

Project Management Syllabus

Lecturer: Professor Wang Fuming
Lecture Time: 16:15 – 18:45 Every Wednesday from March to June, 2016
Consultation: 14:00 – 16:30 Every Thursday Afternoon
Telephone: 6449 3986

AIM

This course overviews, describes and explains the concepts, principles, techniques, functions of managers, project management process, risk control and analysis, efficient leadership and Team, performance and evaluation, and strategy of organizations. It is therefore relevant to private and public sector managers, governmental administration, international agency administrators and professionals. Students will find themselves in competitive position through seeking to acquire greater insight into the key issues and problems, as well as Strategy and effective operations in project management.

RATIONALE

With the rapid changes of the international environments and the global economy, the role of projects in organizations is receiving increasing attention. Projects are becoming the major tool for reaching the strategic goals of the organization. Given savage worldwide competition, many organizations have reorganized around a philosophy of innovation, renewal, and organizational learning to survive. This philosophy suggests an organization that is flexible and project driven. Project management has developed to the point where it is a professional discipline having its own body of knowledge and skills. Today it is nearly impossible to imagine anyone at any level in the organization who would not benefit from some degree of expertise in the process of managing projects.

OBJECTIVES

Specific objectives include the development of awareness of and insight into:

- Modern project management
- Integration of organization strategy with project
- Defining project and developing a network plan
- Managing risk and project time and resources
- Organizations and Structures in project management
- Leadership: an effective project manager

- Partnership and Teams
- Progress and performance measurement and evaluation
- Project audit and closure
- International projects
- The process of project management and the future

CLASS FORMAT

The course content will be covered during a period of 13 days (one lecture per week) in this semester. Each lecture will cover one or/and two chapters. A typical format for each topic will be as follows:

- A lecture
- An interactive session in which active students participation is required: discussion and informal presentations, case studies, and viewing and analysing audio-video materials.
- The features are the text book for Business Administration and Public Sector Management with study guide, and a repository of various material (eg. Power Point slide show, and links with other URLs), as well as a group discussion forum.

ASSESSMENT

The assessment for Project Management is as follows:

Group Project (one hard copy, due on the final day of the program)	20%
Project Presentation	25%
Participation (class attendance; proactivity in the class activities; performance in small case studies)	15%
Individual Paper	40%
TOTAL	100%

To achieve a “**pass**” grade in this unit, students must complete requirements in relation to the project and the examination (or paper), and must achieve an overall mark at **60%**.

NOTES

Projects

- Each group will be assigned one topic from the list provided
- Each project will have a written component of **3,000** words.
- The deadline for the project is the last day of the program.
- Late projects will be penalised at the rate of 10% per week
- Projects should be typed with 1.5 line spacing and a sufficient margin on the top, right, and bottom of the page to allow for marker's comments. Headings should be numbered and highlighted. Grammatically correct and well-punctuated work is very important. When appropriate, tables or figures could be used in synthesizing a point of view or key information. Reference is required and listed according to the requirements by the lecturer.

The project should be structured as follows:

- Cover page (title of the project, author, student, date)
 - Executive Summary
 - Table of contents
 - Introduction (definition; importance of the topic; structure of the study)
 - Main body of the study with appropriate section numbers and headings
 - Conclusion (summary; limitations; recommendations)
 - References
- It is required to write references correctly according to the requirements by the lecturer.

Presentations

- Presentations should be at professional or corporate level. Specific assessment criteria will be advised prior to presentations.

Participation

- Participation will be based on individual attendance and proactivity in class activities, as well as group performance in case studies

Final Examination

The final in-class examination is required to complete within two hours. Students should get to the examination venue 15 minutes earlier as noticed. **If a paper is required for final Exam, it should be submitted in a good format on time. The format of the exam will be informed in class by the lecturer.**

POLICY ON STUDENT MALPRACTICE

Whenever students quote or draw ideas from another author they must acknowledge this in their writing and also give full details in the references.

PROJECT TOPICS

1 Project Cost and Time Management

Project management is no longer a special-need management. It is rapidly becoming a standard way of doing business. An increasing percentage of the typical firm's effort is being devoted to projects. The future promises and increase in the importance and the role of projects in contributing to the strategic direction of organizations. Please state the importance of project management in the real world.

