



# Project Management (DVST-849)

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**Department of Development Studies**

**National University of Sciences & Technology (NUST)**

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**MSDS**

## Course Details

Course Title: Project Management

Course Code: DVST-849

Credit Hours: 3

Program: MS DS

## Course Faculty

Name:

Office Hours:

Contact No:

Email:

## Course Description

The course 'Project Management' equips students of MS Development Studies with the theoretical foundations and practical tools essential for planning, implementing, and evaluating development projects. Given the complex and multi-stakeholder nature of development work, this course integrates classical project management methodologies (PMI/PMBOK) with approaches specifically designed for international development contexts, including logical framework analysis, results-based management, and adaptive programming. Students will examine why development projects succeed or fail, drawing on empirical case studies from Pakistan, South Asia, and the broader Global South. The course also critically engages with issues of accountability, sustainability, and equity in project design and implementation.

## Course Objectives

'Project Management' will enable students to:

- Understand and apply core project management concepts, processes, and knowledge areas within development contexts.
- Critically analyzing project planning, execution, and evaluation frameworks used by national and international development organizations.
- Develop practical skills in scheduling, budgeting, risk management, procurement, and stakeholder engagement.
- Apply monitoring, evaluation, and learning (MEL) approaches to assess project performance and impact.
- Evaluate the ethical, political, and socio-cultural dimensions of managing development projects in diverse settings.

## Learning Outcomes

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

- Explain the fundamental concepts and frameworks of project management and their applicability to development programs.
- Design and develop a complete project plan, including scope, schedule, budget, and risk register.
- Construct and apply logical frameworks, theory of change, and results-based management tools.

- Critically evaluate the challenges of project management in low-resource and politically complex development environments.
- Communicate project findings effectively through written reports and presentations to diverse stakeholders.

## Required Course Material

### Recommended Readings:

1. Project Management Institute (PMI). (2025). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Eighth Edition*. Newtown Square, PA: PMI.
2. Kerzner, H. (2025). *Project management: a systems approach to planning, scheduling, and controlling*. John Wiley & Sons.
3. Andersen, E. S., Grude, K. V., & Haug, T. (2025). *Goal directed project management: effective techniques and strategies*. Taylor & Francis.
4. Meredith, J. R., Shafer, S. M., & Mantel, S. J. (2022). *Project Management in Practice (7th ed.)*. Hoboken, NJ: Wiley.
5. Boulmetis, J. (2025). *The ABCs of evaluation: Timeless techniques for program and project managers*. John Wiley & Sons.
6. Wingate, L. M. (2025). *Project management for research and development: Guiding innovation for positive R&D outcomes*. Auerbach Publications.
7. Hillson, D. (2024). *Managing risk in projects*. Routledge.
8. Layton, M. C., Ostermiller, S. J., & Kynaston, D. J. (2025). *Agile project management for dummies*. John Wiley & Sons.
9. Portny, S. E. (2020). *Project management all-in-one for dummies*. John Wiley & Sons.
10. Kogon, K., Blakemore, S., & Wood, J. (2015). *Project management for the unofficial project manager: A FranklinCovey title*. BenBella Books, Inc.
11. Clayton, M. (2013). *How to Manage a Great Project: On Budget. On Target. On Time*. Pearson UK.
12. Horine, G. (2012). *Project management absolute beginner's guide*. Que Publishing.
13. Harned, B. (2017). *Project management for humans: Helping people get things done*. Rosenfeld Media.
14. O'Connell, F. (2012). *What you need to know about project management*. John Wiley & Sons.
15. Taylor, P. (2009). *The lazy project manager*. Oxford: Infinite Ideas.
16. Ika, L. A. (2012). *Project Management for Development in Africa: Why Projects Are Failing and What Can Be Done About It*. *Project Management Journal*, 43(4), 27–41.
17. Easterly, W. (2006). *The White Man's Burden: Why the West's Efforts to Aid the Rest Have Done So Much Ill and So Little Good*. New York: Penguin Press.
18. UNDP. (2009). *Handbook on Planning, Monitoring and Evaluating for Development Results*. New York: UNDP.
19. Bakewell, O., & Garbutt, A. (2005). *The Use and Abuse of the Logical Framework Approach*. Stockholm: SIDA.
20. Diallo, A., & Thuillier, D. (2005). *The Success of International Development Projects, Trust and Communication: An African Perspective*. *International Journal of Project Management*, 23(3), 237–252.
21. Flyvbjerg, B., Bruzelius, N., & Rothengatter, W. (2003). *Megaprojects and Risk: An Anatomy of Ambition*. Cambridge: Cambridge University Press.
22. Khang, D. B., & Moe, T. L. (2008). *Success Criteria and Factors for International Development Projects: A Life-Cycle-Based Framework*. *Project Management Journal*, 39(1), 72–84.
23. Mansuri, G., & Rao, V. (2004). *Community-Based and Driven Development: A Critical Review*. *World Bank Research Observer*, 19(1), 1–39.

