Supply Chain Management
Course Number: 22:799:661
Course Title: Project Management

COURSE DESCRIPTION

Project Management is one of the most critical elements in the competitiveness and growth of organizations. Projects are the drivers of innovation and change and no organization can survive today without projects. Effective leaders in today's leading companies must be effective project managers. Furthermore, almost every business graduate may sooner or later be asked to manage a project. This course presents the classical foundations of project management and introduces 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. They will be able to develop a project plan, build a project team and adapt their project management style to the unique project characteristics. Course topics will include: project initiation, project success dimensions, integration, scope, planning, controlling and monitoring, time, cost and risk management, project organization, project teamwork, and project adaptation.The course will also advise students how they could prepare themselves for the PMP Exam of the Project Management Institute in order to become Professional Project Managers.

COURSE MATERIALS

Required HBP packet: a case study and a simulation https://hbsp.harvard.edu/import/853829

Required HJ2016: Heagney, Joseph (2016). *Fundamentals of project management* (5th ed.). American Management Association, ISBN: 978-0814437360. Rutgers University Library has e-book HERE.

Optional VE2015: Verzuh, Eric (2015) *The fast forward MBA in project management* (5th ed.). Wiley, ISBN: 978-1119086574. Rutgers University Library has e-book HERE.

Optional PQ2011: Pries, Kim H. and Quigley, Jon M. *Scrum Project Management*. Taylor & Francis Group, ISBN: 978-1-4398-2517-4. Textbook can be found on HERE.

LEARNING GOALS AND OBJECTIVES

After completing this course, you should be able to:

1. Understand why project management is used in business.
2. Understand the various organizational structures for a project.
3. Clearly define project objectives and task flow.
4. Use tools such as project phase chart, PERT, and CPM to effectively manage projects.
5. Use metrics to gauge project progresses.
6. Identify and takes steps to mitigate project risks.
7. Close out a project.

PREREQUISITES

NA.

FORMAT OF THE COURSE (Quasi-Tactics)

- Lectures
- Textbooks
- Case discussion
- Individual assignments & exams

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 for more details.

EVALUATION AND GRADING   **Your Score**

Midterm exam (multiple choices & problems)	20 pts	_____
Final exam (multiple choices & problems)	25 pts	
Individual assignments (problem based)	20 pts	_____
Team project	35 pts	
		_____
Total	100 pts	
		_____
		_____

GRADE VALUE: A: 95% above, A- : 90% to 94.4%, B+: 87.5% to 89.4%, B: 85% to 87.4%, B- : 80% to
84.4%, C+: 77.5% to 79.4%, C: 75%-77.4%, C-: 70%-74.4%, D: 60%-69.4%, F: less than 60% (0.5 and above will be rounded upwards, 0.4 and below will be rounded downwards). Please note that your finalgrade may or may not be curved.

TEAM PROJECT

Learners will form groups of approximately five members each. Each group will explore a project conceptrelated to various issues we encountered during the COVID. Groups can choose topics such as addressingPPE shortage, scheduling elective surgeries, preparing for massive vaccinations, or home delivery, etc.

Ideally, the chosen issue and solutions should be closely related to your major(s). Each group should propose a conceptual solution to address corresponding issues and propose project initiation, planning documents as if the project will be implemented within six months with the budget limit not exceeding $2 million dollars per project. Please plan on covering at least the following in your project proposal. It is OKto add additional information items as team see fit. Each team needs to work on distinct projects and therefore it is important for you to send in your project idea in the first week of the semester.

- Description of the project deliverable
- Issues/problems that will be addressed by this project
- Market analysis
  - Gap analysis - what have been addressed by establish industry practices and what still needs tobe addressed?
- Analysis-qualitative and quantitative (as appropriate)
- If you were to initiate the project to address those issues/problems, how would you approach theproject?
  - Project charter
  - WBS
  - Schedule (CPM)
  - Resource (Cost)
  - Risk management plans
  - Procurement management plans
  - Quality management plans
  - Projected outcome

Towards the end of the semester, each team is expected to turn in a project folder with all necessary documents listed above, along with relevant supporting information/materials. Please use APA citation format to organize your write-up. In addition, each team will have 25 minutes to present their findings withup to 5 minutes for questions.
Please find two separate rubrics, one for your write up and another for your presentation in the following:

