

PROJECT MANAGEMENT: CONCEPTS AND PRACTICES

COURSE CODE: SGB24SO201SE

Bachelor of Arts in Sociology (Honours)

Skill Enhancement Course

Self Learning Material



SREENARAYANAGURU
OPEN UNIVERSITY

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

SREENARAYANAGURU OPEN UNIVERSITY

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Mission

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Pathway

Access and Quality define Equity.

**Project Management:
Concepts and Practices
Course Code: SGB24SO201SE
Semester-IV**

**Four Year Undergraduate Programme
Bachelor of Arts in Sociology (Honours)
Skill Enhancement Course
Self Learning Material
(With Model Question Paper Sets)**



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PROJECT MANAGEMENT: CONCEPTS AND PRACTICES

Course Code: SGB24SO201SE

Semester- IV

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BA Sociology (Honours)

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MESSAGE FROM VICE CHANCELLOR

Dear learner,

It is with great pleasure that I welcome you to the Four Year UG Sociology Programme offered by Sreenarayanaguru Open University.

Established in September 2020, our university aims to provide high-quality higher education through open and distance learning. Our guiding principle, 'access and quality define equity', shapes our approach to education. We are committed to maintaining the highest standards in our academic offerings.

Our university proudly bears the name of Sreenarayanaguru, a prominent Renaissance thinker of modern India. His philosophy of social reform and educational empowerment serves as a constant reminder of our dedication to excellence in all our academic pursuits.

The Four Year UG Sociology Programme covers all relevant areas aligned with sociological theory and research. We have incorporated the latest trends in social studies to ensure a comprehensive and up-to-date curriculum. Moreover, the programme encompasses flexible options for learners to choose from a range of Ability Enhancement Courses, Multi-disciplinary Courses, Value Added Courses, and Skill Enhancement Courses, complemented by discipline-oriented Advanced and Additional Advanced Courses.

Our teaching methodology combines three key elements: Self Learning Material, Classroom Counselling, and Virtual modes. This blended approach aims to provide a rich and engaging learning experience, overcoming the limitations often associated with distance education. We are confident that this programme will enhance your understanding of sociological theories and perspectives, preparing you for various career paths and further academic pursuits.

Our learner support services are always available to address any concerns you may have during your time with us. We encourage you to reach out with any questions or feedback regarding the programme.

We wish you success in your academic journey with Sreenarayanaguru Open University.



Regards,
Dr. Jagathy Raj V. P.

01-01-2026

Contents

Block 01	Project: Basic Concepts and Objectives	1
Unit 1	Basic Concepts	2
Unit 2	Project Identification	17
Block 02	Project: Work Plan and Risk Management	30
Unit 1	Project Work Plan and Time Frame	31
Unit 2	Project Appraisal Techniques	43
Block 03	Project Resources and Implementation	51
Unit 1	Major Components	52
Block 04	Project Evaluation and Submission	63
Unit 1	Project Monitoring and Evaluation	64
Unit 2	Final Steps in Project Planning	74
Model Question Paper Sets		84



BLOCK

Project :Basic Concepts and Objectives



UNIT

Basic Concepts

Learning Outcomes

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

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

Prerequisites

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

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.

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

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

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

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.

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 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.

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:

- 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.

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.

1.1.2 Project Proposal

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

- ◆ 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

General guidelines for preparing a project proposal

1. Information about the Organisation
2. Mission Statement
3. Project Implemented/ Under Implementation
4. The Project
5. Human Resource Requirement
6. Objective of the Project
7. Project Beneficiaries
8. Project Implementation Strategy
9. Project Monitoring
10. Duration of the Project
11. Budget
12. Agency's Own Contribution
13. Funds Sought from the Funding Agency
14. Publicity to the Donor/Funding Agency
15. 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.

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:

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:

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 be submitted by organisations with the project proposals:

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 Foreign Contribution Regulation Act (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.

Table 1.1.2 Template for Project Planning Matrix

Project Title: Participating Organisation: Project Manager: Project Indicator/Status:			
NarrativeSummary	Objectively Verifiable Indicators (OVI)	Means / Source of Verification (MOV)	Important Assumptions
O v e r a l l Goals.....			
S p e c i f i c Objectives.....			
E x p e c t e d Outputs.....			
Activities.....			

1.1.3 Project Planning Matrix

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 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.

1.1.3.1 Vertical Elements of PPM

- 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.
- 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 important characteristics of the objectives and the expected standard in performance in terms of the quantity, quality, time and location. In OVI the 5 indicators that meet each category of narrative summary are identified:

- a. Measurable - quantitatively or qualitatively
- b. Feasibility in terms of finance, skills, time and infrastructure
- 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, 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

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

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



Figure 1.1.1 Project Triangle

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.

