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# **UNIVERSITY OF MUMBAI**



## **1 year Post Graduate Diploma Course in Project Management**

(Credit Based Semester and Grading System  
with effect from the academic year 2014-15)

Syllabus

For

POST GRADUATE DIPLOMA COURSES in  
Management

(Effective from Academic Year 2014-15)

## **Title**

**Name of the program – Post Graduate Diploma Courses**

**Nature of the program – One year diploma course of Mumbai University**

## **Eligibility Criteria**

A learner for being eligible for admission into the Post Graduate Diploma Courses shall have passed the Bachelor's degree examination of this university or any other university recognized as equivalent thereto.

## **Preamble**

The working professionals often need to upgrade their skills to match ever evolving industry requirements. In today's era of information, corporates are increasingly demanding professionals with in – depth and exhaustive knowledge in a specific domain. The new diploma courses and its curriculum will help realign the current industry expectations in terms of the skill sets demanded under new business environment

## **The Current Scenario**

- Changing facets of businesses under globalised environment
- Dynamism in industry practices and evolution of technology
- Emergence of new businesses and business practices
- Expectations of Key stakeholders viz. industry, academicians and students

## **Objectives of new Diploma programme**

The new diploma programme prepare students for a career in diverse sectors nationally as well as globally. It facilitates absorption & application of knowledge in theory and practice across multiple functional areas of management and enables students to adopt an integrated approach towards real life situations and circumstances

## **The Objectives of Diploma courses are: -**

- To help students to concentrate on goals tailored to career
- To provide some flexibility to institutions to impart new and contemporary curriculum
- To design curriculums in line with expectations of stakeholders – viz. corporate, students and community
- To upgrade skills in cross functional areas for the benefit of working professionals.

## **The goal is to imbibe and enhance the following skill sets**

- Focused on specific industry requirements
- Exposure to global practices
- Enhancement of cross – functional skills
- Encourage Peer based learning and team work

## **Highlights of the New Diploma Programmes & their Curriculum**

- 1) Introduction of new domain study with required skill sets in Commercial Banking, Retail Banking, Capital Markets, Investment Management, Financial Risk Management and Project Management
- 2) Shorter duration course with focused learning of specific industry requirements
- 3) Introduction of new subjects having current industry expectations

## **Potential Opportunities in the Banking Sector**

There is immense scope for job opportunities in the Banking Sector. It is estimated that with close to 50% of workforce in public sector banks set to retire in the next few years, the banking industry will soon be among the top employers offering 5 – 7 lakh jobs. Apart from core banking jobs, there will be an increase in backend jobs, including those in processing and outsourcing.

The new employees need to be trained well and made competitive to face the challenges of the banking sector. Thus this course will essentially bridge the talent gap in public and private sector.

## **Details of the new diploma programmes**

### **Structure of the Diploma Courses Curriculum**

#### **Post Graduate Diploma in Project Management – Semester I**

Project Integration Management
Project Scope Management
Project Time Management
Project Cost Management
Project Quality Management

## Post Graduate Diploma in Project Management – Semester II

Project Human Resource Management
Project Communications Management
Project Risk Management
Project Procurement Management & Stakeholders Management
Dissertation Project

### Project

As part of the curriculum, the students will work on a project assignment of 100 marks relevant to their chosen Diploma discipline. They will submit a project report to the institute at the end of the second semester.

### Faculty Students Ratio

Faculty students ratio shall be 1:15. For staffing pattern, there shall be one Full time faculty at each diploma programme. The rest shall be drawn from Industry as domain experts, who shall be designated as visiting faculty/adjunct faculty. Institutes are expected to attract more people with industry experience to participate in this programme. To attract more industry experts to participate in these programmes, they should be suitably remunerated.

### Teaching Pedagogy

Teachers are expected to impart knowledge through lectures and new , innovative pedagogical approaches. Some of these techniques are: -

Group Discussions, Lectures, Role plays, Field Work, Workshops, Counseling Sessions, Watching Educational and Informative Videos, Assignments, Quizzes, Tests, Live Projects, Case Studies, Presentations, Simulations, Industrial Visits, Participation in academic and extra – curricular activities, inculcation of industry specific skills and training & development sessions

The lectures can be scheduled every day evening from 06.00 pm to 09.00 pm or on Saturdays and Sundays to accommodate all subjects and to suit the convenience of employed students who would enroll for value addition in their present status.

