

PMG 324

Resources in Project Management

This course is offered by the College of Integrated Sciences and Arts. For more information about the college, visit our website: <https://cisa.asu.edu/>. If you have questions or concerns, please send your inquiry to cisa@asu.edu.

Course Overview

Course Description PMG 324: Resources in Project Management explores major elements of project resource management as well as the broader context of this critical planning function. Students learn that sound resource management is an important part of developing a sustainable competitive advantage in the emerging global marketplace. Primarily focuses on operations and productivity, resources in project management, product design, process strategy, layout strategy, human resources and job design, supply chain, inventory management and scheduling

Credits: 3 **Prerequisites:** minimum OGL/PMG 240 or 320; minimum 56 hours or Visiting University Student

College Contact

This course is offered by the College of Integrative Sciences and Arts (CISA). For more information about the college, visit our website: <https://cisa.asu.edu>. If you have questions about this course, please speak with your instructor. If your instructor is unable to address your questions, please send your inquiry to cisa@asu.edu.

Course Access

Your ASU courses can be accessed by both my.asu.edu and asu.instructure.com; bookmark both in the event that one site is down.

Course Learning Objectives

At the completion of this course, students will be able to:

1. Define the role of a project manager and analyze ways in which they coordinate a wide array of resources, including human resources, financial resources, production resources, and inventory resources.
2. Identify the processes and terminology of project management resources.

Required Materials

Course-specific Requirements

This course uses Open Educational Resources, texts available electronically through the ASU Library System, or through open online sources. All sources will be ready for you within the Canvas course shell, either embedded, linked, or available through Perusall. The contents of this course, including lectures, assignments, quizzes, and other instructional materials, are copyrighted materials. Students may not share outside the class, including uploading to internet sites, selling or distributing course content or notes taken during the conduct of the course. Any recording of class sessions by students is prohibited, except as part of an accommodation approved by ASU Student Accessibility and Inclusive Learning Services.

Beyond the technical requirements below, all content and resources are provided in this Canvas site.

Technical Requirements

This is a fully online course; therefore, it requires a computer with internet access and the following technologies:

- Web browsers (Chrome, Mozilla Firefox, or Safari.)
- Adobe Acrobat Reader (free)

3. Demonstrate how the process of resource management operates within a broader context, including product design, process strategy, layout strategy, job design, the supply chain, and inventory management.
4. Identify how process strategy for optimal resource management is developed.
5. Analyze the design of goods and services and how it affects resource management decisions.
6. Identify how location and layout strategies affect resource management decisions.
7. Assess how human resources and job design decisions impact project resource management.

Workforce Competencies

After completion of this course, students will have experience with:

1. Project Estimation
2. Project Cycle Management
3. Project Coordination:

Course Requirements

See course schedule and Canvas for more detail on assignments

Course Schedule	POINTS	DUE DATE
*All assignments are due at 11:59 PM AZ Time on dates shown		
Welcome Module: Let's Get Started		
Academic Integrity Agreement	5	10/15
Syllabus Quiz	5	10/15
Introduce Yourself	75	10/13
Module 1: Introduction to Resources in Project Management		
Perusall Reading Assignment	20	10/20
Module 1 Quiz	30	10/21
Module 1 Discussion Participation	20	10/21
Module 2: Planning Resource Management		
Perusall Reading Assignment #1	15	10/27
Perusall Reading Assignment #2	15	10/28
Module 2 Quiz	30	10/29
Module 2 Discussion Participation	20	10/29
Create a Resource Breakdown Structure	100	10/29
Module 3: Estimating Activity Resources		
Perusall Reading Assignment #1	20	11/3
Perusall Reading Assignment #2	15	11/4
Module 3 Quiz	30	11/5
Module 3 Discussion Participation	70	11/5
Create a Resource Estimate	100	11/5

- Webcam, microphone, headset/earbuds, and speaker
- Reliable broadband internet connection (DSL or cable) to stream videos.
- Microsoft Word or Google Docs

Note: A smartphone, iPad, Chromebook, etc. will not be sufficient for completing your work in courses. While you will be able to access course content with mobile devices, you must use a computer for all assignments, quizzes, and virtual labs.

