



## ISOM 4750 Business Project Management Spring 2020

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 2020

Time: 12:00–13:20 a.m., Mon and Wed  
Venue: LSKG005 (Mon), LSK1010 (Wed)  
Website: <http://canvas.ust.hk>

**INSTRUCTOR:** Professor Qing LI ([imqli@ust.hk](mailto:imqli@ust.hk))  
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Office hours: 4:30 – 5:30 p.m. Thu or by appointment

**TEACHING ASSISTANT:** Edmond Ho ([imhcf@ust.hk](mailto:imhcf@ust.hk))  
Office: Room 4065, LSK Business Building  
Phone: 2358-8543

**TEXTBOOK:** *Project Management: The Managerial Process, 7<sup>th</sup> edition*, by Gray and Larson (McGraw-Hill, 2018)

**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. 19	Chapter 1	<b>Introduction</b> <ul style="list-style-type: none"> <li>■ Project vs routine operations</li> <li>■ Basic concepts of project management</li> <li>■ Career issues and PMI</li> </ul>
Feb. 24	Chapter 2	<b>Video #1: Managing the HKIA Project</b>  <b>Project Selection and Portfolio Management</b> <ul style="list-style-type: none"> <li>■ Project portfolio management</li> <li>■ Project selection methodology</li> </ul>
Feb. 26	Chapter 1 MS Project notes	<b>Introduction</b> <ul style="list-style-type: none"> <li>■ Overview of project life cycle</li> <li>■ Learning the basics of MS Project</li> </ul>
Mar. 2	Chapter 4	<b>Defining the Project</b> <ul style="list-style-type: none"> <li>■ Project scope, priority and work</li> <li>■ Work breakdown structure and responsibility matrix</li> </ul>
Mar. 4	Chapter 5	<b>Estimating Project Times and Costs</b> <ul style="list-style-type: none"> <li>■ Guidelines and best practices for estimating</li> <li>■ Top down vs. bottom up estimations</li> </ul>
Mar. 9	Chapter 6	<b>Developing a Project Plan</b> <ul style="list-style-type: none"> <li>■ Project network diagrams</li> <li>■ Project scheduling tools: CPM and Gantt chart</li> <li>■ Extended techniques and consideration</li> </ul>
Mar. 11		TBA
Mar. 16		<b>MS Project Lab #1</b> <ul style="list-style-type: none"> <li>■ Creating and defining projects</li> <li>■ Working with estimates and dependencies</li> </ul>
Mar. 18	Chapter 6	<b>Developing a Project Plan (Continued)</b>
Mar. 23	Chapter 7	<b>Managing Risk</b> <ul style="list-style-type: none"> <li>■ Risk management process</li> <li>■ Working with estimates and dependencies</li> </ul>
Mar. 25		Assignment #1  <b>Managing Risk (continued)</b> <b>Video #2: Risk Management in the Big Dig Project</b>

Mar. 30		<b>MS Project Lab #2</b> <ul style="list-style-type: none"> <li>■ Working with deadlines, constraints, task calendars, and resources</li> </ul>
Apr. 1	Chapter 8	<b>Scheduling Resources and Costs</b> <ul style="list-style-type: none"> <li>■ Time-constrained vs. resource-constrained projects</li> <li>■ Using the resource schedule to develop a project cost baseline</li> </ul>
Apr. 6		<b>MS Project Lab #3</b> <ul style="list-style-type: none"> <li>■ Predicting behavior by using task types and the scheduling formula</li> <li>■ Customizing and formatting</li> </ul>
Apr. 8	Chapter 8	<b>Scheduling Resources and Costs</b>  Assignment #2
Apr. 15	Chapter 9	<b>Reducing Project Duration</b> <ul style="list-style-type: none"> <li>■ Options for accelerating project completion</li> <li>■ Time cost tradeoff problem</li> </ul>
Apr. 20	Chapter 13	<b>Progress and Performance Measurement and Eval.</b> <ul style="list-style-type: none"> <li>■ Using the earned value concepts for project control</li> <li>■ Performance indexes and forecasting tools</li> </ul>
Apr. 22		<b>MS Project Lab #4</b> <ul style="list-style-type: none"> <li>■ Analyzing resource utilization</li> <li>■ Tracking progress</li> </ul>
Apr. 27	Chapter 14	<b>Project Closure</b>
Apr. 29		<b>MS Project Lab #5</b> <ul style="list-style-type: none"> <li>■ Creating reports</li> <li>■ Managing multiple projects</li> </ul>
May. 4	Chapter 3	<b>Organization</b> <ul style="list-style-type: none"> <li>■ Project organization structures</li> <li>■ Project managers and organizational issues</li> </ul>
May. 6	Chapters 10,11	<b>People Issues</b> <ul style="list-style-type: none"> <li>■ Being an effective project manager</li> <li>■ Project leadership assessment</li> </ul>
May. 11		<b>People Issues</b> <ul style="list-style-type: none"> <li>■ Managing a project team</li> <li>■ Conflict resolution</li> </ul>
May 13, 18		<b>Project Experience Sharing and Course Review</b>

## 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 6**. 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:					