COURSE DESCRIPTION

This course is focused on teaching students the fundamentals of Project Management. It helps to identify clearly defined areas of accountability, including Scope, Duration, Costs, Commitment, Measurability, Verifiability, and Accountability. The course will discuss changes in scope, contingency, risks, input, buy-in, and other areas that lead a project astray. This course will stress the importance of one the leadership and management skill required to lead a team of cross-functional resources to a successful conclusion. Secondly, it will identify the criticality of establishing a realistic project objective with agreed results that will be identified at all times throughout the project by the use of measurability and verifiability of the tasks being performed to achieve the projects agreed results.

Classes will consist of:
1. Lecture, practical exercises. Videos, team projects.
2. Presentations of team projects.
3. Chapter ending quizzes.
4. Team projects will be assigned and run throughout the semester with a final presentation counting towards a final grade.
5. Two (2) tests: True/False, Multiple Choice.

Outside speakers will be invited to participate.

Course Objectives

(1) Provide a comprehensive overview of project management-related business processes and problems, and pinpoint the strategic role of project management and relationship to other business disciplines.

(2) Equip students with PM best practices and related methods and tools.

(3) Provide a roadmap to more advanced courses in PM and ultimately CAPM or PMP certification, a goal that can be achieved within the Rutgers University PM track.

Course Relationship with Others in the Program

The proposed course focuses on the fundamental concepts of PM and complements the core courses offered by RBS department of Supply Chain Management by (1) showing how PM, together with other disciplines, contributes to the mission of a firm; (2) introducing practical issues and challenges in managing the resource flows for products and services, and showing how cross-functional approaches can lead to effective business solutions; and (3) pinpointing the relationship between business disciplines. This course also covers the fundamentals of supply chain concerns within the project
management environment. This course is also a prerequisite for Industry Client Projects.

Learning Outcomes

- Understanding the strategic role of project management in executing a firm’s mission
- Understanding the business solutions for managing project management resources
- Understanding the issues, challenges, and opportunities in project management channels
- Learning best practices and analytical models for optimizing project management performance that drives and can deliver a firm’s profitability and growth

Course Materials (MANDATORY)

1. **TEXTBOOK:** Project Management “Where Practical Meets Theory”. Publisher is Kendall Hunt Publishing Co and the ISBN is 978-1-5249-4427-8. Available as either print version or e-Book. Either one is acceptable.
   - Print version available from Rutgers Bookstore $60.00 and includes MapleTA access
   - E-Book may be ordered from the publisher only. $30.00 and includes MapleTA access using this link

   - **THE CLASS ACCESS CODE IS:** ACKH-SPRU-FA19

2. **MapleTA ACCESS:** Purchase of the textbook (print or e-Book) includes a unique non-transferable on-line access code for each student to register for MapleTA's Mobius System. Students will use this on-line system to complete all required quizzes and other assignments. **NOTE:** Quizzes and other assignments CANNOT be completed without MapleTA access.
   - In a web browser, browse to [https://kendallhunt.mapleserver.com/](https://kendallhunt.mapleserver.com/)
   - On the Maple T.A. Course Selector screen, click on the name of the course section in which you are enrolled. You will be sent to the Maple T.A. login screen.
   - On the Maple T.A. login screen, enter in the login and password provided on the access card located in the print book or with the e-Book.
• **Note:** You can bookmark this login page for subsequent access.

- Once logged in, you will be asked to update the information with your correct first name, last name, student id, and email address.
  - **IMPORTANT:** Do not change the login field. Click Submit.

- Once your changes have been accepted, you will be sent to the Self Register page. The box for the section you selected in step 2 is checked.
  - If this is the correct section, click Register.
  - If not, select the box of the correct section and click Register. Click Confirm to complete the self-registration.

- Now, and on subsequent logins, you can click on the link for your section to go to your Class Homepage.

- When you are on the site:
  - You will see a graphic of the textbook and “Welcome to Introduction to Supply Chain Management”.
  - Below the "Welcome" section, you will see the section where the chapter quizzes will be accessed. Please note that each quiz has a specific start date and due date
  - You will also be able to view past results in the Gradebook, or change your password by clicking the My Profile link in the top right corner.

**SLIDE DECKS & OTHER COURSE MATERIALS:**

They will help you learn the material but more importantly will become a reference guide when you eventually obtain a job. If you attend class, pay attention, and take notes, you should do well.

- Slide decks covering chapters of the textbook will be identified for each class session and material from each chapter, and PowerPoints may be included in quizzes and the mid-term.
- Other course materials covered in class will be provided to students through Backboard.
- Check [Blackboard](blackboard.rutgers.edu) and your official Rutgers email account regularly for updates and announcements.

