

**Supply Chain Management**  
**Course Number: 33:799:380**  
**Course Title: Project Management**

## **COURSE DESCRIPTION**

This course provides an introduction to the classical foundations of project management. Explore modern real-life project problems, and learn key concepts of initiating, planning, organizing, controlling, and running a project. Particular emphasis on projects in the area of supply chain management. Extensive use of case studies. The course will also make use of project management tools. This course follows accepted project management guidelines and applies these concepts to actual projects in the classroom.

This course seeks to:

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 project management best practices and related methods and tools.
3. Provide a roadmap to more advanced courses in PM and ultimately CAPM or PMP certification.

Classes will consist of:

- Lecture, case studies, simulations, group exercises, practical examples, current events, Q&A, and follow-up discussions of the material covered in previous classes.
- We will rely heavily on in-class cases, exercises and simulations, your attendance and full participation is expected and critical for you to learn how to apply the concepts and tools.
- A small group project & presentation.
- Homework
- A mid-term exam and final exam
- Outside guest speakers may also be invited as appropriate.

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## **COURSE MATERIALS**

1. **PRIMARY TEXTBOOK:** “Revised - An Introduction to Project Management, Fifth Edition” : Createspace Independent Publishing Platform. Kathy Schwalbe. 5th Edition. ISBN: 978-1533000781.  
**NOTE:** The slide decks covered during the class lectures are based on content from the textbook and other sources. The textbook will certainly help students to learn the material and we will use exercises and problems from the text. The text can also be a good reference when you are working fulltime.

2. **SUPPLEMENTAL TEXTBOOK:** “The Fast Forward MBA in Project Management (Fast Forward MBA Series)” Wiley. Eric Verzuh. 5th Edition. ISBN: 978-1119086574. NOTE: We will use some of the concepts from this text. The text is a good reference when you are working fulltime.
3. **READINGS:** We will discuss these in class. Details will be on Canvas.
  - Performing a Project Pre-mortem. Klein, Gary. Case No. F0709A. Published 09/01/2007, Harvard Business School Publishing.
  - “How Project Leaders Can Overcome the Crisis of Silence” by Joseph Grenny, David Maxfield, Andrew Shimberg. In Sloan Management Review, Fall, 2007.
4. **TOOLS:** We will use a variety of Excel, Word and PowerPoint project management templates for in class exercises, homework and other activities. I will post these on Canvas.
5. **PROJECT MANAGEMENT SOFTWARE:** We will use Excel project management templates that I will provide. We will also use ProjectLibre. ProjectLibre is an open source desktop alternative to Microsoft Project. I will provide detail on how to download ProjectLibre.
6. **SLIDE DECKS & OTHER COURSE MATERIALS**
  - Slide decks covering topics in the textbook will be reviewed and discussed in class and will also be provided to students through Canvas.
  - Online, e-based lectures of certain topics will also be assigned periodically to enable more time in class to apply the topics.
  - Other course materials will also be provided to students through Canvas.
  - Check **Canvas** (canvas.rutgers.edu) and your **official Rutgers email account** regularly for updates and announcements.

## 7. TOP HAT

Mandatory: This course will include the use the Top Hat (www.tophat.com) classroom response system. Students will be able to submit answers to in-class questions using Apple or Android smartphones and tablets, laptops, or through text messages.

Students can visit the Top Hat Overview (<https://success.tophat.com/s/article/Student-Top-HatOverview-and-Getting-Started-Guide>) which outlines how to register for a Top Hat account, as well as providing a brief overview of the system.

An invitation will be sent to registered students by email. Students can also register by simply visiting the course website: [Q](#)

**Note:** Course Join Code is ()

Top Hat will require a paid subscription. A full breakdown of all subscription options can be found here: ().

Should students require assistance with Top Hat at any time, due to the fact that Top Hat requires specific user information to troubleshoot issues, students should contact the Top Hat Support Team by email (), the in app support button, or by calling ().

**See rubric for participation and attendance. Top Hat will be used to verify attendance and some participation activities in class.**

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## **LEARNING GOALS AND OBJECTIVES**

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

- **Knowledge.** Students who take this course will be thoroughly prepared for plan and manage projects.

