



ISOM 4750 Business Project Management Spring 2021

Department of Information Systems, Business Statistics, and
Operations Management

COURSE: ISOM 4750 Business Project Management (3-0-0:3)
This course covers basic principles and practices of project management. Special emphases are on project planning, scheduling, and control while addressing both the technical and the social, behavioral aspects of managing business projects.

Spring 2021

Time: 9:00–10:20 a.m., Mon and Wed

Venue: Zoom

Website: <http://canvas.ust.hk>

INSTRUCTOR: Professor Qing LI (imqli@ust.hk)
Office: Room 4071, LSK Business Building
Phone: 2358-7749
Office hours: 4:30 – 5:30 p.m. Thu or by appointment

TEACHING ASSISTANT: Edmond Ho (imhcf@ust.hk)
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TEXTBOOK: *Project Management: The Managerial Process, 8th edition*, by Gray and Larson (McGraw-Hill, 2021)

GRADING POLICY: Final course grade will be determined by the following criteria and distribution. University's guidelines on grade distribution will be observed if the class performance is significantly deviated from the University's recommended grade distribution.

Participation (class and Canvas)	10%
Group project	20%
Exercises and lab assignments	20%
Comprehensive final exam	<u>50%</u>
Total	100%

Class attendance is expected. Each absence (for whatever reasons) will result in 1-point reduction from your total participation score unless you have a valid, compelling reason. Late to class (beyond 15 minutes) twice will be counted as 1 absence.

You can earn participation points by: (1) Making contribution in class discussions and (2) Active use of discussion board at Canvas. Points will be awarded according to the relevance, quality, and pattern of your contribution. The maximum participation points will be 10 for the course and 1 for each week.

Date	Reading	Topics
Feb. 1	Chapter 1	Introduction <ul style="list-style-type: none"> ■ Project vs routine operations ■ Basic concepts of project management ■ Career issues and PMI
Feb. 3	Chapter 2	Video #1: Managing the HKIA Project Project Selection and Portfolio Management <ul style="list-style-type: none"> ■ Project portfolio management ■ Project selection methodology
Feb. 8	Chapter 1 MS Project notes	Introduction <ul style="list-style-type: none"> ■ Overview of project life cycle ■ Learning the basics of MS Project
Feb. 10	Chapter 4	Defining the Project <ul style="list-style-type: none"> ■ Project scope, priority and work ■ Work breakdown structure and responsibility matrix
Feb. 17	Chapter 5	Estimating Project Times and Costs <ul style="list-style-type: none"> ■ Guidelines and best practices for estimating ■ Top down vs. bottom up estimations
Feb. 22	Chapter 6	Developing a Project Plan <ul style="list-style-type: none"> ■ Project network diagrams ■ Project scheduling tools: CPM and Gantt chart ■ Extended techniques and consideration
Feb. 24		TBA
Mar. 1		MS Project Lab #1 <ul style="list-style-type: none"> ■ Creating and defining projects ■ Working with estimates and dependencies
Mar. 3	Chapter 6	Developing a Project Plan (Continued)
Mar. 8	Chapter 7	Managing Risk <ul style="list-style-type: none"> ■ Risk management process ■ Working with estimates and dependencies
Mar. 10		Assignment #1 Managing Risk (continued) Video #2: Risk Management in the Big Dig Project

Mar. 15		MS Project Lab #2 <ul style="list-style-type: none"> ■ Working with deadlines, constraints, task calendars, and resources
Mar. 17	Chapter 8	Scheduling Resources and Costs <ul style="list-style-type: none"> ■ Time-constrained vs. resource-constrained projects ■ Using the resource schedule to develop a project cost baseline
Mar. 22		MS Project Lab #3 <ul style="list-style-type: none"> ■ Predicting behavior by using task types and the scheduling formula ■ Customizing and formatting
Mar. 24	Chapter 8	Scheduling Resources and Costs Assignment #2
Mar. 29	Chapter 9	Reducing Project Duration <ul style="list-style-type: none"> ■ Options for accelerating project completion ■ Time cost tradeoff problem
Apr. 7	Chapter 13	Progress and Performance Measurement and Eval. <ul style="list-style-type: none"> ■ Using the earned value concepts for project control ■ Performance indexes and forecasting tools
Apr. 12		MS Project Lab #4 <ul style="list-style-type: none"> ■ Analyzing resource utilization ■ Tracking progress
Apr. 14	Chapter 14	Project Closure
Apr. 19		MS Project Lab #5 <ul style="list-style-type: none"> ■ Creating reports ■ Managing multiple projects
Apr. 21	Chapter 3	Organization <ul style="list-style-type: none"> ■ Project organization structures ■ Project managers and organizational issues
Apr. 26	Chapters 10,11	People Issues <ul style="list-style-type: none"> ■ Being an effective project manager ■ Project leadership assessment
Apr. 28		People Issues <ul style="list-style-type: none"> ■ Managing a project team ■ Conflict resolution
May 3, 5		Project Experience Sharing and Course Review

GROUP PROJECT

You need to complete one of the following four project choices:

- Choice 1: The Red Zuma Project case (Appendix 2)
- Choice 2: Your own project idea
- Choice 3: Term paper on interesting or advanced topic in project management

You should form your team and let me know your choice of topic on or before **April 7**. The normal group size should be 3 to 5 students. For those groups working on the computer project case (Choice 1), you are required to document your answers using Microsoft Project. You do not need to answer all the questions as stated in the case but keep in mind that the more you address those challenging questions, the higher the score you will receive.

For those groups working on your own project idea (Choice 2) or term paper (Choice 3), you will need to obtain the instructor's approval before initiating the project. Your report should focus on the aspects of organizing the project and the essential outcomes or products of your project. The group project is due on the last day of classes.

Intra-group evaluation

To ensure all group members contribute evenly to the completion of the group project, an intra-group evaluation will be carried out on the request of the group majority. See the following sample.

Name of Evaluator: _____					
<i>Instructions:</i> Write the names of each member in your group, including yourself (for reference only), in the boxes in the first column. Using the key that follows, circle the number that represents your opinion on your and other group member's performance on each item.					
Scale: 3=Outstanding 2=More than satisfactory 1=Satisfactory 0=Less than satisfactory					
Group Members (Listed by name)	Worked cooperatively to complete assignments	Attended and participated in meetings	Supported and respected other members' efforts and opinions	Prepared adequately for meetings	Made substantial contributions to group's understandings - shared ideas, resources, information
	0 1 2 3	0 1 2 3	0 1 2 3	0 1 2 3	0 1 2 3
	0 1 2 3	0 1 2 3	0 1 2 3	0 1 2 3	0 1 2 3
	0 1 2 3	0 1 2 3	0 1 2 3	0 1 2 3	0 1 2 3
	0 1 2 3	0 1 2 3	0 1 2 3	0 1 2 3	0 1 2 3
	0 1 2 3	0 1 2 3	0 1 2 3	0 1 2 3	0 1 2 3
Additional Comments:					