CIS 311 Project Management
Arizona State University
W. P. Carey School of Business
Fall 2019-A Sections: 87489, 87490

Professor: Christopher Sulla

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(Ideal way to contact me for personal issues)

Course Description & Learning Objectives

This class will focus on beginning Project Management skills with an emphasis on managing projects in an IT/IS environment. The student who successfully completes this course will:

1. Understand the genesis of project, program, and portfolio management and their importance to enterprise success
2. Describe the various approaches for selecting projects, programs, and portfolios
3. Explain the main tasks involved in and outputs of initiating, planning, executing, monitoring and controlling, and closing projects
4. Demonstrate knowledge of project management terms and techniques
5. Apply project management concepts by successfully completing all assigned tasks, and actively participates in all course activities
6. Use and understand the value of Project Management Software packages such as MindView/MS Project to help plan and manage projects

The Undergraduate Program of the W. P. Carey School of Business has established the following learning goals for its graduates. Goals 1-4 have significant coverage in this course.

1. **Critical Thinking**
2. **Communication**
3. **Discipline Specific Knowledge**
4. **Ethical Awareness and Reasoning**
5. **Global Awareness**

Course Materials

Textbook (required)

An Introduction to Project Management, **6th** Edition, by Kathy Schwalbe.
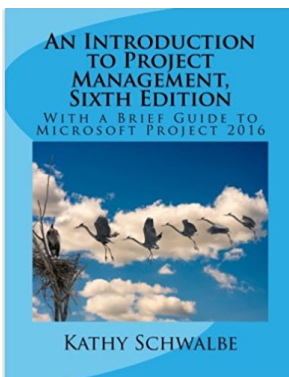
ISBN-13: 978-1544701899 (printed book) (*at Amazon - $86.90*)
ISBN-10: 1544701896 (E-Book) (*at Amazon - $53.95*)

E-books CANNOT be used for the online quizzes – **you can use the printed book and printed notes for the open-book quizzes.**

Note: There are older versions of this textbook – 4th & 5th editions. If you have these books, you can use them, but be aware that although the material is essentially the same, the chapters do not match up with the 6th edition.

Software
　Free download of MindView - **Windows-compatible** *(Mac users see **For Mac users**)*
　Current, updated browser:
　　IE10+/Edge
　　Firefox
　　Safari
　　Chrome
　MS Explorer or Firefox browsers will work best; Chrome - not so much!

Hardware
　Access to an updated, virus-free computer
　Working microphone
　Working, good quality webcam (most will have a microphone built in)
　Scanner, digital camera, or smart phone

Other
　Stable internet connection
　Ability to SEND and RECEIVE email from your ASU email account (course messages will go there)
　Clearly legible ASU Sun Card or valid, clearly legible state-issued ID

Assessment
Your course grade will be based on your performance on quizzes, assignments/exercises, and a comprehensive team-based project that ties together all the concepts covered in lectures. Final grades will be assigned per the plus/minus ASU grade scale (as rounded):

A+	A	A-	B+	B	B-	C+	C	D	E
97+	93-96.99	90-92.99	87-89.99	83-86.99	80-82.99	77-79.99	70-76.99	60-69.99	<60

Actual course quiz scores and final letter grade scores will not be "curved"
There are NO extra credit assignments offered for this course

Assignments (30%)
Assignments are to be submitted before the date and time specified. You are allowed **two** **late submissions (24-hour extension)**. **E-mail submissions will NOT be accepted for any reason**. Take care to ensure that you are submitting a complete file; **you are given ONE chance** to submit the deliverable. The business curriculum is structured primarily to produce graduates who possess the knowledge and skills necessary for success in their professional careers. These skills include the ability to reason through a situation involving an ethical dilemma. Therefore, applying appropriate professional behavior and practices as a student will develop into professional integrity when you enter your profession.

Quizzes (27%) requires Respondus and a webcam (E-books CANNOT be used)
There are 8 online quizzes for this course; one at the end of each week. Quizzes contain multiple choice questions and are designed to test your knowledge of the concepts you learn in the lectures, readings, assignments, and videos. The

quizzes will be timed open-book quizzes (must be a printed textbook, E-books **CANNOT** be used). You may use a calculator, but **no other device is allowed** (iPad, iPhone, etc.)

