Course Description

This course is focused on teaching the fundamentals of Project Management and to highlight its importance in the overall success of a firm. It will help you to clearly identify the critical areas of managing a project including: Selection, Scope, Planning, Timelines, Costs, Commitment, Risks, and Closure. We will discuss changes in scope, contingency, risks, input, buy-in, and other areas that sometimes lead a project astray.

One of the most critical elements in the competitiveness and growth of organizations is project management. Projects are the drivers of innovation and change and no organization can survive today without the successful completion of projects. Furthermore, almost every MBA graduate may sooner or later be required to manage a project. This course will present the classical foundations of project management and introduce students to the world of real life project problems. Upon completion of this course, students will understand the basic concepts and critical factors of initiating, planning, organizing, controlling, and running a project. Course topics will include: project selection, project success factors, scope, planning, controlling and monitoring, time, cost and risk management, project organization, teamwork, and project closure.

Course Materials

- The course will be supplemented with additional reading materials as appropriate

Blackboard: will be used to post assignments, course materials and grades. (blackboard.rutgers.edu)

Check your official Rutgers email account regularly for class announcements.

Learning Goals and Objectives

This course is designed to help students develop skills and knowledge in the following area(s):

- Business knowledge. Students will have a command of business theory and practice in the field of project management.

Students who complete this course will demonstrate:

a. An understanding of project management best practices, related methods and tools.
b. The ability to effectively define, plan and lead projects
c. An ability to lead and/or participate in culturally and demographically diverse team
d. Prepare for more advanced courses in project management and ultimately project management certification. (CAPM or PMP)
• **Ethical judgment.** Students will use reasoned and ethical judgment when analyzing problems and making decisions.

Students who complete this course will demonstrate:

a. Recognition of ethical dilemmas in decision-making scenarios.
b. To critically evaluate business decision-making scenarios and develop innovative and ethical solutions

• **Persuasive communication.** Students will be effective communicators.

Students who complete this course will demonstrate:

a. Ability to construct clear, concise, and convincing written business communication.
b. Ability to construct and deliver clear, concise, and convincing oral communication.

*Students develop these skills and knowledge through the following course activities and assignments:*

• **Lectures.** Class lectures include a slide deck presentation of the material to transfer the supply chain knowledge to the students augmented by video and other in class activities. Lectures make use of practical examples from business and industry along with interactive group exercises to help ensure thorough comprehension of the material.

• **Homework Assignments.** Homework is assigned to reinforce concepts in the course and for students to practice newly acquired skills. Homework is turned in, graded, and then reviewed in class to ensure knowledge transfer.

• **Individual project.** The best way to understand the concepts of project management is to apply them to real life situations. Therefore every student will submit a project that will be used throughout the course to practice the concepts taught and will be the basis for the final exam. This project must be approved by the professor.

• **Exams.** The course includes a midterm and final exam to formally assess students’ knowledge and comprehension.

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**ACADEMIC INTEGRITY**

*I do NOT tolerate cheating.* Students are responsible for understanding the RU Academic Integrity Policy (http://academicintegrity.rutgers.edu/files/documents/AI_Policy_2013.pdf). I will strongly enforce this Policy and pursue all violations. On all examinations and assignments, students must adhere to the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” Don’t let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details. All written assignments must be your own, and references to others’ work (including charts, tables, graphs, etc.) must be appropriately cited.

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**ATTENDANCE AND PREPARATION POLICY**

Students are expected to attend all classes. Class will start on time. Please be prompt and remain for the entirety of each class session. If you are to be absent, report your absence in advance via https://sims.rutgers.edu/ssra/. Do not send me an email to advise me of your absence. If your absence is due to religious observance, a Rutgers-approved activity, illness, or family emergency/death and you seek makeup work, also send me an email with full details and supporting documentation within 3 days of your first absence.
If I am to be absent, my department chair or I will send you notice via email and Blackboard as far in advance as possible. If the campus is open, class will be held. For weather emergencies, consult the campus home page. Official University and/or Campus closings are listed on the Rutgers University website at www.rutgers.edu

Expect me to arrive on time for each class session. I expect the same of you. Expect me to prepare properly for each class session. I expect the same of you. Complete all background reading and assignments. You cannot learn if you are not prepared. The minimum expectation is that for each class session, you have prepared by studying for at least twice as many hours. Expect me to participate fully in each class session. I expect the same of you. Stay focused and involved. You cannot learn if you are not paying attention.

