MGT551
Project Management
Module 3, 2020-2021

Course Information

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Classes:
Lectures: M/R, 10:30~12:20
Venue:

1. Course Description

1.1 Context

To win competition in global markets, companies have found it increasingly important to continuously enhance their capabilities of providing customers with well designed, made, and delivered goods/services. There are at least three basic ways to accomplish this mission: 1) design better product/service frequently and effectively, 2) continuously improve production process or service delivery, and 3) rapidly adopt new technology. Because each of the above can be viewed as a one-time occurring activity with a unique goal, limited lifespan, and certain resources required, companies typically manage it as a project using tools developed in project management. Moreover, for those companies in construction, defense, accounting, consulting, film production, IT, and numerous other industries, managers spend even a larger portion of their time in managing projects. If all the business activities are divided into two groups: routine operations and projects; the share of projects has been increasing consistently and significantly in the last few decades. Consequently, project management has become an increasingly important subject in operations management.

Course overview:
Effective management of projects requires good planning, flawless execution, and careful monitoring. Without a sound project management system, some huge investment of the projects and the extended interruption of the normal operation due to project failures will create a negative impact on the company's competitiveness. In some tragic cases, the project failure could even endanger the existence of the whole company. However, when a company consistently chooses the right projects to pursue and successfully completes those projects on time and within budget, the positive impact on their competitiveness is also

evident. Consequently, managing projects more effectively has definitely become a pressing need for many companies.

To address this need, this course is designed to provide students with the exposure of the strategic importance of project management, the required organizational changes, the role of the top management and project leaders, the effective tools for project management, the implementation system for managing projects, and the key elements of successful project implementation.

Prerequisites: None.

1.2 Textbooks and Reading Materials
Recommended Text:
  Brown and Hyer, *Managing Projects: a Team-based Approach,* McGraw-Hill 2010.

Recommended Software:
  MindManager
  Microsoft Office Project 2013

Required Reading:
  All the cases and readings will be distributed or noticed in advance.

2. Learning Outcomes

2.1 Intended Learning Outcomes

Learning Goals	Objectives	Assessment (YES with details or NO)
1. Our graduates will be effective communicators.	1.1. Our students will produce quality business and research-oriented documents.	YES
	1.2. Students are able to professionally present their ideas and also logically explain and defend their argument.	YES
2. Our graduates will be skilled in team work and leadership.	2.1. Students will be able to lead and participate in group for projects, discussion, and presentation.	YES
	2.2. Students will be able to apply leadership theories and related skills.	YES
3. Our graduates will be trained in ethics.	3.1. In a case setting, students will use appropriate techniques to analyze business problems and identify the ethical aspects, provide a solution and defend it.	
	3.2. Our students will practice ethics in the duration of the program.	
4. Our graduates will have a global perspective.	4.1. Students will have an international exposure.	YES
5. Our graduates will be skilled in problem-solving and critical thinking.	5.1. Our students will have a good understanding of fundamental theories in their fields.	YES
	5.2. Our students will be prepared to face problems in various business settings and find solutions.	YES
	5.3. Our students will demonstrate competency in critical thinking.	YES

2.2 Course specific objectives

After completing this course, students are expected to understand

1. the strategic importance of effective project management,
2. the favorable organizational structure that facilitates project management,
3. the requirements of being a successful project leader,
4. the distinctive stages and their respective issues involved in managing projects: project selection, project initiation, project leader selection, team formation, project planning, resource allocation, project implementation, project risk management, project monitoring, and project closing,
5. those tools that could enhance the chance of successfully completing projects, e.g. WBS, PERT/CPM, critical chain, earned value analysis, and MS Project 2013,
6. the reasons why several well-known projects failed,
7. the reasons why some companies could realize the benefits of successful project management, and
8. key elements of successful project implementation.

2.3 Assessment/Grading Details

Grading Policy:

Attendance & Participation		20
Team Exercises:		20
Term Project:		
	Report	20
	Presentation	10
Exam		30
Total		100

Note:

1. Since there is a direct correlation between academic performance and class attendance, students are required to attend all scheduled learning sessions. This implies arriving on time and remaining for the duration of the scheduled sessions.

