City University of Hong Kong
Course Syllabus

offered by College of Business
with effect from Semester A 2024/25

Part I   Course Overview

Course Title:	Project Management
Course Code:	FB5223B
Course Duration:	One Semester
Credit Units:	2 for FB5223B
Level:	P5
Medium of Instruction:	English
Medium of Assessment:	English
Prerequisites: *(Course Code and Title)*	Basic knowledge on statistics
Precursors: *(Course Code and Title)*	Nil
Equivalent Courses: *(Course Code and Title)*	Nil
Exclusive Courses: *(Course Code and Title)*	IS5540 Project Management & Quality Assurance

Part II   Course Details

1.   Abstract

This course aims to:
- Help students understand the importance of proper project management to the success of a project.
- Introduce the concepts, terms, tools and techniques of managing small to large-scale projects in a business environment.

2.   Course Intended Learning Outcomes (CILOs)
(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs	Weighting (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1.	Describe the basics of what project management is, the organization and technology context of modern-day projects.		✓		
2.	Apply the basic tools and techniques used in various aspects of project management including management of project scope, time, cost, quality, risk and human resources.		✓		
3.	Demonstrate the project management knowledge, skills, tools and techniques learnt to project activities of a medium-size project to meet project requirements.			✓	
4.	Apply a project management software (E.g. MS Project) to help plan and manage a project.				✓
		100%			

A1:   Attitude
Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.
A2:   Ability
Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to self-life problems.
A3:   *Accomplishments*
Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

3. Learning and Teaching Activities (LTAs)
(LTAs designed to facilitate students' achievement of the CILOs.)

LTA	Brief Description	CILO No. 1	2	3	4			Hours/week (if applicable)
1. Lectures	Students will apply project management principles and methodologies with a special focus on planning, controlling and managing projects to successful completion.	✓	✓	✓	✓			Seminar: 6.5 hours per week x 6 weeks
2. Case Studies	Students will identify the importance of proper project management by working on projects and mini cases.	✓	✓	✓				
3. Discussions	Students can discuss case studies in specialized topics to learn concepts and principles They can also learn from each other and understand how things can be seen from multiple perspectives.	✓	✓	✓	✓			
4. Demonstrations	Students will apply project management skills and techniques , including the use of project management software .		✓	✓	✓			
5. Workshop	Students will apply theories, techniques and hands-on skills from lectures in workshops.	✓	✓	✓	✓			

4. Assessment Tasks/Activities (ATs)
(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.						Weighting	Remarks
	1	2	3	4				
Continuous Assessment: 60%								
Coursework (including participation, class assignments and group project)	✓	✓	✓	✓				
Examination: 40% (duration: 2 hours, if applicable)								
							100%	

Class and Tutorial Participation: This will reflect the students' participation in classes, tutorial sessions and discussions. Students are encouraged to actively participate in discussions. This is an individual mark.

Class Assignments: This includes in-class assignments and a take-home assignment. The take-home assignment is an individual research report regarding a project management success or failure case.

Group Project: This is a group project to let students apply the project management skills and techniques learnt in class to solve practical problems. The project includes the following components:
• An interim report
• A final report which is a project plan for executing the project
• A final project presentation

Examination: A two-hour written examination is developed to assess students' competence level of the taught subjects.

5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

Applicable to students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
Participation	Active learning efforts shown through all sessions	- Actively participate in class and tutorial and lab sessions and discussions.	- Fairly active in participating in class and tutorial and lab sessions and discussions.	- Not much participation in class and tutorial and lab sessions and discussions.	- Very little participation in class and tutorial and lab sessions and discussions.	- Unable to participate in class and tutorial and lab sessions and discussions.
Class Assignments	Performance in the submitted assignments	- Demonstrate an in-depth understanding on what project management is and its associated skills and techniques and be able to apply them to real-life cases.	- Demonstrate a fair level of understanding on what project management is and its associated skills and techniques and be able to apply some of them to real-life cases.	- Demonstrate only a shallow understanding on what project management is and its associated skills and techniques and be able to apply only a few of them to real-life cases.	- Can hardly demonstrate understanding on what project management is and its associated skills and techniques and can hardly apply them to real-life cases.	- Unable to demonstrate understanding on what project management is and its associated skills and techniques and can hardly apply them to real-life cases.
Group Project	Performance in collaboration and contribution to group project	- Demonstrate good understanding of the basic project management concepts. - In-depth thought and research has been made in applying the skills and techniques learnt in class to the project. - The report has covered all the specified requirements. - The report is well-structured, well-written and well presented. - Peer evaluation report reflects at least an average contribution	- Demonstrate fair understanding of the basic project management concepts - Considerable thought and research has been made in applying the skills and techniques learnt in class to the project. - The report has covered all/most of the specified requirements. - The report is fairly well-structured, well-written and well presented. - Peer evaluation report reflects an average	- Demonstrate reasonable understanding of the basic project management concepts. - Reasonable thought and research has been made in applying the skills and techniques learnt in class to the project. - The report has covered most of the specified requirements. - The report is not so well-structured, well-written and well presented. - Peer evaluation report reflects a lower than average contribution ratio.	- Poor understanding of the basic project management concepts. - Little thought and research has been made in applying the skills and techniques learnt in class to the project. - The report has covered only some of the specified requirements. - The report is poorly-structured, poorly-written and poorly presented. - Peer evaluation report reflects a very low	- Unable to show understanding of the basic project management concepts. - Unable to show thought and research made in applying the skills and techniques learnt in class to the project. - The report has not covered the specified requirements. - The report is poorly-structured, poorly-written and poorly presented.

