.

- Designing the project – The principal investigator is responsible for designing the project, including developing the research questions, choosing the methodology and deciding on the data analysis techniques.
- Managing the project team – The principal investigator is responsible for managing the project team, which may include co-investigators, research assistants and other staff members. This involves assigning tasks, providing guidance and feedback, and ensuring that the project is progressing according to plan.
- Overseeing data management – The principal investigator is responsible for overseeing the management of data collected during the project, including ensuring that it is stored securely and analyzed appropriately.
- Disseminating results – The principal investigator is responsible for disseminating the results of the project, which may involve publishing papers in academic journals, presenting findings at conferences or producing reports for stakeholders.

- *Methodology and data analysis*
- *Task allocation and guidance*
- *Analysis of data collection*
- *Project report Presentation*

## 2.1.3 Co-principal Investigator

Co-investigator play a significant role in research projects and share similar responsibilities to that of the principal investigator. Although the primary responsibility of ensuring the research project is conducted in compliance with regulations and institutional policies falls on the principal investigator, the co-investigator is also responsible for this study.

- *Strict adherence to regulations and policies*

Traditionally, research projects have been led by a single principal investigator, but this model can have limitations. The Co-Principal Investigator model involves two or more investigators sharing leadership responsibilities, which can have several benefits. One of the main benefits of the co-PI model is increased collaboration. By working together, Co-principal Investigator can bring different perspectives and expertise to the project, which can lead to more creative and innovative solutions. They can also leverage their networks to bring in additional resources and collaborators, which can enhance the project's impact.

- *collaboration enhance project's impact*

Another benefit is shared responsibility. With multiple

principal investigators, the workload can be distributed more evenly, reducing the burden on any individual. This can also help to mitigate the risk of one principal investigator leaving the project, as there are others who can step in and take over. Finally, the co-principal investigator model can lead to improved outcomes. By leveraging the strengths of multiple investigators, the project is more likely to achieve its goals and produce high – quality results. Additionally, the shared responsibility and collaboration can lead to a stronger sense of teamwork and a more positive work environment, which can improve the overall quality of the project.

♦ *Shared responsibility produce high quality results*

In project planning and management, co-principal investigators share the leadership responsibilities and work together to oversee and manage the project. Their roles and responsibilities include:

♦ *Team work in planning*

- Collaborative project planning: Co principal investigator work together to plan the project, including developing the research questions, designing the methodology and defining the scope of the project.

♦ *Division of resource allocation*

- Shared decision making: Co principal investigator share decision making responsibilities throughout the project including budgeting, resource allocation and personnel management.

♦ *collaborative expertise and quality quality outcomes*

- Complementary expertise: Co Principal Investigator brings complementary expertise to the project which can lead to more innovative solutions and better outcomes. This includes subject matter expertise, technical skills and research experience.

♦ *Monitor project and find solutions*

- Project implementation: Co principal investigator oversees the implementation of the project, ensuring that it progresses according to plan and that milestones are met. They are responsible for monitoring progress, identifying issues and risks and making necessary adjustments to the project plan.

♦ *Timely involvement in guidance and feedback*

- Personnel management: Co principal investigator manages the project team, including assigning tasks, providing guidance and feedback and ensuring that team members are meeting their objectives.

♦ *Data analysis*

- Data management: Co principal investigators are responsible for overseeing the management of data collected during the project, including ensuring that it is stored securely and analysed appro-

priately.

- Dissemination of results: Co principal investigators collaborate to disseminate the results of the project, including publishing papers in academic journals, presenting findings at conferences, or producing reports for stakeholders.

♦ *Collaboration in presenting results*

## 2.1.4 Research Associates

The role of research associates in project management includes assisting with project planning, setting project timelines and coordinating activities with other team members. Research associates are also responsible for tracking project progress, ensuring that milestones are met, and identifying and addressing any issues that arise. Planning and carrying out research are the main responsibilities of research associates. This can involve things like data management, interviewing and publishing depending on the field. Research associates must also interpret their data or findings in a way that is used by organisations to guide their decision making. They are also responsible for collecting data from participants and ensuring the quality and accuracy of the data. They may also be involved in data analysis, including cleaning and coding data, conducting statistical analyses and interpreting results.

♦ *Data collections, anlysis of interpretation*

Communication with stakeholders is another important responsibility of research associates. They may be involved in communicating with study participants, sponsors and regulatory agencies. They may also be responsible for producing studying reports, disseminating study results and presenting findings to stakeholders. The research associates have the necessary training and support to carry out their roles effectively. This includes providing ongoing training and professional development opportunities, as well as ensuring that research associates have access to the necessary resources and tools to perform their work.

♦ *Interaction with stakeholders and report writing*

## 2.1.5 Postdoctoral Associates

Postdoctoral associates play a critical role in project planning and management in academic research settings. These individuals typically hold a doctoral degree and are seeking further training and experience in their field. They work under the supervision of a principal investigator or other senior researcher, and are responsible for carrying out a variety of research activities, including data collection and analysis, manuscript preparation, grant writing and

♦ *Academic engagement and professional Training*

laboratory management.

♦ *participation in project proposal, design and methodology*

In the context of project planning and management, postdoctoral associates can contribute in a number of ways. For example, they may participate in the development of research proposals and grant applications, providing input on study design, research methods and feasibility. They may also assist with project management helping to ensure that the project is running on schedule and within budget, and identifying and addressing any issues that arise.

♦ *Tasks of postdoctoral associates*

- Develop and carry out research protocols
- Construct safety procedures
- Modify new techniques, approaches or equipment in light of research procedures.
- Prepare and analyse research data
- Keep a notebook for summarizing experiments and recording research data
- Tabulate and display data for presentation in research conferences
- Preparation of manuscripts and present data using graphics and statistical software
- Assist in training of research fellows, residents, students and volunteer workers as necessary
- Manage lab staff to better coordinate research efforts

♦ *Responsible in ensuring quality of data*

Postdoctoral associates can play a critical role in data collection and analysis. They may be responsible for overseeing data collection efforts, including the training of research assistants and other team members, and ensuring that data quality and integrity are maintained throughout the project. They may also be responsible for conducting statistical analysis and interpreting the results, and contributing to the preparation of manuscripts and other research outputs.

♦ *Leadership and Mentoring*

In addition to their technical skills, and expertise, postdoctoral associates can also bring valuable leadership and mentoring skills to project planning and management. They may be responsible for overseeing the work of research assistants and other team members, providing guidance, and support as needed, and helping to ensure that the project is running smoothly and efficiently.

### 2.1.5.1 Responsibilities of Postdoctoral Research Associates

Postdoctoral research associates (PDRAs) have a crucial

role to ensure the success of research projects. One of the primary responsibilities of a PDRA in project planning and management is to contribute to the development of research proposals and grant applications. This includes providing input on study design, research methods, and feasibility and collaborating with the principal investigator and other team members to develop a comprehensive research plan.

- *Preparation of Research plan*

Once a project is underway, the PDRA is responsible for managing a range of research activities, including data collection and analysis, manuscript preparation and laboratory management. This may involve overseeing data collection efforts, training and supervising research assistants and other team members, and ensuring that data quality and integrity are maintained throughout the project.

- *supervising research assistants*

In addition to technical responsibilities, the PDRA also plays an important role in project management. This may involve overseeing the work of research assistants and other team members, and ensuring that project milestones are met on schedule and within budget, and identifying and addressing any issue that arises.

- *Budget setting and time allocation*

## 2.1.6 Facilities and Equipment

Facilities and equipment are essential components of project planning and management in many fields, including scientific research, manufacturing, construction and healthcare. Facilities refer to the physical locations where project activities take place, such as laboratories, offices, manufacturing plants or hospitals. Equipment includes all the tools, machinery and technology needed to carry out project tasks and achieve project goals.

- *Physical location and equipments*

In project planning and management, careful consideration must be given to the selection and management of facilities and equipment. This includes determining what type of facilities and equipment are needed, assessing their availability and suitability, and developing a plan to acquire, maintain and manage them.

- *Selection of facilities and tools*

One of the first steps in managing facilities and equipment in a project is to identify the specific requirements of the project. This includes identifying the type and amount of equipment needed, as well as the space and facilities required to house them. Depending on the project, the facilities and equipment may need to meet certain regulatory or safety standards or have specific environmental or technical

- *Identify the purpose*

requirements.

- *Planning of project activity*

Once the facilities and equipment needs have been identified, the project manager must develop a plan for acquiring, installing and maintaining them. This may involve purchasing or leasing equipment, contracting with vendors to provide services, or constructing or renovating facilities to meet project needs. The project manager must also develop a maintenance plan to ensure that facilities and equipment are kept in good working order throughout the project.

- *Ensuring the effectiveness of equipment*

Effective management of facilities and equipment requires ongoing monitoring and evaluation. This includes tracking usage, scheduling maintenance and repairs and identifying and addressing any issues or problems that arise. The project manager must also ensure that all facilities and equipment are properly maintained and used in compliance with safety and regulatory requirements.

- *Efficiency to achieve desired outcomes*

Over all the effective management of facilities and equipment is critical to the success of many projects. By carefully assessing project needs, developing a comprehensive plan, and monitoring and evaluating facilities and equipment, project managers can ensure that their projects run smoothly and efficiently and achieve their desired outcomes.