**CLASSROOM CONDUCT**

- **Computers**: Utilizing laptops, tablets, etc. during class is only permitted to take notes.
- **Cell Phones**: Please silence your phones before class. If you must take an urgent phone call during class, exit the room quietly and quickly to minimize disruptions. No texting during class.
- **Recording Lectures**: All unauthorized recordings of class lectures/discussions are prohibited. Recordings to accommodate the needs of individual students must be approved in advance, for personal use during the semester only. Redistribution of approved recordings is prohibited.
- **Break**: A break midway through class will be provided to enable you to use the restroom. Please refrain from leaving and entering while the class is in session.
- **Questions**: Questions and student interaction is highly encouraged. If you have a question it is likely that other may have the same question as well, so please ask me during class (or after class if necessary) and I will do my best to provide an answer.

**GRADING POLICY**

Course grades are determined as follows (total 400 points)

**Grading Criteria**
25% Midterm Exam (100 points), 25% Final Exam (100 points), 50% Homework (200 points),

**Grading Scale**

<table>
<thead>
<tr>
<th>Points Range</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>360 - 400</td>
<td>A</td>
</tr>
<tr>
<td>348 - 359</td>
<td>B+</td>
</tr>
<tr>
<td>320 - 347</td>
<td>B</td>
</tr>
<tr>
<td>308 - 319</td>
<td>C+</td>
</tr>
<tr>
<td>280 - 307</td>
<td>C</td>
</tr>
<tr>
<td>240 - 279</td>
<td>D</td>
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<tr>
<td>Below 240</td>
<td>F</td>
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</tbody>
</table>

**SUPPORT SERVICES**

*Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the*
appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: https://ods.rutgers.edu/students/documentation-guidelines. If the documentation supports your request for reasonable accommodations, your campus’s disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at: https://ods.rutgers.edu/students/registration-form.

If you are a military veteran or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. http://veterans.rutgers.edu/

If you are in need of mental health services, please use our readily available services. [Rutgers Counseling and Psychological Services – New Brunswick: http://rhscaps.rutgers.edu/]

If you are in need of physical health services, please use our readily available services. [Rutgers Health Services – New Brunswick: http://health.rutgers.edu/]

If you are in need of legal services, please use our readily available services: http://rusls.rutgers.edu/

If you are in need of additional academic assistance, please use our readily available services. [Rutgers University-New Brunswick Learning Center: https://rlc.rutgers.edu/]

### Class Schedule

<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Topic</th>
<th>Chapters</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Jan 11</td>
<td>Overview of Project Management</td>
<td>1 &amp; 2</td>
<td>Project Lifecycle &amp; Phases, Project governance, Portfolio Management</td>
</tr>
<tr>
<td>2</td>
<td>Jan 20</td>
<td>Establishing a Project</td>
<td>3 &amp; 4</td>
<td>Project Charter, Objective, Scope, Deliverables, Stakeholders, Communication, Organization</td>
</tr>
<tr>
<td>3</td>
<td>Feb 3</td>
<td>Project Planning</td>
<td>5 &amp; 6</td>
<td>Time and Cost estimating, WBS, Network diagram</td>
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<tr>
<td>4</td>
<td>Feb 9</td>
<td>Risk Management</td>
<td>7</td>
<td>Risk management process</td>
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<tr>
<td>5</td>
<td>Mar 24</td>
<td>Mid Term Exam</td>
<td>1-7</td>
<td>Leadership, managing teams</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project Teams</td>
<td>10 &amp; 11</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Apr 7</td>
<td>Project Planning</td>
<td>8, 9, 17</td>
<td>Scheduling and cost management, Agile</td>
</tr>
<tr>
<td>7</td>
<td>Apr 14</td>
<td>Project Controls</td>
<td>13 &amp; 14</td>
<td>Project performance control, Reporting and close</td>
</tr>
<tr>
<td>8</td>
<td>Apr 28</td>
<td>Strategic Supply Chain Management</td>
<td></td>
<td>Current Topics in SCM</td>
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<tr>
<td>9</td>
<td>May 5</td>
<td>Strategic Supply Chain Management</td>
<td></td>
<td>Current Topics in SCM</td>
</tr>
<tr>
<td>10</td>
<td>May 11</td>
<td>Final exam</td>
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<td></td>
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The instructor reserves the right to make changes to the syllabus during the semester.