## Rules and Regulations related to ONE YEAR POST GRADUATE DIPLOMA COURSES

<b>Eligibility</b>	A learner for being eligible for admission into the ONE YEAR POST GRADUATE DIPLOMA COURSES shall have passed the Bachelor's degree examination of this university or any other university recognized as equivalent thereto.
<b>Duration</b>	The duration of POST GRADUATE DIPLOMA COURSES courses shall be of one year comprising of two semesters. There shall be one University Examination in each semester.
<b>Fees</b>	The tuition fees for POST GRADUATE DIPLOMA COURSES shall be Rs 50000/year.
<b>Examination</b>	<p>The examination for POST GRADUATE DIPLOMA COURSES shall be semester based and held twice a year on such dates as may be fixed in that behalf.</p> <p>A candidate must forward his application for admission to the examination to the controller of examination on or before the date fixed.</p> <p>A Student who has once registered himself for the POST GRADUATE DIPLOMA COURSES, but has not appeared at the said examination or has appeared and failed there at and desires to reappear at a subsequent examination shall renew his registration for the examination at least three months prior to the date of commencement of the examination after paying the prescribed fees.</p>
<b>Reappearance in Examination</b>	On payment of a fresh fee, a candidate who fails to pass the examination in a subject(s) shall be allowed to reappear thereat on a subsequent occasion.
<b>Evaluation</b>	A candidate shall be examined in the subjects mentioned in the POST GRADUATE DIPLOMA COURSES at the end of each semester.

## Diploma in Project Management – Semester – I

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continu ous Assessm ent	Semester End Examinati on	Total Marks	Duration of Theory Paper	No of Credits
1	Project Integration Management	30	2	40 UA	60 UA	100	3	4
2	Project Scope Management	30	2	40 UA	60 UA	100	3	4
3	Project Time Management	30	2	40 UA	60 UA	100	3	4
4	Project Cost Management	30	2	40 UA	60 UA	100	3	4
5	Project Quality Management	30	2	40 UA	60 UA	100	3	4
			Total No of Credits					20

**UA: - University Assessment; IA: - Internal Assessment**

## Diploma in Project Management – Semester – II

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continu ous Assessm ent	Semester End Examinati on	Total Marks	Duration of Theory Paper	No of Credits
1	Project Human Resource Management	30	2	40 UA	60 UA	100	3	4
2	Project Communicati ons Management	30	2	40 UA	60 UA	100	3	4
3	Project Risk Management	30	2	40 UA	60 UA	100	3	4
4	Project Procurement Management & Stake holders Management	30	2	40 UA	60 UA	100	3	4
5	Dissertation Project	30	2	40 UA	60 UA	100	3	4
			Total No of Credits					20

**UA: - University Assessment; IA: - Internal Assessment**

Semester	Total No of Credits
Semester I	20
Semester II	20
<b>Total</b>	<b>40</b>



**DIPLOMA IN PROJECT MANAGEMENT – SEMESTER – I**

**Project Integration Management 100 marks (15 Sessions of 3 Hours Each)  
Sem I**

<b>SL no</b>	<b>Particulars</b>	<b>Sessions</b>
1.	Develop Project Charter	<b>2 sessions of 3 hours</b>
2	Develop Project Management Plan	<b>2 sessions of 3 hours</b>
3	Direct and Manage Project Execution	<b>2 sessions of 3 hours</b>
4	Monitor and Control Project Work	<b>3 sessions of 3 hours</b>
5	Perform Integrated Change Control	<b>2 sessions of 3 hours</b>
6	Close Project or Phase	<b>2 sessions of 3 hours</b>
7	Case studies and Presentations	<b>2 sessions of 3 hours</b>

**Project Scope Management 100 marks (15 Sessions of 3 Hours Each) Sem I**

<b>SL no</b>	<b>Particulars</b>	<b>Sessions</b>
1.	Collect Requirements	<b>2 sessions of 3 hours</b>
2	Define Scope	<b>2 sessions of 3 hours</b>
3	Create WBS	<b>3 sessions of 3 hours</b>
4	Verify Scope	<b>3 sessions of 3 hours</b>
5	Control Scope	<b>3 sessions of 3 hours</b>
6	Case studies and Presentations	<b>2 sessions of 3 hours</b>

