RUTGERS–CAMDEN
School of Business

Lean Six Sigma Green Belt SYLLABUS

Course Number: 53:620:558
Term: SPRING 2026
Mode of Delivery: Online synchronous

Instructor Information

Professor / Lead Instructor: Stephanie Lussier
Office Phone: 802-673-2303 (text anytime; calls by appointment)
Email: stephanie.lussier@rutgers.edu
Office Hours: Wednesdays at 8:30 AM by appointment

Program Director: Corey Therrien – Rutgers School of Business
Email: corey.therrien@rutgers.edu

Optional: Key Spring 2026 Dates

- Spring 2026 classes begin: Tuesday, January 20th
- Last day to add a class: Thursday, January 29th
- Spring 2026 Recess: March 14–22
- Last day to withdraw with a "W": Monday, March 23rd (subject to change)
- Last day of classes: Monday, May 4th
- Reading Days: May 5–6
- Final Exam Period: May 7–13

Course Description

This course is designed for practical application of the concepts, tools and strategies learned in "Part I - LSS Green Belt Training" and includes the implementation of a real-world process improvement project, with the coaching of a Rutgers Black Belt throughout. The completed project from this course can be included in a learning portfolio that you share with current or future employers.

Course Learning Objectives

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

- Execute a Lean Six Sigma Green Belt project through all five DMAIC phases (define, measure, analyze, improve, control).
- Identify and charter relevant Lean Six Sigma project consistent with defined organizational needs.
- Collect and analyze data for specified Green Belt project.
- Assess appropriate Lean Six Sigma tools during the execution of a Green Belt project (i.e., be able to apply tools to your unique situation).
- Employ software programs to analyze data to verify and validate root cause and associated solutions.

School of Business–Camden Program Learning Goals

Teamwork and Interpersonal Relations
SLO: Students will develop interpersonal skills and demonstrate the ability to work effectively in teams.

Leadership
SLO: Students will understand what leadership is and how to define it, as well as develop basic approaches to manage and motivate others to achieve joint goals.

Communication – Impact and Effectiveness
SLO: Students will demonstrate effective oral presentation and/or written language skills.

Course Materials

Textbook: No physical textbook required. All materials provided electronically.

Other Materials:

- Narrated lectures, readings, templates, and videos provided via Canvas and Percipio
- External links to supplemental resources
- Software used: Minitab, Excel, iGrafx/Visio, PowerPoint, Zoom

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How to Succeed in This Course

- Read all text material assigned for each class
- Follow instructions in all assignments
- Start assignments early and get feedback from the instructor
- Consult/meet with the professor immediately when you need help.
- If an online tool is used (Canvas, specific software, etc.) ensure that you can access and use it appropriately.

Communication & Use of Canvas

EMAIL- USE YOUR RUTGERS EMAIL ADDRESS

All communications to students will be done using the Rutgers email address provided to you. Please forward your Rutgers email to your personal email if necessary.

Not checking your Rutgers email is not an excuse for missing any communications.

CANVAS

Canvas is the learning management system used for this course. Posted will be the syllabus, resources, Power Point slides, announcements, guides, etc. To access this system, go to http://canvas.rutgers.edu log in, and click on the course in your Canvas dashboard. For technical support 833-648-4357 or help@camden.rutgers.edu.

COMMUNICATION

Professor Communication:

Note that during the week, from Monday until Friday, I will try reply to all e-mails within 24 hours. Please do not expect immediate response. If you do not hear from me within 48

hours, please re-send your email as I may have overlooked or accidentally deleted your e-mail.

If you do not receive a response from me within the above listed time frame, please send the email again. I will do my best to adhere to these guidelines; I ask that you do the same if I contact you directly. While I will make every effort to be responsive to your needs, please be respectful of my availability.