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, 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.

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.

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

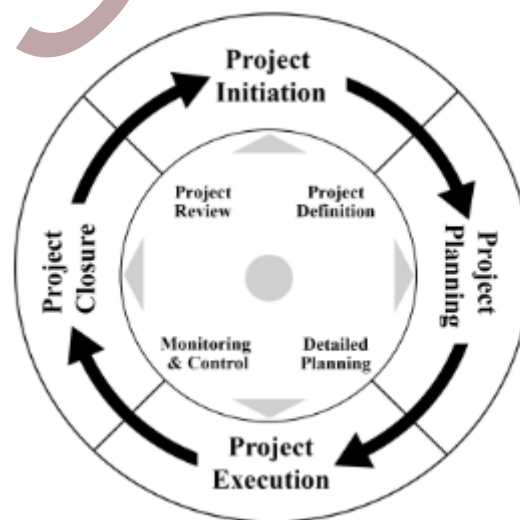


Figure 1.1.2 Project Cycle (Project Management Guidebook, 2003)

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.

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.

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.

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. e) Potential constraints
- f. f) Known risks if any
- g. g) Stakeholders

- h. Deliverables
- i. Estimated time
- j. Estimated resources

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.

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.

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 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.

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.

Recap

- ◆ A plan maybe of single use one which is used once and for a particular reason it may be canceled after its aim is realized.
- ◆ Programmes are groups of projects that are conducted as a group for realizing a common benefit.
- ◆ A project can be described as an operation that is envisioned with certain objectives that are to be achieved within a stipulated time frame.
- ◆ Project has specific objectives to achieve
- ◆ Project requires to be completed within a specific timeframe
- ◆ Project planning involves definitive steps from identifying problems or areas of interest to the actual realization of the project
- ◆ The project is realized upon on the foundation of a project proposal.
- ◆ A sound project proposal will require detailed info about the organization, their previous undertaking and how the current project will be realized.
- ◆ 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.

- ◆ The process of project management can be categorized into: initiating, planning, executing, monitoring, controlling and closing.
- ◆ Project Triangle entails scope, cost and time, these ensures quality

Objective Questions

1. What is known as the single use, used once and for a specific reason?
2. What is understood as ‘the scheme of something to be done’?
3. What is envisioned as the goal to determine how the desired outcome can be achieved?
4. The official document between the agency and the project sponsor is known as what?
5. Expand PPM
6. Who acts as the intermediate between the sponsor and the project team?
7. What marks the formal completion of the project?
8. Which assess the status of the project and ensures the project is organized, planned and controlled?
9. What are the three aspects of Project Triangle?
10. In which context is a FCRA certificate required?

Answers

- | | |
|---------------------|----------------------------|
| 1. Plan | 4. Project Proposal |
| 2. Project | 5. Project Planning Matrix |
| 3. Project Planning | 6. Project Manage |

7. Project Closure
8. Project Assurance
9. Scope, Time, Cost

10. FCRA is required when foreign fund is involved in a project.

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 Reading

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UNIT

Project Identification

Learning Outcomes

On completion of this 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
- ◆ examine understand the financial aspects of project identification
- ◆ identify the elements to be mindful of while setting the goals and objectives a project

Prerequisites

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

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:

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 Techniques in Project Identification

Project Identification has three main approaches:

- a. The top down approach
- b. The bottom up approach
- c. NPT - The need problem and trend pattern approach

I. Top Down Approach

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:

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. ◆ Suitable for rapid response to disasters such as floods, outbreaks, conflict etc. ◆ Appropriate to provide common service to education, health, water and transport. ◆ It has a wide spread benefit: serves a higher purpose by contributing to the national and or international goals and objectives ◆ Facilitates the sharing of trans boundary resources.	◆ Not capable of modifying already established ideas and beliefs practiced by the target beneficiaries. ◆ Misconception exists that external entities know better and more than the communities who endure the problem themselves. ◆ Facilitating participation from the community members is non-existent. ◆ Encourages community dependency syndrome, the community often seeks help from outside the community without utilising their own abilities. ◆ Low community morale. ◆ Leads to migration where jobs are leading to high population causing high unemployment, social vices, crime, violence and early pregnancy.

- International conventions like Kyoto Protocol
- International Institutions/ NGOs that have determined and defined priorities
- Global regional and national policy makers eg: Sustainable development goals

Tools and Techniques in Top down Approach

- 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.

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.

