

HSBC Business School of Peking University
Syllabus

Course: Managing Projects for Competitive Advantages
Dates: February 25– April 28, 2013
Instructor: Philip Y. Huang, Ph.D., CFPIM
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Office Hours:
1:30 – 3:00 p.m., M. & Th.
or, by appointment

Course Description:

While still in the shadow of the current global financial crisis, companies have found it increasingly important to enhance their capabilities of providing customers with well designed, made, and delivered goods or services. There are at least three basic ways to accomplish this: 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, consulting, and IT 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.

Effective management of projects requires good planning, flawless execution, and careful monitoring. Without a sound project management system, the sometimes 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.

Course Objectives:

After completing this course, students are expected to understand

1. the strategic importance of effective project management,
2. the favourable organizational structure that facilitates project management, e.g. the practice of small teams and concurrent engineering,

3. the requirements of being a successful project leader,
4. the distinctive stages of projects: project selection, resource allocation, leader selection, team formation, project planning, 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 2010,
6. the reasons why several well known projects failed,
7. the reasons why companies such as Cisco could realize the benefits of successful project management, and
8. key elements of successful project implementation.

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.

Recommended Text:

Brown and Hyer, *Managing Projects: a Team-based Approach*, McGraw-Hill 2010.

Recommended Software:

Microsoft Office Project 2010

Cases:

- BAE Automated Systems (A): Denver International Airport Baggage-Handling System HBS # 9-396-311
- Cisco Systems, Inc: Implementing ERP HBS# 9-699-022

Required Readings:

- Beck, J. "The David Statue: Just How Clean is Too Clean?" *Wall Street Journal*, April 29, 2003, D-5.
- McWilliams, G. "Sink or Swim: After Landing Huge Navy Pact, EDS Finds It's in Over Its Head," *Wall Street Journal*, Tuesday, April 6, 2004, A-1.
- Machalaba, D. and B. Ordwall, "Slow Boat: Why Disney's Ship, a Fantasy of Detail, Has Yet to Sail," *Wall Street Journal*, June 22, 1998, A-1.
- Nelson, E. and E. Ramstad, "Trick or Treat: Hershey's Biggest Dud Has turned out to Be Its New Technology," *Wall Street Journal*, October 29, 1999, A-1.
- Pinto, J. and O. Kharbanda, "How to Fail in Project Management," *Business Horizon*, July-August 1996, pp.45-53.

Student Evaluation:

Class Participation	15%
Team Exercises & Case Analyses	15%
Term Project:	
Project proposal	5%
Project plan	10%
Project presentation	10%
	25%
<u>Final Exam</u>	<u>45%</u>
Total	100%

Class Participation:

Your class participation will be based primarily on 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.

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 the in-class exercises, case discussion, and a term project.
4. Team members should collectively solve the assigned cases and be ready to present their analysis to the class.
5. For the term project, each team should select a company that one of the team members has or had worked for. Using this real company as the background, team members should develop a comprehensive project plan. The proposed project should be realistic, but the figures or numbers used in the project can be disguised. Additional information concerning this project is provided at the end of this syllabus.
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.

Case Study:

Throughout the course we will analyze two cases. Teams should schedule meetings to discuss each case before class. 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 a PowerPoint file before the scheduled class period.

Guidelines of the Term Project:

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

1. **Project Proposal.** Early in the term, each team is required to submit a project proposal that includes: a description of the project, purpose, project scope, and projected benefits.
2. **Project Plan.** In the last week of the term, each team will submit a written project plan. This document should include, but not limited to, the following items:
 - 1) Executive Summary
 - 2) Project objectives
 - 3) Work breakdown structure
 - 4) Stakeholder analysis
 - 5) Time estimates
 - 6) Budget
 - 7) Project schedule and Gantt chart
 - 8) Risk/uncertainty assessment and contingency plans
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 15 minutes to present your project plan. 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.

Tentative Schedule:

Sequence	Topic	Case/Reading
1	Introduction	Chapter 1, video
2	The Effective Project Manager	Chapter 2
3	Project Selection	Chapter 3, Handout, article by Beck
4	Project Initiation	Chapter 4
5	Scope Management	Chapter 5, BAE case, article by McWilliams
6	Risk Management	Chapter 6
7	Project Scheduling	Chapter 7
8	Resource Management	Chapter 8, video, , MS Project 2010, Cisco case, article by Nelson
9	Monitoring and Control	Chapters 9, article by Machalaba
10	Project Termination	Chapter 10, article by Pinto
11	Team Presentation and course summary	-
12	Final Exam	-

Assignment Questions for Selected Cases

BAE Automated Systems Case

1. Evaluate the implementation of the Denver International Airport Baggage-Handling System. What do you believe were the top three factors that contributed to the project's failure? Who do you feel is *most* at fault (Peña, Webb, DiFonso, others)?
2. What problems occurred during the timeframe when Federico Peña was mayor? Given the constraints he faced when he succeeded Peña in November 1989, what should Mayor Wellington Webb have done differently?
3. As Gene DiFonso, what would you have done differently to avoid the problems faced at the end of the case?
4. How should DiFonso respond to Mayor Webb's decision to impose a \$12,000 per day penalty and the requirement that BAE assume the \$50 million cost of building a conventional tug-and-cart baggage system?