This class will use the **Respondus** system which enables ASU to protect the integrity of non-proctored, online quizzes. You will use your own computer and a webcam (either included in your computer or an external attachment) to record our online quizzes, all while logged into Canvas. This system allows you to take your quizzes at a convenient time as allowed by your school or organization, while proctoring your exam by recording the visual, audio, and desktop aspects of the exam and exam environment.

Requirements

You will need a camera, microphone, and a reliable Internet connection. For more detailed information, click "Using Respondus Browser" in the course menu.

Practice

You must complete the W. P. Carey Honor Code Acknowledgement using Respondus to view the content of this course. This ensures that you have acknowledged reading and will abide by the W. P. Carey Honor Code, and that the computer you are using will function properly with Respondus. Students are responsible for self-testing the functionality of the system well in advance of all quizzes in their courses, so that any troubleshooting required can be accomplished.

Test Environment Requirements for online quizzes
Testing Area

- Sit at a clean desk or clean table (not on a bed or couch).
- Lighting in the room must be bright enough to be considered "daylight" quality. Overhead lighting is preferred; however, if overhead is not possible, the source of light should not be behind the student.
- Be sure the desk or table is cleared of all electronic materials: phone, iPad, notebook, etc. You may have your textbook, any printed notes, and a simple calculator.
- No writing visible on desk or on walls.
- Close all other programs and/or windows on the testing computer prior to logging into the proctored test environment.
- Do not have a radio or the television playing in the background.
- Do not talk to anyone else. There can be no communicating with others by any means.
- No other persons except the test-taker will be permitted to enter the room during testing.

Behavior

- Dress as if in a public setting.
- You must not leave the room during the testing period at any time, unless specifically permitted in posted guidelines for that examination.
- You must not take the computer into another room to finish testing. The exam must be completed in the same room the "Exam Environment View" is completed in.
- No use of headsets, earplugs, or similar audio devices is permitted.

Do not use a phone for any reason - contact the instructor thru email for technical issues.

Team Project (43%) You cannot pass this course without completing the project component
An IS system or process will be developed in several steps and the finished product will be presented. The final presentation will **summarize** your team project; the project report will include all **details** of your project contributions. Project milestones will help guide your project through completion. The guidelines will be available in the project milestone specs. Presentations and reports are expected to be of professional quality. All team members **must** participate. After you are introduced to your class peers by viewing their discussion board posts, **I will form your Project Teams**. **Each team will select a project**. All team milestones must be submitted on time (**no late submissions offered**). Each student will evaluate 5 of the team presentations.

Peer Evaluations

Teams will be administered as professional project teams - **you earn points and lose points as a team**. Therefore, team members will complete "work contracts" at the beginning of the Team project and complete *confidential* peer evaluation forms at the end of the project. A portion of the project grade (10%) will be assigned based on how your team members rate your performance on criteria such as your availability and participation in team meetings, willingness to take responsibility, preparedness, timeliness and quality of assigned work, attempts at and actual contribution, communication, etc. (see peer evaluation form in M5 folder). The team's expectations of each member should be discussed early in the course and an agreement be reached as to what should be interpreted as good and bad behavior for an individual team member. Your professor has final discretion over peer evaluation scores and may adjust them for unprofessional behavior or for other reasons.

Confidential team member evaluations are based on a percentage scale. A 70% evaluation for a team member means that (s)he minimally participated on the project. Each team member will receive a *weighted* scale grade obtained by the professor and each team member. For example, if a student receives 65%, 60%, and 70% from the other team members, and the project grade earned was 90%, that member will receive a project grade of:

(90*((.65 +.60 +.70)/3) = **59%**

Each team will handle any challenges with individual team members as a team. If you have a team member who refuses to do any work, or consistently comes up with excuses for not doing their share of the work, the professor must be notified. **You do not have authority to release any member from your team**. Don't wait until the end of the session to try and resolve the situation. Handle it quickly. This is a necessary transferable job skill.