  - Final project proposal write up

Criteria	Novice (60%)	Competent (80%)	Proficient (100%)
Identification of Issues/Problems **Weight 10.00%**	Identifies and demonstrates acceptable understanding of part of the issue/problem.	Identifies and demonstrates an accomplished understanding of the issue/problem.	Identifies and demonstrates a sophisticated understanding of the main issue/problem and its impact on the industry.
Industry/ Gap analysis **Weight 15.00%**	Presents a superficial or incomplete analysis of the identified issue; did not elaborate in details on how the issue has been addressed and did not discuss what the proposed project intend to address the issue.	Presents a thorough analysis of how the identified issue has been addressed in the industry; provide an overview of what could have been done to address the issue, yet did not elaborate on how the proposed project might help address the issue.	Presents an insightful and thorough analysis of how the identified issue has been addressed in the industry, discuss what could have been done differently, and elaborate in details how the proposed project intends to fill the gap.
Project Documentations **Weight 45.00%**	Provides most of documentations including project charter, WBS, schedule, resource, risk/procurement/quality management plans. The final submission reflects a lack of project planning and a lack of execution of project management concepts.	Provides a complete set of documentations including project charter, WBS, schedule, resource, risk/procurement/quality management plans. The final submission illustrates a well-designed project planning process as well as a good execution of project management concepts.	Provides a complete set of documentations including project charter, WBS, schedule, resource, risk/procurement/quality management plans. The final submission illustrates a thorough project planning process as well as an excellent execution of project management concepts.
Supporting material 10.00%	Insufficient information was obtained and/or sources lack validity and/or no formal APA citation format. Analysis and design considerations were not supported by the information collected.	Sufficient information was obtained and most sources were valid and in APA format. Analysis and design considerations were mostly supported by the information.	All relevant information was obtained and information sources were valid and in APA format. Analysis and design considerations were well supported by the information
Teamwork 10.00%	Team did not collaborate or communicate well. Some members would work independently, without regard to objectives or priorities. A lack of respect and regard was frequently noted.	The team worked well together most of the time, with only a few occurrences of communication breakdown or failure to collaborate when appropriate. Members were mostly respectful of each other.	The team worked well together to achieve objectives. Each member contributed in a valuable way to the project. All data sources indicated a high level of mutual respect and collaboration
Writing Mechanics Weight 10.00%	Writing is unfocused, rambling, or contains serious errors; poorly organized and does not follow specified guidelines.	Occasional grammar or spelling errors, but still a clear presentation of ideas; lacks organization.	Demonstrates clarity, conciseness and correctness; formatting is appropriate and writing is free of grammar and spelling errors.

o   Presentation grading rubrics

Criteria	Novice (60%)	Competent (80%)	Proficient (100%)
Organization & Content **Weight 25%**	Audience has difficulty following the presentation, unsupported assertions or illogical conclusions	Logical sequence of information allows the audience to follow presentation from introduction through conclusion, assertion support chain evident.	Information presented in logical, interesting, and flowing sequence from introduction through conclusion & content depth supports assertions and recommendations.
Research, Subject Knowledge, Resources **Weight 25%**	Basic knowledge of subject is demonstrated, but elaboration is minimal or presenter fails to answer questions, references missing or limited research.	Presenter demonstrates in-depth subject knowledge, is at ease with material, answers questions thoroughly, solid research with cited references.	Presenter demonstrates expertise in subject through clear and concise explanation, elaboration, question and answer, and key points delivery. Credible, in-depth, and accurate research and data analysis with cited references that supports presentation.
Visual Aids **Weight 25%**	Limited visual aids support presentation.	Presentation has relevant visual aids that provide evidence to support assertions and recommendations.	Clear and creative visual aids enhance the presentation, reinforce key points, and engage the audience.
Delivery **Weight 25%**	Presenter's pace is too slow or fast, jumps around, voice is low or unclear, multiple interjections distract audience, or fails to elaborate on key findings.	Presenter clearly and effectively communicates key ideas, speaking and pace comfortable for audience.	Presenter clearly and effectively communicates ideas and engages the audience, concise highlighting of key points is engaging.