**CLASS PROJECTS:**

Students will be assigned to a project each with a team leader. Projects will be a core element of the course and follow standard project procedures and forms. Teams will culminate the semester with preparing and presenting both a project proposal and final PowerPoint presentation.

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**Academic Integrity**

**I do NOT tolerate cheating,** plagiarism, or any type of academic dishonesty.


I will strongly enforce this Policy and pursue all violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” Please see [business.rutgers.edu/ai](http://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. **Wikipedia is not acceptable source.** Assignments that were submitted for other courses may not be re-submitted for credit in this course.

**ATTENDANCE**

- Students are expected to attend all classes. I will not be taking attendance this semester.
- Expect me to attend all class sessions. 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 with appropriate information and instructions.
- Expect me to arrive on time for each class session. **I expect the same of you.**
- Class will start on time. Out of respect for your fellow students and for the instructor, please be on time for class. Arriving more than 10 minutes late is not acceptable and cause a reduction in your grade of .05 for each occurrence (you may have two late arrivals before grade deduction).
  - I understand that unforeseen circumstances occasionally arise, particularly for students that are commuting. Please travel safely to class and enter class as quietly as possible if you will be late.
  - If arriving on time for class will be an on-going problem for you, please notify me so that I am aware of the issue.
- Expect me to remain for the entirety of 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.
- 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.
- For weather emergencies, please consult the campus home page. If the campus is open, class will be held unless you have heard from me otherwise. I will communicate any changes to our regular class schedule via email and via Blackboard as far in advance as possible.

**QUIZZES**

- There will be a Quiz at the end of each chapter. There are 10 questions for each quiz and each question is worth 1 point.
- Students will use the MapleTA system to record their answer to each quiz question.
- Quizzes will have a Start Date/Time and a Due Date/Time. **It is the student's responsibility to complete the Quiz during the allocated open time (generally 2-3 days).**
- **Quizzes cannot be made up without prior authorization from the professor.**
- Quizzes are all **open note / open textbook** and completed on-line outside of class.
- Quizzes will be automatically graded by the system. **Individual Quiz grades will be available for students to view after the Due Date/Time.**
• Students will then be able to track their responses and their scores through the MapleTA system’s “Grade Book.”

• Students will be able to review all completed quiz questions, their answers, and the correct answers, through the MapleTA system any time throughout the semester to assist in studying the material in preparation for the Tests.

• **Quiz #1 will be for practice purposes only and will not count towards your overall quiz grade.**

• **Only your 10 best / highest score individual quizzes (Quiz 2 through Quiz 12) will be counted for grading purposes.**

**CLASSROOM CONDUCT**

• **Computers:** Utilizing laptops, tablets, etc. during class is not permitted as a general rule, except and unless you are using this technology to take notes or work on team projects.

• **Cell Phones:** Please silence your phones (put them on vibrate) before class. If you must take an urgent phone call during class, exit the room quietly and quickly to minimize disruptions. Notify me in advance, if possible.

• **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 are prohibited.

• **Side conversations:** A quick and quiet clarification or question of a classmate is acceptable, but I do ask that you keep side conversations to a minimum as to not disrupt the class for your peers and me.

• **Questions:** Questions and student interaction is highly desired.

• . If you have a question it is likely that other may have the same question as well, so please ask me during class if possible (or after class if necessary) and I will do my best to provide an answer.

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**TEST DATES AND POLICY**

**QUizzes**

There are three (2) tests and a final presentation in this course:

- **Test #1:** Monday, September 30, 2019
- **Test #2:** Wednesday, October 30, 2019
- **Final Presentations:** Wednesday December 4, Monday 9, & Wednesday 11, 2019

**Tests are not cumulative.** Each test will cover approximately 1/3 of the course material.

Tests will be **closed book** and may consist of true/false, multiple choice. Content for test questions will be developed from class lectures/discussions, assigned readings, guest lectures, and student presentations. Guidelines for content will be reviewed with the class in advance of each test.

Tests will **not** be returned after grading. Students who would like to review their graded test(s) can come to office hours or make an appointment and review the test(s) in the office.

If you have a disability that influences testing procedures, please provide me with an official letter from the Office of Disability Services at the start of the semester.

A final examination will consist of a written project proposal and presentation (business dress suggested for the presentation) consisting of all those components that were required to arrive at the final proposal. Each team will be required to make a presentation first by submitting their written
proposal (each team proposal will have to identify the specific work performed by each team member)
and then presented via PowerPoint to a project review board. Each team leader will also have to
prepare and deliver (as part of the project proposal package) a formal (provided) evaluation of each
team member’s performance. A formal grading matrix will be provided to each team prior to the final
exam ensuring there will be no mistaking how individual grades will be determined.