24. World Bank. (2004). *Monitoring & Evaluation: Some Tools, Methods and Approaches*. Washington, DC: World Bank.
25. Crawford, P., & Bryce, P. (2003). Project Monitoring and Evaluation: A Method for Enhancing the Efficiency and Effectiveness of Aid Project Implementation. *International Journal of Project Management*, 21(5), 363–373.

#### Articles and Cases:

Key texts, readings and articles are mentioned with each topic in Weekly Course Content.

### Course Evaluation (Grade Breakup)

Assessment Type	Weightage%	Weightage Range
End Semester Examination	40.0	30.0 – 50.0
Assignments / Project(s) / Case Studies	30.0	10.0 – 40.0
Quiz	10.0	5.0 – 15.0
Mid Term	15.0	15.0 – 25.0
Class Participation	5.0	0.0 – 5.0
Total	100	

Week	Lecture Topic	Learning Objectives
1	Introduction to Project Management	Understand the fundamentals of project management; Define projects, project life cycle, and key stakeholders; Overview of PM knowledge areas and process groups
2	Project Initiation and Stakeholder Management	Develop project charters; Identify and analyze stakeholders; Understand stakeholder engagement strategies in development contexts
3	Project Planning: Scope and Work Breakdown Structure (WBS)	Define project scope and objectives; Create a Work Breakdown Structure; Understand scope creep and its implications for development projects
4	Project Scheduling: Time Management and Critical Path Method	Develop project schedules using Gantt charts and CPM; Identify critical path and float; Apply scheduling tools for development programs
5	Resource Management: Cost Estimation and Budgeting	Estimate project costs and develop budgets; Apply cost-benefit analysis; Understand resource allocation in resource-constrained environments
6	Risk Management in Development Projects	Identify and assess project risks; Apply qualitative and quantitative risk analysis; Develop risk response strategies for development contexts

7	Procurement and Contract Management	Understand procurement planning and vendor selection; Analyze types of contracts used in development projects; Evaluate public procurement regulations in Pakistan
8	Monitoring, Evaluation, and Learning (MEL) Frameworks	Design MEL frameworks for development projects; Understand logical frameworks (LogFrames) and results-based management; Apply indicators and targets to track progress
9	<b>Mid Semester Exams</b>	
10	Project Quality Management	Define quality in development projects; Apply quality assurance and control tools; Understand international quality standards (ISO, PMI) in development
11	Agile and Adaptive Project Management Approaches	Compare traditional vs. agile PM methodologies; Apply agile principles to development projects; Assess the suitability of agile approaches in social development
12	Communication and Stakeholder Reporting	Develop effective project communication plans; Prepare donor and stakeholder reports; Apply participatory communication methods in development programs
13	Human Resource Management and Team Leadership	Plan and manage project teams; Understand leadership styles for development contexts; Apply conflict resolution and motivation techniques
14	Project Management in International Development Organizations	Examine PM practices in UN, World Bank, NGO contexts; Analyze USAID, DFID, and ADB project frameworks; Case studies from Pakistan and the region
15	Project Closure, Sustainability, and Handover	Plan and execute project closure activities; Develop sustainability and exit strategies; Document lessons learned and knowledge transfer
16	Term-Paper Presentations	Students present research projects; Peer and instructor evaluation; Apply PM frameworks to real-world development challenges
17	Course Overview and Student-Based Recap	Synthesize key concepts from the course; Reflect on practical PM skills acquired; Discuss emerging trends in development project management
18	<b>End Semester Exam</b>	

## Course Policies

### Class Participation

Active participation is an integral component of the learning process. Students are expected to engage constructively in discussions, contribute to case study analyses, and share diverse perspectives. Class participation is non-credit bearing but is strongly encouraged throughout the semester. Students who participate consistently will benefit from enhanced understanding of the subject matter and improved analytical skills.