		ratio. - The presentation is well-structured and presented in a logical sequence. Time control is good. PowerPoint slides are of high quality. - The team is able to tackle all/most of the questions raised. - Excellent presentation skills and language skills - Appropriate use of visual aids in presentation	contribution ratio. - The presentation is mostly well-structured and presented in a logical sequence. Time control is good. - PowerPoint slides are of fairly high quality. - The team is able to tackle some of the questions raised. - Good presentation skills and language skills - Appropriate use of visual aids in presentation	- The presentation is not so well-structured and sequence of presentation can be improved. - Time control is fair. - PowerPoint slides are of medium quality. - The team is unable to tackle the questions raised. - Fair presentation skills and language skills - Use of visual aids in presentation can be improved	contribution ratio. - The presentation is poorly-structured and presented out of logical order. No evidence of time control. PowerPoint slides are of poor quality. - The team is unable to tackle the questions raised. - Poor presentation skills and language skills - Inappropriate use of visual aids in presentation	- Peer evaluation report reflects no contribution. - The presentation is poorly-structured and presented out of logical order. No evidence of time control. PowerPoint slides are of poor quality. - The team is unable to tackle the questions raised. - Poor presentation skills and language skills - Inappropriate use of visual aids in presentation
Examination	Performance in answering questions in the written exam	- Evidence of good understanding of the importance of good project management to a project - Accurately describe all/most key concepts; and demonstrate a thorough understanding of all/most of the terms, tools and techniques - Demonstrate the ability to apply all/most of the skills and techniques learnt to the planning and management of medium to large-scale projects.	- Evidence of fair understanding of the importance of good project management to a project - Accurately describe most key concepts; and demonstrate a fairly thorough understanding of some the terms, tools and techniques - Demonstrate the ability to apply a fair amount of the skills and techniques learnt to the planning and management of medium to large-scale projects.	- Evidence of reasonable understanding of the importance of good project management to a project - Can only accurately describe some key concepts; and demonstrate a only shallow understanding of most of the terms, tools and techniques - Demonstrate the ability to apply some of the skills and techniques learnt to the planning and management of medium to large-scale projects.	- Evidence of little/no understanding of the importance of good project management to a project - Unable to describe most key concepts; and cannot demonstrate an understanding of the terms, tools and techniques - Demonstrate the ability to apply only a few skills and techniques learnt to the planning and management of medium to large-scale projects.	- No evidence shown in understanding of the importance of project management to a project - Unable to describe most key concepts; and cannot demonstrate an understanding of the terms, tools, and techniques - Unable to demonstrate the ability to apply skills and techniques learnt to the planning and management of

					medium to large-scale projects.

Applicable to students admitted from Semester A 2022/23 to Summer Term 2024

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B)	Marginal (B-, C+, C)	Failure (F)
Participation	Active learning efforts shown through all sessions	- Actively participate in class and tutorial and lab sessions and discussions.	- Fairly active in participating in class and tutorial and lab sessions and discussions.	- Not much participation in class and tutorial and lab sessions and discussions.	- Very little/no participation in class and tutorial and lab sessions and discussions.
Class Assignments	Performance in the submitted assignments	- Demonstrate an in-depth understanding on what project management is and its associated skills and techniques and be able to apply them to real-life cases.	- Demonstrate a fair level of understanding on what project management is and its associated skills and techniques and be able to apply some of them to real-life cases.	- Demonstrate only a shallow understanding on what project management is and its associated skills and techniques and be able to apply only a few of them to real-life cases.	- Can hardly demonstrate understanding on what project management is and its associated skills and techniques and can hardly apply them to real-life cases.
Group Project	Performance in collaboration and contribution to group project	- Demonstrate good understanding of the basic project management concepts. - In-depth thought and research has been made in applying the skills and techniques learnt in class to the project. - The report has covered all the specified requirements. - The report is well-structured, well-written and well	- Demonstrate fair understanding of the basic project management concepts - Considerable thought and research has been made in applying the skills and techniques learnt in class to the project. - The report has covered all/most of the specified requirements. - The report is fairly well-structured, well-	- Demonstrate reasonable understanding of the basic project management concepts. - Reasonable thought and research has been made in applying the skills and techniques learnt in class to the project. - The report has covered most of the specified requirements. - The report is not so well-structured, well-written and	- Poor understanding of the basic project management concepts. - Little thought and research has been made in applying the skills and techniques learnt in class to the project. - The report has covered only some of the specified requirements. - The report is poorly-structured, poorly-written and