## Summarised Overview

In summary, project management is important for various reasons such as reduction in product life cycle, global competition, knowledge explosion, corporate downsizing, increased customer focus, managing small projects and upsurge of third world and closed economies. By adopting project management techniques, organisations can effectively plan, execute and control projects to achieve the desired objectives within the given constraints of time, cost and quality. Project management enables organisations to be more competitive, responsive to customer needs and efficient in delivering products and services to the market. Hence project management in Sociology has become a necessary and integral part for societal practices.

Project Implementation and Management emphasises the significance of personnel, including the Principal Investigator, Co-Principal Investigators, Research Associates, Postdoctoral Associates, and the importance of having suitable facilities and equipment. The effective management and collaboration of these personnel, along with access to necessary resources, contribute to the

successful execution of social projects, enabling organisations to achieve their objectives within the defined constraints.

## Assignments

1. Explain the characteristics of Project management
2. Briefly discuss the human aspects of project management.
3. Discuss the role of principal investigator in a project.
4. Explain the significance and role of Co-Principal investigator in a project.
5. Discuss the scope of research associates in project management and im plementation.
6. Elaborate on the roles and responsibilities of Postdoctoral research asso ciates in social research.
7. Illustrate the need for facilities and equipment in project planning and management.

## Suggested Readings


1. Chandra, P. (1995). *Projects Planning Analysis Selection Implementation & review,* New Delhi: Tata McGraw-Hill.
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3. Patel, B. M. (2000). *Project Management: Strategic financial planning, evaluation and control.* Mumbai : Vikas Publishing House Pvt Ltd.
4. Vasant Desai. (1997). *Project Management.* Bombay : Himalaya Publishing House.

## Space for Learner Engagement for Objective Questions

Learners are encouraged to develop objective questions based on the content in the paragraph as a sign of their comprehension of the content. The Learners may reflect on the recap bullets and relate their understanding with the narrative in order to frame objective questions from the given text. The University expects that 1 - 2 questions are developed for each paragraph. The space given below can be used for listing the questions.

UNIT 2

# Project Monitoring and Evaluation

## Learning Outcomes

On completion of the unit, the learner will be able to:

- explain the criteria and need for project monitoring and evaluation
- narrate the achievement of targets and utilisation of funds
- comprehend the follow up programmes of project evaluation

## Background

Managing one assignment at a time is simple enough; you just work on it, finish it, and submit it for review. A typical project essentially has a lot of moving portions that need to coordinate in order to finish on time. Even one malfunctioning or faulty component might lead to delay and financial losses. It's difficult to keep everything on the precise track. Because of this, every project needs a system to track and evaluate its development. It seems straight and simple enough, but how do you do it? In-depth explanations of project monitoring and assessment, its significance, and practical application are explained in this unit. Without a plan of monitoring and assessment, it would be like attempting to build a house without a blueprint; it would be conceivable, but exceedingly challenging and rife with opportunity for error.

## Keywords

Monitor, Performance, Phase, Quantifiable goals, Workflow

## Discussion

Project monitoring is a crucial stage as it is a technique of monitoring each and every stage of project management. It is an act of ensuring whether the project activities are progressing or developing as planned or not. The success

or accomplishment of the project lies in its well-defined and distinctive structure. Objectives or targets which are set for the projects act as a guide; but they aren't just enough to advance a project to its final phase or success. When the actual performance of the project is compared with the goal it could be labelled as an essential characteristic of the project monitoring process. If the researcher is not hitting the important signposts or indicators; for example bringing up a sample or pattern within a specified time; there is a better chance of let-down or failure.

♦ *Significant stage in final phase*

## 2.2.1 Important steps of project monitoring

a) Initiation: this phase describes the procedures which are to be approved.

b) Planning: this phase helps to decide on the measures and arrangements of the execution phase. The whole project gets its sketch in this phase

♦ *Arrangements for the execution phase*

c) Implementing: the sketched out plans are carried out here. The effective ways of operation and execution happen here.

d) Monitoring and control: this phase ensures the on-schedule movements of the project and here implementation of any necessary changes are initiated. This happens simultaneously with the phases of planning and implementation. Project related facts, budgets, settings and schedule are considered

♦ *Project management life cycle*

e) Closing: this phase contains the completion of the project and the announcement of the same to the parties involved.

## 2.2.2 Project Evaluation

Let's now examine project evaluation. The project evaluation phase encompasses the 'control' component of the monitoring and control phase. To be more precise, take an example; what should be our status when there is a deadline set? Is it to modify the timelines or to move quickly so that the time span is met? Every project is different from the other. It lags sometimes; or sometimes it progresses ahead of the time period. At times project budget is shattered, whereas some costs go beyond all plans; there could be situations where suddenly a stakeholder/contributor withdraws interest etc. Experts opine that problems in the project are excellent teaching tools which help to figure out the defects of the project. Probably the project evaluation framework helps in

♦ *Framework of project evaluation*

doing this.

There are interesting reports in the business sphere which reveal that businesses waste an average of 11.4% of the investment on enterprises. There are two aspects for this; one is the best scenario of it which says that a problem is identified in the apt time for an enterprise to correct it. Second is the worst scenario where you learn important lessons which could be used in further procedures. Going through the problems and resolving them is a technique that helps in enhancing a project's efficiency and competence. As a sociological perspective while undertaking a project, its evaluation includes the human beings associated with it. Their losses and benefits especially in a development aspect is essential to evaluation in a project.

- *Techniques to enhance project efficiency and competence*

### 2.2.2.1 How to Begin Project Evaluation and Monitoring?

You can decide more wisely on current and upcoming initiatives with the help of project evaluation and monitoring. Look at the following process:

**a. A plan for evaluation and monitoring**

A plan or a blueprint helps in getting an outline of the whole process. The following sub-steps are important:

- *Organising projects*

1. A platform or centre to capture and organise data is crucial. The internet world offers multiple project management software which assist in the path of organisation.

- *Determine accountability*

2. This step assures us to keep an eye on the project and the evaluation at each phase. Assigning stakeholders with necessary roles and making the list of tasks is very important.

- *Project blockages of record*

3. Keeping a record of the problematic instances and the way to handle them is also very useful.

- *Preparing evaluation strategies*

4. When a project finishes one phase, evaluation is to be done. It is better to evaluate the project every week. Gathering input to learn about the workflow also helps in this case.

**b. Tracking real-time performance**

If you are managing a project of a building or launching a new product, a real-time perception is essential. Real-time

- *Monitoring team members progress*

monitoring allows you to track the progress of team members and then assign the resources accordingly.

**c. Evaluating project reports**

- *Analysis of results and solutions*

A continuous check on the timely completion of a job and the detailed analysis on the unanticipated setbacks are very imperative. Answers to these questions would enable an understanding on project evaluation. Solutions need the collection of necessary data and an analysis of results. Reports and key performance indicators help to understand the performance of the team in relation to the goals and the timeframes of deviation. The tendency of deviance should be rectified in a time bound period.

**d. Enhance workflow procedures**

- *Trace the workflow*

Investigate why a project failed to fulfil its deadline. What were some of the difficulties? How were they finally settled? Workflows for project management make projects function more smoothly and promote efficiency and transparency. They enable you to develop tried-and-true techniques that will make each project more effective than the last.

- *Allocation of tasks to complete the project*

Following these steps will help you develop a robust project management workflow, whether you use workflow management software or pen and paper method. Make a detailed list of each individual task that your team must perform in order to effectively complete the project. Collect your resources. Make a list of everything you'll need to do now that you know what has to be done. Consider the following: tools, templates, files, and people. If you don't already have everything, write a list of what you don't have so you can obtain those resources before the project begins. Assign responsibilities and roles. Determine who will complete each task related to your project. You can allocate tasks to individual team members when establishing a workflow for a one-time project.

**e. Concentrating on learning and developing**

- *Benefits of Project monitoring*

Tracking, analysing and improving the methods of projects are unique and distinct with respective impact on the project result and upcoming projects. There is always a place for betterment and improvement and the team focuses on learning and improving. These are the additional benefits of project monitoring. Optimising the evaluation system will improve the productivity of the work processes.

### 2.2.2.2 Methods Used in Project Evaluation

- *Systematic appraisal*

Every successful project practice has a way of keeping track of the findings. Going over and analysing the faults also are essential. The method demands systematic appraisal of a project's value or merit. This is carried out during and after the project. A magnified look at the time, cost and resource usage are entailed.

- *Evaluation mechanism of the project*

The process of measuring the success of a project, programme, or portfolio involves gathering information about the project, using an evaluation technique that enables evaluators to identify performance improvement opportunities, and communicating with stakeholders about the project's status and any necessary adjustments to the budget and schedule. As long as there have been projects, there has also been an evaluation mechanism for them. Project evaluation, however, can be divided into three primary categories or approaches when it comes to the science of project management: pre-project evaluation, ongoing evaluation, and post-project evaluation. Let's examine the project evaluation procedure, what it involves, and how you can get better at it. The following are some methods that are adopted in the project evaluation

### 2.2.2.3 Steps for Project Evaluation

The process always consists of the following four steps:

- *Specific goals and communication*

**a.** **Organising:** Providing a project assessment plan and a well written explanation of the whole project should be the end result of the project evaluation. Identification of the stakeholders involved in the project with the detailed description of instant and long-term objectives should be identified. The goals are meant to be crystal clear and the criteria for reaching the goals are to be noted. Healthy relationships with the stakeholders/contributors are important if they are included in the evaluation strategy. The updates of the progress of the project at each stage; along with the details of the rapport helps in gaining confidence regarding the project and the ability to oversee the end result successfully.

