



MGMT 641: Global Project Management Syllabus

Course Modality

This course will be conducted online, asynchronously via Canvas. For more information on using Canvas and other supported learning tools, visit the IST Service Desk [Knowledgebase](#).

Instructor Information

| Instructor | Email | Office Hours |
|-------------|-----------------|--|
| Paul Moodey | moodey@njit.edu | Send an email 24 hours in advance for an online meeting. |

I will respond to all emails/inbox messages within 24 hours.

General Information

Course Description

The course reviews key elements of project management frameworks with a particular focus on global projects, which include people from various organizations working in different countries across the world, both face-to-face and virtually. Such projects vary in complexity based on the number of organizations, locations, cultures, languages, and time zones involved. It discusses people, technology, and processes relevant to managing global projects and virtual teamwork.

Prerequisites/Co-requisites

None

Course Learning Outcomes



By the end of the course, students will be able to:

1. Recall the fundamentals of project management and the project lifecycle.
2. Use appropriate quantitative methods and technological tools to resolve business problems and plan, manage, monitor, and control projects with globally based activities.
3. Analyze digital tools to deliver presentations and other project communications in a global project setting.
4. Analyze scenarios that involve working with individuals in different time zones and countries to enhance skills in global teamwork and showcase strong written communication skills by developing detailed project plans and subsidiary documents.
5. Formulate effective business decisions grounded upon moral and ethical decision-making frameworks of stakeholders, people, and resource management.
6. Devise and deliver accurate and insightful steering committee, project status, and ad hoc reports encompassing global project metrics and dashboard reporting.
7. Create a charter, project plan, budget, schedule, and final report to demonstrate global project management techniques and principles.

Required Materials

- Jack R. Meredith, Project Management: A Managerial Approach, 11th Edition. ISBN: 978-1-119- 80381-2 November 2021. (Previous editions are not recommended).
- A Guide to the Project Management Body of Knowledge (PMBOK Guide): Sixth Edition

Supplemental Materials

To support your journey toward PMP certification success, please refer to the Canvas course for additional resources for PMP certification preparation.

Grading Policy

[NJIT Grading Legend](#)

Final Grade Calculation

Final grades for all assignments will be based on the following percentages:

| Category | % |
|-------------|-----|
| Assignments | 10% |



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| Discussion Forums | 10% |
| Knowledge Checks | 30% |
| Team-based Project | 50% |

Course Work

Assignments: (10% of grade) There will be assignments based on the concepts covered in the modules. The assignment will provide an opportunity to demonstrate your understanding of the material covered in the modules

Discussion Forums: (10% of grade) You are expected to participate in weekly discussion forums in Canvas. When all students participate in a discussion, it creates an active learning environment that will help you better understand the materials and be more successful in the class. You will be graded based on your participation and the content you bring to the participation.

Knowledge Checks: (30% of grade) There will be frequent knowledge checks throughout the course. These checks are based on the content covered in each module and would help you better understand course concepts and support your preparation for the PMP exam.

Team-Based Project: (50% of grade) This Global Project Management Team Project will give you the opportunity to apply concepts, tools, and techniques learned in class. To work on the Integrative Class Project, you will be assigned to a group with approximately 5 students from this class. The deliverables and their due dates can be found in Canvas on the Project Guide page. Each milestone will relate to the project management topics presented to you in each of the module. Deliverables for the projects include but are 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.

Feedback

I will deliver feedback on all assignment types using the comments feature in Canvas. The feedback should help you review your input and make adjustments if appropriate.

Letter to Number Grade Conversions



| | |
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| A | 90-100 |
| B+ | 85-89 |
| B | 80-84 |
| C+ | 75-79 |
| C | 70-74 |
| F | 0-64 |

Policy for Late Work

- All due time is 11:59 PM on the due date unless specified otherwise.
- Late submission (based on the submission timestamp on Canvas) is subject to an outright deduction of 40% of the full mark unless instructor approval is obtained BEFORE the due time based on a valid justification. Late submissions exceeding one calendar week will receive a zero grade unless instructor approval is obtained.
- Any question and/or issue regarding the grading of an assignment must be submitted within one week after the score is posted. Please note that the regrading of assignment may end up with either a higher or a lower grade than the original.

Academic Integrity

“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 [NJIT academic code of integrity policy](#).

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.”

AI Policy

While you may use AI tools like ChatGPT for brainstorming, it is important to remember that these tools are not a replacement for your own critical thinking and original ideas. You must be aware of potential inaccuracies and guard against overreliance. It is your responsibility to maintain the highest standards of academic integrity. Never submit AI-generated work as your own; cite it properly. Plagiarism will result in consequences under NJIT policies.

Etiquette

Throughout this course, you are expected to be courteous and respectful to classmates by being polite and active participants. You should respond to discussion forum assignments in a timely manner so that your classmates have adequate time to respond to your posts. Please respect opinions, even those that differ from your own, and avoid using profanity or offensive language.