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

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 members to formulate a project from their own perspective considering their own needs and

Table 1.2.2 Advantages and Disadvantages of Bottom up Approach

Advantages	Disadvantages
◆ Possibility of achieving desired outcomes with limited resources. ◆ Identification and formulation from the community will ensure that resources are safeguarded. ◆ Gives community members the capacity to identify their own problems, needs and possible solutions. ◆ Learning opportunity for community members. ◆ 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. ◆ It is time consuming as it functions on the basis of the principle of democracy. ◆ Provisions for accountability, people are held responsible and accountable for the actions undertaken in the project. ◆ An agency using this approach cannot guarantee the achievement of the desired outcome as it is not in full control. ◆ Lacks a broader vision as the priorities of the project may not necessarily match the national or international priorities.

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 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.

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

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:

Tools and Techniques used in the Bottom Up approach:

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

- ◆ 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:

- 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

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

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.

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.

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.

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.

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.

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 foreseen before undertaking the project.. The benefits 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.

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:

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:

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 milestones
 - ◆ 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.

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.

- 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.

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.

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.

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.
- 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.
- 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.

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

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.

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.

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.

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.

Recap

- ◆ Project identification requires specific task – oriented planning
- ◆ A project may be identified by different entities such as governmental agencies, public or private sector entities.
- ◆ Top – down approach you begin with project goal and break it down into smaller and more manageable task.
- ◆ Project identification includes top down approach and bottom up approach.
- ◆ Top down approach tools and techniques include the household, Rapid Appraisal, Need Assessment Survey.
- ◆ In Bottom up approach to achieve the desired outcome one begins with brainstorming
- ◆ Bottom up approach tools and techniques include animation, facilitation/ community action and participatory rural/urban appraisal

- ◆ Project scope forms part of project planning, it documents a list of specific project objectives, outcomes or deliverables, task, costs and deadlines
- ◆ Scope creep is a situation in which one or more part of the project may require more time and effort due to miscommunication or lapse in planning.
- ◆ Feasibility study lays the foundation for the formulation of a project.
- ◆ Feasibility study is inclusive of all aspects of the project.
- ◆ Project feasibility focuses on economic, market analysis, technical analysis, market analysis, financial analysis, economic benefits, project risk and uncertainty and management aspects.
- ◆ Opportunity study identifies investment opportunities
- ◆ Opportunity study lays a firm foundation for project identification
- ◆ Opportunity study is of two types general opportunity study and specific project opportunity study.
- ◆ Goals and objectives are statements that outline project plans to accomplish
- ◆ Goals are high level statements and goals are lower level statements
- ◆ Goals are well thought worded statements that are SMART
- ◆ SMART goals stand for specific, measurable, attainable, achievable, realistic and time bound.
- ◆ A project objective maybe of three types strategic objectives, tactical objectives and operational objectives.

Objective Questions

1. What is known as the process of identifying investment opportunities in project?
2. Need assessment survey is also known as what?
3. The process of evaluating the possible course of actions and outcomes is known as what?
4. Which aspect of feasibility explores the possible conflicts and permission required?

5. The Socio-Economic Survey is also referred to as what?
6. The situation in which one or more parts of the project may require more time and effort due to miscommunication and lapse in planning is known as what?
7. Which factors are evaluated to assess the feasibility of a project?

Answers

- | | |
|----------------------|------------------------|
| 1. Opportunity Study | 5. Household technique |
| 2. SITAN | 6. Scope creep |
| 3. Feasibility study | 7. STEEP |
| 4. Legal feasibility | |

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 Reading

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BLOCK

Project: Work Plan and Risk Management



UNIT

Project Work Plan and Time Frame

Learning Outcomes

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

- ◆ discuss the methods and techniques of project action plan
- ◆ familiarise the preparation of project action plan (Gantt chart, milestone Chart, network analysis)
- ◆ examine the components of feasibility study of project

Prerequisites

In the previous unit you learned about the Project Planning 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

Discussion

2.1.1 Preparation of Action Plan and Time Schedule

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.

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.

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.

2.1.2 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.

2.1.2.1 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.

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.

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, 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.

Table 2.1.1 GANTT chart representation (Project for implementing conservation of water resources)

Task	Month			
	March	April	May	June
Administrative Activity				
Permission from local body	X1			
Approval of the plan from coir board		X2		
Estimated Budget Approval		X3		
Execution Activity				
FormaCommittee-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

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.

2.1.2.2 Mile Stone Chart

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.

2.1.2.3 Network Chart

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.

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:

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 2.1.2, Project for Implementing Conservation of Bunds at the Panchayat Level, which represents the list of activities identified with symbol codes A, B, C and D.

Table 2.1.2 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

- ◆ 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.

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”.