2 The Strategic Management Process

Strategic management is the process of assessing "what we are " and deciding and implementing "what we intend to be and how we are going to get there." Strategy describes how an organization intends to compete with the resources available in the existing and perceived future environment. It supports consistency of action at every level of the organization. Strategic management requires strong links among mission, goals, objectives, strategy, and implementation. Most organizations are successful in formulating strategies, but some companies are not. Understanding the strategic management process and making it effective are very important. Describe it in details with a case

3 The Project Scope Definition and Breakdown Structure Creation

The project scope definition and breakdown structure creation are the keys to nearly every aspect of managing the project. The scope definition provides focus and emphasis on the end items of the project. The structure helps ensure all tasks of the project are identified and provides two views of the project. The structure forces attention to realistic requirements of personnel, hardware, and budgets. Use of the structure provides a powerful framework for project control that identifies deviations from plan, identifies responsibility, and spots areas for improved performance. Illustrate your understanding and creation of the breakdown structure for a project.

4 Identifying and Assessing Project Risk

Planning for project risk formally addresses identification and analysis and assessment of potential trouble spots before implementing a project. It is a proactive approach rather than reactive. It is a preventive process designed to ensure that surprises are reduced and that negative consequences associated with undesirable events are minimized. Successful management of project risk gives the project managers better control over the future and can significantly improve chances of reaching project objectives of on time, within budget, and meeting required technical performance. Illustrate how to identify and assess risk with a real example in the project management.

5 Rationale for Reducing Project Time

There are few circumstances in which a project manager would not wish to reduce the time to complete a project. Reducing the time of a critical activity in a project can be done but almost always results in a higher direct cost, thus, the manager faces

a cost-time trade-off problem, Cost-time situations focus on reducing the critical path that determines the project completion date. In recent years emphasis on time-to-market has taken on new importance because of intense global competition and rapid technological advances. State the reasons and procedures for reduction of project time.

6 Organization: Project Management Structure

A project management system provides a framework for launching and implementing project activities within a parent organization. A good system appropriately balances the needs of both the parent organization and the project by defining the interface between the project and parent organization in terms of authority, allocation of resources, and eventual integration of project outcomes into mainstream operation. Analyse the advantages and disadvantages of different management structures of an organization in the real world. It is strongly encouraged to use a case of a Chinese company for the analysis.

7 Managing versus Leading a Project

In a perfect world, the project manager would simply implement the project plan and the project would be completed. The project manager would work with others to formulate a schedule, organize a project team, keep track of progress, and announce what needs to be done next, and then everyone would charge along. Rarely does everything go according to plan. Project participants get testy; they fail to complement each other; other departments are unable to fulfil their commitments; technical glitches arise; work takes longer than expected. How does a manager manage and lead a project?

8 Managing Project Teams

Provide a detailed case study and analysis of an enterprise which has successfully and innovatively built and managed project teams. Any discussion will need to cover a model, factors affecting team development.

9 Project Control Process: Measuring progress and Performance

Control is one of the most neglected areas of project management. Control holds people accountable, allows for traceability, keeps focus. Control has negative connotations for many and is frequently resisted. Analysis on a case in reality by using a model in project control process.

10 International Project Management

With a rapid growth of economic globalization, more and more companies do business abroad or internationally. It is clearly understood that international projects are increasing in a large scale that need more managers to be sent abroad for project management. As a international project manager, how do you deal with the major issues surrounding the management of international projects in foreign environment?

It is encouraged to select other topics related to Project Management by students.

UNIT SCHEDULE

Module	Topic Title	Chapter
1	Modern project management	1
2	Integration of organization strategy with projects	2
3	Defining the project and developing a network plan	3 – 4
4	Managing risk	5
5	Reducing project time and scheduling resources	6 – 7
6	Organization and Leadership	8 – 9
7	Managing project teams and partnering	10 – 11
8	Progress and performance measurement	12
9	Evaluation and Auditing of Project	13
10	International Project Management	14
11	Process of Project Management	15
12	Skills and techniques used in Project management	16
13	Group Presentation and submitting papers and group report	

Deadline for submitting individual paper and group project report: **6 June,2018**

RESOURCES

Text Book

Clifford F. Gray and Erik W. Larson, NY. (2000), Project Management: *The Managerial Process*, McGraw-Hill companies, NY.

Additional materials will be provided by the lecturer in class.