Students who complete this course will demonstrate:

- a) Knowledge of project, program, and portfolio management and their importance to enterprise success
- b) Knowledge of the various approaches for selecting projects, programs, and portfolios
- c) Knowledge of the main tasks involved in and outputs of initiating, planning, executing, monitoring and controlling, and closing projects
- d) Knowledge of project management terms and techniques such as:
  - The triple constraint of project management
  - The project management knowledge areas
  - Tools and techniques of project management such as
    - o Selection methods
    - o Work breakdown structures
    - o Gantt charts, network diagrams, critical path analysis
    - o Cost estimates
    - o Earned value management
    - o Motivation theory and team building
    - o Stakeholder analysis, etc.
- e) Knowledge of software to help plan and manage a project

**Effective 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 and In-Class Activities.** Class time together is generally structured as part lecture via a slide deck presentation of the material to transfer the knowledge to the students, and hands-on

problem solving and application of concepts, theories, and tools. The course makes heavy use of case studies, simulations, and group exercises to help ensure thorough comprehension of the material. We will “flip the classroom” for a number of topics. This means that I will post an online lecture that should be done prior to class, and we will apply, analyze and evaluate the concepts and material in class.

- **Homework.** 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.
- **Group Project Plan Assignment.** Students form a small group (~4 students per group) for a project. Groups must work together to build a project plan across all phase of project management and deliver the presentation to the entire class. Each student must individually participate in the research, development and delivery of the presentation. Group presentations are limited to ( )-( ) minutes total so students must be clear and concise in their communications. A rubric will be posted in Canvas.
- **Tests.** The course includes two tests to formally assess students’ knowledge and comprehension. Tests consist of multiple choice, short answer questions, and case studies.

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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/>

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.” I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don’t let cheating destroy your hard-earned opportunity to learn. See [business.rutgers.edu/ai](http://business.rutgers.edu/ai) for more details.

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## ATTENDANCE AND PARTICIPATION POLICY

The class is designed to not only provide knowledge on the topic, but also prepare you to be a better businessperson. In today’s fast-paced, dynamic business world, fundamental skills like working well in teams, communicating ideas clearly and concisely, problem solving, and strategic thinking are essential.

Every student is expected to contribute to class discussions and actively participate in the exercises and activities. **Please bring a name tent.**

Students are expected to attend all classes and participate in the small group exercises to receive full credit towards the attendance and participation grade.

- Attendance will be taken for each class following the drop/add period. We will use TopHat for attendance.
  - Attendance will be taken at varying times and may also be taken multiple times during a lecture session. Students are responsible to record their own attendance.

- From time-to-time, students will also be asked to hand in assignments completed in class. This will count towards participation. Finally, Professor will randomly call on students throughout the semester.
- If you are to be absent, report your absence in advance at <https://sims.rutgers.edu/ssra/>. Please note that this notification is a courtesy to the instructor and does not constitute an approved absence.
- You may also send me an email requesting an excused absence. Please include all relevant information. I will confirm or deny your request based on the circumstances and appropriateness of the information you provide.
  - If your absence is due to religious observance, a Rutgers-approved activity, chronic illness, or family emergency/death and you are seeking make-up work, please send an email with full details and supporting documentation preferably in advance, but no later than 24 hours of your absence from class. Upon receipt of documentation, we will discuss options for making up assignments that were missed in class.

Additional information about attendance policies can be found at <http://sasundergrad.rutgers.edu/academics/courses/registration-and-coursepolicies/attendance-and-cancellation-of-class>

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 () minutes late is not acceptable.**

- 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.

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 Canvas as far in advance as possible.

Professor may discuss recent news releases, newspaper articles, and view You Tube videos in class. Some of the material from this discussion may be on the tests. If you are not in class or come late or leave early, you will miss this and may therefore not be able to answer the questions pertaining to this on the tests.

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## **HOMEWORK AND IN CLASS ASSIGNMENTS**

There will be six homework assignments due during the semester. Each homework will be worth between 4 and 10 points depending on the assignment. Homework will be assigned in class and posted in Canvas. Homework must be submitted on, or prior to the due date to be accepted. Homework will be submitted through Turnitin. You are responsible for ensuring that the assignment was submitted on time. **Only a digital receipt from Turnitin will be considered as proof that you submitted your**

**assignment on time** (see <https://help.turnitin.com/feedback-studio/turnitinwebsite/student/submission-information/downloading-submitted-papers-and-digital-receipts.htm>). Screenshots of Word or Excel document creation dates are not proof that you have submitted your assignment.

Missed homework assignments cannot be made up.

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## 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 actually take notes for this class.
  - **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.
  - **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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## EXAM POLICIES

Content for test questions will be developed from class lectures/discussions, assigned readings, case studies, 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) should 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.

During tests, the following rules apply:

- Your test will not be accepted without signing the Rutgers Honor Pledge printed on the test.
- **All electronic devices must be shut down and put away for the duration of the test**, along with books, notes, etc. **You may need to bring a calculator for the test \*\*\* NOT YOUR PHONE \*\*\* I will let you know in advance.**
- Once the test begins, students will NOT be allowed to leave the room (except in an emergency) until the test is completed and turn in.