**During exams, the following rules apply:**

- If you have a disability that influences testing procedures, please provide me with an official
  letter from the Office of Disability Services at the start of the semester.
- Please use the restroom prior to the exam start. Leaving the classroom during an exam will not
  be permitted unless there are emergency circumstances.
- Mid-term conflicts/make-up exams will only be considered with prior review and approval by
  me.
- Final exam conflicts will be considered as per the official Rutgers Policy. As such, one of the
  following circumstances must apply (with documentation):
  - More than two (2) exams on one calendar day.
  - More than two (2) exams scheduled in consecutive periods (e.g., a student has exams
    scheduled for 4:00 - 7:00 PM and 8:00 - 11:00 PM on one day and 8:00 - 11:00 AM on the
    following day.)
  - Two exams scheduled for the same exam period
- Final exam conflicts must be brought to my attention no later than two weeks before the final.

- **All electronic devices must be shut down and put away for the duration of the test,** along with books,
  notes, etc.
- Once the test begins, students will NOT be allowed to leave the room (except in an
emergency) until the test is completed and turned in. Please use the restroom prior to the test start.
- Students may be required to present a valid Rutgers photo ID to turn in the completed test.
- Make-up tests will only be considered with prior review and approval by the professor.

Course grades are determined as follows: A final matrix will be available after add / drop

**Based on the Excel Matrix presented and provided at the beginning of class as seen below**

<table>
<thead>
<tr>
<th>Grading Scale</th>
<th>Grade</th>
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<tbody>
<tr>
<td>90.00% - 100%</td>
<td>A</td>
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<tr>
<td>87.00% - 89.99%</td>
<td>B+</td>
</tr>
<tr>
<td>80.00% - 86.99%</td>
<td>B</td>
</tr>
<tr>
<td>77.00% - 79.99%</td>
<td>C+</td>
</tr>
<tr>
<td>70.00% - 76.99%</td>
<td>C</td>
</tr>
<tr>
<td>60.00% - 69.99%</td>
<td>D</td>
</tr>
<tr>
<td>59.99% and below</td>
<td>F</td>
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**Important Note:** Grades will not be rounded up at the end of the semester (e.g., 89.99 is “B+”, not
“A”).
Other items pertaining to grades:

- I do not automatically grade “on a curve
- I will use the “warning grade” roster at the mid-point of the semester as necessary.
- I will gladly answer questions that you have about assignments for clarification and guidance, but out of fairness to all students, I will not “pre-grade” an assignment in advance of final submission.
- Important note regarding your final grade: Please earn your grade throughout the semester. Your grade is not subject to negotiation. If you feel that I have made an error in grading, submit your concern to me in writing. Please clarify the precise concern/error and provide supporting documentation. If I have made an error, I will gladly correct it. But, please be aware that I will only adjust grades if I have made an error. Otherwise, I will not adjust grades based upon outcomes such as a negative impact to a GPA, lost tuition reimbursement, etc. Attempting to influence faculty to obtain a grade that was not earned is a form of dishonest academic behavior.

Support Services


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/](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/](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/](http://health.rutgers.edu/)

If you are in need of legal services, please use our readily available services: [http://rusls.rutgers.edu/](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/](https://rlc.rutgers.edu/)

Professor reserves the right to alter the Syllabus and Course Schedule as necessary

See Course Schedule below
**33-799-380 - Project Management – Fall 2019 - Course Schedule**  
**Section 01: Monday – Wednesday 3:20 - 4:40 pm Room 3085**

This course is focused on teaching you the fundamentals of Project Management. It helps identify clearly defined areas of accountability, including: Scope, Duration, Costs, Commitment, Measurability, Verifiability, and Accountability. We will discuss changes in scope, contingency, risks, input, buy-in, and other areas that lead a project astray.

This course is also a pre-requisite for the Industry Client course and part of the PM track leading to a CAPM certification.