**Project Time Management 100 marks (15 Sessions of 3 Hours Each) Sem I**

<b>SL no</b>	<b>Particulars</b>	<b>Sessions</b>
1.	Define Activities	<b>2 sessions of 3 hours</b>
2	Sequence Activities	<b>2 sessions of 3 hours</b>
3	Estimate Activity Resources	<b>2 sessions of 3 hours</b>
4	Estimate Activity Durations	<b>2 sessions of 3 hours</b>
5	Develop Schedule	<b>3 sessions of 3 hours</b>
6	Control Schedule	<b>2 sessions of 3 hours</b>
7	Case studies and Presentations	<b>2 sessions of 3 hours</b>

**Project Cost Management 100 marks (15 Sessions of 3 Hours Each) Sem I**

<b>SL no</b>	<b>Particulars</b>	<b>Sessions</b>
1.	Estimate Costs	<b>4 sessions of 3 hours</b>
2	Determine Budget	<b>5 sessions of 3 hours</b>
3	Control Costs	<b>4 sessions of 3 hours</b>
4	Case studies and Presentations	<b>2 sessions of 3 hours</b>

**Project Quality Management 100 marks (15 Sessions of 3 Hours Each) Sem I**

<b>SL no</b>	<b>Particulars</b>	<b>Sessions</b>
1.	Plan Quality	<b>5 sessions of 3 hours</b>
2	Perform Quality Assurance	<b>4 sessions of 3 hours</b>
3	Perform Quality Control	<b>4 sessions of 3 hours</b>
4	Case studies and Presentations	<b>2 sessions of 3 hours</b>

**DIPLOMA IN PROJECT MANAGEMENT – SEMESTER – II**

**Project Human Resource Management 100 marks (15 Sessions of 3 Hours Each) Sem II**

<b>SL no</b>	<b>Particulars</b>	<b>Sessions</b>
1.	Develop Human Resource Plan	<b>3 sessions of 3 hours</b>
2	Acquire Project Team	<b>3 sessions of 3 hours</b>
3	Develop Project Team	<b>3 sessions of 3 hours</b>
4	Manage Project Team	<b>4 sessions of 3 hours</b>
5	Case studies and Presentations	<b>2 sessions of 3 hours</b>



**Project Communications Management 100 marks (15 Sessions of 3 Hours Each) Sem II**

<b>SL no</b>	<b>Particulars</b>	<b>Sessions</b>
1.	Identify Stakeholders	<b>2 sessions of 3 hours</b>
2	Plan Communications	<b>2 sessions of 3 hours</b>
3	Distribute Information	<b>3 sessions of 3 hours</b>
4	Manage Stakeholder Expectations	<b>3 sessions of 3 hours</b>
5	Report Performance	<b>3 sessions of 3 hours</b>
6	Case studies and Presentations	<b>2 sessions of 3 hours</b>

**Project Risk Management 100 marks (15 Sessions of 3 Hours Each) Sem II**

<b>SL no</b>	<b>Particulars</b>	<b>Sessions</b>
1.	Plan Risk Management	<b>2 sessions of 3 hours</b>
2	Identify Risks	<b>2 sessions of 3 hours</b>
3	Perform Qualitative Risk Analysis	<b>2 sessions of 3 hours</b>
4	Perform Quantitative Risk Analysis	<b>2 sessions of 3 hours</b>
5	Plan Risk Responses	<b>2 sessions of 3 hours</b>
6	Monitor and Control Risks	<b>3 sessions of 3 hours</b>
7	Case studies and Presentations	<b>2 sessions of 3 hours</b>

**Project Procurement Management & Stake holders 100 marks (15 Sessions of 3 Hours Each) Sem II**

<b>SL no</b>	<b>Particulars</b>	<b>Sessions</b>
1.	<b>Project Procurement Management</b> Plan Procurements Conduct Procurements Administer Procurements Close Procurements	<b>6 sessions of 3 hours</b>
2	<b>Project Stakeholders Management</b> Plan Scope Management Plan Cost Management Plan Schedule Management Plan Stakeholder Management Control Stakeholder Management	<b>7 sessions of 3 hours</b>
3	Case studies and Presentations	<b>2 sessions of 3 hours</b>

# **Dissertation Project 100 Marks**

## **Scheme of Assessments for Subjects of 100 Marks**

- ❖ The Semester end Examination will be conducted for 60 Marks.
- ❖ Internal Assessments will be conducted for 40 Marks.

