



浙江大學

MGMT925

**Project Control Systems and Performance
Management**

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Project Control Systems and Performance Management

Instructor Contact Details

Lecturer-in-charge: Jian Liu

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Office location: Huajiachi Campus, Zhejiang University, Hangzhou, China

Consultation Time: Book appointment by sending email to: wlwyxy_29@zju.edu.cn

Teaching Times, Modes and Locations

Course Duration: 28 Jun 2026 to 17 Jul 2026

Modes: Face-to-face

Location: Huajiachi Campus, Zhejiang University via face-to-face

Academic Level

Postgraduate

Credit Points:

The course is worth 6 units of credit point.

Credit Hours

The number of credit hours of this course equals to the credits of a standard semester-long course.

Contact Hours

The course contains a total of 53 contact hours, which consists of orientation, lectures, seminars, quiz, discussion, research, case study, small tests, assignments, on-site field trip(s), in-class and after-class activities, revision, self-study, and final exam. Students will receive an official transcript which is issued by Zhejiang University when completing this course.

Enrolment Requirements

Eligibility requires enrollment in an overseas university as an undergraduate or postgraduate student, proficiency in English, and pre-approval from the student's home institution.

Course Description:

This course focuses on the principles and practices of project control across the project life cycle, with an emphasis on monitoring, measuring and improving project performance. It develops core knowledge and practical skills required to establish and manage integrated control baselines for project scope, schedule and cost. Students examine methods for tracking project progress, analyzing variances and evaluating performance using systematic control frameworks. The course also introduces techniques for project performance reporting, feedback mechanisms and continuous process improvement, enabling students to apply project control systems to support effective decision-making and successful project delivery.

Prerequisite:

N/A

Learning Resources

- Kerzner, H. (2022). Project management: A systems approach to planning, scheduling, and controlling (13th ed.). John Wiley & Sons.

Learning Objectives

By the end of this course, you should be able to:

- Evaluate the governance context and organizational requirements underpinning project control systems across the project life cycle.
- Design and establish integrated project monitoring and control processes to support effective management of scope, schedule and cost.
- Apply project control frameworks to ensure the quality, consistency and reliability of performance information through structured reporting mechanisms.
- Monitor project performance against planned baselines and implement appropriate corrective actions to address deviations and improve outcomes.
- Analyze project scenarios involving time and cost management challenges and propose preventive and corrective solutions based on systematic performance assessment.

Course Delivery:

- Face-to-face Lecture mode includes lectures, seminars, quiz, discussion, research, case study, small tests, assignments, on-site field trip(s), in-class and

after-class activities, revision, and final exam.

The following course will be taught in English. There will also be guest speakers and optional field trips available for students who would like to enhance their learning experience. All courses and other sessions will be run during weekdays.

Topics and Course Schedule:

WK Topic Activities		
1	Project control within the project life cycle	Lecture; Tutorial
1	Integrated scope, schedule and cost baselines	Lecture; Tutorial
1	Requirements definition and work breakdown structures	Lecture; Tutorial
1	Time management, activity sequencing and critical path methods	Lecture; Tutorial
1	Cost estimation principles and budgeting fundamentals	Lecture; Tutorial
2	Project monitoring and control processes	Lecture; Tutorial
2	In-class Test	Closed book
2	Performance measurement and reporting structures	Lecture; Tutorial
2	Earned value management and variance analysis	Lecture; Tutorial
2	Forecasting project performance and trend analysis Project communication and information quality management	Lecture; Tutorial
3	Integrated control of scope, schedule and cost	Lecture; Tutorial
3	Time and cost trade-offs and corrective actions	Lecture; Tutorial
3	Preventive and corrective control strategies	Lecture; Tutorial
3	Process improvement and performance optimization Applied project control analysis	Lecture; Tutorial
3	Revision	Tutorial
	Final exam	Closed book

Assessments:

Class participation	15%
In-class Test	15%
Assignments	20%
Final exam	50%

Pass Requirement (Double Pass Rule)

To pass this course, students are required to achieve:

- an overall mark of 50% or above, and
- a pass mark (50% or above) in the Final Examination.

Students who achieve an overall mark of 50% or above but do not achieve a pass in the Final Examination will receive a fail grade for the course.

Grade Descriptors:

HD	High Distinction	85-100
D	Distinction	75-84
Cr	Credit	65-74
P	Pass	50-64
F	Fail	0-49

High Distinction 85-100

- Treatment of material evidences an advanced synthesis of ideas Demonstration of initiative, complex understanding, and analysis.
- Work is well-written and stylistically sophisticated, including appropriate referencing, clarity, and some creativity where appropriate.
- All criteria addressed to a high level.

Distinction 75-84

- Treatment of material evidences an advanced understanding of ideas Demonstration of initiative, complex understanding and analysis Work is well-written and stylistically strong.
- All criteria addressed strongly.

Credit 65-74

- Treatment of material displays a good understanding of ideas
- Work is well-written and stylistically sound, with a minimum of syntactical errors.
- All criteria addressed clearly.

Pass 50-64

- Treatment of material indicates a satisfactory understanding of ideas Work is adequately written, with some syntactical errors.
- Most criteria addressed adequately.

Fail 0-49

- Treatment of ideas indicates an inadequate understanding of ideas Written style inappropriate to task, major problems with expression.
- Most criteria not clearly or adequately addressed.

Academic Integrity

Students are expected to uphold the university's academic honesty principles which are an integral part of the university's core values and principles. If a student fails to observe the acceptable standards of academic honesty, they could attract penalties and even disqualification from the course in more serious circumstances. Students are responsible for knowing and observing accepted principles of research, writing and any other task which they are required to complete.

Academic dishonesty or cheating includes acts of plagiarism, misrepresentation, fabrication, failure to reference materials used properly and forgery. These may include, but are not limited to: claiming the work of others as your own, deliberately applying false and inaccurate information, copying the work of others in part or whole, allowing others in the course to copy your work in part or whole, failing to appropriately acknowledge the work of other scholars/authors through acceptable referencing standards, purchasing papers or writing papers for other students and submitting the same paper twice for the same subject.

This Academic Integrity policy applies to all students of the Zhejiang University in all programs of study, including non-graduating students. It is to reinforce the University's commitment to maintain integrity and honesty in all academic activities of the University community.

Policy

The foundation of good academic work is honesty. Maintaining academic integrity upholds the standards of the University. The responsibility for maintaining integrity in all the activities of the academic community lies with the students as well as the faculty and the University. Everyone in this community must work together to ensure that the values of truth, trust and justice are upheld.

Academic dishonesty affects the University's reputation and devalues the degrees offered. The University will impose serious penalties on students who are found to have violated this policy. The following penalties may be imposed:

- ✓ Expulsion
- ✓ Suspension
- ✓ Zero mark /fail grade
- ✓ Marking down
- ✓ Re-doing/re-submitting of assignments or reports, and
- ✓ Verbal or written warning