Weekly Expectations

This course is organized by weekly modules. Each week, students must watch lecture videos, complete readings, and assignments, knowledge check quizzes, and participate in a class discussion forum. All deliverables should be submitted through Canvas by the due date at 11:59pm.

COURSE SCHEDULE

| Module | Topic | Assignments | Due Dates |
|--------|---------------------------|---|---|
| 1 | Projects in Organizations | 1. Introduce Yourself! 2. M1 Discussion 3. M1 Knowledge Check | 1. Initial post due Thursday, replies due Sunday. |



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| | | 4. Project Milestone 1 | 2. Initial post due Thursday, replies due Sunday. 3. Sunday 4. Sunday |
| 2 | Executing Business Strategy with Projects & Project Selection | 1. M2 Discussion 2. M2 Knowledge Check 3. Project Milestone 2 | 1. Initial post due Thursday, replies due Sunday. 2. Sunday 3. Sunday |
| 3 | Portfolio Management | 1. M3 Discussion 2. M3 Knowledge Check | 1. Initial post due Thursday, replies due Sunday. 2. Sunday |
| 4 | Role of the Project Manager | 1. M4 Discussion 2. M3 Knowledge Check 3. Project Milestone 3 | 1. Initial post due Thursday, replies due Sunday. 2. Sunday 3. Sunday |
| 5 | Stakeholder Management & Conflict Resolution | 1. M5 Discussion 2. M5 Knowledge Check 3. Project Milestone 4 | Initial post due Thursday, replies due Sunday. 2. Sunday |
| 6 | Project in the Organizational Structure | 1. M6 Discussion 2. M6 Knowledge Check | 1. Initial post due Thursday, replies due Sunday. 2. Sunday |
| 7 | Activity Planning: Traditional & Agile | 1. Discussion Forum: In what ways may the WBS be used as a key | 1. Initial post due Thursday, replies due Sunday. |



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| | | <p>document to monitor and control a project?</p> <ol style="list-style-type: none"> 2. Contrast the Project Plan, the Project Charter and the WBS. 3. M7 Knowledge Check 4. Project Milestone 5 | <ol style="list-style-type: none"> 2. Sunday 3. Sunday |
| 8 | Budgeting | <ol style="list-style-type: none"> 1. Discussion Forum: Which budgeting method is likely to be used with which type of organizational structure? 2. Submit: What are the advantages of top-down budgeting? Of bottom-up budgeting? what is the most important task for top management to do in bottom up budgeting? 3. M7 Knowledge Check 4. Project Milestone 6 | <ol style="list-style-type: none"> 1. Initial post due Thursday, replies due Sunday. 2. Sunday 3. Sunday |
| 9 | Risk Management | <ol style="list-style-type: none"> 1. Discussion Forum: Is the FMEA table more valuable than risk matrix? Please discuss in the forum. 2. Submit: Are the risk responses for threats or opportunities more important for PMs? Why? 3. M8 Knowledge Check | |



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| 10 | Scheduling & Scheduling using PM Tool (MS Project) | <ol style="list-style-type: none"> 1. Discussion Forum: What are the benefits of the network approach to project planning? What are some drawbacks? 2. Submit: What characteristics of the critical path times makes them critical? 3. M9 Knowledge Check 4. Project Milestone 7 | <ol style="list-style-type: none"> 1. Initial post due Thursday, replies due Sunday. 2. Sunday 3. Sunday |
| 11 | Resource Allocation | <ol style="list-style-type: none"> 1. Discussion Forum: When might a firm choose to crash a project? What factors must be considered in making this decision? 2. What is resource loading? How does it differ from resource leveling? 3. M10 Knowledge Check 4. Project Milestone 8 | <ol style="list-style-type: none"> 1. Initial post due Thursday, replies due Sunday. 2. Sunday 3. Sunday |
| 12 | Monitoring & Information Systems | <ol style="list-style-type: none"> 1. Discussion Forum: What are the advantages for a PM of having a computerized system over a manual one? What are the benefits in a global setting? 2. Submit: Identify the key factors that need to be considered when setting up a monitoring system? | <ol style="list-style-type: none"> 1. Initial post due Thursday, replies due Sunday. 2. Sunday 3. Sunday |



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| | | 3. M11 Knowledge Check | |
| 13 | Project Control | <ol style="list-style-type: none"> 1. How might a PM integrate the various control tools into a project control system? 2. Submit: What is the purpose of control? To what is it directed? 3. M12 Knowledge Check | <ol style="list-style-type: none"> 1. Initial post due Thursday, replies due Sunday. 2. Sunday 3. Sunday |
| 14 | Project Auditing & Closure | <ol style="list-style-type: none"> 1. Discussion Forum: Do you think project evaluations cost justify themselves? 2. Submit: What occurs in each stage of the audit life cycle? 3. M13 Knowledge Check | <ol style="list-style-type: none"> 1. Initial post due Thursday, replies due Sunday. 2. Sunday 3. Sunday |
| 15 | Final Project Submission | <ol style="list-style-type: none"> 1. Discussion Forum: Review other teams projects and discuss some of your key learnings 2. Submit your final project. | <ol style="list-style-type: none"> 1. Initial post due Thursday, replies due Sunday. 2. Sunday |

Exam Information and Policies

NJIT policy requires that all midterm and final exams must be proctored, regardless of delivery mode, in order to increase academic integrity. Note that this does not apply to essay or authentic based assessments. Effective beginning Fall semester 2019, students registered for a fully online course section (e.g., online or Hyflex mode) must be given the option to take their exam in a completely online format, with appropriate proctoring.