- *Accountability status of completion*

**b. Application:** Keeping an eye on every part of the project will help in ensuring budget and the timeline. The percentage of completion should be the first matter of concern. Meeting the team/ stakeholders and preparing the status reports will explore more ways for the application level. Accountability should be manifested and completion of tasks on time is very crucial. Keeping things as due is not desirable.

- *Understanding the findings*

**c. Finalisation:** Do you think that the work is done when the work is over? Taking information from the evaluation procedure and making lessons out of it is indispensable. The evaluation findings have short term and long term evaluation findings. Consider and validate them.

- *Documentation*

**d. Dissemination and Reporting:** Completion of the project should follow the documentation of findings. The piece of documented writing is an integrative part which helps in the guidance for the future. The report should be sent to the stakeholders and so that they could be informed about the development of the project.

### 2.2.2.4 Advantages of Project Evaluation

Project review is always advised and can assist your company in a variety of ways. As mentioned above, the project evaluation process can be used to gauge a variety of factors. The most important elements to take into account are up to you and your stakeholders to determine. Here are a few of the key advantages of putting a project evaluation process in place.

- *Budget management and accountability*

a) Better Project Management is possible. Budget managing and control of activities, resources and time helps in areas of improvement. Comparison of project baseline with the actual project performance aids in better planning and estimation.

b) Team performance can be enhanced. Accountability could be improved and validation could be made possible

♦ *Communication with stakeholders*

c) Management of stakeholders/investors/contributors is possible when a project manager develops a healthy relationship with the stakeholders. The stakeholders should be produced with a project evaluation report.

## 2.2.3 Criteria of Evaluation

Take an example of a social science project- gender awareness among the tribal. The project will have financial as well as non-financial criteria in terms of evaluation.

♦ *Nonfinacial and social responsibility in social science projects*

In the financial criteria--profitability, production costs and returns of the project among the tribal are considered. The total investment and the benefits of the project will be a matter of importance. At the same time, social science projects showcase non-financial criteria as the subject itself is placed in the humanitarian elements. Strategic fitness, marketing criteria, corporate social responsibilities, information quality and facilitating factors of the notion of gender awareness in the tribal region comprise the five non-financial criteria.

Therefore, in general every project has three financial criteria—one is profitability, next is production costs, and the third is return on investment. The five non-financial elements make up the following list a) strategic fit, b) marketing criteria, c) Corporate social responsibilities, d) information quality, and e) facilitating factors.

## 2.2.4 Achievement of Targets/Goals

♦ *Quantifiable goals enhance project results*

Typically, a project goal statement includes, *it's possible that this initiative will help with... or something similar.* Then how important is a project goal? If the social science project is on family planning in rural areas, the goal would be to create a general awareness on the need for family planning. Quantifiable goals help in visualising the end of the project. Thus a project goal is an outline of the anticipated long-term effect/outcome of the project. The goals set up objectives which are specified as early in the project. The goal is set as feasible because they could influence every choice made. You can establish quantifiable goals in your social science project to make sure a project works successfully by being aware of the significance of the topic and their significance.

A project goal outlines the outcomes and ideal state of the project management team and anticipates the project's completion. The goal is a broad statement that reflects the project head's objectives and gives a broad context for the

- *Social specification of the project objectives*

anticipated outcomes of a project. These objectives could make it easier to create and schedule milestones and serve as a yardstick for achievement. They might also inspire other team members, assist project managers in allocating tasks, and provide a framework that increases confidence during project execution. Depending on the needs and social specifications the project objectives may change. These objectives are used by project managers to coordinate teams and guarantee that deadlines are met.

### 2.2.4.1 Advantages of Project Goal-Setting

Setting project goals has a number of benefits, including:

**a) Ensuring successful completion**

- *Enhance teamwork and completion*

When carrying out a social science project, the goals can assist you in keeping detailed records of the social association and accomplishments. It is important to consider a project team whose objective is to enhance social teamwork and communication abilities. If the team succeeds in achieving these objectives, it may promote individual growth and assist team members in realising their own objectives, such as learning new social skills.

**b) Concentrating on the sociability**

- *Social goals and progress of society*

The team's ability to concentrate and stay on task might be enhanced by setting project goals which are socially admirable. The anticipated social goals add up to the progress of the whole society. The success of the project may attract more socially committed professionals to get involved in the process. Additionally when sociability is a matter of concern, accomplishment and the social accountability aspects may encourage social scientists to take up more projects. Sociability aspects motivates the project managers, assistants and stakeholders to take up new projects.

**c) Optimisation of social processes**

- *Optimising project objectives to enhance quality in analysis*

Project managers and team members of any social science project assess their current functioning procedures to ensure and optimise the objectives. For example, if a project is initiated to assess the literacy rate of a certain community, its main objective would be to fix a definite period along with a deadline to calculate the statistics of literacy. To ensure the completion of data collection and its analysis effective data collectors and research tools would be used. These tactics

then take the place of current procedures and continue to be advantageous to the social organisation in succeeding initiatives.

**d) Professional growth is facilitated**

♦ *Advancement of knowledge and specialisation of team members*

Social science project managers may assign tasks and objectives to groups or individuals within groups. Team members, stakeholders and research assistants earn greater knowledge, information, and respect at work as they finish these duties. By giving team members the opportunity to engage in activities and projects that advance their knowledge and abilities, project goals can open up new openings and opportunities for professional development.

## 2.2.5 Utilisation of Funds

♦ *Low cost and sustainability*

The appropriate distribution and use of finances are essential for ensuring operational success and efficiency in any social science project. It contributes to lowering the cost of capital and raising the value of the respective social organisation. Specifically, in social science projects it is crucial to allocate money to projects that might increase sustainability and profitability.

As all social science projects are related to human beings and their sociable aspects, financial management is important to meet up all the project stages. By definition; strategic planning, organising, controlling, and directing of a company's financial sources is referred to as financial management. Therefore, the goals consist of:

♦ *Strategies for planning funds*

1) Maintenance of an adequate supply of fund/ money

2) Usage and allocation of finances

3) Building up of a secure investing platform

4) Giving shareholders or investors their dividends/ shares as a return on their investments

♦ *Mismanagement of finance may destroy project quality*

Efficient money management is always the major priority. Maximising wealth and increasing savings are made possible by accumulating the desired quantity of money and putting it to use. Therefore, the use of funds contributes to the long-term growth of the enterprise. The situations of resource idleness and underutilization of resources are equally alarming. If there is a mismanagement of the resources it results in excessive financial use. If funding is not accurate

it may lead to deprivation in the areas of data collection and the application of qualitative methods of research which are rather expensive. This would destructively impact the quality of the project.

## 2.2.6 Follow up Programmes

"The monitoring and evaluation of the impacts of a project or plan for the management and communication about, the performance of that project or plan" is the definition of follow-up programmes. All follow-up programmes contribute to the final line up of the project. The follow-up efforts take use of, expand and re-enact the timeline of the social science project. Internal project evaluation and monitoring are initiated by project implementers as well as by potential project improvements.

**Purposes of follow up programmes**

- *Feedback of the project*

Suppose a social science project is completed within the scheduled time, do you think it is the final point of it? Here comes the importance of the follow up programmes. Follow up serves as a verification mechanism and mode of control. All follow-up procedures add to the affirmations on decision-making and adaptive management strategy. The respective social science project supervisor can decide on the changes in the activity, research area, strategy and the context. The follow-up programmes ensure the feedback of the whole project and this would improve the standard of procedures in the following projects.

- *The future coming projects*

As discussed earlier the crucial tool for feedback is follow-up as it allows for the sharing of results with the community's growth. It also allows learning from the mistakes which are made in earlier projects. In particular, the advantages of the initiatives and the results won't be recognised without some kind of follow-up. Follow-up evaluates the impact by incorporating input into the planning process, allowing for learning from experiences to take place. Follow-ups offer verifiable proof of results through procedures like monitoring and evaluation. The implementers and other agencies can both use this information to enhance upcoming projects.

- *Enhance trustworthines and constancy*

Following up programmes build an organization's trustworthiness and constancy because completed projects can be used as examples when funding future initiatives. Therefore, it's critical to keep an eye on what has been done and make sure the goals are continuing and durable. The

follow-up procedure should be precisely documented with periodic updates.

## Summarised Overview

In an ideal world, all of your social endeavours would go as planned. In most cases, activities would be finished on schedule and on budget. However, this does not always occur in practice in social science projects; research associates or data collectors may miss deadlines due to personal emergencies, external stakeholders may withdraw without explanation, and so on. Monitoring and evaluating projects allows you to identify and minimise concerns that may have an influence on the project's scope, quality, timetable, or budget. You can then use those findings to improve processes for future projects. Funding and follow up programmes are also crucial in the project monitoring process. Using and managing money effectively aids the company's progress. The right use of resources is beneficial in both the short and long terms. Finding a balance between the sources of funding is therefore the most decisive factor.

