



**MARTIN TUCHMAN
SCHOOL OF MANAGEMENT**
NEW JERSEY INSTITUTE OF TECHNOLOGY

Instructor: Aizaz Shariff

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Please contact me via email. Depending on when you reach out to me it may take me 24 hours to reply.

Class Time & Location: Thursday(s) 6:00pm – 8:50pm CAB 3052 (Leir Conference Room)

Prerequisites: none

Office Hours: By prior arrangement as online meeting; Monday 4 to 5 PM

**Global Project Management
MGMT 641
Fall 2023**

Course Overview

Project management is widely accepted across industries. It has uses across various management functions from administrative to marketing. Projects are getting more complex, larger, and more distributed across geography. Project management methodologies, tools, and techniques are needed to deliver results with transparency while working with global teams.

This course is designed to teach you the principles underlying effective project management, creating a rote knowledge of methodologies, tools, and techniques to successfully manage projects. This course will focus on 1) The concepts/theories covered in the text 2) Learning to use MS Project 3) covering PMBOK to gain a head start towards preparation for PMP certification.

We will cover the major phases of a project: 1) Initiation 2) Planning and 3) Execution and 4) Monitoring and Controls as a continuous process which overlaps the other major phases. Topics covered include Project Strategy and Selection, the role of Project Manager, Managing Stakeholders and Resolving Conflict, the impact of Organizational Structure on the project; Activity Planning: Traditional and Agile, Budgeting and Risk Management, Scheduling, Resource Allocation; Monitoring and Information Systems, Project Control, Project Auditing, Project Closure and Benefits Realization

Through lectures, discussions, case studies, exams, and team project, the course simulates the experiences that project managers will need to conceptualize, initiate, plan, execute, and monitor and control a project in a contemporary organization.

Any student looking to understand how to manage change through an organization to operationalization, and/or pursue a career in project management is encouraged to take this class. Similarly, any student with project management background is encouraged to use this course to learn methodologies, tools, and techniques to enhance their project management skills.

Required Course Materials

Jack R. Meredith, **Project Management: A Managerial Approach**, 11th Edition. ISBN: 978-1-119-80381-2 November 2021 (Previous edition are not recommended). The material for all other reading assignments will be available in Canvas.

PMP Certification Exam

While not required you are encouraged to pursue your PMP certification. For those students who are interested in PMP Certification the following references are recommended.

[Reference] PMBOK® Guide – Seventh Edition by Project Management Institute.

- The **Exam Content Outline** provides details about the exam itself: what to expect, what is included and how it is structured.
- The **Certification Handbook** focuses on requirements, the application process, and timeline.

You'll find answers to your questions on PMI website (www.pmi.org). Current copy of both is available via PMI [here](#).

Other suggested references by PMI for PMP Certification preparation:

Project Management Case Studies by Harold Kerzner, published by Wiley

Project Management: A Systems Approach to Planning, Scheduling, and Controlling by Harold Kerzner, published by Wiley

Effective Project Management: Traditional, Agile, Extreme, Hybrid by Robert K. Wysocki, published by Wiley

Fundamentals of Technology Project Management, 2nd Edition by Colleen Garton with Erika McCulloch, published by MC Press

Project Managers Portable Handbook, 3rd Edition by David Cleland and Lewis Ireland, published by McGraw-Hill

Information Technology Project Management, 7th Edition by Kathy Schwalbe, published by Cengage Learning

Essential Scrum: A Practical Guide to the Most Popular Agile Process by Kenneth S. Rubin, published by Addison-Wesley

Project Management: The Managerial Process by Erik Larson, published by McGraw-Hill

The Project Management Tool Kit: 100 Tips and Techniques for Getting the Job Done Right by Tom Kendrick, published by AMACOM

Agile Practice Guide by Project Management Institute, published by Project Management Institute

*A Guide to the Project Management Body of Knowledge (PMBOK® Guide)** by Project Management Institute, published by Project Management Institute

Learning Outcomes

Upon successful completion of this course, the student should be able to:

- Discuss why project management is used in business.
- Explain the role of the project manager in a project

- Identify and manage stakeholders
- Manage conflict effectively
- Recognize the organizational structure and its impact on the project
- Demonstrate traditional and agile methodologies
- Compose budgets and integrate it with risk management
- Develop and manage a schedule
- Manage and allocate resources
- Utilize project management information systems (PMIS)
- Explain how to control a project
- Apply project performance metrics and audits
- Demonstrate how to close-out a project.
- Contribute to team outcomes!