Grade Appeals

If you wish to appeal an earned grade, this must be done **by writing a brief email message that summarizes your concerns.** This allows the professor to locate the student's grade and to consider the appeal on its own merits without distraction. Appeals must be made within **3** days of the time your grade is posted. *It is your responsibility to frequently verify homework, quiz, or exam grades as posted and signal discrepancies at your earliest possible convenience within 3 days of the posting of the grade. All posted grades are final after 3 days and no longer subject to appeal.*

Email/Online Communication

All coursework communication must be via the **Hallway Conversations discussion** in Canvas. Emails to the professor can be used for personal issues only (grade appeals). If a course question is emailed, you will be asked to post the question to the discussion boards. All communication will be professional in form, content, and tone. The email will have a subject line indicating it is for **CIS 311.** Expect a response within 12 hours of sending, **Monday-Friday, 9 am-6 pm**. Every effort will be made to respond as soon as possible on weekends/holidays. Refrain from requesting information that is already contained in the Course Syllabus, Class Schedule of Assignments, or already posted on the boards. **Be sure to check the Hallway Conversations discussion daily for updates. Anyone can answer a question posted on the board; you need not wait for the professor.**

Online Program Support

Course assignments, documents, and information will be available on our CIS 311 Canvas site at http://canvas.asu.edu.
- Please keep me up-to-date if you are having problems in the program; I will always try to help but it is difficult to aid students retrospectively.
- If you are having technical problems, please contact the ASU Help Desk. The **Help Desk is open 24x7, 395 days**. You can call 1-855-278-5080 or go to http://my.asu.edu. Click on the Service Center tab, click the red Live Chat button.

Tutoring Support

Please note that the W. P. Carey School of Business provides free tutoring in BA 201 for several undergraduate business classes. Assistance with writing is also provided. More information regarding courses offered and hours are available at https://tutoring.asu.edu/student-services/tutoring/tempe-campus

In addition to the W. P. Carey Student Success Center, Arizona State University provides writing assistance through multiple platforms – including in class workshops (within your course!). More information can be found here: https://tutoring.asu.edu/student-services/writing-centers

Professor's Suggestions for Succeeding in the Course
Your professor's professional goal is for students to learn and succeed in this course! Accordingly, I will do whatever I can to be available to answer questions, to explain concepts in alternative ways, and to revisit prior material. I will also endeavor to make this class interesting and useful for you! However, it is very possible for you to receive a poor (or failing) grade by ignoring the following suggestions:

- **Read** the textbook, **watch all** videos, and **complete** your assignments on time
- Ask early if you need help. Don't wait until the last minute to ask for help.
  ***Note: Copying assignment homework is not allowed. It is mandatory that you not* converse with other students on individual assignments.**
- **Stay engaged**: Unless you are already a proficient project manager, your chance of success will drop dramatically if you do not keep up with the schedule (7.5 weeks fly by!). Success will drop in all cases if you miss more than one quiz, exam, or assignment. **There are no makeups offered**!

Incomplete Grade*: The guidelines in the current general ASU catalog regarding a grade of incomplete will be strictly followed. A grade of incomplete will NOT be awarded unless there is documented evidence of extreme personal or immediate family hardship. Changes in work hours, child-care emergencies, or other similar personal problems will not be approved as reasons for awarding incompletes. The chair of the Department must approve any incomplete grade requests.

Honor Code and Professionalism Policy: It is expected that students will neither participate in nor condone activities such as cheating or plagiarism. You are expected to do your own work on all individual assignments, quizzes, and exams. Students are encouraged to speak to other students about the issues, but do not share answers on individual assignments. Failure to follow this policy may result in zero points for both the receiver and provider (if involved). By placing names on assignments, students are affirming that the contents are their original work. Consulting work done by students in this course in other platforms or in previous years is a violation of academic integrity. This policy will be vigorously enforced. https://provost.asu.edu/node/20

Academic Integrity
From the **ASU General Catalog**: "The highest standards of academic integrity are expected of all students. Failure to meet these standards may result in suspension or expulsion from the university and other sanctions as specified in the academic integrity policies of the individual colleges. *Violations of academic integrity include, but are not limited to cheating, fabrication, tampering, plagiarism, or facilitating such activities…"*

This policy relates to all homework, quizzes, projects, and exams for this course. Please be forewarned that our W.P. Carey School of Business advocates **zero tolerance** with regard to violations of academic integrity. Your professor strongly agrees with this policy, will strive to actively enforce it, and will support punishment for those who violate it. Any suspected violations of academic integrity will be taken seriously and result in the following sanctions:

- A minimum of zero on the assignment **AND**
- A reduced grade in the course OR
- A failure in the course OR
- An XE which denotes failure due to academic dishonesty on the transcript OR
- Removal from the W. P. Carey School of Business

By law and regulation, this course will be conducted within the ethical standards of the ASU at large, which and preclude such activities as plagiarism, cheating, and various forms of harassment.

