

**MAKERERE UNIVERSITY**  
**MAKERERE UNIVERSITY BUSINESS SCHOOL**  
**AY, 2025/26**

**COURSE OUTLINE**

<b>PROGRAMME</b>	:	MASTER OF BUSINESS ADMINISTRATION
<b>COURSE TITLE</b>	:	PROJECT PLANNING AND DESIGN
<b>COURSE CODE</b>	:	MBA
<b>SEMESTER</b>	:	I
<b>FACILITATOR</b>	:	

**MUBS MISSION**

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

**MUBS VISION**

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

**Course Description**

Project management is increasingly recognized as an indispensable management function and an alternative business model for modern management. With the changing regulatory opportunities such as accelerated practice of joint ventures, consortium arrangements and contract-based business engagements, the need to develop project management capacity is more visible and feasible today. Uganda and the general African Continent still grapple with lack of professional experts in the project management discipline and this course makes a paramount contribution towards filling this intellectual gap. Moreover, with the adoption of programme-based methods of development in Uganda, the course opens up a wide space for students to prepare to take up these emerging opportunities. This course covers the concepts and skills that are used by managers to propose, plan, secure resources, budget and lead projects to successful completion.

**Course objectives**

The specific objectives of this are to enable students to;

- i. Use the project planning tools in designing their projects.
- ii. Identify and seize project opportunities across various development programmes, business environment and strategic plans.
- iii. Develop the perspective of a project manager in carrying out their responsibilities of project planning and implementation.
- iv. Gain knowledge about the key project management knowledge areas.
- v. Become competitive experts in the area of project management for the private and public sectors.

**Learning outcomes**

By the end of this course, students should be able to;

- i. Design fundable projects
- ii. Analyse the technical and social feasibility of projects
- iii. Develop project fundraising programmes for projects.
- iv. Develop project performance indicators.
- v. Develop consortium agreements and terms of reference.
- vi. Develop MEAL frameworks for projects.

- vii. Coordinate project activities

## **Detailed Course Content**

### **1. Introduction**

- Definition and attributes of projects.
- Project Vs Operations vs Programmes.
- Why project intervention today? (Cite Uganda Priority Programmes)
- The key skills for a project manager based on the PMBK framework

### **2. Project definition and initiation**

- Problem Analysis.
- Needs assessment.
- Stakeholders Mapping and Analysis.
- Project concept development
- Developing a project theory of change

### **3. Project Lifecycle:**

- Stages of the project lifecycle.
  - Initiation
  - Approval (Stakeholder engagement)
  - Implementation
  - Evaluation
  - Reporting
  - Handover/Transition
- Developing project frameworks
  - Indicators
  - MEAL

### **4. Project work plans**

- Project work breakdown structure
- Project schedule development
- Developing the logical Framework.

### **5. Project Risk Management**

- ISO Standards of Risk Management
- Developing a risk register
- Business Continuity Planning
- Business Impact Analysis
- Project risk management frameworks

### **6. Project Proposal writing and Resource mobilisation.**

- Key aspects/contents.
- Defining the users of the proposal
- Common shortfalls.
- Fundraising and sourcing.

### **7. Organizational structures for projects**

- Private commercial Projects
- PPP Structures
- Public sector projects

- Functional Organization, Pure project organization, Matrix organization
- Levels of engagement for social support projects
  - Donor level
  - Intermediaries
  - Beneficially level
- Community engagement and accountability

## **8. Project Implementation Strategies**

- Alternatives
  - Consortia arrangements
  - Going solo
  - Public-Private Partnerships
    - PPA Act of Uganda
  - Sub-Contracting
  - Outsourcing
- Key factors to consider in selecting an implementation strategy

## **9. Project Monitoring, Evaluation, Learning and Accountability**

- Meaning and importance
  - Strategic options for MEAL
    - Using 3<sup>rd</sup> parties vs. In-house
    - Selecting the consultants
    - What to look for
    - Developing Terms of Reference
- Developing a project procurement plan
  - Developing terms of reference
  - Writing technical proposals
    - PPDA
    - Non-Government Organisations

## **10. Project Leadership**

- Qualities of an effective project manager
- Managing difficult people
- Managing conflict

## **11. Project sustainability planning**

## **12. Consultancy as a professional project practice**

## **Course Assessment**

Course work	40%
Final Examination	60%
<b>Total</b>	<b>100%</b>

## **Mode of delivery**

1. Class lectures
2. Case study analysis
3. Field assignments
4. Group presentations

## 5. Guest presentations

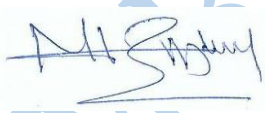
### Reading List

1. Erik W. Larson and Clifford F. Gray (2018) Project Management; The Managerial Process, 7<sup>th</sup> Edition, McGraw Hill Education, New York
2. Bhavest M .Patel (2000), Project management. (Strategic Planning, Evaluation and Control). Vikas publishing house, New Delphi, India.
3. Jack R. Meredith, Samuel J. Mantel (2010), Project Management. A Managerial Approach, 7<sup>th</sup> Edition, International Student Version.
4. Project Management Institute (1999). A Framework for Project Management. Project Management Institute, Upper Derby P.A 19082
5. Pinto, J.K. (1998). The Project Management Institute: Project Management Handbook. Jossey- Bass Publication.
6. Turner, J.R., and Simister, S.J. (2000). Gower Handbook of Project Management. Gower Publications.
7. Turner, J.R.,(2000) The Commercial Project Manager: Key Commercial Financial, and Legal Skills for Project Managers. McGraw Hill Book Co. Ltd.

### Important websites and weblinks

1. <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>
2. <https://www.pmi.org/>
3. <https://redcrossug.org/>
4. <https://mastercardfdn.org/>
5. <https://mastercardfdn.org/our-strategy/young-africa-works/>

**Approved by** Dr. Ismael Nkambwe



11-08-2025