### **The allocation of 40 marks shall be on the following basis: -**

- a) Periodical class tests held in the given semester (20 Marks)
- b) Presentations throughout the semester (10 Marks)
- c) Attendance and Active participation in routine class instructional deliveries (05 Marks)
- d) Overall Conduct as a responsible student, mannerism and articulation and exhibition of leadership qualities in organizing related academic activities. (05 Marks)

**Note: A Student has to separately secure minimum 50% marks (i.e 20 out of 40) in the internal assessments and secure minimum 50% marks (i.e 30 out of 60) in the Semester End Examination in every subject to be declared as Pass.**

**Question Paper Pattern for Semester End Examination (60 Marks)**

**There will be Seven Questions in all.**

Q1 would be compulsory and would carry 20 Marks

In addition to Q1, there would be six questions. Each question would carry 10 Marks. Each of these Six Questions will have three sub – questions and each sub – question would carry 05 Marks

Students have to attempt any four out of the remaining six Questions and within each question; students have to attempt any two out of three sub – questions.

In all, students have to attempt five questions i.e (Q1+Any Four of the remaining)

**Q1 – 20 Marks (Compulsory)**

**Attempt Any Four out of the Remaining Six Questions**

Q2 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q3 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q4 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q5 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q6 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q7 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

# **Credit Based Grading System for One Year Diploma Course Semester End Examinations**

## **Credit Point:**

- ❖ A Credit Point denotes the quantum of effort required to be put in by a student, who takes up a course. In other words, it is an index of number of learning hours prescribed for a certain segment of learning.

## **Learning Hours**

### **Learning Hours for Subjects of 100 Marks (60+40)**

Learning Hours consist of Classroom teaching hours and other complementary learning activities indicated here below

- 1) Classroom teaching hours ((15 Sessions X 3 Hours = 45 Hours))**
- 2) Other Complementary learning activities (75 Hours)**

The learning activities consist of the following:

- ❖ Reading, Introspection, Thoughtful Reflection, Group Discussions, Lectures, Field Work, Workshops, Counseling Sessions, Watching Educational and Informative Videos, Assignments, Live Projects, Case Studies, Presentations, Preparation for Examinations, Participation in academic and extra – curricular activities, inculcation of industry specific skills and training & development sessions.
- ❖ The total learning hours would be thus equivalent to **45+75=120 Hours for subjects of 100 Marks**

## **Credit Point Computation**

- One credit is construed as equivalent to 30 learning hours.

**Credit completion and Credit accumulation:**

- ❖ Each module of an academic program has been assigned specific credit points defining successful completion of the course under study.
- ❖ Credit completion or Credit acquisition may be considered to take place after the learner has successfully cleared all the evaluation criteria with respect to a single course.
- ❖ A learner who successfully completes a 4 CP (Credit Point) course is treated to have collected or acquired 4 credits. His performance above the minimum prescribed level (viz. grades / marks obtained) has no bearing on the number of credits collected or acquired.
- ❖ A learner keeps on accumulating more credits as he completes additional courses.



## **Introduction of Grading System at the University of Mumbai**

A well designed evaluation system that integrates the aforesaid parameters having due attention to their relative importance in the context of the given academic programme.

### **What is Grading?**

- ❖ Grading, in the educational context is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders.
- ❖ A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

### **The Seven Point Grading System**

- ❖ A series of meetings of all the Deans & Controller of Examinations were held to discuss the system of grading to be adopted at the post graduate level. Mumbai University, subsequently in its Academic Council meeting and in its Management Council meeting resolved to adopt and implement the **Seven (07) Point Grading System** from the academic year 2012-13.