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.

$$\text{Expected Time (TE)} = T_o + 4 T_M + T_P / 6$$

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 2.1.3 Estimate - activity time

Activity	Symbol	Preceding activity	Time (Days)			
			Optim- istic Time T_o	Most likely time T_M	Pessi- mistic time T_P	Estim- ated 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)

$$\begin{aligned} &= 5 + 4 \times 7 + 15 / 6 \\ &= 8 \text{ days} \end{aligned}$$

The above table, 2.1.3 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 (T_M) is marked as 7 days. Pessimistic Time (T_P) is marked as 15 days. Calculated with the equation Expected Time (T_E)

$$\text{Expected Time (TE)} = T_o + 4 T_M + T_P / 6$$

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 (T_M), and the Pessimistic Time (T_P) is marked as 10. It is calculated as:

$$\text{Expected Time (TE)} = T_o + 4 T_M + T_P / 6$$

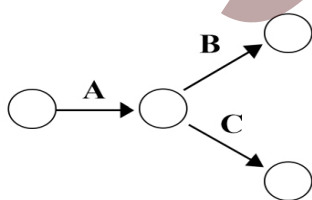
$$\begin{aligned} &= 6 + 4 \times 8 + 10 / 6 \\ &= 8 \text{ days} \end{aligned}$$



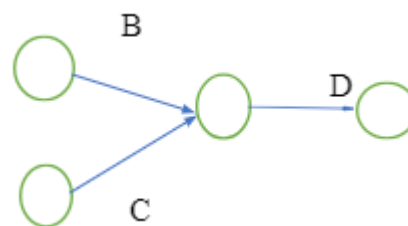
4) Assemble the activities in the form of a flow diagram: The activity and its duration are displayed in a box in a flowchart. According to the relationship between the prior and following activities, lines are used to connect the boxes. Unless the flow charts are imposed on a calendar, they do not provide 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.

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.



2.1.3 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.

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 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.

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.

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.

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.

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 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.

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.

Recap

- ◆ 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”
- ◆ GANTT charts, Network analysis, and mile stone charts are important project action plan techniques

Objective Questions

1. What is termed as the pre implementation activity?
2. What is another term used for Bar charts?
3. What is the method used when scheduling and project monitoring are priorities?
4. Which method is used when resource allocation is priority?
5. Who developed Gnatt charts?
6. Which is the most effective tool for tracking progress?

Answers

- | | |
|---------------------|-------------------------|
| 1. Project Planning | 4. Critical Path Method |
| 2. Gnatt Charts | 5. Henry L Gnatt |
| 3. PERT | 6. Gnatt charts |

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 Reading

1. Chandra, P. (2002). *Projects: Planning, Analysis, Selection, Financing, Implementation and Review*. Tata McGraw-Hill.
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UNIT

Project Appraisal Techniques

Learning Outcomes

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

- ◆ understand the concept and significance of project appraisal and its key components
- ◆ apply appropriate discounted and non-discounted appraisal methods in project evaluation
- ◆ identify project risks using standard risk management tools and techniques
- ◆ recognize the risk management techniques

Prerequisites

Every meaningful project whether aimed at economic development, social transformation, or institutional growth begins long before the first activity is implemented on the ground. It begins with reflection, foresight, and informed judgement. Before a project consumes resources, mobilizes people, or raises expectations, it must be carefully examined for its purpose, feasibility, and potential consequences. This foundational understanding forms the prerequisite to the study of Project Appraisal and Risk Management. Projects do not exist in a vacuum. They are embedded within social, economic, technical, and environmental contexts that shape their success or failure. A well-intentioned project can falter if it overlooks financial constraints, technological limitations, community realities, or unforeseen risks. Hence, the ability to appraise a project systematically becomes a crucial competence for planners, managers, social workers, and development professionals.

Project appraisal enables decision-makers to ask critical questions: Is this project necessary? Is it viable? Who benefits from it, and at what cost? Can it be sustained in the long run? Equally important is the recognition that uncertainty is inherent in all projects. Risks whether related to funding, human resources, technology, environment, or social participation are unavoidable. What distinguishes a successful project from a failed one is not the absence of risk, but the capacity to anticipate, analyse, and manage it effectively. Risk management, therefore, is not a reactive exercise undertaken after problems arise, but a proactive and continuous process integrated into project planning and implementation. This unit builds on the assumption that learners are familiar with the basic idea of projects and project planning. It prepares the reader to engage critically with appraisal techniques, financial and economic evaluations, and structured risk management tools. By mastering these concepts, learners will be equipped to design projects that are not only ambitious, but also realistic, resilient, and socially responsive.

Keywords

Risk, Appraisal, Project appraisal, Risk register, Resources, Discounted method, Non discounted method, Risk data, Assessment

Discussion

2.2.1 Project Appraisal Techniques, Determining and Managing Risk

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 effort 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.

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.

2.2.2 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. 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.

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.

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.

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.

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.

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.

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

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.

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.