Be aware that organizations and businesses, when practiced effectively, have ethics that go beyond university standards. ***These are ethics that are aimed at creating collegiality.*** The goal is to make customers, employees, managers, vendors,

contractors, etc., feel happy and satisfied and not just "tolerated"! This class therefore will follow similar business ethics as well as university regulations.

Statement/policy addressing these issues: Academic Integrity Policy and Undergraduate Honor Code

Threatening Behavior Policy
The university takes threatening behavior very seriously and these situations will be handled in accordance with the Student Services Manual, SSM 102-02 http://www.asu.edu/aad/manuals/ssm/ssm104-02.html

Title IX
Title IX is a federal law that provides that no person be excluded on the basis of sex from participation in, be denied benefits of, or be subjected to discrimination under any education program or activity. Both Title IX and university policy make clear that sexual violence and harassment based on sex is prohibited. An individual who believes they have been subjected to sexual violence or harassed on the basis of sex can seek support, including counseling and academic support, from the university. If you or someone you know has been harassed on the basis of sex or sexually assaulted, you can find information and resources at https://sexualviolenceprevention.asu.edu/faqs.

As a mandated reporter, I am obligated to report any information I become aware of regarding alleged acts of sexual discrimination, including sexual violence and dating violence. ASU Counseling Services, https://eoss.asu.edu/counseling, is available if you wish to discuss any concerns confidentially and privately.

University-Sanctioned Activities
Accommodations will be made for students who miss class related to university-sanctioned activities according to ACD 304-02.

If you are participating in a university-sanctioned activity, please let your instructor know as early in the course as possible so that accommodations can be made.

Religious Holidays
Accommodations will be made for students with religious holidays. Below is the calendar of official religious holidays. Each holiday noted with two asterisks denotes an observance for which work is not allowed. For these holidays, students will not be penalized in any way for missing class or assignment. This means that this will not count as an absence in class and they will be granted a makeup assignment or exam, etc. https://provost.asu.edu/index.php?q=religious-holiday-calendar

All requests for accommodation must be submitted by the end of the first week of class.

Disability Resource Center (DRC)
Every effort will be made to accommodate students with disabilities. When requesting accommodations for a disability, students should register with the Disability Resource Center (DRC) and submit appropriate documentation from the DRC. Per SSM 700 "Disability Resources", http://www.asu.edu/aad/manuals/ssm/ssm701-01.html**.**

Intellectual Property
Course lecture videos and all related materials (PowerPoint slides, assignments, quizzes, exams, milestones, etc.) are considered the intellectual property of the instructor and the Department of Information Systems and therefore students or third parties *cannot legally post online or make a profit on them without written permission*. Students who post the instructor's materials without written permission are in *violation of federal copyright laws* and subject to both University and legal sanctions. Additionally, any student who refers to the materials posted on these types of online websites or refers others to the sites is in violation of the academic integrity policy of the University. Appropriate sanctions will be imposed on any students who engage in this type of illegal usage. Further, if a student sells, obtains, or uses materials intended for an academic evaluation or assignment without appropriate authorization is engaging in academic dishonesty. Any student referring to materials or sources or use devices not authorized by the instructor is violating the academic integrity policy. (see ACD 304–06, "Commercial Note Taking Services" for more information).

Absence due to Emergency

If you have an emergency, extraordinary situations or other major life issue that affects your performance, contact the Dean of Students (https://eoss.asu.edu/dos, 480-965-6547). The Dean of Students will work with you and provide all instructors with notification. Accommodations may be made for circumstances not covered in the syllabus. If something bad happens, stay in touch – we'll try to help you!

If you are sick, also contact the Dean of Students. Makeup or due-date extensions for work missed due to sickness will be given if there is a doctor's note which states that the student was sick and unable to perform any work for the majority of the duration of the assignment being available.

For Mac users:

This course requires the use of a **Windows** platform.

Important Note for Mac users: This course requires the use of Microsoft Office 2013+ for Windows which can only run on a Windows operating system.