The Grade Point and the grade allocation shall be as per the Grade Table given below:

<b>Proposed Grades for Post Graduate courses</b>			
<b>7 Point Scale for POST GRADUATE Courses</b>			
<b>Range of Scores</b>	<b>Grade</b>	<b>Grade Point</b>	<b>CGPA range</b>
<b>75 &amp; above</b>	<b>O</b>	<b>7</b>	<b>6.5 - 7</b>
<b>70 - 74.99</b>	<b>A</b>	<b>6</b>	<b>5.5 - 6.49</b>
<b>65 - 69.99</b>	<b>B</b>	<b>5</b>	<b>4.5 - 5.49</b>
<b>60 - 64.99</b>	<b>C</b>	<b>4</b>	<b>3.5 - 4.49</b>
<b>55 - 59.99</b>	<b>D</b>	<b>3</b>	<b>2.5 - 3.49</b>
<b>50 - 54.99</b>	<b>E</b>	<b>2</b>	<b>2 - 2.49</b>
<b>&lt; = 49.99</b>	<b>F (Fail)</b>	<b>1</b>	<b>&lt; 2</b>

**Note: - Consider 1 Grade Point is equal to Zero for CG calculations in respect of failed learner/s in the concerned course/s.**

#### **Conversion of Marks to Grades and Calculations of GPA (Grade Point Average)**

- ❖ In the Credit and Grade Point System, the assessment of individual Courses in the concerned examinations will be only on the basis of marks obtained; however these marks shall be converted later into Grades by a mechanism wherein the overall performance of the Learners can be reflected by the overall evaluation in terms of Grades.
- ❖ Abbreviations used for gradation needs understanding of each and every parameter involved in grade computation and the evaluation mechanism. The abbreviations and formulas used are as follows:-

## Abbreviations and Formula's Used:-

**G:** Grade

**GP:** Grade Points

**C:** Credits

**CP:** Credit Points

**CG:** Credits X Grades (Product of credits & Grades)

$\Sigma$ **CG:** Sum of Product of Credits & Grades points

$\Sigma$ **C:** Sum of Credits points

$$\text{SGPA} = \frac{\Sigma \text{CG}}{\Sigma \text{C}}$$

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$\Sigma \text{C}$

**SGPA:** Semester Grade Point Average shall be calculated for individual semesters. (It is also designated as GPA)

**CGPA:** Cumulative Grade Point Average shall be calculated for the entire Programme by considering all the semesters taken together.

### Special Point to Note:

**While calculating the CG the value of Grade Point 1 shall be considered as Zero (0) in case of learners who failed in the concerned course/s obtaining marks below 50.**

After calculating the SGPA for an individual semester and the CGPA for entire programme, the value can be matched with the grade as given in the Grade Point table as per the Seven (07) Points Grading System and expressed as a single designated GRADE such as O, A, B, etc....

The SGPA of learners who have failed in one subject or more than one subjects shall not be calculated.

## Illustrations of the Calculations: -

### Credit Points and Grading Calculations for First Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course ( C )	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	$SGPA = \frac{\sum CG}{\sum C}$
Project Integration Management	60	4	55	D	3	12	<b>88/20=4.4</b>
Project Scope Management	60	4	60	C	4	16	
Project Time Management	60	4	70	A	6	24	
Project Cost Management	60	4	80	O	7	28	
Project Quality Management	60	4	50	E	2	8	
Total	480	$\sum C=20$					
<b>Credit Earned = 20</b>						$\sum CG = 88$	<b>Grade C</b>
<b>Passes</b>							

## Credit Points and Grading Calculations for First Semester

1 Credit = 30 Learning Hours

**Result: - Fails in One Course or More than One Courses with Less than 50% Marks**

Courses In Semesters	No of Learning Hours	Credits Per Course ( C )	Marks Obtained (%)	Grade	Grade Points (G)	$\Sigma CG = C \times G$	$SGPA = \frac{\Sigma CG}{\Sigma C}$
Project Integration Management	60	4	55	D	3	12	-----
Project Scope Management	60	4	60	C	4	16	
Project Time Management	60	4	70	A	6	24	
Project Cost Management	60	4	80	O	7	28	
<b>Project Quality Management</b>	<b>60</b>	<b>4</b>	<b>45</b>	<b>F</b>	<b>1</b>	<b>0</b>	
Total	480	$\Sigma C=20$					
Credit Earned = 16						$\Sigma CG = 80$	Grade F
Fails							

- ❖ **Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The student has been awarded 1 Grade Point, even though he has failed in the subject of Project Quality Management, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The SGPA has not been calculated as the student has failed.**