[Learn more about technical requirements here.](#)

Digital Literacy

Below are some of the skills you'll need to utilize to be successful in this ASU Online courses:

- Using Canvas LMS - For additional help on this, visit the [Canvas Resources for Students](#) or the [Student Canvas Guide](#). Be sure to bookmark these resources for future reference!
- Using email with attachments
- Creating and submitting word files
- Copying and pasting
- Downloading and installing software
- Using presentation and graphics programs

The ASU Library has a number of tutorials available to support students in expanding their digital literacy skills: [ASU Library tutorials](#)

Module 4: Acquiring Resources		
Perusall Reading Assignment #1	30	11/10
Perusall Reading Assignment #2	30	11/11
Module 4 Quiz	30	11/12
Module 4 Discussion Participation	70	11/12
Create a Resource Acquisition Plan	100	11/12
Module 5: Developing and Managing a Team		
Perusall Reading Assignment #1	30	11/17
Perusall Reading Assignment #2	20	11/18
Perusall Reading Assignment #3	20	11/18
Module 5 Quiz	30	11/19
Module 5 Discussion Participation	20	11/19
Module 6: Controlling Resources		
Perusall Reading Assignment	20	11/24
Module 6 Quiz	30	11/26
Module 6 Discussion Participation	20	11/26
Final Comprehensive Quiz	50	11/26
Final Reflective Survey	30	11/27

*Every effort is made to stick to this schedule, but dates may change if necessary. Check the course site and announcements regularly.

Percentage breakdown of assignments

- Perusall Readings - 24%
- Quizzes and Reflection - 27%
- Module Discussions - 18%
- Practical Application Assignments - 31%

Late or Missed Assignments

Notify me BEFORE an assignment is due if an urgent situation arises and the assignment will not be submitted on time. I know that life happens, and I can be flexible. However, late assignments will lose 10% each day (or portion of a day) late, up to 9 days late for 10% credit. Please follow the appropriate University policies to request an accommodation for religious practices or to accommodate a missed assignment due to University-sanctioned activities.

Religious Observance Policy

We honor and respect religious and cultural observance. We recognize that some challenges may occur if there's a religious and cultural holiday date that falls when there is a course obligation, like a course due date or scheduling a collaborative learning activity with another classmate or your instructor. To this end, we've set up the course policy and schedule to be available for your planning and is flexible in case of any religious and cultural observance calendar conflict. If you have any questions about course obligations, as described in this policy, that may conflict with religious and cultural observance, please reach out to ulcourses@asu.edu.

Course Time Commitment

This three-credit course requires approximately 135 hours of work.

Please expect to spend **around 18 hours each week** (in the accelerated sessions) preparing for and actively participating in this course.

Online Course

This is an online course. There are no face-to-face meetings. You can log into your course via MyASU or <https://my.asu.edu>.

Weekly Schedule

Modules in this course are generally 1 weeklong, except for the first and last week.

Every module will follow the same basic pattern. You'll be assigned a chapter or chapters in the textbook, a quiz covering course material, and case studies and assignments on Perusall.

For each module:

Due on Friday

- Perusall Reading Assignment #1

Due on Saturday:

- Perusall Reading Assignment #2
- Perusall Reading Assignment #3

Due on Sunday:

- Quiz(zes) (in Canvas)
- Discussion Participation
- Other assignments (in Canvas)

*The exception is the Peer Review of Project Scope Statements which will needed to be completed on a Monday

Grading

Final Grade	Percentage	Points
A+	99-100	990-1000
A	93-98.9	930-989
A-	90-92.9	900-929
B+	87-89.9	870-899

Tech Support

For technical support, use the Help icon in the black global navigation menu in your Canvas course or call the ASU Help Desk at 1+(855) 278-5080. Representatives are available to assist you 24 hours a day, 7 days a week.