Recap

- ◆ 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.
- ◆ It is financially and technically inappropriate to move forward with additional planning and development before the project has been appraised.
- ◆ This exercise was primarily designed to assess a project's viability.
- ◆ Project appraisal allows one to reshape the project to improve its viability, or to gauge the quality of projects and their long-term profitability
- ◆ Technical appraisal is held to ensure a project is structured from a technical and economic perspective
- ◆ Impact on land use and usage of natural resources, and government policies are all included in the environmental appraisal.
- ◆ The cost of the project, or the total amount needed to finish the project is usually the focus of a financial analysis.

- ◆ Project appraisal methods can be divided into two categories: discounted and non-discounted measures
- ◆ 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.
- ◆ The urgency method, payback, post-payback, and average rate of return methods are the significant non-discounting techniques; they are also called traditional methods.
- ◆ The method of identifying and responding to these occurrences before or during occurrences is known as risk management
- ◆ 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.
- ◆ 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.
- ◆ Risks can be reduced in four ways: by avoiding them, accepting them, reducing them, and transferring them.
- ◆ 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

Objective Questions

1. What is the term for the process of evaluating a project’s viability or the need for carrying a project or proposal in a methodical manner?
2. In a project the technical and financial assessment process undertaken is known as what?
3. Which type of appraisal ensures a project is structured from a technical and economic perspective?
4. Which aspect of appraisal determines the cost of domestic resources, the effective rate of protection, and the economic rate of return?

5. Which form of appraisal assess the impact on land use and usage of natural resources, and government policies?
6. Which appraisal assess the cost of the project, or the total amount needed to finish the project?
7. Which are the two methods of Project appraisal?
8. Which method takes into account the concept of “time value of money”?
9. Which are the important discounted methods?
10. The method of identifying and responding to occurrences before or during occurrences is known as what?
11. What are the four ways in which risks can be reduced?
12. What is the term for identifying and describing the risk that exists?
13. Which is a methodical procedure used to pinpoint the core risks that are inherent in the project?
14. Which two tools are considered to be helpful for project managers?

Answers

- | | |
|---|---|
| 1. Project appraisal | 9. Discounted payback method, the net present value method, the profitability index method. |
| 2. Project appraisal | |
| 3. Technical appraisal | 10. Risk management |
| 4. Economic evaluation | 11. By avoiding them, accepting them, reducing them, and transferring them |
| 5. Environmental appraisal | |
| 6. Financial appraisal | 12. Risk register |
| 7. Discounted and non-discounted measures | 13. Root cause analysis |
| 8. Discounted methods | 14. The probability and impact matrix |

Assignments

1. List out the components and methods of project appraisal.
2. Describe why it is essential to conduct project appraisal.
3. Assess the risk management of a project and illustrate it with an example.
4. Does risk management ensure the successful completion of a project, justify your reasoning.

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BLOCK

Project Resources and Implementation



UNIT

Major Components

Learning Outcomes

On completion of this 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
- ◆ examine the essential facilities and equipment needed to carry out a socially relevant project.

Prerequisites

Before beginning this unit, learners are encouraged to reflect on a simple question: what makes a project succeed beyond meeting deadlines and budgets? Students should already be familiar with the idea of a project as a time-bound and goal-oriented social endeavour, operating within constraints of time, cost, and scope. An introductory understanding of how projects function across sectors such as research, education, healthcare, and development will help learners see projects not as isolated tasks, but as activities deeply embedded in wider social structures and systems that shape their outcomes and social impact.

How do authority, motivation, communication, and teamwork influence project performance? Why do technically sound plans sometimes fail due to human and group-related issues? Prior exposure to organizational behaviour, group dynamics, and leadership concepts will help learners appreciate why project managers must manage people as carefully as they manage schedules and resources, especially in complex projects involving professionals from diverse backgrounds.

Finally, students are expected to have a preliminary understanding of key project roles and responsibilities. Who leads a project, and how is leadership shared? What roles do Principal Investigators, Co-Principal Investigators, research associates, and postdoctoral associates play in planning, execution, and compliance? A basic familiarity with ethical considerations, institutional regulations, and the role of facilities and equipment as critical project resources will prepare learners to actively engage with the major components of project planning and management explored in this unit.

Keywords

Monitoring, Evaluation, Effective management, Multi-tasking

Discussion

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.

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.

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.

3.1.1 Human Aspects of Project Management

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.

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.

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.

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 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.

3.1.2 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.

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.

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.

3.1.2.1 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.

- ◆ 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.
- ◆ 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.

3.1.3 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.

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.

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.

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:

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

3.1.4 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.

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.

3.1.5 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 laboratory management.

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.

- ◆ 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

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.

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.

3.1.5.1 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.

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.

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.

3.1.6 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.

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.

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 requirements.

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.

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.

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.