Expected Learning Outcomes

In addition to content specific course objectives, the course intends to help students develop a wide range of management, communication, interpersonal, analytical and technology skills, namely:

How to develop business case for a project, develop a project management plan, manage scope, develop a budget and a schedule, manage stakeholders, team, resources, and risks. Project closure and hand-off to operations.

MBA Program Learning Outcomes

Competency	Outcome
LC 1 Students will develop technology competency	LO 1.1 Summarize appropriate quantitative methods and technological tools (hardware and software) to resolve business problems. Use Project Management Information Systems (PMIS) to effectively plan, manage, and monitor and control projects
	LO 1.2 Use digital tools to deliver presentations and other project communications
LC 2 Students will develop critical thinking skills	LO 2.1 Demonstrate business and project management knowledge to develop and compose project charter, project plan, budget, schedule, and final report.
	LO 2.2 Demonstrate information literacy via project communications including metrics and reporting and written communication skills by developing project and subsidiary plans.
LC 3 Students will develop an understanding of ethics	LO 3.1 Formulate effective business decisions that are grounded upon moral and ethical decision-making frameworks of stakeholders, people, and resource management.

MSM Program Learning Outcomes

Competencies	Outcome
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LC 1 Students will develop management solutions in the area of project management	LO 1 Students will be able to critically analyze business cases, apply and integrate project management methodologies, tools, and techniques to manage scope, schedule, cost and risk to increase the likelihood of successfully delivering projects.
LC 2 Students will develop knowledge related to applying technology in business	LO 2.1 Demonstrate the ability to analyze, manage, and track project performance.
	LO 2.2 Effectively use technology to deliver presentations and other communications.
LC 3 Students will develop the ability to write effectively	LO 3.1 Devise and deliver accurate and insightful steering committee, project status, and ad hoc reports.

Course Website

Please go to CANVAS. The Canvas site is where most course materials are posted. Make sure you have an NJIT UCID and password so that you are able to access Canvas. I will use Canvas to post announcements and supplemental materials throughout the semester. **So, please be sure to check the site (canvas.njit.edu) frequently. Please contact helpdesk (973-596-2900) for problems associated with Canvas.**

Course Deliverables/ Final Grade Components

Your grade for this course will be based on the following components:

<u>Component</u>	<u>Points</u>
Class Participation	25
Straight Average of Mini-PMP (10)	30
Team Project	
✓ Presentation	10
✓ Written Report	20
Group Work	15
TOTAL	100

You will get points for participating in class but **no points** for just **attending**.

Assignments descriptions

While there will be lectures, we want to focus on principles and understanding principles through discussions. I will provide you with questions on a weekly basis to guide each reading assignment. You are expected to read the material and find answers in the reading. You are expected to complete the reading assignment before the class and come ready to contribute to class discussions.

There will be a before-class assessment each week of 15 questions. Please complete the assessment before the lecture. I will use the results to push-pull topics on the syllabus and/ or the time allocated to a particular topic. The assessment will not count towards your grade, but you **must** complete the pre-class assessment as part of your overall class participation grade.

You will collaborate within your Homework Group on Essay Questions & Problems. The weekly assignments aim to facilitate comprehension of the material. Group discussions will expand and deepen your understanding. You will have the chance to showcase your comprehension in class discussions, earning full participation points. Document the homework using MS-Word, MS-PPT, or MS-Excel, based on the assignment's nature.

Your team will need to designate a different member each week to present your answers to the rest of the class, contributing to your class participation grade. This endeavor will aid in passing the Mini-PMP and establishing a foundation for exams like the PMP certification. Weekly homework acts as a catalyst for performing well on the Mini-PMP, finishing the Team Project, establishing professional practice fundamentals, and succeeding in certificate exams, etc.

Class Participation Breakdown

- Complete weekly assessments
- Present on Essay Questions & Problems
- Present updates on your Team Project
- Contribution to class discussion (hint: read the chapter and contribute in class by knowing the answers to the weekly reading questions)

Note: Past performance of students was best in all areas of this class when the students strived to consistently contribute in class. If you do these four things all else will fall into place.