Improper usage can suffocate the potential for future growth. The gap between planning and ongoing project implementation is filled by follow-up. Follow-up bridges the gap that develops when there is a discrepancy between project plans and their implementation by connecting the pre- and post-decision stages of planning. Follow-ups provide the agencies a chance to put justification or preventive measures in place along with providing information about the effects of a project. The project functions as an undeviating rather than evidential or frequented process. It lacks continuity if there is no minimal follow-up capability. Even worse, the procedure runs the risk of turning into a pointless exercise rather than a serious effort to enhance the agency's successful overall performance.

## Assignments

1. There is a technique of thoroughly monitoring/checking every stage of the project management life cycle to make sure project activities are pro gressing or developing as planned. Explain
2. The 'monitoring part' of the project is crucial. Elaborate
3. Explain the accountability aspect of the project?
4. Describe the workflow procedure?
5. Explain the importance of project evaluation

6. How is utilization of funds vital in the whole project implementation process?
7. What are follow up programmes in project planning?

## Suggested Readings


1. Graham, Robert J., and Randall L. Englund. (1997). *Creating an Environment for Successful Projects.* San Francisco: Jossey-Bass
2. Lewis, James. (2003). *Team-Based Project Management*, UK : Beard Books
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## References


1. Argyris, Chris. (1990). *Overcoming Organizational Defenses: Facilitating Organizational Learning.* Boston, US : Allyn and Bacon
2. Carlzon, Jan. (1987). *Moments of Truth,* New York : Perennial
3. Deming, W. Edwards. (1986). *Out of the Crisis*, Cambridge : Massachusetts Institute of Technology

## Space for Learner Engagement for Objective Questions

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UNIT 3

# Final Steps in Project Planning

## Learning Outcomes

On completion of the unit, the learner will be able to:

- explain the process of the preparing the final project report
- narrate the requirement of the preparation of final project report
- provide a sample of research project proposal

## Background

A final project report is an advantageous document that can be used to make fresh/additional investment decisions. It permits the project manager to recognise and calculate the predicted revenues and risks in a new project. If the stakeholders are pleased with the project status report, they may authorise project managers to take on new initiatives and invest in new areas. A project report is a synopsis of the whole process and steps taken to accomplish the project. It is an efficient method of tracking the project's development. This document assists in highlighting the measures that have proven advantageous for a project as well as what has gone wrong. This unit discusses the process of project reporting with adequate examples.

## Keywords

Reporting, Progress, Headings, Contents, Proposal

## Discussion

### 2.3.1 Preparation and Submission of Final Project Report

Reporting or writing project reports is an indispensable and sometimes challenging or stimulating task. It is an act which is recorded and it should be rational and concrete.

- *Project progress and Reporting*

The act of writing can be overwhelming or challenging. There may be pressure to only report on the positive aspects of a project while neglecting its difficulties. When social aspects are dealt with, various funding agencies exert pressure to overwrite the results or do similar modifications. However, the purpose of reporting is to ensure that the project is progressing towards achieving its intended results. It is crucial for the project manager, to monitor progress periodically and take appropriate actions when necessary to achieve the anticipated outcomes. A good progress report serves as a record of progress and informs others of the project's evolution. In essence project reports should:

a) Provide a portrait of progress towards project objectives for the project management purposes.

b) Satisfy external requirements for reporting according to the contributor's (social, public or private agency or enterprise) requirements.

### 2.3.1.1 Essential Aspects of Reporting

- *Accuracy and period*

When it comes to reporting, there are essential aspects that must be considered. One of these is timelessness. A report is only useful if it contains updated information. As a general rule, progress reports should be sent within one month after the end of the reporting period, while final reports should be sent within three months after project completion. It is important to note that different donors/contributors may have different requirements, so it is always best to check the contract to be certain. When it comes to a social science project, there are wider chances of social changes and cultural relativism. Hence it is essential to report the project with a final draft as soon as the evaluation part is over

- *Review progress with project staff*

It is also advisable to start preparing the report before the end of the reporting period. In fact, meeting with project staff, research assistants and field investigators etc. before the end of the period can be particularly useful to review progress, status of indicators, challenges faced, what has been learned, and how the project will proceed. Whenever such a meeting or review takes place, be sure to record it, as it can serve as the basis for the project report.

In terms of appropriate content, the report should focus on the project's results in addressing the core problems and their underlying causes. This means a report should include

- *Reporting of project execution*

less technical information on activities and outputs and more details at the effect/outcome level. The report should also include an analysis of the execution process, such as challenges faced and how they were solved. This shows that the project is striving for improvement.

- *Quantitative and qualitative perspectives*

Including participants/stakeholders' perspectives – sharing the social perspectives, societal involvement and gains of the target population can effectively convey the essence of a project or initiative. While providing quantitative information, such as figures (for example, indicating the number of loans disbursed or the number of distributed seed) are valuable, qualitative narratives that feature individuals sharing their personal experiences, such as women describing how they utilized the loans to establish or enhance their own enterprises or farmers unfolding their successful use of the seeds etc. enable readers to connect with the 'human aspect' and understand the projects outcomes.

- *Aspects of narratives in Reporting*

Typically project agreements or contracts outline the requirements for reporting, including the frequency, content and even format. However, due to the significant variability in donor/contributor reporting formats, it is advisable to create a single 'core' internal narrative for each project. This brief narrative should encompass all the pertinent details needed for various donor/contributor reporting formats. By doing so, this narrative will remain constant throughout different project phases, enabling staff to become acquainted with skill in its usage.

Although content is the primary factor in determining the quality of your report, the manner in which you present information also has an impact. To communicate effectively through your writing in social science projects, consider the following suggestions

- *Rational and clarity in concepts*

a) To effectively communicate ideas through report writing, strive to be socially clear, rational and concise. Avoid inconsequential use of a few words to convey your message. Keep in mind that the length of the report will vary depending on the subjects' size and complexity.

- *Precise content*

b) When creating a report, it's important to keep the intended reader/researcher/learner in mind and ensure that it is reader-friendly. The report should possess a clear and explicit writing style. The reader is likely pressed for time, and may not have the capacity to read your report in detail.

To make it easier for readers to access the information they require, consider incorporating the following strategies:

1. Use clear headings and subheadings to organize your report.

2. Use tables, charts and other visual tools to effectively communicate information.

3. Begin each section of the report with a clear message statement that conveys the most significant, big picture information followed by more detailed technical information.

4. Include an executive summary and a table of contents for longer documents.

5. If you experience difficulty writing in English, it may be helpful to first write the report in your native language before attempting to translate it yourself or seeking the assistance of a translator. By doing so, you can communicate your ideas more effectively without being limited by language barriers. At times, a social science project may be circulated within the sphere of a community or an ethnic space; then the constraints of colonial language, English is negligible. That report would be desirable in the native language only.

♦ *Strategies to reduce language barriers*

### 2.3.1.2 Report Contents

**Make sure that the project content has the following main headings:**

Project title, abstract, overview of relevant literature, significance of the study, methodology, analysis and interpretation of data, conclusion, and implications; limits and recommendations; delimitations; references; and appendix

A Project should include the following essential components in its structure:

a) Cover page

b) A concise executive summary or abstract (one or two paragraphs) should be provided.

c) Give the reader enough context for the case or inquiry to make clear.

d) Data/methods/steps.

e) Your conclusions/findings/suggested fix (brief and to the point).

♦ *Structural Components*

Thus, a report should have a cover page that includes the project title, country, donor, name, date of report, and the time period covered by the report. An executive summary should also be included, which is a brief summary of the report's main points, purpose, conclusions and recommendations. It should be developed after writing the body of the report and should briefly cover all major points mentioned in the report. The executive summary should be approximately 10 percent as long as the main text, but not more than 3-4 pages.

♦ *Summary details*

When describing the project background, context, strategy, and target groups in the report, avoid repeating exact information written in the proposal. Include more recent information on the problems being addressed and the target beneficiaries, such as new developments or changes in conditions. Reaffirm the project's objectives clearly and consistently in the report, so that everyone understand the project and its objectives. Project staff should be working with the same objectives stated in the project document to gather appropriate information for the reports.

♦ *Avoid repetition of findings*

### 2.3.1.3 Project Report Format

The project report should contain following elements:

a) Title: The project title and author's name should be included.

b) Abstract: The abstract is a concise summary of the report, typically no longer than half a page. Its purpose is to provide a brief overview of the project content. Even someone who is not familiar with the project should be able to understand its main points after reading the abstract, and determine if it is of interest to them.

♦ *Brief Overview of the project*

c) Acknowledgement: it is customary to express gratitude to individuals who have provided valuable assistance, whether technical or otherwise, during the course of the project. The supervisor should be acknowledged as they likely invested a significant amount of time overseeing your progress.

♦ *Expression of gratitude*

d) Contents page: The contents page should provide a clear list of the main chapters and subsections of your report, using self-explanatory titles. Include page numbers indicating where each chapter/section begins, but avoid excessive levels of subheadings.

♦ *Self explanatory titles*

e) Introduction: The introduction is a critical component

of the report and should begin with a concise statement of the project's purpose, allowing a lay reader to understand its nature and scope. It should summarise what was set out to achieve, provide background information, relevance and main contributions. The introduction should provide context for the project and give readers an overview of the key elements to look for in the rest of the report.