<table>
<thead>
<tr>
<th>Monday</th>
<th>Wednesday</th>
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| **Monday 9/9, Continue Chapter 1 – Intro & History of PM**  
- Project Team leaders & Teams Identified  
- **Handout** – Project(s) Preliminary Documents & binders.  
- **Exercise/Homework** – Develop Requirements Document  
- **Quiz Chapter 1** | **Wednesday 9/4, Chapter 1 - Intro & History of PM**  
- **Video** – A Bottle of Water  
- Course overview, questions & answers  
- Syllabus review & Intro to Course Assistant |
| **Monday 9/16, Chapter 2. Proj. Objectives. & Task Flow**  
- **Handout** – Task Planning Worksheet (with detail information for implementing)  
- **Quiz Chapter 2** | **Wednesday 9/11, Chapter 2. Proj. Objectives. & Task Flow**  
- Understanding the Practical portion of this course  
- Understanding the PMBOK portion of this course  
- **Video** - The Tank Scope Creep  
- **Syllabus Quiz** |
| **Monday 9/23, Chapter 3 - Continue Project Phases**  
- **Exercise/Homework** – Develop Phase Chart (use the Task Planning Worksheet)  
- **Quiz Chapter 3** | **Wednesday 9/25 Chapter 4 - Project Organizational Structure(s)**  
- **Video** – Paradigm Shift & Handout |
| **Monday 9/30, Chapter 4 – Continue Organizational Structure(s)**  
- **Exercise/Homework** – Build the Project’s Organization Chart  
- **Turn in** - Meeting Agenda Report # 1  
- **Turn in** – Phase Chart  
- **Quiz Chapter 4**  
  **Test No. 1** | **Wednesday 10/2, Chapter 5 - The Project Leader**  
- **Turn in** - Team Organizational Chart  
- **Turn in** - Task Planning Worksheet  
- **Exercise** – Taking Over as Manager  
- **Exercise** – Problems & Solutions |
| **Monday 10/7, Chapter 5 – Continue The Project Leader**  
- Best Styles and Understanding Behavior  
- **Handout** – Best Styles Sheet  
- **Quiz Chapter 5** | **Wednesday 10/9 Chapter 6 - The Project Team**  
- **Video** - Power of Teams  
- **Exercise/Homework** – Building a Team RACI Chart |
<table>
<thead>
<tr>
<th>Monday 10/14, Chapter 6 - Continue the Project Team</th>
<th>Monday 10/16, – Continue the Project Team</th>
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<tbody>
<tr>
<td>• <strong>Turn in</strong> - Meeting Agenda Report # 2</td>
<td>• Quiz Chapter 6</td>
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<thead>
<tr>
<th>Monday 10/28, Chapter 8 – Work Breakdown Structure</th>
<th>Wednesday 10/30, – Mid-term Project Reviews in Class - - (presented by teams)</th>
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<tbody>
<tr>
<td>• <strong>Exercise/Homework</strong> - Build a project WBS</td>
<td>• <strong>Turn in Work Breakdown Structure Test No. 2</strong></td>
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<td>• Quiz Chapter 8</td>
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<tr>
<th>Monday 11/4, Chapter 9 – Project Scheduling &amp; Estimating</th>
<th>Wednesday 11/6, Chapter 9 – Continue Project Scheduling</th>
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<tbody>
<tr>
<td>• <strong>Exercise/Homework</strong> –Using TPW build a Project Gantt Chart</td>
<td>• Video + <strong>Exercise/In Class</strong> – Four Hour House</td>
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<td>• <strong>Handout</strong> – Earned Value Overview</td>
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<tr>
<th>Monday 11/11, Chapter 9– Continue Project Scheduling</th>
<th>Wednesday 11/13, Chapter 10 – <strong>Project Controls</strong></th>
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<tr>
<td>• <strong>MS Project</strong> - Overview Demonstration</td>
<td>• <strong>Handout</strong> - Project Change Control Form</td>
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<tr>
<td>• Quiz Chapter 9</td>
<td>• Video – Dealing with Conflict</td>
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<tr>
<td>• <strong>Turn in</strong> - Meeting Agenda Report #3</td>
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<tr>
<th>Monday 11/18, Chapter 10 – <strong>Continue Project Controls</strong></th>
<th>Wednesday 11/20, Chapter 11 – <strong>Project Risks &amp; Issues</strong></th>
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<tbody>
<tr>
<td>• Review &amp; Use of Control Forms &amp; Documentation</td>
<td>• <strong>Handout</strong> - Project Risk Form</td>
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<tr>
<td>• <strong>Quiz Chapter 10</strong></td>
<td>• Video – Communicating Non-Defensively</td>
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<tr>
<th>Monday 11/25, Chapter 11 – Continue Risks &amp; Mitigations</th>
<th>Wednesday 11/27, Chapter 12 – <strong>Reporting &amp; Closeout</strong></th>
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<tbody>
<tr>
<td>• <strong>Exercise/In Class</strong> – Risk and Conflict</td>
<td>• <strong>Exercise/In Class</strong> – Finalize Project Proposals Review in Class.</td>
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<tr>
<td>• <strong>Turn in</strong> - Meeting Agenda Report #4</td>
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<td>• Quiz Chapter 11</td>
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<tr>
<th>Monday 12/2</th>
<th>Wednesday 12/4</th>
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<tr>
<td><strong>Project Management Presentation Skills and Preparations and review as needed.</strong></td>
<td>Team Presentations</td>
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<tr>
<td>• <strong>Quiz Chapter 12</strong></td>
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<tr>
<th>Monday 12/9</th>
<th>Thursday 12/11</th>
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<tr>
<td><strong>Team Presentations</strong></td>
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