There will be a Mini-PMP Practice Questions exam each week. The exam will be a combination of T/F, Fill-in-the-blank and multiple-choice questions. The exam will be proctored (closed book), online, and essentially, mimic PMP exam timing and conditions. You will have to complete the entire exam in one sitting. You will have 45 questions to answer in 75 minutes as part of your Mini-PMP. You will take this exam online using the Lockdown Browser and outside of the class. You should take the exam each week, but your 10 best scores will count towards your overall grade.

Project management is a capstone of business functions. It is a complex topic and a culmination of a multitude of business functions. And Project Management Professional certification is one of the more difficult exams to pass. The actual PMP exam is 180 questions in 230 minutes. *Our questions are easy.* The Mini-PMP Practice Questions will acclimatize you to exam conditions.

Team Project will be in a written format and graded by your instructor. You are expected to work on the team project on a weekly basis as topics are presented to you. Team project will be a written document including but not limited to charter, project metrics, stakeholders' analysis, project governance, project management plan including budget, schedule, project financial analysis, team with RACI, resource allocation, quality, risk management, control plan for scope,

schedule, and budget, preparedness for project audits, and lessons learned. Upon completion of the written report you will present on Team Project to the class.

We will use attestation of individual and evaluation by team members to develop the group work grade from the Home Work and Team Project groups.

Final Grades

Grades reflect the level of understanding of course content. Therefore, to achieve the grade of A or B in this class expect to:

- Collaborate with groups. All of the points for a grade are enabled by your work on Homework and Project groups. Fulfill your obligations to your teams.
 - Be prepared. This means actively participating in discussions, exercises, and activities to further understanding.
 - Turn in all course deliverables in a timely and professional manner.
- With less preparation and participation expect a grade of C or lower.

I have had students be very casual in taking a class for the first part of a term. Then, as the class nears the end, the student realizes a bad grade may be in the future and asks for an extra-credit opportunity or extensions to due dates. This is usually done with a sad face, a soft voice, and a remorseful heart. Please know now that such opportunities are not fair to the other students. So, the grading system established in this syllabus is final and no other opportunities exist. This means that each student should take this class seriously from the first week.

Final course grades will be based on the following scale (there will be NO curve):

Grading Scale

A	B+	B	C+	C	F
90%	85%	80%	75%	70%	<70%

Late Assignments

Please ensure that you allocate sufficient time for completing your assignments and aim to submit them in a timely manner. It's important to note that late assignments will not be accepted for grading unless you encounter a serious illness or an emergency situation. If such circumstances arise, you will need to provide legitimate documentation of the emergency, which must then be presented to and approved by the office of the Dean of Students before extensions can be granted.

Extra Assignments

We understand that managing your workload can be challenging. However, I would like to clarify that additional assignments will not be provided under any circumstances. If you find yourself struggling to complete the current assignments, requesting more work isn't a practical solution. Please refrain from making this request.

Friendly Reminder: This course is designed at a graduate level, focusing on project management. Your dedication and engagement with the existing assignments will contribute greatly to your success in the class.

Group Work and Collaboration in Project Management

In context of project management, effective collaboration and teamwork are indispensable for achieving successful project outcomes. To reflect this crucial aspect, the course will introduce a dual-group structure: the Homework Group and the Team Project Group. This framework aims to replicate the intricate dynamics of real-world project environments.

Assignment of Groups:

Before the semester begins, all students will be divided into two distinct groups: the Homework Group and the Team Project Group. These group assignments will be conducted randomly through the Canvas platform. This method simulates the diversity and unpredictability of actual project teams, where the fusion of various talents leads to comprehensive problem-solving and innovative decision-making.

Weekly Group Collaborations:

Throughout the course, both the Homework Group and the Team Project Group will actively engage in weekly collaborative activities. These activities encompass analyzing case studies, solving complex problems, and exploring project scenarios. By doing so, this approach facilitates the exchange of collective knowledge, the sharing of insights, and the enrichment of perspectives.

Individual and Group Attestation:

To ensure equitable participation within groups, we will implement an attestation process. At the end of each week, every group member is required to submit an attestation form. This form confirms their individual contributions to the group's discussions, deliberations, and decision-making processes during that specific week. This fosters accountability and encourages every individual to actively engage and contribute.