		presented. - Peer evaluation report reflects at least an average contribution ratio. - The presentation is well-structured and presented in a logical sequence. Time control is good. PowerPoint slides are of high quality. - The team is able to tackle all/most of the questions raised. - Excellent presentation skills and language skills - Appropriate use of visual aids in presentation	written and well presented. - Peer evaluation report reflects an average contribution ratio. - The presentation is mostly well-structured and presented in a logical sequence. Time control is good. PowerPoint slides are of fairly high quality. - The team is able to tackle some of the questions raised. - Good presentation skills and language skills - Appropriate use of visual aids in presentation	well presented. - Peer evaluation report reflects a lower than average contribution ratio. - The presentation is not so well-structured and sequence of presentation can be improved. Time control is fair. PowerPoint slides are of medium quality. - The team is unable to tackle the questions raised. - Fair presentation skills and language skills - Use of visual aids in presentation can be improved	poorly presented. - Peer evaluation report reflects a very low contribution ratio. - The presentation is poorly-structured and presented out of logical order. No evidence of time control. PowerPoint slides are of poor quality. - The team is unable to tackle the questions raised. - Poor presentation skills and language skills - Inappropriate use of visual aids in presentation
Examination	Performance in answering questions in the written exam	- Evidence of good understanding of the importance of good project management to a project - Accurately describe all/most key concepts; and demonstrate a thorough understanding of all/most of the terms, tools and techniques - Demonstrate the ability to apply all/most of the skills and techniques learnt to the planning and management of medium to large-scale projects.	- Evidence of fair understanding of the importance of good project management to a project - Accurately describe most key concepts; and demonstrate a fairly thorough understanding of some the terms, tools and techniques - Demonstrate the ability to apply a fair amount of the skills and techniques learnt to the planning and management of medium to large-scale projects.	- Evidence of reasonable understanding of the importance of good project management to a project - Can only accurately describe some key concepts; and demonstrate a only shallow understanding of most of the terms, tools and techniques - Demonstrate the ability to apply some of the skills and techniques learnt to the planning and management of medium to large-scale projects.	- Evidence of little/no understanding of the importance of good project management to a project - Unable to describe most key concepts; and cannot demonstrate an understanding of the terms, tools and techniques - Demonstrate the ability to apply only a few skills and techniques learnt to the planning and management of medium to large-scale projects.

Part III   Other Information (more details can be provided separately in the teaching plan)

1. **Keyword Syllabus**
   (An indication of the key topics of the course.)

   Project Management Basics
   Introduction to project management, roles of the project manager, influence of organisation structure and culture on projects, project life cycle, project management processes and knowledge areas

   Project Integration Management
   Strategic planning and project selection, project execution, monitoring and controlling project work, project closing

   Project Scope Management
   Scope planning, project scope statement, creating the work breakdown structure, scope validation and control

   Project Time Management
   Schedule management planning, activity definition, sequencing, resource and duration estimating, schedule development and control

   Project Cost Management
   Cost management planning, cost estimating, cost budgeting and cost control using earned value techniques

   Project Quality Management
   Quality planning, quality assurance, quality control, tools and techniques used in quality assurance and quality control

   Project Human Resource Management
   Motivation theories, human resource management planning, acquiring the project team, developing the project team, and managing the project team

   Project Communications Management
   Communications planning, management and control

   Project Stakeholder Management
   Stakeholder identification, stakeholder management planning, stakeholder engagement management and control

   Project Risk Management
   Risk management planning, risk identification, qualitative and quantitative risk analysis, risk response planning, risk monitoring and control

2.   Reading List
2.1   Compulsory Readings
(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

1.	Kerzner, H. (2017). Project management : a systems approach to planning, scheduling, and controlling (12th ed.). Hoboken, N.J.: John Wiley & Sons, Inc.
2.	Kerzner, H. (2019). Innovation project management : methods, case studies, and tools for managing innovation projects (1st edition). Hoboken, New Jersey: Wiley.

2.2   Additional Readings
(Additional references for students to learn to expand their knowledge about the subject.)

1.	A Guide to the Project Management Body of Knowledge (PMBOK ® guide), 6th Edition
2.	Pollack, Julien. (2007). The changing paradigms of project management. International Journal of Project Management, 25(3), 266–274. https://doi.org/10.1016/j.ijproman.2006.08.002
3.	Cynthia Stackpole Snyder, A User's Manual to the PMBOK Guide-- fifth edition [electronic resource] 2nd Edition, J. Wiley, 2013, ISBN: 9781118546284 (e-book).
4.	Verzuh, Eric, The Fast Forward MBA in Project Management, 5th Edition, John Wiley & Sons, c2016
5.	Jack R. Meredith and Samuel J. Mantel, Project Management: A Managerial Approach, 10th Edition, John Wiley & Sons c2017
6.	Web Sites: www.pmi.org www.projectmanagementdocs.com/templates.html www.projectmanagement.com