- Please use the restroom prior to the test start. Leaving the room during the test will not be permitted unless there are emergency circumstances.
- Make-up tests will only be considered with prior review and approval by the professor.

## GRADING POLICY

Each component of your grades will be worth the following points:

Category	Weight	Points
Mid-term exam	25%	100
Final Exam	40%	160
Homework / Assignments	15%	60
Participation/Attendance	10%	40
Group Project	10%	40
<b>Total</b>	<b>100%</b>	<b>400</b>

Letter grades will be calculated as follows:

Final Grade	Points From	Points To	Percentage
A	400.00	360.00	100%-90%
B+	359.99	348.00	89%-87%
B	347.99	320.00	86%-80%
C+	319.99	300.00	79%-75%
C	299.99	280.00	74%-70%
D	279.99	240.00	69%-60%
F	239.99	0.00	59% or lower

Other items pertaining to grades:

- A rubric and other details will be posted for the participation/attendance grading, the individual project management tool assignments, and the final project grade
- I will **follow department guidelines for the distribution of grades and targeted average GPA for the course.**
- All grades will be posted in Canvas as quickly as possible and generally within one week of the assignment submission.
- 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 believe I have made a mistake in grading any of the above, please schedule a call/meeting to discuss within three days of receiving the grade. You must provide rationale and proof for why the grade should be changed. I will not respond to email requests to “roundup” or change grades.
  - I will not adjust grades based upon outcomes such as a negative impact to a GPA, lost tuition reimbursement, job acceptance, etc.
  - Attempting to influence faculty in an effort to obtain a grade that was not earned is a form of dishonest academic behavior.

## COURSE SCHEDULE

*Tentative and subject to change. Assignments: (I) = Individual, (G) = Group*

Session	Session Focus	Key Tools & Concept	Readings/Assignments
1	Introduction, goals, overview of course	<ul style="list-style-type: none"> <li>▪ Introductions, review syllabus and expectations</li> <li>▪ Introduction to project, program, and portfolio management</li> </ul>	Chapter 1
2	<i>Continue:</i> overview	§ Introduction to project, program, and portfolio management <i>In-class group exercise</i>	
3	Project, Program and Portfolio Selection	<ul style="list-style-type: none"> <li>▪ Align with business strategy</li> <li>▪ Methods for selecting projects</li> <li>▪ Link to scorecards, benchmarking, strategy</li> <li>▪ Project portfolios</li> <li>▪ <i>In-class: exercise</i></li> </ul>	Chapter 2
4	Project selection continued	§ In-class exercise	<i>Homework 1: Project selection</i>
5	Initiating Projects	<ul style="list-style-type: none"> <li>▪ Project management process groups</li> <li>▪ Defining business case</li> <li>▪ Identifying Stakeholders</li> <li>▪ Developing charter</li> <li>▪ Communication plan</li> </ul> <i>Project kick-off exercise</i>	Chapter 3
6	Planning Projects	<ul style="list-style-type: none"> <li>▪ Project team integration</li> <li>▪ Project scope management</li> <li>▪ Introduction to work breakdown structure (WBS)</li> </ul>	Chapter 4 <i>Homework 2: Charter and stakeholder analysis</i>

7	<i>Continue: Planning projects</i>	<ul style="list-style-type: none"> <li>§ Work breakdown structure</li> <li>§ Examples of WBS</li> <li>§ Approaches to develop WBS</li> </ul> <p><i>IN-CLASS: WBS EXERCISE – DISCUSSION AND PRESENTATION</i></p>	
8	WBS and Planning Case	<ul style="list-style-type: none"> <li>§ In-Class Team Exercise: Case analysis focused on defining a project charter and WBS using tools</li> </ul>	<i>Homework 3: WBS</i>
9	Plan and Schedule	<ul style="list-style-type: none"> <li>▪ ID tasks and relationships</li> <li>▪ Calculate schedule</li> <li>▪ Critical path</li> <li>▪ Resource planning</li> <li>▪ Estimating</li> <li>▪ Balance cost-schedule-quality</li> <li>▪ <i>In-class mini-exercise</i></li> </ul>	Chapter 5
10	<i>Continue: Plan and Schedule</i>	<ul style="list-style-type: none"> <li>§ <i>In-class: Complex Critical Path Case analysis and discussion</i></li> </ul>	
Session	Session Focus	Key Tools & Concept	Readings/Assignments
11	Critical Path and Planning Case	<ul style="list-style-type: none"> <li>▪ Supply Chain PM Case</li> <li>▪ Model critical path and decisions</li> <li>▪ Schedule compression techniques: Crashing and Fast Tracking</li> <li>▪ Resource leveling issues</li> </ul>	
12	Project Resource & Communication Planning	<ul style="list-style-type: none"> <li>▪ Project quality management</li> <li>▪ Project HR planning</li> <li>▪ Project communication planning</li> <li>▪ Procurement management</li> <li>▪ <i>In-class: exercise</i></li> </ul>	Chapter 6
13	ProjectLibre	<ul style="list-style-type: none"> <li>▪ Building a demo plan in ProjectLibre</li> <li>▪ Mid-term review</li> </ul>	<u>Pre-work:</u> download software and review ebased lectures – see Canvas
14	Mid-term exam	<ul style="list-style-type: none"> <li>§ Covers sessions 1-6 plus homework, cases and discussion</li> </ul>	
15	Project Risk Management	<ul style="list-style-type: none"> <li>▪ Sources of risk</li> <li>▪ Assess and identify Project Risk</li> <li>▪ Mitigate and management of risk</li> </ul> <p><i>In-class: Risk case and exercise</i></p>	<i>Homework 4: Gantt chart, CPM and schedule compression</i>