COURSE POLICIES

1. The syllabus may be modified at the professor's discretion to improve effectiveness and meet the needs of the class.
2. You are expected to be complete **all** scheduled sessions. The only exceptions follow those consistent with University policy. There may not be make-up exams or assignments.
3. You are expected to come prepared to the sessions. At a minimum this means that you have read and completed any assigned material or problems.
4. Please **silence your cell phone** and **refrain from text and IM messaging for sessions**.
5. **No electronic devices will be permitted during examinations.** The only possible exception will be calculators or laptops if exams are administered on-line.
6. Assignment Due Dates: **All assignments (including exams) are due when specified, not later. All written assignments are to be typed and presented in a highly professional manner.**

7. You are expected to check your Rutgers email and Canvas regularly for current course information. This will be the primary means of communication used for the course. *"When in doubt, check your Rutgers email and Canvas."*

8. I encourage you to contact me with any questions that you have about the course through my email. Since I am teaching multiple different classes, please include the course number of 22:799:661 in your email subject line.

9. All University policies will be followed in this course.

COURSE SCHEDULE

(The course is available at https://rutgers.instructure.com/. Students are expected to monitor Canvas regularly for changes in the schedule and other important materials.)

Notes: [1] The schedule is an estimate and may change at the discretion of the Professor to improve the efficacy of the course based on the pace of the class

Session	Session Focus	Key Tools & Concept	Readings/Assignments
1	Introduction, goals, overview of course	§ Introductions, review syllabus and expectations § Introductions to project management § PMBOK framework & certifications	Syllabus & lecture notes Chapters 1&2 from **HJ2016** Form teams (4 members per team)
2	Project economics & Initiating projects	§ Business strategy & methods for project selection § NPV, payback period § Cash flow, depreciation § Project management process groups § Defining business case § Identifying Stakeholders § Developing charter	Chapters 3-6 from **HJ2016** Lecture notes Assignment #1 available
3	Planning projects & work breakdown structure	§ Project team integration § Project scope management § Introduction to work breakdown structure (WBS)	Chapter 7 from **HJ2016** Lecture notes Assignment #1 due Assignment #2 available

4	Planning and schedule	§ ID tasks and relationships § Calculate schedule § Critical path (CPM) § Resource management § Schedule compression techniques: Crashing andfast tracking	Chapter 7 from **VE2015** Lecture notes Assignment #2 due *Team project initial submission due*
5	Case discussion	❀ In class exercise: Safe boat trip ltd.: Launching the flying ferries	HBP case from course pack

6	ProjectLibre	§ Building a demo plan in ProjectLibre § Mid-term review ❀ In-class exercise: projectlibre practice	Pre-work: download software and review e-based lectures – see Canvas *Team project discussion*
7	Mid-term exam	Covers sessions 1-7 plus homework, cases and discussion	
8	Executing project	§ Deliverables § Change requests § Communication management § Stakeholder management § Issue logs	Chapters 11 & 12 from **HJ2016** Lecture notes Assignment #3 available
9	Monitoring and controlling project	§ Project integration management § Project scope management § Time, cost, and quality management § Earned value analysis	Chapters 12 from **HJ2016** Lecture notes Assignment #3 due
10	Project procurem ent and closure	§ Customer acceptance / project completion form § Contracts § Transition plan / lessons learned	Lecture notes
11	Project team management & Agile	§ Team composition § Team dynamics § Introduction to agile project management ❀ In-class exercise: team analysis	Chapter 13 from **HJ2016, PQ2011** Lecture notes Assignment #4 available
12	Project quality management & risk management	§ Flowcharting & histogram § Control charts § Sources of risk § Assess and identify Project Risk § Mitigate and management of risk	Chapter 5 from **VE2015** Lecture notes Assignment #4 due

13	Project simulation	❀ In-class exercise: project simulation	Course pack from HBP
14	Team project presentations		1. Submit printed copy of presentation to professor 2. Present your project to the class
15	Final exam		

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.

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

[Rutgers University-Newark ODS phone (973)353-5375 or email 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]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email 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]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email 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 . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at 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]

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]

[Rutgers–New Brunswick: 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.]