♦ *Nature of the context*

f) Background: The background section should contextualise the project and outline the proposed plan for achieving the project goals. The background section can be included as part of the introduction, but is usually better as a separate chapter, especially if the project involved significant ground work. When referring to other pieces of work, cite the sources where they are referred to or used, rather than just listing them at the end.

♦ *Contextualising the project goals*

g) Body of the report: The main part of the report usually consists of three or four chapters detailing the technical work carried out during the project. The structure of these chapters is highly dependent on the project and can reflect the chronological development of the project (eg, design, implementation, experimentation, optimization, evaluation etc.)

♦ *Techinical work on chronological order*

h) Evaluation: Poor evaluation can cause many projects to fail. It is crucial to evaluate what you have accomplished both in absolute terms and in comparison, with existing techniques. This might involve quantitative evaluation and qualitative evaluation such as express functionality, ease of use etc. At some point, you should also evaluate the strength and weakness of what you have done. Avoid making claims such as 'the project has been a complete success and we have solved all the associated problems. It is essential to understand that there is no such thing as a perfect project. Even the best pieces of work have their limitations, and you are expected to provide a proper critical appraisal of what you have done.

♦ *Understand functionality, strengths and weakness*

i) Conclusion: The report summary should include a description of the knowledge gained from the project's work. It is typical to conclude the report by suggesting ways in which the project can be further developed. This could involve creating a plan for improving the project's outcomes.

♦ *Summary and further developments*

j) Bibliography: This section includes a comprehensive inventory of all the resources such as books, articles, manuals

- *Information on Secondary sources*

and other materials that were used and cited in the project report. It is important to provide sufficient information to enable the reader to locate the source. Each entry in the bibliography should contain the author and title of the work and provide complete information about where it can be found.

- *Miscellaneous sources used in the work*

k) Appendix: The appendices of the report contain supplementary information that is not directly related to the main body of the report. This may include items such as tables, test cases, or other materials that would disrupt the flow of the text if placed within the main body of the report.

## 2.3.2 Sample Research Project Proposal

Following is a miniature model of a project proposal:

**Project title** – *Providing clean drinking water in Rural Communities*

**Introduction**

Access to clean drinking water is a basic human right. However, in many rural communities, access to safe and clean drinking water is a major challenge. Our proposed project aims to provide clean drinking water to rural communities in our target area.

**Objectives:** The objectives of the project are follows:

- To install water filtration systems in rural communities that lack access to clean water.
- To educate community members on the importance of clean drinking water and how to maintain the filtration systems.
- To improve the health and wellbeing of community members through access to clean drinking water.

**Target area:** Our target area is a rural community of 5000 people located in the province of [province name] [country name]. The community currently lacks access to clean drinking water and relies on untreated water sources for their daily needs.

**Project activities:** The project will involve the following activities

- Conducting a needs assessment to determine the most appropriate water filtration system for the community.
- Purchasing and installing the water filtration system
- Conducting training sessions for community members on the maintenance of the filtration system.
- Monitoring and evaluating the project to ensure its success.
- Expected outcomes: The project is expected to achieve the following outcomes.

- Improved access to clean drinking water for the community
- Improved health and wellbeing of community members
- Increased awareness and knowledge among community members about the importance of clean drinking water

**Budget:** The proposed budget for this project is [budget amount] and will cover the cost of the water filtration system, training sessions and project monitoring and evaluation.

**Conclusion:** Providing access to clean drinking water is a critical need in rural communities. We believe that our proposed project will make a positive impact on the health and well-being of the community members in our target area.

## Summarised Overview

Hence, a project report is an extremely useful tool for completing a successful project. It describes different aspects of a project, such as its overall performance, resource allocation, daily progress, and, finally, the entire schedule till completion. The main advantage of a detailed project report is that it can influence stakeholders and investors to invest more money in the project. Moreover, it is not related to profit when it comes to social science projects; it is about humanity and the better social ways of living. Thus, a social science project report is the most crucial tool for informing stakeholders/contributors and end users in social topics about the current state of any project. Delivering a high-level summary in a straightforward and strong mode is critical in social science project management. A fine and fair project report allows a researcher to be aware of the contemporary trends in the research field and go for the research gaps.

## Assignments

1. A good progress report serves as a record of progress. Elaborate.
2. Describe the essential elements of project report format.
3. Give a brief outline of project report format.
4. Give a suitable example of a project report with all the essential components.
5. Why is the stage of project reporting an essential part in the whole process of project management?

## Suggested Readings


1. Graham, Robert J., and Randall L. Englund. (1997). *Creating an Environment for Successful Projects.* San Francisco: Jossey-Bass
2. Lewis, James. (2003). *Team-Based Project Management*, UK : Beard Books
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# SREENARAYANAGURU OPEN UNIVERSITY

## FIRST SEMESTER EXAMINATION,M.A SOCIOLOGY

## MODEL QUESTION PAPER SETS

# SREENARAYANAGURU OPEN UNIVERSITY

**QP CODE: ……**

**Reg. No : .....**

**Name : ……..**

**FIRST SEMESTER MA SOCIOLOGY EXAMINATION**

**DISCIPLINE CORE - M21SO01DC- FOUNDATIONS OF SOCIOLOGICAL THEORY (CBCS - PG)**

**MODEL QUESTION PAPER- SET- A**

**2022-23 - Admission Onwards**

**Time: 3 Hours** **Max Marks: 70**

## SECTION A

**Answer any ten of the following. Each question carries one mark**
**(10X1 = 10 Marks)**

1. According to Weber, what was the key to understand the pattern of historical development?
2. Who proposed the concept of "Bureaucracy"?
3. Who is known as the father of Urban Sociology
4. Who develops the concept of "Social forms"?
5. When a person is identified by their exceptional qualities as a leader, then that type of authority is known as----------?
6. In which work Simmel proposed that "money is subject to precise division and manipulation".
7. According to Simmel, which term is used to label a social group with two members?
8. A type of action based on emotional orientation is called -------
9. From whom Marx borrowed the dialectical method
10. According to Comte, which stage of society was developed by supernatural

powers and religious figures?

11. Name the theory which explains close connection between intellectual evolution and social progress.

12. Whose research suggested that "there seemed to higher rates of suicide in times of peace than in times of war and revolution.

13. Who wrote the book *Principles of Ethics.*

14. According to Karl Marx, class antagonism between two opposing class led to ------

15. According to Marxian theory, which society is considered as egalitarian?

## SECTION B

**Answer any five questions in two or three sentences each. Each question carries two marks.**

(5X2 =10 Marks)

16. Define Weber 's concept of authority?

17. Discuss the *Protestant Ethics and the Spirit of Capitalism.*

18. Define the concept of social geometry?

19. Describe Social Darwinism.

20. Explains the concept of Commodity fetishism.

21. Describe the state of Pauperization

22. What are the three stages of law as conceived by Comte?

23. Define the concept of social fact?

24. What is Communism?

25. What is Simmel's perception of Society?

## SECTION C

**Answer any five questions in a paragraph. Each question carries four marks.**

**(4X5 = 20 Marks)**

26. What, according to Simmel, best describes his concept of Metropolis?

27. Asses Marxian theory of social change?

28. Describe the characteristics of positivism?

29. According to Spencer "there can be no true conception of structure without a true conception of its function", Justify the statement.

30. Evaluate the theory of Alienation in the ethos of capitalism?

31. Differentiate organic and mechanical solidarity

32. How does Simmel associate "money" with 'reification' and 'rationalisation?

33. Categorize the different types of social action proposed by Weber

## SECTION D

**Answer any three questions in two pages. Each question carries ten marks.**

( 3X10 =30 Marks)

34. Simmel is known to be the 'Father of Urban Sociology'! Substantiate the statement.

35. How do you feel Marxian ideology influences contemporary society? State the principles of Marxian philosophy

36. Weber presents the correlation between religion and capitalism. Evaluate?

37. Evaluate the development of Sociology as an academic discipline.

38. Evaluate the contributions of Comte and its scope in understanding Sociology.

39. Illustrate Weber's ideal type as a methodological tool to measure social realityW

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**QP CODE: ……..** **Reg. No : .....**

**Name : ……..**

**FIRST SEMESTER MA SOCIOLOGY EXAMINATION**

**DISCIPLINE CORE - M21SO01DC- FOUNDATIONS OF SOCIOLOGICAL THEORY (CBCS - PG)**

**MODEL QUESTION PAPER- SET- B**

**2022-23 - Admission Onwards**

**Time: 3 Hours** **Max Marks: 70**

## SECTION A

**Answer any ten questions in a word or sentence Each question carries one mark.**

**(10X1 = 10 Marks)**

1. Who proposed the concept of Ideal type.
2. In which of Simmel's works does he address contemporary modern life or urban living.
3. Who is the author of *The Problem of Sociology?*
4. Status groups are identified using---------- according to weber?
5. Which concept was at the centre of Weber's analysis of modern society?
6. A methodological interpretive process of understanding the meaning of action from the actor's perspective refers to…….
7. A precise scientific study of observable phenomena is referring to ----- stage?
8. Which term is Auguste Comte first used to denote sociology.
9. In which theory of Herbert Spencer viewed society as an organism with interrelated parts.
10. According to Durkheim mechanical solidarity represented characteristics of ------society.
11. According to Karl Marx, which society will be at the last stage of the history of man?
12. Who stated that theory is a logically interconnected set of propositions

from which empirical uniformities can be derived?