CLASSROOM POLICIES

Exam, Quizzes, Assignment Make-up Policy

Make-up Work Policy: If, for a university-approved reason, you cannot complete a quiz, assignment, or exam during the scheduled time, you must give me written notice via email (stephanie.lussier@rutgers.edu) at least one week in advance so that other arrangements can be made. If the situation does not allow for advance notification (e.g., emergency hospitalization), contact me as soon as possible after the missed work and provide written documentation. The ability to make up work for non-university approved reasons is not guaranteed. The professor reserves the right to request written documentation to support your absence (such as a doctor's note, an obituary, or military orders).

Late Work Policy: All work must be completed and uploaded to Canvas by the specified due date (with the exception of a university-approved, documented, and professor or Dean of Students verified reason; see Make-up Work Policy above). Any work submitted after the due date and time will receive a reduction of one full letter grade for each day that it is late.

Incompletes: "Incompletes" will only be given through prior consultation, under extreme circumstances, and when completion of the course requirements in question would substantially improve your grade. In the rare event when an "incomplete" is given, you must submit all of the agreed-upon work to me by the Rutgers registrar deadline to avoid the "incomplete" converting to an "F": https://registrar.camden.rutgers.edu/gradeinstruction#incomplete.

Assessments:

SPECIAL PROJECTS – details per faculty discretion. Grading rubrics are available in Canvas (in the Module: Rubrics)

ASSIGNMENTS - there will be an assignment each week of the semester. Grading rubrics are available in Canvas (in the Module: Rubrics)

DISCUSSION BOARD ACTIVITY - There will be discussion board activities in this course. Discussions may involve any combination of prepared materials, journal articles, textbook

readings, mini-cases, problems, videos, or other resources. Grading rubrics are available in Canvas (in the Module: Rubrics). Initial posts are due on Thursday of the assignment week with two peer responses due by Sunday.

The assignment of final grades, the course requirements will be weighted approximately as follows:

First exam..... 20%
Second exam..... 25%
Final exam..... 25%

Group assignment..... 15%
In-class presentation..... 5%
Class participation..... 10%

Final Grade Ranges

A Highest grade (90% and above)
B+ Work of distinction (84.5% to 89.9%)
B Work of distinction (79.5% to 84.4%)
C+ Average work (74.5% to 79.4%)
C Average work (69.5% to 74.4%)
D Passing, but unsatisfactory (60% to 69.4%)
F Failure without credit (Below 60%)

Disability Services/Accommodations

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: https://ods.rutgers.edu/students/documentation-guidelines.

If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you and your instructor with a Letter of Accommodations. Please discuss the accommodations with your instructors as early in your courses as possible. To begin this process, please complete the registration form (https://webapps.rutgers.edu/student-ods/forms/registration).

Academic Integrity

The Academic Integrity policy can be found at
https://studentconduct.rutgers.edu/processes/university-code-student-conduct
http://studentconduct.rutgers.edu/student-conduct-processes/academic-integrity/

Rutgers University takes academic dishonesty very seriously. By enrolling in this course, you assume responsibility for familiarizing yourself with the Academic Integrity Policy and the possible penalties (including suspension and expulsion) for violating the policy. As per the policy, all suspected violations will be reported to the RU-Camden Dean of Students.

Academic dishonesty includes (but is not limited to):

– cheating
– plagiarism
– aiding others in committing a violation or allowing others to use your work
– failure to cite sources correctly
– fabrication
– using another person's ideas or words without attribution
– re-using a previous assignment
– unauthorized collaboration
– sabotaging another student's work

If in doubt, please consult the instructor. Please review the Academic Integrity Policy.

Information is also available at the RU-Camden Dean of Students site:
https://camden.rutgers.edu/deanofstudents/academic-integrity

Part I.

Responsible Use of Artificial Intelligence (AI)

AI can be a valuable learning tool when used thoughtfully, but it should not replace independent learning. Research indicates that overreliance on AI use can weaken critical thinking, analytical reasoning, and professional judgment—skills vital for academic success, career advancement, and job competitiveness.

This course promotes AI use to enhance learning, not substitute for it. Students must actively engage with material, critically assess any AI-assisted work, and take full responsibility for submissions, as generative AI may produce inaccurate or fabricated information. The goal is to develop students' ability to think, reason, and communicate clearly and confidently.