Canvas Questions: As you learn to use the Canvas platform the [Canvas Student Guide](#) is a valuable resource with screenshots and tutorials.

B	83-86.9	830-869
B-	80-82.9	800-829
C+	77-79.9	770-799
C	70-76.9	700-769
D	60-69.9	600-699
E	59.9 and below	599 and below

Student Success

To be successful:

- check the course daily
- read announcements
- read and respond to course email messages as needed
- complete assignments by the due dates specified
- communicate regularly with your instructor and peers
- create a study and/or assignment schedule to stay on track

Published assignment due dates (Arizona time) are firm. Also please note that I will not accept any submissions after the last day of class.

Y grade is optional. If you offer the Y grade option to your class, please include this information.

Students in this course may request the Y grade option. The Y grade is considered “satisfactory” and equivalent to a C or better. Only students who earn a final grade of C or better are eligible for the Y grade. If your final grade is below a C based on the grading requirements outlined by this course syllabus, then you are not eligible for the Y grade and the D or E grade will be posted.

The Y grade will fulfill prerequisite requirements of a C or better, but the grade is not used for computing the GPA.

Before requesting the Y grade, you should consider that this option may have implications for your degree program, financial aid, or scholarship requirements. You should review your major map for current and future course requirements prior to requesting the Y grade. Some classes require a grade higher than a C to count for the major or as a prerequisite for future required coursework.

If you are planning to apply to graduate or professional programs, the satisfactory Y grade in a core or prerequisite course may be less advantageous to your application than a letter grade.

Students who would like to request the Y grade option must send an email to the instructor no later than June 10th.

Module Outlines

Module 1: Introduction to Project Resource Management

Module 1 Learning Objectives

- Explain project resource management
- Outline the processes as outlined by the Project Management Body of Knowledge (PMBOK) guide
- Contrast trends, considerations and environments that impact project resource management
- Apply initial resource management knowledge to a human resources case study.

Module 1 Assignments

- Annotated Readings via Perusall
- Module Discussion Participation
- Module 1 Quiz

Module 2: Planning Resource Management

Module 2 Learning Objectives

- Discuss the inputs of, tools and techniques utilized, and outputs produced during the plan resource management process
- Explain the purpose and process for utilizing a resource breakdown structure.
- Construct a resource breakdown structure for a project case study.

Module 2 Assignments

- Annotated Readings via Perusall
- Module Discussion Participation
- Module 2 Quiz
- Create a Resource Breakdown Structure

Module 3: Estimating Activity Resources

Module 3 Learning Objectives

- Discuss the inputs of, tools and techniques utilized, and outputs produced during the estimating activity resources process
- Apply resource estimation tools to a case study
- Prepare an initial estimation of resources for a project case study.

Module 3 Assignments

- Annotated Readings via Perusall
- Module Discussion Participation
- Module 3 Quiz
- Create an Initial Resource Estimate

Module 4: Acquiring Resources

Module 4 Learning Objectives

- Explain the inputs of, tools and techniques utilized, and outputs produced during the acquire resources process.
- Discuss skills utilized for interpersonal development and team building.
- Evaluate your personality type based on the 16 Personalities quiz (MBTI).
- Apply knowledge of your personality to leadership and management situations.
- Devise a resource acquisition plan for a project case study.

Module 4 Assignments

- Annotated Readings via Perusall
- Module Discussion Participation
- Module 4 Quiz
- Create a Resource Acquisition Plan

Module 5: Developing and Managing a Team

Module 5 Learning Objectives

- Identify the inputs of, tools and techniques utilized, and outputs produced during the develop team process.
- Explain the inputs of, tools and techniques utilized, and outputs produced during the manage team process.
- Describe the stages of team development.
- Apply an understanding of team development concepts to a case study.

