

FB5223C: PROJECT MANAGEMENT

Effective Term

Semester A 2025/26

Part I Course Overview

Course Title

Project Management

Subject Code

FB - College of Business (FB)

Course Number

5223C

Academic Unit

College of Business (CB)

College/School

College of Business (CB)

Course Duration

One Semester

Credit Units

3

Level

P5, P6 - Postgraduate Degree

Medium of Instruction

English

Medium of Assessment

English

Prerequisites

Basic knowledge on statistics

Precursors

Nil

Equivalent Courses

Nil

Exclusive Courses

IS5540 Project Management & Quality Assurance

Part II Course Details

Abstract

This course aims to:

- Help students understand the importance of proper project management to the success of a project.

- Introduce the concepts, terms, tools and techniques of managing small to large-scale projects in a business environment.

Course Intended Learning Outcomes (CILOs)

CILOs		Weighting (if DEC-A1 app.)		DEC-A2	DEC-A3
1	Describe the basics of what project management is, the organization and technology context of modern-day projects.		x		
2	Apply the basic tools and techniques used in various aspects of project management including management of project scope, time, cost, quality, risk and human resources.		x		
3	Demonstrate the project management knowledge, skills, tools and techniques learnt to project activities of a medium-size project to meet project requirements.			x	
4	Apply a project management software (E.g. MS Project) to help plan and manage a project.				x

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 real-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.

Learning and Teaching Activities (LTAs)

LTAs		Brief Description	CILO No.	Hours/week (if applicable)
1	Lectures	Students will apply project management principles and methodologies with a special focus on planning, controlling and managing projects to successful completion.	1, 2, 3, 4	Seminar: 6.5 hours per week x 6 weeks
2	Case Studies	Students will identify the importance of proper project management by working on projects and mini cases.	1, 2, 3	Seminar: 6.5 hours per week x 6 weeks

3	Discussions	Students can discuss case studies in specialized topics to learn concepts and principles They can also learn from each other and understand how things can be seen from multiple perspectives.	1, 2, 3, 4	Seminar: 6.5 hours per week x 6 weeks
4	Demonstrations	Students will apply project management skills and techniques management software.	2, 3, 4	Seminar: 6.5 hours per week x 6 weeks
5	Workshop	Students will apply theories, techniques and hands-on skills from lectures in workshops.	1, 2, 3, 4	Seminar: 6.5 hours per week x 6 weeks

Assessment Tasks / Activities (ATs)

ATs	CILO No.	Weighting (%)	Remarks ("-" for nil entry)	Allow Use of GenAI?
1	Coursework (including participation, class assignments and group project)	2, 3, 4 60	-	Yes

Continuous Assessment (%)

60

Examination (%)

40

Examination Duration (Hours)

2

Additional Information for ATs

Class and Tutorial Participation: This will reflect the students' participation in classes, tutorial sessions and discussions. Students are encouraged to actively participate in discussions. This is an individual mark.

Class Assignments: This includes in-class assignments and a take-home assignment. The take-home assignment is an individual research report regarding a project management success or failure case.

Group Project: This is a group project to let students apply the project management skills and techniques learnt in class to solve practical problems. The project includes the following components:

- An interim report
- A final report which is a project plan for executing the project
- A final project presentation

Examination: A two-hour written examination is developed to assess students' competence level of the taught subjects.

Assessment Rubrics (AR)**Assessment Task**

Participation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

Active learning efforts shown through all sessions

Excellent

(A+, A, A-)

- Actively participate in class and tutorial and lab sessions and discussions.

Good

(B+, B, B-)

- Fairly active in participating in class and tutorial and lab sessions and discussions.

Fair

(C+, C, C-)

- Not much participation in class and tutorial and lab sessions and discussions.

Marginal

(D)

- Very little/no participation in class and tutorial and lab sessions and discussions.

Failure

(F)

- Unable to participate in class and tutorial and lab sessions and discussions.

Assessment Task

Class Assignments (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

Performance in the submitted assignments

Excellent

(A+, A, A-)

- Demonstrate an in-depth understanding on what project management is and its associated skills and techniques and be able to apply them to real-life cases.