13. According to Durkheim Which term is referring to the collective ways of thinking, feeling and acting.
14. What are the two important division of class in the capitalist society.
15. According to Marx, when an individual become estranged from the means of production in terms of economic subsistence and survival, is called ------

## SECTION B

**Answer any five questions in two or three sentences each. Each question carries wo marks.**

**(5X2 =10 Marks)**

16. What are the features of industrialist society?
17. Define Instrumental social action.
18. What is Bureaucracy?
19. List out different type of authorities?
20. Explain Georg Simmel's concept of sociation?
21. Demonstrate core element of structural functionalism.
22. Define Marxian concept of revolution?
23. Categorize the class structure in capitalist society.
24. Define Sociological theory?
25. Describe Historical materialism.

## SECTION C

**Answer any five questions in a paragraph. Each question carries four marks.**

**(5X4 = 20 Marks)**

26. Differentiate the pattern of interactions among small groups and larger groups
27. Compare the verstehen approach and positivism?
28. Evaluate the 'dialectical approach of Simmel? point out some examples for the approach from his own works?
29. Demonstrate the prominence of Altruistic suicide in modern society.
30. Why did Marx reject Hegel's use of the dialectics?

31. Explain the concepts of social statics and social dynamics.

32. Evaluate the theory of forces of production.

33. How does Simmel explain money in a sociological analysis?

## SECTION D

**Answer any three questions in two pages. Each question carries ten marks.**

**(3X10 =30 Marks)**

34. Simmel is a Microsociologist! Examine Simmel's Fundamentals of Micro Sociology.

35. 'Emile Durkheim's 'suicide' is a paradigmatic example of how a sociologist should connect theory and research'. Justify the statement

36. Evaluate the state of Communism: "Everyone owns everything, yet nobody owns anything."

37. Illustrate how Spencer identified society with biological organism.

38. According to Max Weber, bureaucracy is considered the most efficient way of social organisation. What do you think about the condition of a non-bureaucratic socialsystem?

39. Demonstrate the importance of theory of social action in contemporary society.

# SREENARAYANAGURU OPEN UNIVERSITY

**QP CODE: ……**

**Reg. No : .....**

**Name : ……..**

**MA SOCIOLOGY FIRST SEMESTER EXAMINATION**

**DISCIPLINE CORE - M21SO02DC-FUNDAMENTALS OF SOCIAL RESEARCH (CBCS - PG)**

**MODEL QUESTION PAPER- SET- A**

**2022-23 - Admission Onwards**

**Time: 3 Hours** **Max Marks: 70**

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## SECTION A

**Answer any ten questions in a word or a sentence. Each question carries one mark.**

**(10X1 = 10 Marks)**

1. Name the research always concerned with practical issues.
2. Name the concept which refers to any techniques a researcher uses when conducting a study.
3. Who introduced the concept of Gemeinschaft and Gesellschaft?
4. Recall the concept that refers to a system of principles that illustrate what is good or bad.
5. Who proposed the concept of verstehen?
6. Name the philosophy which discusses the nature of being and its existence.
7. Recall the methodology which understands social phenomena in their context.
8. Who expanded the idea of phenomenology?
9. Recall the meaning of the term 'episteme'.
10. The author of sociological imagination.
11. Name the method to make the same measurement in more than one.

12. Who coined the term 'Enlightenment'?

13. Recall the concept that refers to the nature of our beliefs and social reality.

14. Who proposed the term positivist paradigm?

15. Subjectivism is also known as _____

## SECTION B

**Answer any five questions in two or three sentences each. Each question carries two marks.**

**(5X2 =10 Marks)**

16. What is real?

17. Explain Hermeneutics.

18. Define research methodology.

19. List out the major assumptions of the paradigm.

20. Define Binary.

21. Define noumenal reality.

22. What is reflexivity?

23. Define scientific method.

24. What is a journal article?

25. Define bibliography.

## SECTION C

**Answer any five questions in a paragraph. Each question carries four marks.**

**(5X4 = 20 Marks)**

26. What are the major principles of community-based research?

27. What are the four conditions that are essential to a satisfactory induction?

28. Explain the nature of social reality.

29. Elaborate on the guidelines proposed by NESH for keeping research ethics.

30. Discuss about the critical perspectives of Frankfurt school on positivism.

31. Distinguish between subjective understanding and common sense.

32. List out the different types of hypotheses used in social research.

33. Elaborate the specific goals of literature review.

## SECTION D

**Answer any three questions in two pages. Each question carries ten marks.**

**( 3X10 =30 Marks)**

34. Discuss about the relevance of research questions in social research. List out the major features.

35. Critically evaluate the significance of relationship between method and methodology in research.

36. Do you feel that social media inversely influences real life interactions? Validate with examples?

37. Examine the scope of scientific revolution during the period of enlightenment.

38. Analyse the relevance of critical and feminist paradigms in social research. Illustrate with examples.

39. Analyse the concept of de colonisation of research methodologies and its impact in contemporary society.

# SREENARAYANAGURU OPEN UNIVERSITY

**QP CODE: ……**

**Reg. No : .....**

**Name : ……..**

**MA SOCIOLOGY FIRST SEMESTER EXAMINATION**

**DISCIPLINE CORE - M21SO02DC-FUNDAMENTALS OF SOCIAL RESEARCH**

**(CBCS - PG)**

**MODEL QUESTION PAPER- SET-B**

**2022-23 - Admission Onwards**

**Time: 3 Hours** **Max Marks: 70**

## SECTION A

**Answer any ten questions in a word or a sentence. Each question carries one mark.**

**(10X1 = 10 Marks)**

1. Name the research that used in social sciences to describe investigation
2. Name the method that is used for developing hypotheses.
3. Name the method that aims to test an existing theory
4. Recite the approach of conducting research
5. Name the science of phenomena as distinct from the nature of being.
6. Locate the term used by social scientists that refer to contemporary advanced societies
7. Name the type of research which uses data reduction in the form of statistical analysis.
8. A methodical search for knowledge utilising various scientific methods is called……
9. Recall the concept which pursues a scientific understanding of society to free people from superstitious beliefs.

10. Name the author of *The structure of scientific revolution.*

11. Who is the author of Dialectic of Enlightenment.?

12. Who is the author of 'On the logic of social science'?

13. Recall the philosopher who believed that all knowledge including natural science is a product of the world of thought.

14. Name the theory which explains the philosophy of comprehension and interpretation.

15. Age of Reason is known as ----------

## SECTION B

**Answer any five questions in two or three sentences. Each question carries two marks.**

**(5X2 =10 Marks)**

16. Define deductive reasoning.

17. What is Empiricism?

18. Define positivism.

19. Define Research ethics.

20. Define social reality.

21. What is objectivity?

22. Define data representativeness.

23. What is enumerative induction?

24. Explain survey method.

25. Define literature review

## SECTION C

**Answer any five questions in one paragraph. Each question carries four marks.**

**(5X4 = 20 Marks)**

26. Differentiate between empirical and exploratory research with example

27. Elaborate on Hypothesis. Demonstrate the fundamental qualities of a good hypothesis

28. Discuss about the nature of research methodology.

29. Explain the features of scientific method.

30. Why are sociologists concerned about objectivity and truth of social knowledge?

31. Examine the relationship between researcher and research participants in qualitative and quantitative research.

32. List out the difference between inductive and deductive reasoning.

33. Discuss about the advantages of a research design in social research

## SECTION D

**Answer any three questions in two pages. Each question carries ten marks.**

**(3X10 =30 Marks)**

34. Examine the emergence and scope of understanding positivism as a method in social research.

35. Critically evaluate the characteristic features of quantitative and qualitative methods as research strategies.

36. Critically evaluate the need for research ethics in social research. List out the key principles to keep in the mind of the researcher at the time of research.

37. Explain community-based research. Integrate the positive and negative impacts of CBR with an example.

38. Critically discuss the scope of data in social research. Evaluate the quality of research data using reliability and validity.

39. Write an essay on the research report format used in social research

# SREENARAYANAGURU OPEN UNIVERSITY

**QP CODE: ……..** **Reg. No : .....**

**Name : ……..**

**FIRST SEMESTER M.A SOCIOLOGY EXAMINATION**

**DISCIPLINE CORE - M21SO03DC-SOCIOLOGY OF INDIA**

**(CBCS - PG)**

**MODEL QUESTION PAPER- SET- A**

**2022-23 - Admission Onwards**

**Time: 3 Hours** **Max Marks: 70**

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## SECTION A

**Answer any ten questions in a word or a sentence. Each question carries one mark.**

**(10X1 = 10 Marks)**

1. Who are the major classic sociologists who argued for the sociological way of understanding society? Name any two
2. What are the important stages of growth of Sociology and Anthropology in India pointed out by M.Panini and M.N.Srinivas?
3. Who was in-charge of the Department of Sociology at Bombay University in the beginning?
4. Name any two British thinkers who helped the development of Sociology in India.
5. Which decade saw the In-depth areas of research and instruction in Sociology?
6. Which is the process of altering anything to better fit to the local culture, often through engaging more indigenous people in positions of authority in government, business, and other sectors?