Recap

- ◆ The key members of the project team, including the Principal Investigator (PI) and Co-principal Investigator, assume critical roles from a sociological perspective
- ◆ 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
- ◆ Projects have a clear and specific start and end point
- ◆ In sociology, projects are viewed as social constructions that are shaped by the interactions and dynamics among individuals, organizations, and larger social structures
- ◆ Motivation is a critical aspect of project management, and the project manager operates within a socio-technical system
- ◆ Group functioning is essential in large, complex projects, which often involve people from various departments and organisations
- ◆ 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
- ◆ Principal Investigator (PI) is the person in control of the project.
- ◆ Co-investigator play a significant role in research projects and share similar responsibilities to that of the principal investigator

- ◆ The role of research associates in project management includes assisting with project planning, setting project timelines and coordinating activities with other team members.
- ◆ Postdoctoral associates play a critical role in project planning and management in academic research settings
- ◆ Postdoctoral associates can play a critical role in data collection and analysis
- ◆ Facilities refer to the physical locations where project activities take place, such as laboratories, offices, manufacturing plants or hospitals
- ◆ Effective management of facilities and equipment requires ongoing monitoring and evaluation.

Objective Questions

1. Which three constraints are crucial for the successful completion of a project?
2. What sociological factors can influence project implementation?
3. Who is primarily responsible for the preparation, conduct, and administration of a project?
4. Which human-related issues must project managers address to ensure satisfactory human relations?
5. What is the primary behavioural factor a project manager can influence in a socio-technical system?
6. What is a major advantage of the Co-Principal Investigator model?
7. What is one key responsibility of research associates in project management?
8. Which concept refers to managing formal and informal teams?
9. Who supports the PI by sharing leadership responsibilities?
10. What includes tools, machinery, and technology used in projects?

Answers

1. Time, cost, and scope.
2. Inequality, social norms, power relations, and cultural diversity
3. The Principal Investigator (PI).
4. Authority, orientation, motivation, and group functioning.
5. Motivation of project personnel
6. Increased collaboration, shared responsibility, and improved project outcomes
7. Assisting with project planning, tracking progress, and ensuring milestones are met
8. Grouping
9. Co-investigator
10. Equipment

Assignments

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



Suggested Reading

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BLOCK

Project Evaluation and Submission



UNIT

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

Prerequisites

Think about the difference between completing a single assignment and managing a full-scale project. When you work on one assignment, the process is straightforward: you begin, work through it, and submit it for evaluation. But what happens when a project involves multiple tasks, people, resources, and deadlines moving at the same time? What if one small component fails or falls behind—could it affect the entire project? In reality, even a minor delay can trigger time overruns and financial losses, making it difficult to keep everything on the right track.

This is where project monitoring and evaluation become essential. How do we ensure that activities are progressing as planned? How can problems be identified early and corrected before they escalate? Without a clear monitoring and evaluation framework, managing a project is like building a house without a blueprint—possible, but highly risky and prone to costly mistakes. This unit introduces the concepts, importance, and practical application of project monitoring and evaluation, equipping learners with the tools needed to systematically track progress, assess performance, and guide projects toward successful completion.

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.

4.1.1 Need and Criteria for 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 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.

4.1.1.1 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:

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.

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.
3. Keeping a record of the problematic instances and the way to handle them is also very useful.
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 allows you to track the progress of team members and then assign the resources accordingly.

c. Evaluating project reports

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

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.

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

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.

4.1.1.2 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
- 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
- e. Closing:** this phase contains the completion of the project and the announcement of the same to the parties involved.

4.1.1.3 Methods Used in Project Evaluation

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.

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

4.1.1.4 Steps for Project Evaluation

The process always consists of the following four steps:

- 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.
- 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.

- 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.

- 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.

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
- 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.

4.1.2 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.

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.

4.1.1.5 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.

- a. Better Project Management is possible. Budget managing and control of activities, resources and time helps in areas of improvement. Comparison of

4.1.3 Achievement of Targets/ Goals

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 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.

4.1.3.1 Advantages of Project Goal-Setting

Setting project goals has a number of benefits, including:

a. Ensuring successful 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

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

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

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.

4.1.4 Utilisation of Funds

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:

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

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.

4.1.5 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

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.

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.

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.

Recap

- ◆ Monitoring and evaluating projects allow you to identify and minimise concerns that may have an influence on the project's scope, quality, timetable, or budget.
- ◆ 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.

Objective Questions

1. What is project monitoring primarily concerned with?
2. Which project phase provides the overall sketch of the project?
3. Which phase ensures on-schedule movement and initiates corrective actions?
4. Which phase formally completes and announces the project?
5. According to reports, businesses waste an average of how much investment?
6. Which perspective emphasizes human losses and benefits in evaluation?
7. Real-time monitoring mainly helps in assigning what effectively?
8. How many main approaches of project evaluation are identified?
9. Which step of evaluation focuses on documenting findings for future guidance?
10. How many financial criteria are generally used in project evaluation?