> If you wish to use a Mac, the following steps should be taken:
> 1) Purchase and download: Parallels Desktop 12 from http://asu.onthehub.com - search for Parallels Desktop 12 - Cost is currently around $40 for ASU students
> 2) Download: Windows 10 from Microsoft Imagine from https://webapp4.asu.edu/eacademy-sso/authn - Cost is currently free for ASU students
> 3) Download Microsoft Office 2016 for Windows from https://myapps.asu.edu/app/microsoft-office-2016-home-usage - Select Windows - Cost is currently free for ASU students. Call UTO IT Help Desk at 855-278-5080 to walk you through the installation process if desired and let them know that you are trying to install the Parallels Desktop on your Mac, along with Windows and Microsoft Office.
> 4) You can also visit the folks at the ASU Technology Studio before the semester starts and get the proper software installed. No charge.

There are two Technology Studio locations on the Tempe campus:
> College Ave Tech Studio (CAVC): 660 South College Ave, Second Floor Monday-Friday; 9 am-5 pm, 480-965-2843
> Computing Commons Tech Studio (CPCOM): CPCOM 140 Monday-Friday; 9 am-5 pm, 480-965-2843

Your Professor reserves the right to make changes to this syllabus and schedule as needed and required **with reasonable advanced notice***.*

Grade Point Distributions

Deliverables	Percentage Points
Assignments (30%) Individual assignment points will vary	5 @ varying points each
Total points for Assignments	**218 points**
Quizzes (27%) timed quizzes of 25 questions/40 minutes one question at a time; no backtracking (all multiple choice - similar to PMP exam format)	8 @ 25 points each
Total points for Exams	**200 points**
Team Project (43%) Milestone 1: Project Initiation & Team Contract Milestone 2: Project Plan Milestone 3: Execute & Monitor Milestone 4: Presentation Milestone 5: Final Paper	 1 @ 50 points 1 @ 50 points 1 @ 50 points 1 @ 60 points 1 @ 100 points
Total points for Team Project	**310 points**
Total Points	**728 points**

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No email submissions will be accepted at any time for any reason
No late quizzes/milestones will be accepted
Two (2) late assignments will be accepted (24-hour extension)

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Important Dates / Milestones
Drop/Add Deadline without approval: **August 23, 2019**
Course Withdrawal Deadline: **September 11, 2019**
Complete Withdrawal Deadline: **October 11, 2019**
Session Ends: **October 11, 2019**
https://students.asu.edu/academic-calendar

W. P. Carey School of Business Undergraduate Student Honor Code

The mission of the W. P. Carey School of Business is to change lives through delivering a business education, while adhering to the highest standards of academic and personal integrity. To achieve this, the W. P. Carey School of Business is committed to fostering an atmosphere of personal responsibility, trust, honor, and academic excellence for its students both on and off campus.

1. *Honesty and Faithful Representation*: W. P. Carey undergraduate students will be honest and act with integrity in all their interactions and decisions. Students will follow the Arizona State University Code of Conduct and the W. P. Carey School of Business Academic Integrity Policies during all academic and extracurricular activities.

2. *Thoughtfulness and Consideration for Others*: W. P. Carey undergraduate students will treat their peers, ASU staff, and faculty with respect and courtesy. Students should strive to add value to the university environment by helping and encouraging others, fostering intellectual dialogue, and promoting justice. By respecting others and articulating thoughtful input, students will continue to improve the image of business and business leaders.

3. *Commitment to the W. P. Carey Mission*: W. P. Carey undergraduate students should understand and recognize the value of cultivating an intrinsic desire to promote ethical and successful business practice. This means that students should implement their acquired knowledge with the intention of greatly enhancing their own business and social environments. In this sense, W. P. Carey students will become positive and responsible role models in their respective communities.

This document and the referenced University Policies are not abstract concepts: students are expected to remain resolute in abiding by these principles, in both letter and spirit. The business community, and society as a whole, will excel only when individuals make concerted efforts to live by standards of ethical conduct and responsibility.

As students in the W. P. Carey School of Business at Arizona State University, it is our job to understand that our actions are habits in the making—not isolated behaviors—and that these habits form our long-term character.

I will abide by these principles and conduct myself as a positive and ethical representative of the W. P. Carey School of Business. I will continually strive for excellence in each of my endeavors and seek to add value and contribute to my community.