### Attendance:

- In the event of a missed session, it is the student's responsibility to consult Qalam and LMS, Class Representative (CR) and other classmates, for the missed content and announcement (quiz or other).
- Class attendance will be taken at the start of each lecture/class. Do not be late for class otherwise you will be marked **ABSENT** for the session(s).
- If you are away on official NUST duty<sup>1</sup>, it is the student's responsibility to inform the instructor on time with an official notice<sup>2</sup> as a proof. Consequently, the student will still be marked as present.
- It is the student's responsibility to continuously monitor his/her attendance on Qalam. **DO NOT ask the instructor to change/modify the attendance** unless there has been an accidental oversight. In such an event, the student should inform the instructor of the error (with proof) **before** the month ends.

### Assignments (Group: 3-5 people/Individual):

- Title Page, Table of Contents, Introduction, Body: Headings (sub-headings), Conclusion, Bibliography
- Time New Roman 12 font, 1.15 spacing, APA style of in-text citation,
- Word count: ≈10000 (group) and ≈5000 (individual).
- Prior immediate discussion and approval of the 'Topic' with the instructor (no later than the 2<sup>nd</sup> week). The topic must be contemporary with significance for local and global societies in the domain of development studies.
- Submission before the MSE and PPT presentation after the MSE till the ESE. (Send PPTs only if asked at the end of your presentation). **No make-up assignments and no late submission.**
- Presentation time is 15 min for groups (3 members present and 2 defend) and 10 min for individuals.
- Group marking (avg. marks) for all the members for their both; written work and presentation.

### Quizzes:

Two Quizzes (one before MSE and one after MSE) as **Announced** one week in advance in the class. There will be no make-up or additional quizzes under any circumstances.

#### *Rules & Regulations:*

1. Quiz problems/questions will be related to topics covered in the classes.
2. Elaboration of unnecessary information is refrained.
3. Name and roll number should be clearly mentioned on the answer sheet.
4. Consulting cell phone and other students during the quiz will be assumed as cheating.
5. Turning-in of anyone else's quiz (who is absent) is strictly prohibited.
6. Understanding the Quiz question/statement is part of the assessment.

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<sup>1</sup> Duties include representing NUST at any forum both at national and international level and being assigned duties by NUST societies/authorities of NUST/S3H.

<sup>2</sup> An application duly signed by the Principal/Dean of S3H

7. On finishing quizzes, handover it to instructor and leave the room with your belongings. Please wait out-side for your friend(s).
8. No retake of quizzes, once missed.

**Academic Dishonesty:**

Students need to carefully consider NUST policies regarding plagiarism. Group-work is encouraged but any form<sup>3</sup> of plagiarism is a crime and will not be tolerated. Strict action will be taken against any student(s) found plagiarising any material and submitting it as his/her own.

You are responsible for knowing and enacting academic conduct that is in line with the University’s statement entitled “Academic Dishonesty” available at:

<http://www.nust.edu.pk/usr/showContents.aspx?mdl=1839>

The statement highlights examples of unacceptable behavior which include, but are not limited to, the following:

- Cheating: Intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise; copying from another student’s examination; submitting work prepared in advance for an in-class examination; taking an examination for another person or conspiring to do so.
- Plagiarism: Intentionally or knowingly representing the words or ideas of another as one’s own in any academic exercise; failure to attribute direct quotation, paraphrase, or borrowed facts or information.

It is expected that all work that is handed in will be your own. Any ideas or content that come from another source must be properly cited (including any content taken from the Internet, books, articles, and lectures). It is expected from you that all your work (project, assignment, and presentations) is referenced using this handout.

Moreover, **Turn-It-In** will be used as plagiarism software to evaluate all your submissions. Any acts of plagiarism and cheating will be dealt strictly and in accordance with the policy in place by the University.

**Things to Remember**

- Dos and Don’ts of Class

<b>DO</b>	<b>DO NOT</b>
Come to class on time having completed the reading material.	Submit assignments or quizzes late. Late submissions will not be accepted for marking.
Take notes during lectures and ask questions until you understand the topic.	Cause disturbance in class. Address all questions to the instructor.
Ask questions relevant to the topic under discussion.	Walk in and out of class during the lecture frequently.
Respect your classmates’ opinions on	Use mobile phones or personal devices

<sup>3</sup> For example submitting someone else’s work, past projects or direct material from the internet/books (unless outlined or referenced) as you own

religious, cultural, and political matters.	during lectures.
Continuously monitor the course outline and keep track of deadlines.	Ask the instructor to reschedule deadlines or change attendance records.
Participate actively in class discussions and academic activities.	Eat or drink in class. Only water is permitted.
Explore on-campus and off-campus opportunities (conferences, workshops, trainings).	Insist on receiving PPT slides from the instructor.