Answers

- | | |
|------------------------------|--------------------------------|
| 1. Tracking project progress | 6. Sociological |
| 2. Planning | 7. Resources |
| 3. Monitoring and control | 8. Three |
| 4. Closing | 9. Dissemination and reporting |
| 5. 11.4% | 10. Three |

Assignments

1. There is a technique of thoroughly monitoring/checking every stage of the project management life cycle to make sure project activities are progressing 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 Reading

1. Graham, Robert J., and Randall L. Englund. (1997). *Creating an environment for successful projects*. Jossey-Bass
2. Lewis, James. (2003). *Team-based project management*, Beard Books
3. Lewis, James. (1998). *Mastering project management*. McGraw-Hill

Reference

1. Argyris, Chris. (1990). *Overcoming organizational defenses: Facilitating Organizational Learning*. : Allyn and Bacon
2. Carlzon, Jan. (1987). *Moments of truth*, Perennial
3. Deming, W. Edwards. (1986). *Out of the crisis*, Massachusetts Institute of Technology



UNIT

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

Prerequisites

What happens after a project reaches its final milestone? Is the work truly complete once activities stop, or does the real value emerge only when the outcomes are carefully reviewed and documented? This is where the final project report becomes crucial. More than a routine formality, it serves as a powerful decision-making tool—helping project managers assess expected revenues, identify risks, and reflect on the overall performance of the project. When stakeholders are satisfied with the project's final status, they may even approve new initiatives or investments, opening doors to future opportunities.

A final project report tells the complete story of a project—from planning to execution and closure. It summarizes the processes followed, the strategies adopted, and the results achieved, while also drawing attention to what worked well and what did not. Why did certain measures succeed? What challenges emerged along the way? By answering these questions, project reporting becomes an effective way to track progress, learn from experience, and improve future planning. This unit introduces the final steps in project planning with a focus on project reporting, illustrating how thoughtful documentation transforms completed projects into valuable learning and investment resources.

Keywords

Reporting, Progress, Headings, Contents, Proposal

Discussion

4.2.1 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. 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.

4.2.1.1 Essential Aspects of Reporting

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

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 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.

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.

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

- 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.

- 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.

4.2.1.2 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).

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.

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.

4.2.1.3 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.

- 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.
- 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.
- 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.
- 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.

- 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.)
- 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.
- 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.

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

- 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.

4.2.2 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.

Recap

- ◆ Reporting or writing project reports is an indispensable and sometimes challenging or stimulating task
- ◆ A good progress report serves as a record of progress and informs others of the project's evolution.
- ◆ The report should also include an analysis of the execution process, such as challenges faced and how they were solved
- ◆ Typically project agreements or contracts outline the requirements for reporting, including the frequency, content and even format
- ◆ The report should possess a clear and explicit writing style.
- ◆ The 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
- ♦ The executive summary should be approximately 10 percent as long as the main text, but not more than 3-4 pages
- ♦ Project staff should be working with the same objectives stated in the project document to gather appropriate information for the reports.

Objective Questions

1. What is the primary purpose of project reporting?
2. Who may exert pressure to modify or overwrite project results?
3. What does a good progress report mainly serve as?
4. Within how many months after completion should a final report generally be submitted?
5. Which aspect of reporting stresses the importance of updated information?
6. Which level should report focus on more than technical details?
7. Why are qualitative narratives important in social science reports?
8. What internal document is recommended to manage multiple donor formats?
9. Which section of a project report summarizes main points and recommendations?
10. Which part of the report critically examines strengths and weaknesses of the project

Answers

- | | |
|--|-----------------------|
| 1. To ensure progress toward intended results. | 2. Funding agencies |
| | 3. Record of progress |



- | | |
|-------------------------------|----------------------|
| 4. Three | 8. Core narrative |
| 5. Timeliness | 9. Executive summary |
| 6. Outcome level | 10. Evaluation |
| 7. To highlight human aspects | |

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 Reading

1. Graham, Robert J., and Randall L. Englund. (1997). *Creating an environment for successful projects*. Jossey-Bass
2. Lewis, James. (2003). *Team-Based project management*, Beard Books
3. Lewis, James. (1998). *Mastering project management*. McGraw-Hill

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1. Argyris, Chris. (1990). *Overcoming organizational defenses: Facilitating organizational learning*. Boston, Allyn and Bacon
2. Carlzon, Jan. (1987). *Moments of truth*, Perennial
3. Deming, W. Edwards. (1986). *Out of the crisis*, Massachusetts Institute of Technology

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FOURTH SEMESTER DEGREE EXAMINATION
SKILL ENHANCEMENT: SGB24SO201SE-PROJECT MANAGEMENT:
CONCEPTS AND PRACTICES

2024-24 - Admission Onwards - SET 1

Time: 2 Hours

Max Marks: 45

Section A

Objective type questions. Answer any *five* of the following.