Any course that uses online proctoring for exams may require you to do an environmental scan. You are responsible for selecting a location where you are comfortable with yourself and your room being video and audio recorded. You may be asked to use your camera to scan all four walls of the room you are in, as well as the workspace, desk, and area around the computer. Ideally, your exam environment should be well-lit and free from distractions and interruptions.

In this course you will be required to use the following proctoring method to ensure academic integrity for exams:

Respondus LockDown Browser

This course will be utilizing:

- LockDown Browser: A locked browser used to prevent students from printing, copying, going to another URL, or accessing other applications during an assessment in Canvas.
- Monitor: Used in conjunction with LockDown Browser, Monitor is the usage of a webcam to record a user during the exam session.

Respondus works with both “[Classic](#)” and “[New](#)” quizzing engines in Canvas, but the process to enter the exam is different based on the quizzing engine. If information is not posted about which quiz will be used, contact your instructor.

If virtual machine software is detected on your device, you won't be able to run LockDown Browser, and you'll receive a warning, "The browser can't be used in virtual machine software such as Virtual PC, VMWare, and Parallels." You can find examples of VM software and troubleshooting steps on [Respondus's FAQ page for this topic](#).

If you want to take your exam on your iPad, you must ask your instructor to enable this feature from within the course settings and [download the LockDown Browser app](#).

For information about Respondus's privacy policies, please visit their Privacy Center.

The link for downloading the LockDown browser will be provided by the instructor. If the instructor does not provide a link, please reach out to them. Instructors should either reach out to help.njit.edu to receive the link if they do not currently have it.



In using LockDown Browser, students need:

- High-speed internet connection
- Windows or Apple Operating System

In using Monitor or Live Proctoring, students need:

- Webcam (internal or external)
- Microphone and Audio (internal or external)
- NJIT ID or Photo-Issued ID
- To perform an environment check

Helpful Resources:

- [Introduction to Respondus LockDown Browser for Students Video](#)
- [Respondus Monitor Resources](#)
- [Respondus Computer Requirements](#)
- Questions or Problems? Contact:
 - [Respondus Live Chat](#)
 - IST Service Desk: 973-596-2900 or Help.njit.edu

Using LockDown Browser with “Classic” Quizzes in Canvas

To access a Classic Quiz in Canvas using LockDown Browser, students must:

1. Download and install the [LockDown Browser link](#).
2. Locate the “LockDown Browser” shortcut on your desktop and double-click it. (For Mac users, launch “LockDown Browser” from the Applications folder.)
3. Log in with your NJIT UCID and password.
4. Click on the course within your “Courses” list in which you have to take the exam that requires LockDown Browser.
5. After you enter the course, find the exam and click on it.
6. Click the “Take the Quiz” button. Once a quiz has been started with LockDown Browser, you cannot exit until the “Submit Quiz” button is clicked.
7. If you are required to use a webcam (Respondus Monitor), you will be prompted to complete a Webcam Check and other Startup Sequence steps.

Using LockDown Browser with “New” Quizzes in Canvas

When accessing a New Quiz in Canvas using LockDown Browser, students must:



1. Download and install the [LockDown Browser link](#).
2. Log into Canvas using your standard browser.
3. Click on the course within your “Courses” list in which you have to take the exam that requires LockDown Browser.
4. After you enter the course, find the exam and click on it.
5. A new tab will open with a message stating “Assessment Loading”. You will also see a pop-up window asking you to open Lockdown Browser. Click “Open Lockdown Browser”.
6. Lockdown Browser will automatically launch and your quiz will be loaded into Lockdown Browser. Click “Begin” to take the quiz. Once a quiz has been started with LockDown Browser, you cannot exit until the “Submit Quiz” button is clicked.
7. If you are required to use a webcam (Respondus Monitor), you will be prompted to complete a Webcam Check and other Startup Sequence steps.
8. Once the exam has been submitted, Respondus will close to allow you to continue using your regular browser window.

Additional Information and Resources

Accessibility:

This course is offered through an accessible learning management system. For more information, please refer to Canvas’s [Accessibility Statement](#).

Requesting Accommodations:

The Office of Accessibility Resources and Services works in partnership with administrators, faculty, and staff to provide reasonable accommodations and support services for students with disabilities who have provided their office with medical documentation to receive services.

If you are in need of accommodations due to a disability, please contact the [Office of Accessibility Resources and Services](#) to discuss your specific needs.

Resources for NJIT Online Students



NJIT is committed to student excellence. To ensure your success in this course and your program, the university offers a range of academic support centers and services. To learn more, please review the “Student Services” page in Canvas, which includes information related to technical support.