Part II.

Artificial Intelligence Use

Neither the university nor the school has a standard policy on the use or non-use of artificial intelligence (Chat GPT, etc). Below are some language samples depending on your self-determined policy of AI use in the classroom.

Acceptable and Unacceptable Use of AI

The use of generative AI tools (e.g. ChatGPT, Dall-e, etc.) is permitted in this course for the following activities:

- Brainstorming and refining your ideas;
- Fine tuning your research questions;
- Finding information on your topic;
- Drafting an outline to organize your thoughts; and
- Checking grammar and style.

The use of generative AI tools is not permitted in this course for the following activities:

- Impersonating you in classroom contexts, such as by using the tool to compose discussion board prompts assigned to you or content that you put into a Zoom chat.
- Completing group work that your group has assigned to you, unless it is mutually agreed upon that you may utilize the tool.
- Writing a draft of a writing assignment.
- Writing entire sentences, paragraphs or papers to complete class assignments.

You are responsible for the information you submit based on an AI query (for instance, that it does not violate intellectual property laws, or contain misinformation or unethical content). Your use of AI tools must be properly documented and cited in order to stay within university policies on academic honesty. Any assignment that is found to have used generative AI tools in unauthorized ways based on guidelines in this syllabus, will be subject to report of a violation of Academic Integrity and thus the appropriate adjudication. When in doubt about permitted usage, please ask for clarification.

Use Encouraged and Permitted

You are welcome/expected to use generative AI tools (e.g. ChatGPT, Dall-e, etc.) in this class as doing so aligns with the course learning goal(s0 [referenced above]. You are responsible for the information you submit based on an AI query (for instance, that it does not violate intellectual property laws, or contain misinformation or unethical content). Your

use of AI tools must be properly documented and cited in order to stay within university policies on academic honesty. For example, APA 7th edition formatting.

University Code of Conduct

Rutgers University-Camden seeks a community that is free from violence, threats, and intimidation; is respectful of the rights, opportunities, and welfare of students, faculty, staff, and guests of the University; and does not threaten the physical or mental health or safety of members of the University community, including in classroom space. As a student at the University, you are expected adhere to the Code of Student Conduct.

To review the Code of Conduct and Title IX policy go to RU-Camden Dean of Students Office

Note that the conduct code specifically addresses disruptive classroom conduct, which means *"engaging in behavior that substantially or repeatedly interrupts either the instructor's ability to teach or student learning. The classroom extends to any setting where a student is engaged in work toward academic credit or satisfaction of program-based requirements or related activities."*

Diversity Statement

This class strives to be an inclusive community, learning from the many perspectives that come from having differing backgrounds and beliefs. As a community, we aim to be respectful to all. We reject all forms of prejudice and discrimination, including but not limited to those based on age, color, disability, gender, gender identity, gender expression, national origin, political affiliation, race, religion, sexual orientation, and veteran status. Faculty and students are expected to commit to creating an environment that facilitates inquiry and self-expression, while also demonstrating diligence in understanding how others' viewpoints may be different from their own.

Our goal as a learning community is to create a safe environment that fosters open and honest dialogue. We are all expected to contribute to creating a respectful, welcoming, and inclusive environment. To this end, classroom discussions should always be conducted in a way that shows honor, respect, and dignity to all members of the class. Moreover, disagreements should be pursued without personal attack and aggression, and instead, should be handled with grace and care. This will allow for rigorous intellectual engagement and a deeper learning experience for all.

Pronouns

This course affirms people of all gender expressions and gender identities. Feel free to

correct me on your preferred gender pronoun. If you have any questions or concerns, please do not hesitate to contact me.

Expectations of Classroom Civility (online or in-person)

(source: the Assoc of College and University Educators)

The following protocols on the codes of behavior reflect professional business norms on manners, courtesy, and respect. (***In general, you should treat others as you would like others to treat yourself. Be mindful that what is acceptable in a text or chatroom with friends may not be appropriate in a classroom or in an online conversation with an instructor***.)