7. Who stated that Indian civilization was in contrast to the civilization of Europe?

Civilizational perspective refers to ----------

8. What is civilizational approach?

9. What is D.P.Mukherjee's way of studying society?

10. Who wrote the book *Social background of Indian nationalism?*

11. Which theorist is known for the studies in *Devi movement?*

12. The word caste refers to which Spanish word?

13. Who said that "When a class is somewhat strictly hereditary, we may call it a caste."?

14. Which term is used to characterise ideologies that support a social order distinct from religion without explicitly ignoring or condemning religious belief?

15. What is the full form of NCRB?

## SECTION B

**Answer any five questions in two or three sentences. Each question carries two marks.**

**(5X2 =10 Marks)**

16. Who is called as the Father of Indian Sociology and why?

17. Give the major research area of Iravathi karve

18. Explain briefly Sociology's evolution in India before independence

19. Mention the immediate cause for the development of Sociology in India

20. Which approach studies the sense of resistance and the awareness on rights of the underprivileged class?

21. What is the theme of David Hardiman's book the *Coming of devi?*

22. The book *Histories for the Subordinated* (2006) belongs to which approach of studying Indian society?

23. Which group is the organized association of persons with the aim of influencing the policies and actions of governments or simply changing public opinion?

24. When India is described as a *secular state*, what does it imply?

25. What is communalism referring to?

## SECTION C

**Answer any five questions in one paragraph. Each question carries four marks.**

**(5X4 = 20 Marks)**

26. Explain the role of ethno-sociologists?

27. What do you know about S.C.Dube's work on Village society?

28. Evaluate the social structure of The Hill Maria Gonds and The Bhumij of Barabhum based of Surajit Sinha's theory

29. Bring out the relevance of N.K.Bose's methodology

30. What is caste mobilization?

31. How does the Tribal Welfare Committee classify tribes?

32. Briefly describe ethnicity

33. Explain the basic ideas on caste system in India

## SECTION D

**Answer any three questions in two pages. Each question carries ten marks.**

**(3X10 =30 Marks)**

34. Describe Indological approach in Indian Sociology

35. Critically evaluate the civilizational approach of studying Indian society

36. Why is *caste* a controversial topic in India?

37. Explain the causes and consequences of tribal transformations in India

38. Explain the perspectives of Nationalism, Secularism, Communalism, Regionalism and Ethnicity in the context of Indian society

39. How effective is the constitutional and welfare provisions for SC/ST and OBC?

# SREENARAYANAGURU OPEN UNIVERSITY

**QP CODE: ……**

**Reg. No : .....**

**Name : ……..**

**FIRST SEMESTER M.A SOCIOLOGY EXAMINATION**

**DISCIPLINE CORE - M21SO03DC-SOCIOLOGY OF INDIA**

**(CBCS - PG)**

**MODEL QUESTION PAPER- SET- B**

**2022-23 - Admission Onwards**

**Time: 3 Hours** **Max Marks: 70**

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## SECTION A

**Answer any ten questions in a word or a sentence. Each question carries one mark.**

**(10X1 = 10 Marks)**

1. In the early stages, who other than Indologists did extensive research in Indian society?
2. What is the remarkable contribution of Herbert Risely in Indian cultural studies?
3. Which sociologist studied the kinship patterns of Sanskrit north and Dravidian south?
4. Which branch of studying culture combines oral histories, literary sources, field data, documentary data etc.?
5. Who observed that G.S.Ghurye's approach was culturally bounded, text-centric and Brahminical?
6. Who proposed the *folk-urban continuum?*
7. Which theorist insisted the process of social transformation and its analysis?
8. Which perspective addressed the real life issues of the Dalits?
9. Which system includes the hierarchically ordered categories?

10. Which process helps in mobilisation of caste by inter-caste alliances and coalitions?

11. ----------is called an *attempt to harm, hurt, or injure members of other religious communities.*

12. Which act first used the term "scheduled castes", in stating its commitment to providing a separate and communal electorate for certain sections of society?

13. Which is the judicial body of the Indian government established in 1992 to safeguard women?

14. Whom did Gandhiji refer to as Harijan?

15. What term is referred to as *intangible barriers that prevent women from achieving the highest levels of success in their careers?*

## SECTION B

**Answer any five questions in two or three sentences. Each question carries two marks.**

**(5X2 =10 Marks)**

16. What is pure and impure according to Louis Dumont?

17. Write two distinguishing qualities used by Ghurye to describe caste

18. What is the primary factor determining all aspects of Indian social life?

19. What re the two food types explained by Ghurye?

20. Name two sociologists from Bombay University

21. Indigo revolt, Kaira Satyagraha etc. showcases which approach of studying Indian society?

22. What is the relevance of Pathan, Gadi, Ghasia etc. in Surajit Sinha's studies?

23. What is the peculiarity of N.K.Bose's approach?

24. What do you mean by politicisation of caste?

25. Define the term *scheduled tribes.*

## SECTION C

**Answer any five questions in one paragraph. Each question carries four marks.**

**(5X4 = 20 Marks)**

26. Describe G.S Ghurye's main research involvement in studying Indian society
27. Main contributions of N.K.Bose
28. What is *non-tribal* and *tribal* dimension?
29. Explain the concept of modernisation proposed by D.P.Mukherjee
30. What is the significance of Morley Minto Reform?
31. Bring out the provisions or possibilities of politicisation of caste
32. Briefly analyze the modernization process in Indian society
33. Evaluate regionalism and ethnicity in India

## SECTION D

**Answer any three questions in two pages. Each question carries ten marks.**

**(3X10 =30 Marks)**

34. What do you know about the organisation of kinship in India?
35. What is the relevance of the book *Homo Hierarchicus?*
36. Who discussed on the aspects of social unrest and nationalism? How?
37. What do you mean by analysing Indian society through Marxist approach?
38. How does caste function as pressure groups in Indian politics?
39. Women are considered the "second sexes." Critically evaluate the statement within the framework of gender inequalities in India.

# SREENARAYANAGURU OPEN UNIVERSITY

**QP CODE: ……..** **Reg. No : .....**

**Name : ……..**

**FIRST SEMESTER MA SOCIOLOGY EXAMINATION**

**DISCIPLINE CORE -04-M21SO04DC –ECONOMY, POLITY AND SOCIETY**

**(CBCS - PG)**

**MODEL QUESTION PAPER- SET- A**

**2022-23 - Admission Onwards**

**Time: 3 Hours** **Max Marks: 70**

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## SECTION A

**Answer any ten of the following. Each question carries one mark**

**(10X1 = 10 Marks)**

1. …… is an activity of selling goods and services to foreign markets.
2. The system in which two parties exchange gifts according to their specific needs and re-quirements known as …….
3. The Essential Commodities Act was passed in …….
4. Who authored the book of 'A Frame-Work of Political Analysis'?
5. The book *Utopia* was written by …….. In 1516.
6. During the fascist regime, the social role of women was defined by the slogan of ……..
7. Who coined the term 'Welfarism'?
8. During World War I in Italy, Benito Mussolini and other radicals formed a political group called …… supporting the war against Germany and Austria-Hungary.
9. A minimum income for farmers because they are the prices at which the government agrees to buy agricultural commodities is called ……
10. Who authored the book 'The Wealth of Nations'?

11. Marx and fellow German philosopher Friedrich Engels saw hunter-gatherers as the first form of what they called …….

12. Who wrote the book 'The Gift'?

13. Who is called as father of political philosophy?

14. The book 'The Prince' is associated to …….

15. The book 'Power: A New Social Analysis' is written by …….

## SECTION B

**Answer any five questions in two or three sentences each. Each question carries two marks.**

(5X2 =10 Marks)

16. Define marketing
17. The Concept of production.
18. Define the concept of legitimacy?
19. What is market socialism?
20. What are the three types of property?
21. Define liberalization
22. What is meant by power?
23. Charismatic authority
24. Define Command Economy
25. Who makes decisions in a command economy?

## SECTION C

**Answer any five questions in a paragraph. Each question carries four marks.**

**(5X4 = 20 Marks)**

26. Examine the characteristics of global market

27. Discuss the features of planned economy.

28. Economic Crisis of 1929

29. Define property and discuss its characteristics

30. Who are elites? Examine various types of elites.

31. Distinguish between ideological legitimacy and structural legitimacy

32. How does a planned economy differ from a mixed market economy?

33. Define, compare, and, explain the significance of influence and coercion as forms of power?

## SECTION D

**Answer any three questions in two pages. Each question carries ten marks.**

**(3X10 =30 Marks)**

34. What is a welfare state? How it is differed from capitalist and socialist states?

35. Compare between planned economy and free market economy and discuss the transition to mixed economy.

36. Evaluate critically the role of globalization in interlinking of local, regional, national and international markets.