Module 5 Assignments

- Annotated Readings via Perusall
- Module Discussion Participation
- Module 5 Quiz

Module 6: Controlling Resources

Module 6 Learning Objectives

- Explain the inputs of, tools and techniques utilized, and outputs produced during the control resources process.
- Describe control resources and other key definitions from this process.
- Evaluate and reflect on personal strengths and weaknesses in project resource management

Module 6 Assignments

- Annotated Readings via Perusall
- Module Discussion Participation
- Module 6 Quiz
- Final Comprehensive Quiz
- Personal Reflection Survey
- Course Evaluation

Description of Assignments:

Perusall Discussions:

Each week you will be reading and commenting on the assigned readings via Perusall, a program designed to promote active reading and group learning. To potentially earn full credit, you must complete the assignments by 11:59 pm on the due date. Scores will be auto synched into our Gradebook. Please take the time to read/watch the introductory materials on Perusall found in Module 0. For now, here's a quick summary.

What is Perusall? Perusall is an auto-graded program that utilizes an algorithm to evaluate comments and determine the score. The scoring is based on the quality, distribution, and timeliness of your comments, questions, and responses. How do I access my readings? To access readings, navigate to each week's Module. Click on the assignment and then the "Load Assignment Title in a new window." This will open the assigned reading in Perusall.

How do I make comments? When you open a document, you'll see highlights superimposed on the document that represent comments that you and other students have entered. Yellow highlights indicate comments or questions by you or other students; blue highlights indicate comments from me. You can add a comment by simply highlighting text; once you finish highlighting you will see a panel open on the right where you can type your comment. Press Enter to submit the comment; your classmates will see it appear in real time. To add to a conversation started by one of your classmates, simply click on the highlight in the text to open up the conversation panel, type your comment, and then press Enter.

How can I be successful? Perusall does not share their rubric (proprietary issues), but based on the company's guidance here are my suggestions:

- Spread your comments throughout the document. If you have all comments at the very beginning, the system will grade you down.
- Pay attention to the minimum number of comments required for potential full credit.
- Submit the comments on time.
- Make "deeper" comments. A comment such as "I bet that hurt!" will earn a poor score.
- View your scores by clicking on "My Scores" in the menu on the left (toward the top). Click on the score if you want to see more on how that score was calculated.
- Note that you can continue to comment on a topic until the deadline, so if you have a score lower than you want, go back and add/revise.
- Read/watch the introductory materials on Perusall found in the Getting Started Module.
- Can I complete my annotations late? No

Quizzes and Self Reflection

Each module will be accompanied by a quiz that will be a combination of multiple choice, true/false, and fill in questions. Module quizzes can only be made up under extraordinary and well-documented circumstances. At the end of the course, you will have a larger cumulative quiz, drawing on questions and concepts from all modules. You will also complete a personal reflection survey at the end of the course.

Module Discussions:

Each module brings a new topic and set of readings that will be discussed among the entire class. In each module, you will be provided with discussion prompts. After reading and watching the module materials, your job will be to create posts and make comments based on the topic of the week.

Practical Application Assignments

- **Resource Breakdown Structure:** In Module 2, you will create a Resource Breakdown Structure for a case study project.
- **Initial Resource Estimation:** In Module 3, you will create an initial resource estimation for the project from Module 2 using various estimation techniques discussed in the module materials.
- **Resource Acquisition Plan:** In Module 4, you will finalize your resource estimates, identify where and how you will be acquiring these resources, and propose a final estimate on the same case study.

Submitting Assignments

All assignments, unless otherwise announced, **MUST** be submitted to the designated area of Canvas. Do not submit an assignment via email. Please carefully review how to submit coursework on Canvas, which is detailed extensively in the [Canvas Student Guide](#)

It is recommended to take a screenshot of your completed submission with the date included. A screenshot will document that your coursework was submitted correctly and that you double-checked it. It is strongly advised you take a screenshot of the submission confirmation and save the screenshot for ALL assignments. For information on how to take and save a screenshot please see <http://take-a-screenshot.org/>

Make sure to allow yourself time to take these screenshots prior to each deadline. This is your confirmation and will serve as documentation that you submitted successfully. Not having this proof means you would receive a zero for the assignment if it was not submitted correctly. Please be aware that using someone else's screenshot as verification that you submitted work, other false verifications of work, or manipulating technology in some way to unfairly benefit you, is considered academic dishonesty.

