Project Management in China (I)

1. Course Description

"Project Management in China (I)" is a compulsory course for foreign undergraduates. Project is a temporary endeavor undertaken to create a unique product or service. It is specific, timely, usually multidisciplinary, and always conflict ridden. Project management is the discipline of planning, organizing, securing, and managing resources to project activities for achieving specific goals. We start by defining a project and differentiating project management from general management. After discussing the project life cycle, we briefly cover project selection. We explore the various roles and the required skills of the project manager, and also the nature of project team. We discuss project planning, budgeting, and scheduling in detail. Then we deal with resource allocation and concern monitoring and controlling the project. Procurement management is also discussed. Finally, we deal with auditing, evaluating, and terminating projects.

2. Course Objectives and Requirements

Through the course, the students should understand the basic concepts of project management and learn how to apply the principles, tools and approaches in real-life projects. In detail, the course will help the students to master the knowledge framework of project management, including project selection, project manager responsibilities, project planning, project budgeting, project scheduling, project resources allocation, project controlling, project evaluation, project procurement management, etc. With the course study, the students will also master some skills in how to select a project, how to start a project, how to better manage project teams and participants, how to better manage project schedules, budgets, and risks, etc.

3. Course Arrangement

Course name		Project Management in China (I)	Total Credit Hours	36
Unit	Credit hours	Contents	Preparation of class and reading materials	Cases
1	4	**Unit One：Project Management and Project Selection** 1. Why organize an activity or job as a project 2. Project management vs. General management 3. Project goals and performance tradeoffs 4. Project life cycles 5. How are projects selected 6. Organizational structures and projects	Chapter 1 of Textbook（S. J. Mantel et al.）	1. Quality Fleet Ads Case
2	6	**Unit Two：Project Manager and Project Teams** 1. Selecting the project manager 2. Roles of a project manager 3. Project manager challenges and rewards 4. Characteristics of effective team members 5. Effective managerial styles 6. Common sources of conflict 7. Conflict resolution approaches	Chapter 2 of Textbook（S. J. Mantel et al.）	1. First State Bank Case 2. The Madison Project Case 3. Conflict Exercise
3	4	**Unit Three：Project Planning and Project Budgeting** 1. Project action plan 2. Work Breakdown Structure (WBS)	Chapters 3, 4 of Textbook（S. J. Mantel et al.）	1. Coffee House Implementation Project

		3. Estimating activity durations and identifying necessary resources 4. Responsibility chart and interface map 5. Top-down vs. bottom-up approaches 6. Learning curves		
4	4	**Unit Four：Project Scheduling** 1. Identifying relationships among activities 2. Project network diagrams 3. Identifying critical paths and critical activities 4. Determining activity slack times 5. Gantt charts	Chapter 5 of Textbook（S. J. Mantel et al.）	1. DynaTech Equipment Corp. Case
5	6	**Unit Five：Project Control** 1. Measuring and monitoring system 2. Resource allocation and resource conflicts 3. Resource loading and leveling 4. Project accelerating/crashing 5. Earned value analysis 6. Scope creep and change control system	Chapters 6, 7 of Textbook（S. J. Mantel et al.）	1. Envirosafe Project Case
6	6	**Unit Six：Project Risk Management** 1. Project risks and risk management 2. Risk assessment and risk analysis 3. Contingency planning	Chapters 4, 5, 6 of Textbook（S. J. Mantel et al.）	1. First Technology Equipment case

		4. Time and cost padding 5. Expected values 6. PERT analysis 7. Computer simulation analysis 8. Critical Chain		
7	4	**Unit Seven：Outsourcing** 1. Outsourcing project work 2. Best practices in outsourcing 3. Art of negotiating 4. Managing customer relations 5. Procurement Management Process 6. Contract management	Chapter 12 of Textbook （E. W. Larson & C. F. Gray）	
8	2	**Unit Eight：Project Wrap-Up** 1. Project audits 2. When and how to terminate a project 3. Termination activities 4. Project final report	Chapter 8 of Textbook （S. J. Mantel et al.）	1. BestTech ComLink Case

5. Teaching Methods

Lectures、Discussions、Case Analysis, etc.

6. Learning Outcomes Expected

Category	Learning Outcomes
Master of Knowledge	1. Understand the basic concepts and development of project management 2. Master the basic principles and methods of project selection 3. Understand the roles a PM acting as and the characteristics of effective team members 4. Familiar with conflict resolution approaches 5. Master project planning approaches 6. Master project scheduling approaches 7. Understand project control system and master project control approaches 8. Master risk management approaches 9. Understand the basic concepts of outsourcing 10. Understand project audits and termination
Intellectual Capabilities Learned	1. Have the capability to be an effective project manager 2. Have the capability to be engaged in project management with the idea of sustainable development and to meet the global challenges 3. Have the capability of using scientific management ideas and methods in project management 4. Have the capability of flexibility and adaptablity on project management
Practical Skills Learned	1. Master practical skills of being an effective project manager 2. Master skills of choosing effective managerial styles 3. Master skills of using scientific methods to select, plan, schedule, budget, and control a project 4. Master skills of real-life conflict resolution 5. Master effective skills of negotiation and communication
Personal	1. Competence of thinking questions by using globalization view and the idea of sustainable development

Competences & Characters Cultivated	2. Management competence of being good at planning and communication
	3. Competence of critical acceptation of knowledge and innovation
	4. Character of "respect others " and humanism
	5. Competence of leadership
	6. Team spirit of cooperation

7. Performance Evaluation: Means & Ratio

Evaluation Means	Ratio (％)	Link with learning outcomes expected
Team and individual assignments	30	Focusing on case analysis, to evaluate the capabilities of using project management knowledge and approaches to analyze and solve the practical problems
Attendance and Engagement	20	To evaluate the capabilities of understanding and application of project management knowledge, and the capabilities of team participation and effective communication
Exam	50	To evaluate the degree of mastering the basic concepts and approaches on project management.

8.Textbook，References and Reading Materials

1) Textbooks

[1] S. J .Mantel et al., *Project Management in Practice (Third edition)*, John Wiley & Sons, Inc., 2008.

[2] E. W. Larson, C. F. Gray, *Project Management: The Managerial Process (Fifth Edition)*, McGraw-Hill, 2011.

2) Online Resource

http://www.pmi.org/

3) Periodicals and Magazines

[1] Project Management

[2] Project Management Journal

[3] Project Perspectives

9. Cases

See "4. Course Arrangement".

10. Assignment Requirements

Select typical cases, combine with the project management knowledge, describe, analyze and evaluate problems existed, and illustrate some solutions and alternatives.

Requirements

1) Collect case background information and discuss about problems.

2) Form the groups with 6-8 students each group.

3) Give presentation on class. Each group needs to submit PPT and WORD (one copy of the electronic version and paper version).

4) Each group should prepare before class carefully.

The criteria of assignment evaluation (Maximum: 100 points)

1) Whether the case material collection is completed or not   20 points

2) Whether the case analysis is systematic or not   20 points

3) Whether the insights are in-depth or not   20 points

4) Participation of group members in case discussion   30 points

5) Whether the PPT and WORD are made seriously and beautifully   10 points

Appendices:

1. Course PPT

2. Case material

3. Other teaching material (such as reading materials, the articles)

4. Study guide