16	Behavioral Profiles and Teams	<ul style="list-style-type: none"> <li>▪ DISC behavior profile and discussion</li> <li>▪ Managing teams</li> </ul>	
<i>NO CLASS</i>			
17	Executing projects	<ul style="list-style-type: none"> <li>▪ Deliverables</li> <li>▪ Change requests</li> <li>▪ Communication management</li> <li>▪ Stakeholder management</li> <li>▪ Issue logs</li> <li>▪ <i>In-class: exercise</i></li> </ul>	Chapter 7 <u>Due:</u> Groups identified for group project
18	Project Team Management	<ul style="list-style-type: none"> <li>▪ Team composition</li> <li>▪ Team dynamics</li> <li>▪ <i>In-class: team analysis</i></li> </ul>	<u>Pre-work:</u> TBA prior to class
19	Monitoring and controlling	<ul style="list-style-type: none"> <li>▪ Project integration management</li> <li>▪ Project scope management</li> <li>▪ Time, cost, and quality management</li> <li>▪ Stakeholders management</li> </ul>	Chapter 8

Session	Session Focus	Key Tools & Concept	Readings/Assignments
20	Monitoring and controlling	§ Earned value analysis In-class exercise	
21	CLOSING PROJECTS	§ Customer acceptance / project completion form § Final report § Transition plan / lessons learned	Chapter 9
22	Project Flip	§ <i>In-class: Team-Based Project Management simulation</i>	<i>Homework 5: to be announced</i>
23	Project Flip	§ <i>In-class: Team-Based Project Management simulation</i>	
24	Project Flip	§ <i>In-class: Team-Based Project Management simulation</i>	
25	Project quality	§ <i>Project and Quality Management</i>	
26	Group presentations	§ Group presentations - round #1	See Canvas for requirements
27	Group presentations	§ Group presentations – round #2	See Canvas for requirements
28	Wrap-up and exam review	§ Wrap-up § Final exam review and discussion	<i>Homework 6: reflective exercise</i>
Final Exam – Date to Be Announced			

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## SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at [ods.rutgers.edu](http://ods.rutgers.edu).

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email [dsoffice@echo.rutgers.edu](mailto:dsoffice@echo.rutgers.edu)]

[Rutgers University-Newark ODS phone (973)353-5375 or email [ods@newark.rutgers.edu](mailto:ods@newark.rutgers.edu)]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email [jackie.moran@rutgers.edu](mailto:jackie.moran@rutgers.edu)]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu)]

If you seek *religious accommodations*, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email [deanofstudents@echo.rutgers.edu](mailto:deanofstudents@echo.rutgers.edu)]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email [DeanofStudents@newark.rutgers.edu](mailto:DeanofStudents@newark.rutgers.edu)]

If you have experienced any form of *gender or sex-based discrimination or harassment*, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu/>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: [https://cm.maxient.com/reportingform.php?RutgersUniv&layout\\_id=7](https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7) . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu). If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email [run.vpva@rutgers.edu](mailto:run.vpva@rutgers.edu)]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu> .

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 University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[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 – Newark: <http://health.newark.rutgers.edu/>]

[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/>

Students experiencing difficulty in courses due to *English as a second language (ESL)* should contact the Program in American Language Studies for supports.

[Rutgers–Newark: [PALS@newark.rutgers.edu](mailto:PALS@newark.rutgers.edu)]

[Rutgers–New Brunswick: [eslpals@english.rutgers.edu](mailto:eslpals@english.rutgers.edu)]

If you are in need of additional *academic assistance*, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>]

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

[Optional items that many faculty include:

- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

- Students must sign, date, and return a statement declaring that they understand this syllabus.]