Drop and Add Dates/Withdrawals

If you are unable to take this course for any reason, be aware that there is a limited timeline to drop or add the course. Consult with your advisor and notify your instructor to add or drop this course. If you are considering a withdrawal, review the following ASU policies: Withdrawal from Classes, Withdrawing as a Financial Aid Recipient, Medical/Compassionate Withdrawal, and a Grade of Incomplete.

Grade Appeals

Students must first speak with the instructor of the class to discuss any disputed grades. If, after review, a resolution is not achieved, students may proceed with the appeal process. Student grade appeals must be processed in the regular semester immediately following the issuance of the grade in dispute (by commencement for fall or spring), regardless whether the student is enrolled at the university. Complete details are available in the CISA Grade Appeals policy.

Academic Integrity

Academic honesty is expected of all students in all examinations, papers, laboratory work, academic transactions and records. The possible sanctions include, but are not limited to, appropriate grade penalties, course failure (indicated on the transcript as a grade of E), course failure due to academic dishonesty (indicated on the transcript as a grade of XE), loss of registration privileges, disqualification and dismissal. For more information, see provost.asu.edu/academicintegrity.

If you fail to meet the standards of academic integrity in any of the criteria listed on the university policy website, sanctions

will be imposed by the instructor, college, and/or dean. Academic dishonesty includes, but is not limited to, cheating on an academic evaluation or assignment, plagiarizing, academic deceit (such as fabricating data or information), or falsifying academic records. Turning in an assignment (all or in part) that you completed for a previous class is considered self-plagiarism and falls under these guidelines. Any infractions of self-plagiarism are subject to the same penalties as copying someone else's work without proper citations. Students who have taken this class previously and would like to use the work from previous assignments should contact the instructor for permission to do so.

If you have any questions about your work and the academic integrity policy, please discuss your assignment or concerns with your instructor, teaching assistant, or your college Academic Integrity Officer in advance of submitting an assignment. Student resources on Sun Devil Integrity and strategies for completing your work with integrity and avoiding plagiarism are available here: [ASU Student Resources for Academic Integrity](#) or provost.asu.edu/academicintegrity for more information.

Tips and Resources for Success

Additional Resources

For additional resources, such as counseling, student code of conduct, inclusion and representation statements, and academic integrity policy, please visit our [Learner Resources](#) page, available through the Canvas course menu.

Tutoring

- Free tutoring support is available in person and online for most courses. Services are offered through ASU's University Academic Success Programs for currently enrolled students.
- Tutoring is available in math, business, science, statistics, and engineering courses.
- Writing tutoring is available for any writing project at any stage of the writing process.
- Supplemental Instruction (SI) facilitates collaborative study groups for selected courses.
- Graduate academic tutoring is available for writing and statistics.
- Academic skills tutoring can help with critical reading, study skills, note taking, and more.
- Resources are available through our YouTube channel, Zoom recordings, and handouts.

Visit <https://tutoring.asu.edu> or call (480) 965-9072 for more information about these services, to view our schedules, or to book an appointment.

General tips for success:

- check the course daily
- read announcements
- read and respond to course email messages as needed
- complete assignments by the due dates specified
- communicate regularly with your instructor and peers
- create a study and/or assignment schedule to stay on track

Student Accessibility and Inclusive Learning Services (SAILS)

Qualified students with disabilities who will require disability accommodations in this class are encouraged to make their requests to the instructor at the beginning of the semester either during office hours or by appointment. Note: Prior to receiving disability accommodations, verification of eligibility from the Student Accessibility and Inclusive Learning Services is required. Disability information is confidential.