In tandem, the rest of the group will also submit an attestation form, confirming the participation of each member in the group's activities for the week. This dual attestation process further enhances transparency and mutual responsibility within the team, reinforcing the core principles of collaboration.

When there are significant discrepancies between individual's and other group members' attestation then I will rely on the later for your group grade.

Importance of Full Engagement:

The value of group work extends beyond meeting course requirements. It reflects the reality of project management in professional settings, where successful projects are born from shared effort, transparent communication, and collective ownership. Actively participating in your group activities will not only refine your teamwork skills but also expose you to diverse viewpoints and cultivate a comprehensive understanding of project management principles.

Moreover, this approach equips you with advantages such as improved communication abilities, exposure to diverse perspectives, and practical project management experience, setting you up for success both in this course and your future career endeavors.

If your group requests then I may accommodate by expelling you from that group. This will impact your group work grade as well as Team Project.

Please do NOT neglect your obligations to your fellow group members.

Email Etiquette

This is a business course, and the expectation is that you will conform to appropriate business letter writing practice in all of your email(s) to me. The following are the basics.

- Put the course name (e.g., course name or course number) in the subject line
- Identify the subject of the e-mail with a brief but descriptive summary of the topic: include a proper salutation and the assignment details such as the title, homework, or test.
- Proofread your e-mail for proper sentence structure, capitalization, spelling and punctuation.
- Conclude the e-mail message with a proper closing (e.g., Regards, Sincerely) and your full name.

(Note: Do not e-mail requests for additional grade points unless there is an error in the grading. Please note that any grade discrepancies must be addressed within 2 weeks of the assignment due date. Grades are not ‘given out’ by the professor; they are ‘earned’ by the student. So, make sure that you ‘earn’ a grade that you can live with.)

Academic Integrity

Learning is both an individual and a cooperative experience. Asking for and giving help freely in appropriate settings helps you learn. However, you should present only YOUR work as your own. University rules and standards define and prohibit “academic misconduct” by all members of the academic community including students. You are asked and expected to be familiar with these standards and abide by them.

Academic Integrity is the cornerstone of higher education and is central to the ideals of this course and the university. Cheating is strictly prohibited and devalues the degree that you are working on. As a member of the NJIT community, it is your responsibility to protect your educational investment by knowing and following the academic code of integrity policy that is found at: <http://www5.njit.edu/policies/sites/policies/files/academic-integrity-code.pdf>.

Please note that it is my professional obligation and responsibility to report any academic misconduct to the Dean of Students Office. ***Any student found in violation of the code by cheating, plagiarizing or using any online software inappropriately will result in disciplinary action. This may include a failing grade of F, and/or suspension or dismissal from the university.*** If you have any questions about the code of Academic Integrity, please contact the Dean of Students Office at dos@njit.edu.

Promote the use of your own original work over reliance on AI tools. Complete all assignments by drawing from the prescribed books and references in the syllabus. Recognize the pivotal role that Project Management plays in your career growth and avoid undermining its significance by turning to external sources instead of your own intellectual capabilities and your group's intellectual capabilities. Use of generated content to meet class work requirements will stunt your project management understanding. Dedicate your time and effort to this class, as the rewards will extend far into your future. Keep in mind that a plagiarism detection system will be in place, and assignments suspected of being AI-generated will receive zero points.

In this course, we will explore the application of pre-trained transformers like ChatGPT, as well as broader concepts within the realm of artificial intelligence. However, it is vital to refrain from incorporating these tools into your class assignments. The aim is to cultivate and showcase your authentic knowledge and skills.

Accommodations

Educational access is the provision of classroom accommodations, auxiliary aids and services to ensure equal educational opportunities for all students regardless of their disability. If you are in need of accommodations due to a disability, please contact Scott Janz (oars@njit.edu), Associate Director of the Office of Accessibility Resources & Services (OARS), Kupfrian Hall 201, to discuss your specific needs. A Letter of Accommodation Eligibility from the OARS authorizing your accommodations will be required. Accommodations need to be requested in advance and will not be granted retroactively.

Classroom Policies

I will submit your assignments to Turnitin to check for plagiarism and use tools to detect generated content for submitted assignments. Non-original work will not be acceptable.