Good

(B+, B, B-)

- Demonstrate a fair level of understanding on what project management is and its associated skills and techniques and be able to apply some of them to real-life cases.

Fair

(C+, C, C-)

- Demonstrate only a shallow understanding on what project management is and its associated skills and techniques and be able to apply only a few of them to real-life cases.

Marginal

(D)

- Can hardly demonstrate understanding on what project management is and its associated skills and techniques and can hardly apply them to real-life cases.

Failure

(F)

- Unable to demonstrate understanding on what project management is and its associated skills and techniques and can hardly apply them to real-life cases.

Assessment Task

Group Project (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

Performance in collaboration and contribution to group project

Excellent

(A+, A, A-)

- Demonstrate good understanding of the basic project management concepts.
- In-depth thought and research has been made in applying the skills and techniques learnt in class to the project.
- The report has covered all the specified requirements.
- The report is well-structured, well-written and well presented. - Peer evaluation report reflects at least an average contribution ratio. - The presentation is well-structured and presented in a logical sequence. Time control is good. PowerPoint slides are of high quality.
- The team is able to tackle all/most of the questions raised.
- Excellent presentation skills and language skills
- Appropriate use of visual aids in presentation

Good

(B+, B, B-)

- Demonstrate fair understanding of the basic project management concepts
- Considerable thought and research has been made in applying the skills and techniques learnt in class to the project.
- The report has covered all/most of the specified requirements.
- The report is fairly well-structured, well-written and well presented.
- Peer evaluation report reflects an average contribution ratio.
- The presentation is mostly well-structured and presented in a logical sequence. Time control is good.
- PowerPoint slides are of fairly high quality.
- The team is able to tackle some of the questions raised.
- Good presentation skills and language skills
- Appropriate use of visual aids in presentation

Fair

(C+, C, C-)

- Demonstrate reasonable understanding of the basic project management concepts.
- Reasonable thought and research has been made in applying the skills and techniques learnt in class to the project.
- The report has covered most of the specified requirements.
- The report is not so well-structured, well-written and well presented.
- Peer evaluation report reflects a lower than average contribution ratio.
- The presentation is not so well-structured and sequence of presentation can be improved. - Time control is fair.
- PowerPoint slides are of medium quality.
- The team is unable to tackle the questions raised.
- Fair presentation skills and language skills
- Use of visual aids in presentation can be improved

Marginal

(D)

- Poor understanding of the basic project management concepts.
- Little thought and research has been made in applying the skills and techniques learnt in class to the project.
- The report has covered only some of the specified requirements.
- The report is poorly-structured, poorly-written and poorly presented.
- Peer evaluation report reflects a very low contribution ratio.
- The presentation is poorly-structured and presented out of logical order. No evidence of time control. PowerPoint slides are of poor quality.
- The team is unable to tackle the questions raised.
- Poor presentation skills and language skills
- Inappropriate use of visual aids in presentation

Failure

(F)

- Unable to show understanding of the basic project management concepts.
 - Unable to show thought and research made in applying the skills and techniques learnt in class to the project.
 - The report has not covered the specified requirements.
 - The report is poorly-structured, poorly-written and poorly presented.
 - Peer evaluation report reflects no contribution.
 - The presentation is poorly-structured and presented out of logical order. No evidence of time control. PowerPoint slides are of poor quality.
 - The team is unable to tackle the questions raised.
 - Poor presentation skills and language skills
 - Inappropriate use of visual aids in presentation
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Assessment Task

Examination (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

Performance in answering questions in the written exam

Excellent

(A+, A, A-)

- Evidence of good understanding of the importance of good project management to a project
- Accurately describe all/most key concepts
- and demonstrate a thorough understanding of all/most of the terms, tools and techniques
- Demonstrate the ability to apply all/most of the skills and techniques learnt to the planning and management of medium to large-scale projects.