Student Accessibility and Inclusive Learning Services: <https://eoss.asu.edu/accessibility>

Email: Student.Accessibility@asu.edu

DRC Phone: 480-965-1234

DRC FAX: 480-965-0441

Communicating with the Instructor

Community Forum: This course uses a discussion topic called "Community Forum" for general questions and comments about the course. Prior to posting a question or comment, check the syllabus, announcements, and existing posts to ensure it's not redundant. You are encouraged to respond to the questions of your classmates. Email questions of a personal nature to your instructor. You can expect a response within 24 hours.

Chat: The Chat tool in Canvas allows students and teachers to interact in real time. Use Chat only for informal course-related conversations unless your instructor informs you otherwise. Chat is not ideal for questions about assignments; instructors are not required to monitor it and conversations may be buried or lost.

Email: ASU email is an official means of communication among students, faculty, and staff. Students are expected to read and act upon email in a timely fashion. Students bear the responsibility of missed messages and should check their ASU-assigned email regularly. All instructor correspondence will be sent to your ASU email account.

Communication Expectations (Netiquette)

Learning takes place best when a safe environment is established. Students enrolled in this course have a responsibility to support an environment that nurtures individual and group differences and encourages engaged, honest discussions. Doing so will effectively contribute to our own and others intellectual and personal growth and development. We welcome disagreements in the tolerant spirit of academic discourse, but please remember to be respectful of others' viewpoints, whether you agree with them or not. The following are some guidelines to consider when engaging in online discussion and discourse:

- **Be kind and polite.** Be mindful of your tone and do not make fun of another person for any reason.
- **Be respectful.** Being part of an academic community means being exposed to diverse perspectives and viewpoints. Be respectful in all situations and in your critiques. If you wouldn't say it face to face, don't say it online
- **Be wary of sarcasm.** In person, sarcastic comments can be funny and break up a tense situation. Online, it's hard to tell the difference between when someone is being sarcastic and when someone is genuinely being rude.
- **Avoid stereotyping.** Just because someone holds view X, and some people you know of who hold view X also hold view Y, doesn't mean that holding view X means holding view Y.
- **Use proper grammar and spelling.** Typos and basic spelling mistakes will happen, but if it's distracting from your message, it can be difficult to figure out what you mean. Also, you should avoid using all caps as this can imply shouting in the online environment.

Harassment Prohibited

ASU policy prohibits harassment on the basis of race, sex, gender identity, age, religion, national origin, disability, sexual orientation, Vietnam era veteran status, and other protected veteran status. Violations of this policy may result in disciplinary action, including termination of employees or expulsion of students. Students are encouraged to report harassment to instructors and the Dean of Students Office.

Student Conduct

ASU and the College of Integrative Sciences and Arts expects and requires its students to act with honesty, integrity, and respect. Required behavior standards are listed in the Student Code of Conduct and Student Disciplinary Procedures, Computer, Internet, and Electronic Communications policy, ASU Student Academic Integrity Policy, and outlined by the Office of Student Rights & Responsibilities. Anyone in violation of these policies is subject to sanctions. Students are entitled to receive instruction free from interference by other members of the class. An instructor may withdraw a student from the course when the student's behavior disrupts the educational process per Instructor Withdrawal of a Student for Disruptive Classroom Behavior. The Office of Student Rights and Responsibilities accepts incident reports from students, faculty, staff, or other persons who believe that a student or a student organization may have violated the Student Code of Conduct.

Students must refrain from uploading to any course shell, discussion board, or website used by the course instructor or other course forum, material that is not the student's original work, unless the students first comply with all applicable copyright laws; faculty members reserve the right to delete materials on the grounds of suspected copyright infringement.

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. ASU online students may access 360 Life Services, <https://goto.asuonline.asu.edu/success/online-resources.html>.

Statement on Inclusion

Arizona State University is deeply committed to positioning itself as one of the great new universities by seeking to build excellence, enhance access, and have an impact on our community, state, nation, and the world. To do that requires our faculty and staff to reflect the intellectual, ethnic, and cultural diversity of our nation and world so that our students learn from the broadest perspectives, and we engage in the advancement of knowledge with the most inclusive understanding possible of the issues we are addressing through our scholarly activities. We recognize that race and gender historically have been markers of diversity in institutions of higher education. However, at ASU, we believe that diversity includes additional categories such as socioeconomic background, religion, sexual orientation, gender identity, age, disability, veteran status, nationality, and intellectual perspective.