Each question carries 1 mark

1. What is understood as 'the scheme of something to be done'?
2. Who ensures that a project complies with the existing laws, regulations and policies?
3. Who is responsible for the management of the entire project?
4. ----- are the end result to be achieved in the long term.
5. Which is the most effective tool for tracking progress?
6. Which method is used when resource allocation is a priority?
7. Who is responsible for data collection in a project?
8. Which is a crucial tool for feedback?

Section B

Very Short Answers. Answer any *five* of the following.

Each question carries 2 marks

9. What are the factors to be considered for ensuring the quality of a project report?
10. List the vertical elements of the project planning matrix?
11. What is opportunity study?
12. Identify and state the components included in the project report?
13. What are SMART goals?
14. Which are the areas mentioned in project management?



15. Describe briefly in your own words what financial appraisal is?
16. Briefly state what do you understand by Feasibility study?

Section C

Short Answers. Answer any *four* of the following.

Each question carries 5 marks

17. Discuss the functional role of human relation in project management?
18. Differentiate between project cycle and project management?
19. List and explain different types of project objectives?
20. What are the advantages of project goal setting?
21. What are the responsibilities of a research associate?
22. Explain the characteristics of a project?

Section – D

Long Answer/Essay. Answer any *one* of the following.

Each question carries 10 marks

23. Formulate a sample project proposal inclusive of all the required components.
24. Feasibility or Opportunity study which in your opinion takes lead in advancing the formulation of a project, Justify in your opinion.



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FOURTH SEMESTER DEGREE EXAMINATION
SKILL ENHANCEMENT: SGB24SO201SE-PROJECT MANAGEMENT:
CONCEPTS AND PRACTICES

2024-25 - Admission Onwards - SET 2

Time: 2 Hours

Max Marks: 45

Section A

Objective Type Questions. Answer any *five* of the following.

Each question carries 1 mark

1. What is the other name for Bar charts?
2. What is understood as the 'scheme of something to be done'?
3. What is another name for Need Assessment Survey?
4. What is a 'one-page framework about the information related to the project'?
5. Who developed GANTT Charts?
6. Who ultimately owns and oversees a project?
7. Who is responsible for hiring essential personnel required for a project?
8. Who secures the essential funds required for a project?

Section B

Very Short Answers. Answer any *five* of the following.

Each question carries 2 marks

9. What are the horizontal elements of PPM?
10. Describe in your own words what scheduling feasibility is?
11. List the items mentioned in the checklist of a feasibility report?
12. Discuss in your own words the significance of opportunity study?
13. Define Project cycle?
14. What are the responsibilities of a co-principle investigator?
15. Describe briefly in your own words the project management techniques?
16. What do you understand by the term 'Project bottlenecks of records'?



Section C

Short Answers. Answer any *four* of the following.

Each question carries 5 marks

17. Discuss project triangle.
18. Explain the characteristics of project management?
19. What are the steps involved in Network analysis?
20. What purpose do 'follow up programmes' fulfill? Discuss. `
21. What is feasibility study? Identify and discuss the major areas covered under a feasibility study?
22. Differentiate between the roles and responsibilities of principal investigator and co-principal investigator?

Section – D

Long Answer/Essay. Answer any *one* of the following.

Each question carries 10 marks

23. 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?
24. 'Project management is inclusive of project cycle' discuss in depth both the concepts.

സർവ്വകലാശാലാഗീതം

വിദ്യായാൽ സ്വതന്ത്രരാകണം
വിശ്വപൗരരായി മാറണം
ഗ്രഹപ്രസാദമായ് വിളങ്ങണം
ഗുരുപ്രകാശമേ നയിക്കണേ

കുതിരുട്ടിൽ നിന്നു ഞങ്ങളെ
സൂര്യവീഥിയിൽ തെളിക്കണം
സ്നേഹദീപ്തിയായ് വിളങ്ങണം
നീതിവൈജയന്തി പാറണം

ശാസ്ത്രവ്യാപ്തിയെന്നുമേകണം
ജാതിഭേദമാകെ മാറണം
ബോധരശ്മിയിൽ തിളങ്ങുവാൻ
ജ്ഞാനകേന്ദ്രമേ ജ്വലിക്കണേ

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**DON'T LET IT
BE TOO LATE**

SAY NO TO DRUGS

**LOVE YOURSELF
AND ALWAYS BE
HEALTHY**



SREENARAYANAGURU OPEN UNIVERSITY

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PROJECT MANAGEMENT: CONCEPTS AND PRACTICES

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