2. Your class participation grade will be based primarily on your attendance and the quality of your participation in class and team activities. This will include the quality of your questions and your contributions to the class discussion, as well as the quality of your individual contributions to the team project.

2.4 Academic Honesty and Plagiarism

It is important for a student's effort and credit to be recognized through class assessment. Credits earned for a student work due to efforts done by others are clearly unfair. Deliberate dishonesty is considered academic misconducts, which include plagiarism; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; or altering, forging, or misusing a University academic record; or fabricating or falsifying of data, research procedures, or data analysis.

All assessments are subject to academic misconduct check. Misconduct check may include reproducing the assessment, providing a copy to another member of faculty, and/or communicate a copy of this assignment to the PHBS Discipline Committee. A suspected

plagiarized document/assignment submitted to a plagiarism checking service may be kept in its database for future reference purpose.

Where violation is suspected, penalties will be implemented. The penalties for academic misconduct may include: deduction of honour points, a mark of zero on the assessment, a fail grade for the whole course, and reference of the matter to the Peking University Registrar.

For more information of plagiarism, please refer to *PHBS Student Handbook*.

3. Topics, Teaching and Assessment Schedule

Week	Topic	Assignment
1	Syllabus/Student Introduction	
2	Introduction & Effective Manager	
3	Project Selection	
4	Project Initiation & Definition	
5	Project Uncertainties	
6	Project Scheduling	
7	Resource Management	
8	Project Control & Termination	
9	Team Presentation&Summary	

Notes:

Cases and readings will be noticed in advance.

4. Miscellaneous

4.1 Teaching Methods:

This instructor is a strong believer of participative learning. This course therefore uses an interactive approach in which both students and instructor are resource pool. Active participation is not just recommended but required. Teaching methods in this class will include lecture/discussion, video presentations, case analysis and discussion, team exercises, and a team project.

4.2 Guidelines for Team Activities:

1. You will be assigned to a small team.
2. Each team should elect a facilitator who is responsible for scheduling and handling team meetings.
3. Team work will include case discussion, in-class exercises, and a term project.
4. Team members should collectively solve the assigned cases and be ready to present their findings to the class.

5. For the term project, each team should select a company that one of the team members is familiar with. Using this real company as the background, team members should identify a suitable project and then develop a comprehensive project plan. The proposed project should be realistic, but the figures or numbers used in the project can be assumed or disguised. Additional information concerning this project is provided in section 4.4.
6. Each member is required to evaluate the contributions of all the members in the team by submitting a full-page assessment that gives a clear, written indication of the contribution of each team member to the case analysis and the team project. A student may receive lower grade for lack of contributions.

4.3 Case Study:

Throughout the course we will analyze some cases. Teams should schedule meetings to discuss each case before class. Recommended case questions will be provided. During the in-class case discussion, there will be opportunities for multiple teams to present all or parts of their analyses. I will evaluate the presentations based on the quality of your analysis and on the quality of the presentation. To facilitate your preparation, each team is required to summarize your results and submit, via e-mail, a PowerPoint file the day before the scheduled case discussion day, which will be announced a week in advance.

4.4 Guidelines for the Term Project:

To successfully complete the term project, each team needs to fulfill the following three requirements:

1. Project Proposal. On Friday, March 20, each team is required to submit, via e-mail, a one-page project proposal that includes: a description of the project, purpose, project scope, and projected benefits.

2. Project Report. Your final written project plan is due on Friday April, 17 before 5 p.m. You should leave proper margin and use the font size of 12. You can attach WBS graph and project schedule to the appendix. Teams should submit all reports as e-mail attachments. There is no need to submit hard copies.

3. Project Presentation. Each team will present its final project plan during the last week of the term. The objective of your presentation is to convince your audience that your proposed project is beneficial to your organization and that your team has the capability to execute it effectively. You have about 30 minutes to present your project plan including Q&A. Presentations will be graded based on the team's effectiveness in convincing the audience, who are key stakeholders of this project, that they should support this project. Not all team members must speak, but you should think of ways to involve people in useful ways.