Mental Health

As a student, like anyone else, you may experience a range of challenges that can interfere with learning, such as strained relationships, increased anxiety, substance use, feeling down, difficulty concentrating, and/or lack of motivation. These emotional health concerns or stressful events may diminish your academic performance and/or reduce your ability to participate in daily activities. ASU Counseling Services provides counseling and crisis services for students who are experiencing a mental health concern. Any student may call or walk-in to any ASU counseling center for a same-day or future appointment to discuss any personal concern. Here is the website: eoss.asu.edu/counseling. After office hours and 24/7 ASU's dedicated crisis line is available for crisis consultation by calling 480-921-1006.

Establishing a Safe Environment

Learning takes place best when a safe environment is established in the classroom. In accordance with SSM 104-02 of the Student Services Manual, students enrolled in this course have a responsibility to support an environment that nurtures individual and group differences and encourages engaged, honest discussions. The success of the course rests on your ability to create a safe environment where everyone feels comfortable to share and explore ideas. We must also be willing to take risks and ask critical questions. Doing so will effectively contribute to our own and others' intellectual and personal growth and development. We welcome disagreements in the spirit of critical academic exchange, but please remember to be respectful of others' viewpoints, whether you agree with them or not.

All incidents and allegations of violent or threatening conduct by an ASU student (whether on- or off-campus) must be reported to the ASU Police Department (ASU PD) and the Office of the Dean of Students. If either office determines that the behavior poses or has posed a serious threat to personal safety or to the welfare of the campus, the student will not be permitted to return to campus or reside in any ASU residence hall until an appropriate threat assessment has been

completed and, if necessary, conditions for return are imposed. ASU PD, the Office of the Dean of Students, and other appropriate offices will coordinate the assessment in light of the relevant circumstances.

Prohibition of Commercial Notetaking Services

In accordance with ACD 304-06 Commercial Note Taking Services, written permission must be secured from the official instructor of the class in order to sell the instructor's oral communication in the form of notes. Notes must have the note taker's name as well as the instructor's name, the course number, and the date.

Course Evaluation

Students are expected to complete the course evaluation. The feedback provides valuable information to the instructor and the college and is used to improve student learning. Students are notified when the online evaluation form is available. The results are always anonymous and cannot be reviewed by the instructor/department until after final grades have been posted.

Trigger Warning

Please note that some course content may be deemed offensive by some students, although it is not my intention to offend anyone. In addition, some materials that we link with online might also be considered offensive, troubling, or difficult to review in terms of language or graphics. I attempt to provide warnings when introducing this kind of material; yet, if I forget to do so, or if something else (in my materials or posts from fellow students) seems offensive, please contact me or the college at cisa@asu.edu.

Academic Affairs Manual

For a complete guide to Arizona State University course policies, please refer to the Academic Affairs Manual (ACD).

Land Acknowledgement

Arizona State University acknowledges the 22 Tribal Nations that have inhabited Arizona land for centuries. Arizona State University's four campuses in the Phoenix metropolitan area, are located in the Salt River Valley on ancestral homelands of many Indigenous peoples, including the Akimel O'odham (Pima) and Pee Posh (Maricopa), whose care and keeping of these lands allows us to be here today and provides a guide for our relationship with these lands in the future. ASU acknowledges the sovereignty of these tribal nations and seeks to foster an environment of success and possibility for American Indian learners, and to work alongside Indigenous people in practices and knowledges that support Native experiences and prosperity.

Syllabus Disclaimer

The syllabus is a statement of intent and serves as an implicit agreement between the instructor and the student. Every effort will be made to avoid changing the course schedule but the possibility exists that unforeseen events will make syllabus changes necessary. Remember to check your ASU-linked email and the course site often.