



北京大學
汇丰商学院

Peking University HSBC Business School

MGT551
Project Management
Module 1, 2015

Course Information

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Office Hour: Tu. & Fri., 1:30-3:00 P.M., or by appointment

Teaching Assistant:

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Classes:

Lectures: Tu. & Fri. 3:30-5:20 P.M.

Venue: PHBS Building, Room 225

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, 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.

Prerequisites: none

1.2 Textbooks and Reading Materials

Recommended Text:

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

Recommended Software:

Microsoft Office Project 2013

References -

1. <https://support.office.com/en-us/article/Whats-new-in-Project-2013-1d223a6e-9e54-4c42-a79b-6df1fa59f5f0?ui=en-US&rs=en-US&ad=US>
2. <https://support.office.com/en-us/article/The-project-management-road-map-ad8c7625-fa14-4e36-9a83-c6af33097662>

Cases:

1. BAE Automated Systems (A): Denver International Airport Baggage-Handling System HBS # 9-396-311
2. Project Management Analysis in the Internet Forecasting Industry HBS # W12041
3. Lenovo: Implementing ERP

Required Readings:

3. Beck, J. "The David Statue: Just How Clean is Too Clean?" *Wall Street Journal*, April 29, 2003, D-5.
4. Carmody, T. "Inside the Failure of Healthcare.gov," *Newsweek*, October 31, 2013. <http://www.newsweek.com/inside-healthcaregovs-failure-1449>
5. Howard, R., "A Tale of Two Projects," December 1, 2008. <http://www.projectsmart.co.uk/a-tale-of-two-projects.html>
6. 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.
7. 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.
8. 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.
9. Pinto, J. and O. Kharbanda, "How to Fail in Project Management," *Business Horizon*, July-August 1996, pp.45-53.

2. Learning Outcomes

2.1 Intended Learning Outcomes

Learning Goals	Objectives	Assessment
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	3.1. In a case setting, students will use	

trained in ethics.	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 favourable 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 companies such as Lenovo could realize the benefits of successful project management, and
8. key elements of successful project implementation.

2.3 Assessment/Grading Details

Grading Policy:

Class Participation	20%
Team Exercises & Case Analyses	20%
Term Project:	
Project plan	10%
Project presentation	<u>10%</u>
	20%
Final Exam	40%
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

Tentative Schedule

Sequence	Topic	Case/Reading
1	Introduction	Chapter 1, video, article by Carmody
2	The Effective Project Manager	Chapter 2
3	Project Selection	Chapter 3, 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, Internet Forecasting Industry case
8	Resource Management	Chapter 8, video, , MS Project 2013, Lenovo case, article by Nelson
9	Monitoring and Control	Chapters 9, CEIBS case, article by Machalaba
10	Project Termination	Chapter 10, article by Pinto
11	Team Presentation (Nov. 6)	-
12	Final Exam (Nov. 9 or 10)	-

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. In-class exercise involves a series of assignments focusing on one selected project. The purpose of these exercises is for students to learn the basic project management tools by active participation. The selected project should be interesting enough but **not too complicated**, due to the time constraint in class. Teams **should not** use this exercise project for their term project since it has different learning objectives.
6. 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 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.
7. 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 three cases. Teams should schedule meetings to discuss each case before class. See section 4.3 for recommended case questions. 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 before noon on the scheduled case discussion day, which will be announced a week in advance.

4.4 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. As Gene DiFonso, what would you have done differently to avoid the problems faced at the end of the case?
3. 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?

Project Management Analysis in the Internet Forecasting Industry Case:

1. What is the estimated completion time for this project? What is the estimated project budget? What is the probability that the project can be completed in 35 weeks?
2. What is the minimum expected time in which this project can be completed? What is the probability of completing the project in this time?
3. What is the additional cost for reducing the project time to 35 weeks? Which specific tasks do you recommend crashing in order to achieve this milestone?

Lenovo - Implementing ERP Case:

1. Why did Lenovo have to implement ERP?
2. What role had Deloitte Consulting played in Lenovo's ERP implementation project?
3. After Lenovo started the project, what were the difficulties that they had to deal with? How did Lenovo resolve those problems?
4. What specific benefits have this project brought to Lenovo?
5. What factors appear to have contributed to the success of this project?
6. What could they have done better?

4.5 Guidelines of the Term Project:

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

1. Project Proposal. On Tuesday, September 15th, each team is required to submit, via e-mail, a project proposal that includes: a description of the project, purpose, project scope, and projected benefits.
2. Project Plan. Your final written project plan is due on Friday, November 6th, before 11 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. 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) Risk/uncertainty assessment and contingency plans
 - 6) Time estimates
 - 7) Budget
 - 8) Project schedule and Gantt chart
 - 9) Summary
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.

4.6 Vita



Dr. Philip Y. Huang is a Professor of Operations Management in the HSBC Business School at Peking University, where he had also served as an Associate Dean and the Director of EMBA Program from 2013 till 2014. In addition, he is currently an Adjunct Professor of Operations Management at China Europe International Business School and the Suzanne Parker Thornhill Professor Emeritus of Management Science and Information Technology at Virginia Tech. 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, American Electric Power Company, Bao Steel, Emerson, ABInBev, Novartis, AstraZeneca, Sanofi, Transportation Construction Management Institute, Virginia Manufacturing Association, Roanoke Times and World Report, and China Productivity Center in Taiwan. Dr. Huang received the Teaching Excellence Award in HSBC Business School at Peking University, the R. B. Pamplin College of Business Excellence in Teaching Award, and the Holtzman Outstanding Educator Award.

Dr. Huang is currently on the Editorial Review Boards of *the Journal of Modern Project Management*, *British Journal of Interdisciplinary Studies*, and *International Colloquium on Asian Business*. He was also a member of the Editorial Review Boards of *the Journal of Operations Management*, *Production and Operations Management*, and *Southern Business & Economic Journal*. Dr. Huang 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.