**MAKERERE UNIVERSITY BUSINESS SCHOOL**

**FACULTY OF ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT**

**DEPARTMENT OF PROJECTS AND SMALL BUSINESS MANAGEMENT**

## MUBS MISSION

*To enable the future of our clients through creation and provision of knowledge*

## MUBS VISION

*The benchmark for Business and Management Education, Research and Training in the region*

**PROGRAM: BACHELOR OF BUSINESS ADMINISTRATION**

**ACADEMIC YEAR: 2024/2025 SEMETER: ONE**

**YEAR OF STUDY:**

**COURSE NAME: PROJECT MONITORING AND EVALUATION**

**COURSE CODE: BEM3219 CREDIT UNITS: 4**

**FACILITATORS: Mr. Francis Kenneth Kimbugwe & Miss. Amina Nankabirwa**

**Course Description**

This course focuses on the basics of setting up and using a monitoring and evaluation system for a project or an organization. It clarifies what Monitoring and Evaluation are, how you plan to do them, how you design a system that helps you monitor, and an evaluation process that brings it all together usefully. It looks at how you collect the information you need and then how you save yourself from drowning in data by analyzing the information in a relatively straightforward way. Finally, it raises, and attempts to address, some of the issues to do with taking action on the basis of what you have learned.

***Course Objectives***

The course aims to achieve the following objectives;

* To support information gathering and analysis to the project management team and other stakeholders on the quality of project implementation so as to facilitate appropriate and timely project decisions;
* To equip students with learning and accountability mechanisms for project resources and leadership
* To train students in assessing the outputs, outcomes, and impact of the project vis-à-vis the objectives of the project stakeholders.
* To enable students explore the requirements for completion of a successful project vis-à-vis value for project resources

**Learning Outcomes**

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

* Assess the outputs, outcomes and impact of the project vis-à-vis the objectives of the project stakeholders.
* Explore the requirements for completion of a successful project vis-à-vis value for project resources
* Be equipped with learning and accountability mechanisms for project resources and leadership

**Delivery Methods**

* Class room lectures
* Workshops and Conferences
* Cases for Group discussions and presentations
* Practical exercises

**Course Assessment**

Course work 30%

Final examination 70%

**Total 100%**

**Detailed Course Content**

| **NO.** | **TOPIC** | **TOPIC DETAILS** | **WEEK NO.** |
| --- | --- | --- | --- |
| 1 | Over view of Monitoring and Evaluation (M & E) | **Basic concepts**   * Meaning of Project Evaluation, Monitoring and Control. * Types and Models * Inputs and outputs of Monitoring and Evaluation * Benefits/need for Monitoring and Evaluation * Limitations of Monitoring and Evaluation * Project control * Relationship between Monitoring and Evaluation | 1, 2 |
| 2 | Monitoring and Evaluation as an integral component of project planning and implementation process | * The logical framework or log-frameapproach to project design, implementation, and evaluation * The link between the logical framework and Monitoring and Evaluation. | 3 |
| 3 | Evaluation types and models | * Overview of the types of evaluations * Overview of summative evaluation models * Baseline survey and performance indicators * Participatory monitoring and evaluations * Implementation of results-based monitoring and evaluations | 4 |
| 4 | Monitoring and evaluation planning, design and implementation | * Planning a monitoring and evaluation framework, systems, and plans * Objectives and plans for monitoring and evaluations * Terms of reference (TORs) monitoring and evaluation team | 5 & 6 |
| 5 | Monitoring and Evaluation methods and tools | * Monitoring and evaluation methods and tools * Selecting monitoring and evaluation methods and tools for a project | 7&8 |
| 6 | Project life cycle and monitoring and evaluations | * **What to monitor to and evaluate** * Project Initiation deliverables * Planning deliverables i.e. project objectives goals and benefits * Implementation deliverables * Project closure deliverables * Risk management deliverables * Environment deliverables * Roles and responsibilities of the Monitoring and Evaluation team | 9&10 |
| 7 | Data analysis and monitoring and evaluation reporting | * Data analysis * Monitoring and evaluation of the key knowledge areas of the project i.e. time, Cost, scope, human resource, procurement * Integration, quality, communication and Risk * Monitoring and evaluations Reporting Writing * Writing inception reports for Monitoring and Evaluations | 11 |
| 8 | Communication of Monitoring and Evaluations results | * Dissemination of Monitoring and Evaluation results * Monitoring and Evaluation challenges * monitoring and evaluations closure | 12 |

**Reading List**

APMG (2017) *Managing Successful Projects* with PRINCE Manual.

Jason, W. (2007). *The project management lifecycle: A complete Step-by-step methodology for initiating, planning, executing and closing a project successfully* (2nd ed.). Kogan Page

Kerzner, H. (2013). *Project management: A systems approach to planning, scheduling and control* (11th ed.). John Wiley and Son Inc.

Larson, E. W. & Gray, C. F. (2017). *Project management: The managerial process* (7th ed.). Mc Graw Hill International Edition.

Lester, A. (2017). *Project management, planning and control: managing engineering, construction and manufacturing projects to PI, AP and BSI standards* (7th ed.). Butterworth-Heinemann.

Lewis, J., P. (2011). *Project planning, scheduling and control* (5th ed.). London: McGraw- hill.

Meredith, J. R., & Mantel, S. J. (2011). *Project management: A managerial approach* (8th ed.). Wiley.

Meredith, J. R., Mantel, S., J. J., & Shafer, S. M. (2014). *Project Management (a managerial* ) (9thed.). John Wiley and sons Inc.

Particip, G. (2002). *Project cycle management handbook.* European Commission- EuropAid.version 2.0.

PMBOK (2017). Project management body of knowledge guide (6th ed.).