

**City University of Hong Kong
Course Syllabus**

**offered by Department of Management Sciences
with effect from Semester A 2016 / 17**

Part I Course Overview

Course Title: Business Project Management

Course Code: MS3125

Course Duration: One Semester

Credit Units: 3

Level: B3

Proposed Area:
(for GE courses only)

Arts and Humanities
 Study of Societies, Social and Business Organisations
 Science and Technology

Medium of Instruction: English

Medium of Assessment: English

Prerequisites:
(Course Code and Title) CB2201 Operations Management

Precursors:
(Course Code and Title) Nil

Equivalent Courses:
(Course Code and Title) Nil

Exclusive Courses:
(Course Code and Title) Nil

Part II Course Details

1. Abstract

(A 150-word description about the course)

- Provide students with basic concepts and systematic approaches for effective project management.
- Equip students with quantitative techniques for effective project planning, scheduling, cost control and estimation.
- Train students to plan, undertake a project either independently or as a team, communicate results, and manage effectively in a multi-project environment.
- Enable students to learn the practice of leading companies in the planning and scheduling of projects. This could be either through case studies or invited guest speakers.

2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs [#]	Weighting* (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1.	Recognize the importance of aligning the strategic direction of an organization with project selection and the measurement of their effectiveness		✓	✓	
2.	Demonstrate knowledge of the important processes which should be managed throughout the project life cycle (e.g. cost management, risk management, communication management)		✓	✓	
3.	Recognize the important role of project manager as a key success factor, and the requirement of managing both the technical and socio-cultural aspects of the project.		✓	✓	
4.	Apply business knowledge from various disciplines and employ contemporary project management software to enable effective project management				✓

* If weighting is assigned to CILOs, they should add up to 100%.

[#] Please specify the alignment of CILOs to the Gateway Education Programme Intended Learning outcomes (PILOs) in Section A of Annex.

A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to self-life problems.

A3: Accomplishments

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CILOs.)

TLA	Brief Description	CILO No.				Hours/week (if applicable)
		1	2	3	4	
1	Lecture	✓	✓	✓	✓	
2	Computer Laboratory				✓	
3	Group Presentation		✓		✓	
4	Essay / report writing		✓		✓	

4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.				Weighting*	Remarks
	1	2	3	4		
Continuous Assessment: <u>40</u> %						
Computer assignment				✓	20%	
Group presentation	✓	✓	✓	✓	5%	
Essay / report writing	✓	✓	✓	✓	15%	
Examination: <u>60</u> % (duration: 2 hours , if applicable)						
* The weightings should add up to 100%.					100%	

5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
1. Computer assignment		Strong evidence of acquiring the skills to define, formulate and plan the solution of the problems.	Evidence of acquiring the skills to define, formulate and plan the solution of the problems.	Some evidence of acquiring the skills to define, formulate and plan the solution of the problems.	Sufficient familiarity with the subject matter to enable the student to progress further.	Little evidence of familiarity with the subject matter; weakness in critical analytic skills.
2. Group presentation		Strong evidence of original thinking; good organization, capacity to analyse and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.	Evidence of grasp of subject, some evidence of critical capacity and analytic ability; reasonable understanding of issues; evidence of familiarity with literature.	Student who is profiting from the university experience; understanding of the subject; ability to develop solutions to simple problems in the material.	Sufficient familiarity with the subject matter to enable the student to progress without repeating the course.	Little evidence of familiarity with the subject matter; weakness in critical and analytic skills; limited or irrelevant use of literature.
3. Essay / report writing		Strong evidence of original thinking; good organization, capacity to analyse and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.	Evidence of grasp of subject, some evidence of critical capacity and analytic ability; reasonable understanding of issues; evidence of familiarity with literature.	Student who is profiting from the university experience; understanding of the subject; ability to develop solutions to simple problems in the material.	Sufficient familiarity with the subject matter to enable the student to progress without repeating the course.	Little evidence of familiarity with the subject matter; weakness in critical and analytic skills; limited or irrelevant use of literature.
4. Written examination		Strong evidence of original thinking; good organization, capacity to analyse and synthesize; superior grasp of subject matter;	Evidence of grasp of subject, some evidence of critical capacity and analytic ability; reasonable understanding of	Student who is profiting from the university experience; understanding of the subject; ability to develop solutions	Sufficient familiarity with the subject matter to enable the student to progress without repeating the course.	Little evidence of familiarity with the subject matter; weakness in critical and analytic skills; limited or irrelevant use of literature.

		evidence of extensive knowledge base.	issues; evidence of familiarity with literature.	to simple problems in the material.		
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Part III Other Information (more details can be provided separately in the teaching plan)

1. Keyword Syllabus

(An indication of the key topics of the course.)

An Overview of Project Management

The scope of project management. Defining project success. Defining the project manager's role; Defining the functional manager's role; Defining the Executive's role. The downside risk of project management. Classification of projects. Deferring views of project management. Concurrent project management concept. TQM in project management.

Management Issues

Organizing and staffing for project management. Project management bottlenecks. Effective time management. Managing the conflicts. Performance measurement. R&D project management. Predicting project success. Project management effectiveness.

Project Planning

Project specifications. Milestone schedules. Work breakdown structure. The planning cycle. Master production scheduling. Total project scheduling. Estimating activity time. Total PERT/CPA planning. Crash times. Alternative PERT/CPA models.

Computerized Project Management

Computerized project management. Project software evaluation.

Project Graphics

Bar (Gantt) chart. Other conventional project presentation techniques. Logic diagrams/network.

Pricing and Estimation

Pricing process. Pricing out the work. The pricing review procedure. Systems pricing. Estimating pitfalls. Estimating high-risk projects. Life-cycle costing.

Cost Control

The operating cycle. Cost account codes. Budgets. Variance and earned value. Cost control problems.

Trade-off and Risk Analysis in Project Management

Methodology of trade-off analysis. Industry trade-off preferences. Defining risk. Risk management methodology (risk assessment, risk analysis, risk handling).

Special Topics in Project Management

Concurrent Engineering: Understanding concurrent engineering. Project planning. Creeping Scope. Project management guidelines.

Total Quality Management: Defining quality. The quality movement. The Taguchi approach. ISO 9000. The cost of quality. The seven quality control tools.

2. Reading List

2.1 Compulsory Readings

(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

1.	Gray, C. F. and Larson, E. W., Project management: the managerial process (4th ed.), 2008, McGraw-Hill.
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2.2 Additional Readings

(Additional references for students to learn to expand their knowledge about the subject.)

1.	Kerzner, H., Project management: a systems approach to planning, scheduling and controlling (8th ed.), 2003, John Wiley & Sons, Inc.
2.	A guide to the project management body of knowledge: PMBOK • guide (3rd ed.), 2004, Project Management Institute

Online Resources:

Project Management Institute, <http://www.pmi.org/>
Hong Kong Chapter: <http://www.pmi.org.hk/>

International Journal of Project Management (electronic journal in CityU library system)

Project Management Network (online magazine): <http://www.pmi.org/publictn/pmnetworkonline/>

PM Forum: <http://www.pmforum.org/prof/specint2.htm>