Please mute your devices during class and set vibrate mode for mobile devices. Additionally, ensure all unnecessary class applications are turned off on ALL devices. Your active engagement in class contributes to your class participation grade.

Project managers are professionals who manage other professionals to deliver positive results to an organization. Under no circumstances will unprofessional language nor behavior be tolerated. You will be reported for any misconduct to the Dean of Students Office.

Project management is fundamentally about achieving tasks collaboratively and achieving success as a unified team. Your ability to connect with your fellow students on a personal level is a crucial requirement for successfully completing this course. All interactions, whether within the classroom, on-campus, or off-campus, must align with NJIT's Inclusive Learning Policy.

Every interaction with your classmates, regardless of the context, should embody qualities of constructiveness, supportiveness, respectfulness, and civility. We value a positive and encouraging environment that promotes effective teamwork and learning.

Final Comments

I reserve the right to change any aspect of this syllabus or the course schedule at any time, as the need arises. Students registered for this course assume full responsibility for reading and understanding the course policies as stated above.

The topics are tentative. Updates will be provided.

#	Date of:	Course Topics	Due
1	Sep 7	Chapter 1 - Projects in Contemporary Organizations What is a project Why project management Project Lifecycle Agile Project Management Team Project Idea discussion Organizing into Groups	Start submission of Team Project ideas Ch 1 - Essay Questions: 1, 2, 3, 4, 5. Mini-PMP Practice Assessment Questions for Chapter 2 - Strategic Management and Project Selection
2	Sep 14	Chapter 2 - Strategic Management and Project Selection Project Management & Governance Project Selection Models Project Portfolio Management Follow-up for Team Project Ideas	Finalize Team Project Idea Ch 2 - Problems 1, 4, 7, 9, 11, 15. Essay Questions: 1, 2, 3, 4, 5. Mini-PMP Practice Questions TEAM PROJECT Update Assessment Questions for Chapter 3 – The Project Manager
3	Sep 21	Chapter 3 – The Project Manager Role of the Project Manager Acquiring Resources Team Management Dealing with Obstacles Project Goal Trade-offs Breadth of Communications Negotiation Cultural Differences Submit Team Project Ideas	Ch 3 - Essay Questions: 1, 2, 3, 5, 6. Mini-PMP Practice Questions TEAM PROJECT Update Assessment Questions for Chapter 4 - Managing for Stakeholder and Resolving Conflicts
4	Sep 28	Chapter 4 - Managing for Stakeholder and Resolving Conflicts Stakeholders Management	Ch 4 – Essay Questions: 1, 2, 5, 6, 7.

		Conflicts & the Project Life Cycle Negotiations Partnering, Chartering, and Scope Change	Mini-PMP Practice Questions TEAM PROJECT (Update) Assessment Questions for Ch 5 - The Project in the Organizational Structure
5	Oct 5	Chapter 5 - The Project in the Organizational Structure Projects in: Functional Organization Projectized Organization Matrixed Organization Virtual Projects Projects in Composite Organizational Structures Project Form The Project Management Office Purposes Forms Tasks Implementing The Project Team Human Factors	Ch 5 – Essay Questions: 2,3,4,5. Mini-PMP Practice Questions TEAM PROJECT (Update) Assessment Questions for Ch 6 - Project Activity and Risk Planning
6	Oct 12	Chapter 6 - Project Activity and Risk Planning Project Activity Planning Approaches to Project Planning Project Planning in Action The Work Breakdown Structure The RACI Matrix and Agile Projects Agile Project Planning Integration Management	Ch 6 – Essay Questions: 1, 2, 3, 4. Mini-PMP Practice Questions TEAM PROJECT (Update) Assessment Questions for Ch 7 - Budgeting and Risk Management
7	Oct\19	Chapter 7 - Budgeting and Risk Management Estimating Project Budgets An Iterative Budgeting Process Negotiation-in-Action Budget Request Process Cost Category Budgeting vs. Project/Activity Budgeting Better Cost Estimating and Bidding	Ch7 – Essay Questions -3, 4, 6, 8, 9. Problems Top-Down Cost Estimates: 3, 4