W. P. Carey School of Business
Professionalism Policy

W. P. Carey School of Business is committed to promoting the highest levels of honesty, integrity, and professionalism so as not to impede the personal, academic, and social development of all students. Professionalism, broadly speaking, includes ethical decision making, consideration of others, and demonstration of personal accountability. Exhibiting professional behavior is integral to a positive learning environment within the University and promotes innovation, openness to diversity, integrity, and mutual respect for students, faculty, and staff.

The behaviors that are practiced today will become habits in the future. To that end, W. P. Carey students are expected to treat others as they wish to be treated. Students will be considerate of classmates, professors, staff and recruiters in all aspects and commit to acting in a professional manner in all school settings, including classes, sponsored events, and interviews. Students should be cognizant of the fact that they are representing the W. P. Carey School of Business and Arizona State University.

Communication
All communication, whether oral or written, should be in a professional tone and format. In your courses your instructor should set forth procedures for communication including posted office hours, making appointments, and providing contact information.

Examples of behaviors expected when participating in activities associated with W. P. Carey School of Business:
- Communicate clearly, promptly and in a respectful manner with students, staff, colleagues, instructors, and the public.
- Participate in verbal and written interactions in an equitable and respectful manner.
- Maintain professionalism in interpersonal relationships, manner, appearance, hygiene and communication (including electronic communication).
- Accept feedback and make good faith attempts to improve performance based on feedback.

Examples of behaviors that may not meet this standard:
- Consistently interrupt, show disrespect toward, ignore or belittle people.
- Use or display inappropriate language (profanities, obscenities, hate speech) with students, faculty, staff, and/or other professionals.
- Consistently make disruptive, rude, argumentative, confrontational or intimidating comments in a classroom or professional setting.

Classroom
The classroom (in-person or online) should be an environment that fosters learning and sharing ideas. This type of environment works best when students arrive to class on time, prepared, and with an open mind. It is vital to the learning process that each student demonstrates respect for the instructor, classmates, and course content.

Examples of behaviors expected when participating in activities associated with W. P. Carey School of Business:
- Address, with the appropriate faculty member or administrator, any instance in which there is a suspicion or knowledge of an academic integrity violation or professional misconduct by a student or faculty member.
- Unless it is appropriate for the class activity, silence all electronic devices when you enter the classroom.
- Respect your professors, teaching assistants, and peers by refraining from disruptive behavior such as engaging in non-classroom related activities during class time.

Examples of behaviors that may not meet this standard:
- Fail to complete or follow through on projects and/or commitments on time and by deadlines.
- Fail to honor commitments to attend events, which includes arriving on time and dressing appropriately.
- Consistently disparage professional development activities or academic learning.

Co-curricular

Co-curricular conduct - behavior beyond the classroom - including appearance, behavior, and online presence has far reaching effects. Faculty, employers, recruiters, and future professional peers may form positive or negative perceptions based on what they see or hear. W. P. Carey students should conduct themselves as professionals with integrity in the classroom, in the workplace, and in associated activities.

Examples of behaviors expected when participating in activities associated with W. P. Carey School of Business:
- Act as a responsible group member: attend meetings and contribute equitably to discussions, workload, and presentations.
- Demonstrate respect and care for University property.
- Honor appointments with faculty, staff, advisors, recruiters, and employers.
  Understand that employers may search social media sites when making hiring decisions.

Examples of behaviors that may not meet this standard:
- Violation of School, University, or workplace policies, or the law.
- Dress in attire that could be considered inappropriate for the event, classroom, or workplace.
- Misuse electronic media, using threatening or self-destructive behaviors.

Technology

Use of personal or public desktops, tablets, laptops, cell phones and other electronic devices while engaging in University business should be conducted in a respectful and professional manner.

Examples of behaviors expected when participating in activities associated with W. P. Carey School of Business:
- Be mindful of using technology in academic and non-academic settings (meetings, internships, at the workplace, and/or University sponsored events).
  Respect public workstations during use. Ensure space is clean and operable for future use and report faulty equipment to appropriate staff.

Examples of behaviors that may not meet this standard:
- Use of devices that are distracting, and/or impede safe movement of others through classroom and non-classroom spaces (use of cords, wall plugs, etc.).
  Inappropriate use of University equipment for personal use or gain.

Student Resources
- [Arizona State University Academic Integrity Policy](#)
- [Undergraduate Support Resources](#)
- [Undergraduate Honor Code](#)