37. Present various classifications of market and analyze sociological perspectives on market and consumption.

38. Elaborate sociological dimensions of gift giving and examine Bourdieu and Derrida's perspectives on gift giving.

39. Define consensus and explain its role in maintaining public order.

# SREENARAYANAGURU OPEN UNIVERSITY

**QP CODE: ……..** **Reg. No : .....**

**Name : ……..**

**FIRST SEMESTER MA SOCIOLOGY EXAMINATION**

**DISCIPLINE CORE -04-M21SO04DC –ECONOMY, POLITY AND SOCIETY**

**(CBCS - PG)**

**MODEL QUESTION PAPER- SET- B**

**2022-23 - Admission Onwards**

**Time: 3 Hours** **Max Marks: 70**

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## SECTION A

**Answer any ten questions in a word or a sentence. Each question carries one mark.**

**(10X1 = 10 Marks)**

1. The word authority is derived from the Latin words "auctor" or "Auctoritas" which mean …….
2. Name the sociologists who studied the aspects of gift.
3. A process of importing semi-finished goods and then exporting the same as finished goods is called ……
4. *Das Capita*l was authored by …….
5. Who defined power as "a relation between cause and effect, between an active pushing 'agent' and a passive 'patient'?
6. The First Five Year Plan was implemented in USSR in …….
7. The concept of a command economy was developed by the Viennese econ omist …….
8. A process of seeking to monopolize rewards by eliminating or weakening the competitors known as …….
9. The secret state police office known as …….. in Germany was created

in 1933 under the Prussian Interior Ministry.

10. Who is considered as the father of social conflict theory?
11. Who defined parameter of a welfare state as "the greatest amount of happiness for the greatest number of people is the foundation of morals and legislations"?
12. Who stated "power grows out of the barrel of a gun."?
13. The Moro separatist movement held in ……. Was of patron-client dyad.
14. The book 'Protestant Ethic and the Spirit of Capitalism' was written by ……..
15. The system in which a newly-wed bride is gifted ¾ part of new crop from her brother is known as ……..

## SECTION B

**Answer any five questions in two or three sentences each. Each question carries two marks.**

(5X2 =10 Marks)

16. What is meant by free class?
17. What are the three important features of political system?
18. Define Capitalism
19. Globalization
20. Define nation-state
21. Differentiate between textual and contextual approaches.
22. What is Kula?
23. What is Laissez Faire?
24. Differentiate between liberal states and developmental states.
25. Psychological power

## SECTION C

**Answer any five questions in a paragraph. Each question carries four marks.**

**(5X4 = 20 Marks)**

26. What are the rights provided by the Consumer Protection Act of 1986?
27. Describe the growth of fascism in Italy and elucidate the features of a fascist ideology.
28. What is market? Differentiate between weekly market and periodic

market.

29. Examine the emergence of new markets in colonial period.
30. Present theory of circulation of elites.
31. Define 'welfarism' and discuss major characteristics of a welfare state.
32. .Distinguish between totalitarianism and authoritarianism with example.
33. Define authority and describe its characteristics and sources?

## SECTION D

**Answer any three questions in two pages. Each question carries ten marks.**

**(3X10 =30 Marks)**

34. Define and distinguish the concepts of power, authority and legitimacy and discuss their sources and various types.
35. Compare planned economy with private economy and discuss features, advantages and disadvantages of planned economy.
36. What are the major welfare-schemes and programs undertaken by the government of India? Explain.
37. How does a social welfare system work? Discuss welfare policies.
38. Critically analyse the impact of globalization and discuss its scope and characteristics.
39. Explain the philosophical abstract of money and discuss its various functions.

# SREENARAYANAGURU OPEN UNIVERSITY

**QP CODE: ……**

**Reg. No : .....**

**Name : ……..**

**FIRST SEMESTER MA SOCIOLOGY EXAMINATION**

**ABILITY ENHANCEMENT M21SO01AC-PROJECT PLANNING AND MANAGEMENT(CBCS - PG)**

**MODEL QUESTION PAPER- SET- B**

**2022-23 - Admission Onwards**

**Time: 3 Hours** **Max Marks: 70**

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## SECTION A

**Answer any ten questions in a word or a sentence. Each question carries one mark.**

**(10X1 = 10 Marks)**

1. ------- is of single use and used once for a specific reason.
2. What is understood as 'the scheme of something to be done'?
3. Who ensures that a project complies with the existing laws, regulations and policies?
4. ------- identifies the key elements for the successful completion of a project?
5. Who is responsible for the management of the entire project?
6. ------- surveys the available natural resources accessible for realizing the goals of a project.
7. ------- are the end result to be achieved in the long term.
8. Which is the most effective tool for tracking progress?
9. Which method is used when resource allocation is a priority?
10. -------- is a pre implementation activity?
11. Who is responsible for data collection in a project?
12. -------- is used when scheduling and project monitoring are priorities.

13. Which is a crucial tool for feedback?
14. --------- is an official document between the agency and the sponsor.
15. STEEP factors are evaluated to assess the --------- of a project.

## SECTION B

**Answer any five questions in two or three sentences each. Each question carries two marks.**

(5X2 =10 Marks)

16. What are the factors to be considered for ensuring the quality of a project report?
17. List the vertical elements of the project planning matrix?
18. What is opportunity study?
19. Identify and state the components included in the project report?
20. What are SMART goals?
21. Which are the areas mentioned in project management?
22. Describe briefly in your own words what financial appraisal is?
23. Briefly state what do you understand by Feasibility study?
24. What are the financial and non-financial criteria of evaluation?
25. How would you describe the principle of pick any two?

## SECTION C

**Answer any five questions in a paragraph. Each question carries four marks.**

**(5X4 = 20 Marks)**

26. Discuss the functional role of human relation in project management?
27. Differentiate between project cycle and project management?
28. List and explain different types of project objectives?
29. What are the advantages of project goal setting?
30. What are the responsibilities of a research associate?
31. Explain the characteristics of a project?
32. Explain project execution showcased in project cycle?
33. What are the advantages of project evaluation?

## SECTION D

**Answer any three questions in two pages. Each question carries ten marks.**

**(3X10 =30 Marks)**

34. Critically evaluate the roles of all the personnel involved in project imple mentation and management.
35. Discuss the major approaches employed in project identification, specify the tools and tech-niques in each approach.
36. Formulate a sample project proposal inclusive of all the required components.
37. Discuss the steps of network analysis?
38. Elaborate on the roles and responsibilities of a Principal investigator in a project.
39. Feasibility or Opportunity study which in your opinion takes lead in ad vancing the formula-tion of a project, Justify in your opinion.

# SREENARAYANAGURU OPEN UNIVERSITY

**QP CODE: ……**

**Reg. No : .....**

**Name : ……..... **

**FIRST SEMESTER MA SOCIOLOGY EXAMINATION**

**ABILITY ENHANCEMENT M21SO01AC-PROJECT PLANNING AND MANAGEMENT (CBCS - PG)**

**MODEL QUESTION PAPER- SET- B**

**2022-23 - Admission Onwards**

**Time: 3 Hours** **Max Marks: 70**

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## SECTION A

**Answer any ten questions in a word or a sentence. Each question carries one mark.**

**(10X1 = 10 Marks)**

1. Bar charts are also known as ----------.
2. What is understood as the 'scheme of something to be done'?
3. ---------- examines the key performance indicators.
4. Need Assessment Survey is also known as ---------.
5. ---------- are definite tasks that need to be executed in order to achieve results.
6. What is a 'one-page framework about the information related to the project'?
7. ---------- evaluates the possible courses of actions and outcomes.
8. The responsibility of project assurance rests with ----------.
9. Who developed GANTT Charts?
10. ---------- refers to the situation in which one or more parts of a project require more time and effort due to miscommunication and lapse in planning.

11. Who ultimately owns and oversees a project?
12. A feasibility study is carried out in ---------- stage as per the project cycle.
13. Who is responsible for hiring essential personnel required for a project?
14. ---------- makes project function smoothly to promote efficiency and transparency.
15. Who secures the essential funds required for a project?

## SECTION B

**Answer any five questions in two or three sentences each. Each question carries two marks.**

(5X2 =10 Marks)

16. What are the horizontal elements of PPM?
17. Describe in your own words what scheduling feasibility is?
18. List the items mentioned in the checklist of a feasibility report?
19. Define Project Goal?
20. Discuss in your own words the significance of opportunity study?
21. Define Project cycle?
22. What are the responsibilities of a co-principle investigator?
23. Describe briefly in your own words the project management techniques?
24. What do you understand by the term 'Project bottlenecks of records'?
25. Is it important to include the stakeholder's perspective in the project report? Justify your reasoning?

## SECTION C

**Answer any five questions in a paragraph. Each question carries four marks.**
**(5X4 = 20 Marks)**

Discuss project triangle.

26. Explain the characteristics of project management?
27. Define 'Goal' and discuss different types of goals?
28. What are the steps involved in Network analysis?
29. What purpose do 'follow up programmes' fulfill? Discuss. `
30. What is feasibility study? Identify and discuss the major areas covered under a feasibility study?
31. Explain how financial management takes course in a project?
32. Differentiate between the roles and responsibilities of principal

investigator and co-principal investigator?

## SECTION D

**Answer any three questions in two pages. Each question carries ten marks.**

**(3X10 =30 Marks)**

33. Elaborate the steps and method of project evaluation?
34. Discuss in detail the methods of project identification?
35. Identify the components of project report and describe each in your own words.
36. Project manager and Principal investigator both are crucial in a project, critically evaluate the roles and responsibilities of both and state your argument as to who is more essential to the functioning of a project?
37. 'Project proposals are the blueprint of a project', state what are the guide lines to be followed while preparing a project and prepare a sample project proposal following the template.
38. 'Project management is inclusive of project cycle' discuss in depth both the concepts.

**സർവ്വകലാശാലാഗീതം**

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# Project Planning and Management

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