		Project Bids and RFPs Learning Curves A Special Case of Learning Project Risk Management Risk (7) Processes Quantitative Risk Assessment	Work Element Costing: 6, 9 Other Factors: 12 Mini-PMP Practice Questions TEAM PROJECT (Update) Assessment Questions for Chapter 8 – Scheduling
8	Oct 26	Chapter 8 – Scheduling Network Techniques: PERT and CPM Risk Analysis Using Simulation Using These Tools Scheduling with Scrum	Ch8 – Problems: Expected Activity Times, Variances, and Standard Deviations Network Problem Probability of Completing Within X Days Multiple Paths Mini-PMP Practice Questions TEAM PROJECT (Update) Assessment Questions for Chapter 9 - Resource Allocation
9	Nov 2	Chapter 9 - Resource Allocation Critical Path Method – Crashing a Project Fast-Tracking The Resource Allocation Problem Time limited projects Resource limited projects Resource Loading Resource Leveling Resource Loading/Leveling and Uncertainty Constrained Resource Scheduling Heuristic Methods	Essay Questions: 1, 2, 3, 4, 5. Chapter 9 – Problems - Crash Slope: 1, 3, 6, 8, 10. Mini-PMP Practice Questions TEAM PROJECT (Update)

		Optimizing Methods Goldratt's Critical Chain	Assessments Questions for Chapter 10 - Monitoring and Information Systems
10	Nov 9	Chapter 10 - Monitoring and Information Systems The Planning-Monitoring-Controlling Cycle – Designing the Monitoring System Five telltale signs of project trouble to monitor The Planning-Monitoring-Controlling Cycle – The Reporting Process Report Types Meetings Common Reporting Problems Earned Value Analysis The Earned Value Chart and Calculations MS-Project Variance and Earned Value Reports Milestone Reporting – The text gives an example of project reporting based on milestones. Burnup and Burndown Charts	Problems Cost Variance: 1, 2, 3, 4, 5. Schedule Variance: 6, 7,8,9, 10 Time Variance: 11,12, 13,14, 15. Cost Performance Index: 16, 17, 18,19, 20 Schedule Performance Index: 21, 22, 23, 24, 25 Time Performance: 26, 27, 28, 29, 30. Cost-Schedule Index: Index: 31, 32, 33, 34,35. Mini-PMP Practice Questions TEAM PROJECT (Update) Assessment Questions for Chapter 11 - Project Control
11	Nov 16	Chapter 11 - Project Control The Fundamental Purposes of Control Control Types Three Types of Control Processes Go/no go Post control The Design of Control Systems Control of Change and Scope Creep Controlling Creative Activities Chapter 12 - Project Auditing Purposes of Evaluation The Project Audit Depth of the Audit Timing of the Audit –	Ch11 – Essay Questions: 1, 2, 3, 4, 5. Problems: Table of Students Mini-PMP Practice Questions TEAM PROJECT (Update) Assessment Questions for Chapter 12 - Project Auditing

12	Nov 21 (Thursday Classes meet on Tuesday)	<p>Chapter 12 - Project Auditing (Continued)</p> <p>Format and Use of the Audit Report –</p> <p>Responsibilities of the Project Auditor/Evaluator</p> <p>The Project Audit Life Cycle</p> <p>Some Essentials of An Audit/Evaluation Measurement</p> <p>Chapter 13 - Project Closure and Benefits Realization</p> <p>The Varieties of Project Closure</p> <p>When to Close a Project</p> <p>The Closure Process</p> <p>The Decision Process</p> <p>The Implementation Process</p> <p>The Final Report</p> <p>Benefits Realization</p>	<p>Ch 12 – Essay Questions: 2, 3, 5, 6, 7.</p> <p>Mini-PMP Practice Questions</p> <p>TEAM PROJECT (Update)</p> <p>Assessment Questions for Chapter 13 - Project Closure and Benefits Realization</p> <p>Ch 13 – Essay Questions: 1, 3, 4, 5, 6.</p> <p>Mini-PMP Practice Questions</p>
<u>Dec 6</u>		No lecture. All groups must submit their written Team Project Report before presentations sessions.	<u>Written TEAM PROJECT Due</u>
13	Nov 30,	Team Project Presentations	<i>Team Project</i>
13	Dec 7	Team Project Presentations	<i>Team Project</i>

Note: You are *responsible* for checking the course site and keeping up with this schedule.