Good

(B+, B, B-)

- Evidence of fair understanding of the importance of good project management to a project
- Accurately describe most key concepts
- and demonstrate a fairly thorough understanding of some the terms, tools and techniques
- Demonstrate the ability to apply a fair amount of the skills and techniques learnt to the planning and management of medium to large-scale projects.

Fair

(C+, C, C-)

- Evidence of reasonable understanding of the importance of good project management to a project
- Can only accurately describe some key concepts; and demonstrate a only shallow understanding of most of the terms, tools and techniques
- Demonstrate the ability to apply some of the skills and techniques learnt to the planning and management of medium to large-scale projects.

Marginal

(D)

- Evidence of little/no understanding of the importance of good project management to a project
- Unable to describe most key concepts; and cannot demonstrate an understanding of the terms, tools and techniques
- Demonstrate the ability to apply only a few skills and techniques learnt to the planning and management of medium to large-scale projects.

Failure

(F)

- No evidence shown in understanding of the importance of project management to a project
- Unable to describe most key concepts; and cannot demonstrate an understanding of the terms, tools, and techniques

- Unable to demonstrate the ability to apply skills and techniques learnt to the planning and management of medium to large-scale projects.

Assessment Task

Participation (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Active learning efforts shown through all sessions

Excellent

(A+, A, A-)

- Actively participate in class and tutorial and lab sessions and discussions.

Good

(B+, B)

- Fairly active in participating in class and tutorial and lab sessions and discussions.

Marginal

(B-, C+, C)

- Not much participation in class and tutorial and lab sessions and discussions.

Failure

(F)

- Very little/no participation in class and tutorial and lab sessions and discussions.

Assessment Task

Class Assignments (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Performance in the submitted assignments

Excellent

(A+, A, A-)

- Demonstrate an in-depth understanding on what project management is and its associated skills and techniques and be able to apply them to real-life cases.

Good

(B+, B)

- Demonstrate a fair level of understanding on what project management is and its associated skills and techniques and be able to apply some of them to real-life cases.

Marginal

(B-, C+, C)

- Demonstrate only a shallow understanding on what project management is and its associated skills and techniques and be able to apply only a few of them to real-life cases.

Failure

(F)

- Can hardly demonstrate understanding on what project management is and its associated skills and techniques and can hardly apply them to real-life cases.

Assessment Task

Group Project (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Performance in collaboration and contribution to group project

Excellent

(A+, A, A-)

- Demonstrate good understanding of the basic project management concepts.
- In-depth thought and research has been made in applying the skills and techniques learnt in class to the project.
- The report has covered all the specified requirements.
- The report is well-structured, well-written and well presented.
- Peer evaluation report reflects at least an average contribution ratio.
- The presentation is well-structured and presented in a logical sequence. Time control is good. PowerPoint slides are of high quality.
- The team is able to tackle all/most of the questions raised.
- Excellent presentation skills and language skills
- Appropriate use of visual aids in presentation

Good

(B+, B)

- Demonstrate fair understanding of the basic project management concepts
- Considerable thought and research has been made in applying the skills and techniques learnt in class to the project.
- The report has covered all/most of the specified requirements.
- The report is fairly well-structured, well-written and well presented.
- Peer evaluation report reflects an average contribution ratio.
- The presentation is mostly well-structured and presented in a logical sequence. Time control is good. PowerPoint slides are of fairly high quality.
- The team is able to tackle some of the questions raised.
- Good presentation skills and language skills
- Appropriate use of visual aids in presentation

Marginal

(B-, C+, C)

- Demonstrate reasonable understanding of the basic project management concepts.
- Reasonable thought and research has been made in applying the skills and techniques learnt in class to the project.
- The report has covered most of the specified requirements.
- The report is not so well-structured, well-written and well presented.
- Peer evaluation report reflects a lower than average contribution ratio.
- The presentation is not so well-structured and sequence of presentation can be improved. Time control is fair. PowerPoint slides are of medium quality.
- The team is unable to tackle the questions raised.
- Fair presentation skills and language skills
- Use of visual aids in presentation can be improved

Failure

(F)