Cisco Systems, Inc: Implementing ERP Case

1. What is an Enterprise Resources Planning system? In general, what are the potential advantages and disadvantages associated with these kinds of systems?
2. What was Cisco's previous IT approach? What did Cisco expect to gain? (OR, what did it stand to lose if it did not implement?)
3. Pete Slovic had expected the functional managers to step forward and implement new modules for their own divisions. Why didn't they? What did they have to gain or lose? Was he naïve in his expectation? What outcomes would you have expected if they had implemented their own systems?
4. What factors prompted Cisco to move forward with the ERP project?
5. What is your assessment of the way the project rationale was presented to the board?
6. What was the nature of the contracts with the suppliers? What other contract types might have been considered?
7. How would you characterize the team structure for this project? How does it fit into the general scheme of available structural forms? What are the advantages and disadvantages of this type of team?
8. Would you view the project as a success? Why or why not? How would you measure success for a project such as this one? What metrics would be relevant?
9. What factors appear to have contributed to the success of this project? What could they have done better? Was their success attributable, at least in part, to the tech orientation of the firm? What about the 'big bang' approach?

Huang, Philip Y.

Professor of Operations Management



Vita

Dr. Philip Y. Huang is a Professor of Operations Management in the HSBC Business School at Peking University (PHBS). He is also an Associate Dean, the Director of the EMBA Program, and the Director of the Small and Medium Enterprises Research Center at PHBS. He is the Suzanne Parker Thornhill Professor Emeritus of Management Science and Information Technology at Virginia Tech and he had been on the faculty of China Europe International Business School between 2008 and 2013. In addition, Dr. Huang had served as a technical consultant to the United Nations Development Programme in China from 1988 till 1992. In that capacity, Dr. Huang organized and led several groups of American management experts visiting China and providing the state-owned industries with lectures, trainings, and consultations. Dr. Huang served as an Overseas Honorary Board Member of Shanghai International Friendship and Exchange Council, and Suzhou International Exchange Council. He was also an Academic Advisor to Zhejiang Research Institute of Modern Management in Hangzhou, China. In addition, Dr. Huang was the President of the American Chinese Management Educators Association. He has been a member of the Virginia Advisory Committee of the United States Commission on Civil Rights since 1996. Dr. Huang was the Acting Director of the Pamplin College's Center for Electronic Commerce at Virginia Tech. He was also the Founder and Faculty Advisor to the Virginia Tech Student Affiliate Chapter of the American Production and Inventory Control Society.

Dr. Huang received the Ph.D. in Business Administration and M.A. in Economics from the Pennsylvania State University, and B.A. in Economics from the National Taiwan University. He is a Certified Fellow (CFPIM) of the American Production and Inventory Control Society and the recipient of the 1998 Alumni Award for Excellence in International Programs at Virginia Tech. Dr. Huang had also twice received Fulbright Fellowship that supported his research on global supply chain management (Portugal, 2003) and factory automation (Japan, 1987). Dr. Huang has taught MBA courses in several international business schools in Taiwan, China, Germany, and Portugal. He has also taught numerous short courses at AT&T's School of Business, Transportation Construction Management Institute, Virginia Manufacturing Association, American Electric Power Company, Roanoke Times and World Report, and China Productivity Center in Taiwan. Dr. Huang received the R. B. Pamplin College of Business Excellence in Teaching Award and the Holtzman Outstanding Educator Award. He is also the 2012 recipient of the Teaching Excellence Award of the HSBC Business School at Peking University.

Dr. Huang was a member of the Editorial Review Boards of the *Journal of Operations Management*, *Production and Operations Management*, and *Southern Business & Economic Journal*. He has published numerous articles in journals including *Decision Sciences*, *IIE Transactions*, *IEEE Transactions on Engineering Management*, *International Journal of Production Research*, *Annals of Operations Research*, *Manufacturing Review*, *Industrial Engineering*, *Industrial Management*, *Production and Inventory Management*, and others. His article on just-in-time production published in *Decision Sciences* was selected as the recipient of the Stanley T. Hardy Best Paper Award. Dr. Huang also translated Professor Yasuhiro Monden's *Toyota Production System* in Chinese, which was published by the China Productivity Center in Taipei.