- Poor understanding of the basic project management concepts.
- Little thought and research has been made in applying the skills and techniques learnt in class to the project.
- The report has covered only some of the specified requirements.
- The report is poorly-structured, poorly-written and poorly presented.
- Peer evaluation report reflects a very low contribution ratio.
- The presentation is poorly-structured and presented out of logical order. No evidence of time control. PowerPoint slides are of poor quality.
- The team is unable to tackle the questions raised.
- Poor presentation skills and language skills

- Inappropriate use of visual aids in presentation

Assessment Task

Examination (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Performance in answering questions in the written exam

Excellent

(A+, A, A-)

- Evidence of good understanding of the importance of good project management to a project
- Accurately describe all/most key concepts; and demonstrate a thorough understanding of all/most of the terms, tools and techniques
- Demonstrate the ability to apply all/most of the skills and techniques learnt to the planning and management of medium to large-scale projects.

Good

(B+, B)

- Evidence of fair understanding of the importance of good project management to a project
- Accurately describe most key concepts; and demonstrate a fairly thorough understanding of some the terms, tools and techniques
- Demonstrate the ability to apply a fair amount of the skills and techniques learnt to the planning and management of medium to large-scale projects.

Marginal

(B-, C+, C)

- Evidence of reasonable understanding of the importance of good project management to a project
- Can only accurately describe some key concepts; and demonstrate a only shallow understanding of most of the terms, tools and techniques
- Demonstrate the ability to apply some of the skills and techniques learnt to the planning and management of medium to large-scale projects.

Failure

(F)

- Evidence of little/no understanding of the importance of good project management to a project
 - Unable to describe most key concepts; and cannot demonstrate an understanding of the terms, tools and techniques
 - Demonstrate the ability to apply only a few skills and techniques learnt to the planning and management of medium to large-scale projects.
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Part III Other Information

Keyword Syllabus

Project Management Basics

Introduction to project management, roles of the project manager, influence of organisation structure and culture on projects, project life cycle, project management processes and knowledge areas

Project Integration Management

Strategic planning and project selection, project execution, monitoring and controlling project work, project closing

Project Scope Management

Scope planning, project scope statement, creating the work breakdown structure, scope validation and control

Project Time Management

Schedule management planning, activity definition, sequencing, resource and duration estimating, schedule development and control

Project Cost Management

Cost management planning, cost estimating, cost budgeting and cost control using earned value techniques

Project Quality Management

Quality planning, quality assurance, quality control, tools and techniques used in quality assurance and quality control

Project Human Resource Management

Motivation theories, human resource management planning, acquiring the project team, developing the project team, and managing the project team

Project Communications Management

Communications planning, management and control

Project Stakeholder Management

Stakeholder identification, stakeholder management planning, stakeholder engagement management and control

Project Risk Management

Risk management planning, risk identification, qualitative and quantitative risk analysis, risk response planning, risk monitoring and control

Reading List

Compulsory Readings

Title	
1	Kerzner, H. (2017). Project management : a systems approach to planning, scheduling, and controlling (12th ed.). Hoboken, N.J.: John Wiley & Sons, Inc.
2	Kerzner, H. (2019). Innovation project management : methods, case studies, and tools for managing innovation projects (1st edition). Hoboken, New Jersey: Wiley.

Additional Readings

Title	
1	A Guide to the Project Management Body of Knowledge (PMBOK ® guide), 6th Edition
2	Pollack, Julien. (2007). The changing paradigms of project management. International Journal of Project Management, 25(3), 266–274. https://doi.org/10.1016/j.ijproman.2006.08.002
3	Cynthia Stackpole Snyder, A User's Manual to the PMBOK Guide-- fifth edition [electronic resource] 2nd Edition, J. Wiley, 2013, ISBN: 9781118546284 (e-book).
4	Verzuh, Eric, The Fast Forward MBA in Project Management, 5th Edition, John Wiley & Sons, c2016
5	Jack R. Meredith and Samuel J. Mantel, Project Management: A Managerial Approach, 10th Edition, John Wiley & Sons c2017
6	Web Sites:
7	www.pmi.org
8	www.projectmanagementdocs.com/templates.html
9	www.projectmanagement.com