 

COURSE SYLLABUS

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| BUS 329/529 |
| Project Management |
| Fall | 2023 |

Course Prefix & Number

Course Name

Term

# Course Information

## Instructor Information

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| **Instructor:**  | Jodie Gardner |
| **Office:** | N/A |
| **Physical Office Hours:** | N/A |
| **Virtual Office Hours:** | 7:30 am – 9:00 am Tuesday – Friday |
| **Office Telephone:** | 715-897-7142 |
| **E-mail:** | jgardner@uwsp.edu |
| **Expected Instructor Response Time:** | 2 Business DaysNOTE: I work full-time outside of teaching at UWSP for my company ProjectWise Consulting. My normal working hours are 7:30 am – 5:00 pm. I will check emails at night and request 2 business days for response. |

## Course Information

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| **Meeting Time & Location for face-to-face sessions:** | CPS 329  |
| **Course Description:**  | This course focuses on preparing students to take the Project Management Institute (PMI) Certified Associate Project Manager (CAPM) exam. The course focuses on the competencies needed to effectively plan, lead, and executive complex projects with predictive and agile project lifecycles. The course builds business analysis skills to help determine the business’ current state and future state.  |
| **Credits:** | 3 |
| **Prerequisites:** | BUS 320 & BUS 325 |

## Textbook & Course Materials

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| **Required Text(s):**  | Project Management Institute Standards and Practice Guides on the PMI.org website. Students will be sent instructions on how to access the PMI site with PMI Member access.Once logged into PMI, download the following books.  You will be reading segments in each book and practice applying the concepts in class.1.  Project Management Body of Knowledge (PMBoK) 7th edition2.  Agile Practice Guide3.  Practice Standard for Work Breakdown Structures4.  Requirements Management - A Practice Guide5.  Business Analysis for Practitioners - A Practice Guide6.  Managing Change In Organizations - A Practice Guide7.  Benefits Realization Management - A Practice Guide  8.  Practice Standard for Scheduling |
| **Recommended Text(s):** | Added to Canvas |
| **Other Readings:** | Assigned in Class |
| **Other Required Materials / Applications:** | Project for the Web (P4W) – Students will be given the licenses needed to access Project for the Web through M365VisioExcelPowerPoint |

## Course Technology

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| **Course Website:**  | UWSP Canvas |
| **Other Websites:** | None |
| **Course Delivery:** | Hybrid In-Person/Canvas |
| **Delivery Mode Changes:** | Changes to course delivery may occur at any time during the term to address public health and safety concerns. |
| **Canvas Support:** | Click on the HELP button (  ) in the global (left) navigation menu and note the options that appear:* Ask Your Instructor a Question*Submit a question to your instructor*
	+ Use Ask Your Instructor a Question sparingly; technical questions are best reserved for Canvas personnel and help as detailed below.
* Chat with Canvas Support (Student)*Live Chat with Canvas Support 24x7!*
	+ Chatting with Canvas Support (Student) will initiate a *text chat* with Canvas support. Response can be qualified with severity level.
* Contact Canvas Support via email*Canvas support will email a response*
	+ Contacting Canvas Support via email will allow you to explain in detail or even upload a screenshot to show your difficulty.
* Contact Canvas Support via phone*Find the phone number for your institution*
	+ Calling the Canvas number will let Canvas know that you're from UWSP; phone option is available 24/7.
* Search the Canvas Guides*Find answers to common questions*
	+ Searching the [Canvas guides](https://community.canvaslms.com/docs/DOC-10701) connects you to documents that are searchable by issue. You may also opt for [Canvas video guides](https://community.canvaslms.com/docs/DOC-3891).
* Submit a Feature Idea*Have an idea to improve Canvas?*
	+ If you have an idea for Canvas that might make instructions or navigation easier, feel free to offer your thoughts through this Submit a Feature Idea avenue.

Self-train on Canvas through the Self-enrolling/paced [Canvas training course.](https://uws.instructure.com/courses/45767) |
| **UWSP Technology Support:** | The Office of Information Technology (IT) provides a Service Desk to assist students with connecting to the Campus Network, virus and spyware removal, file recovery, equipment loan, and computer repair. You can contact the Service Desk via email at techhelp@uwsp.edu or at (715) 346-4357 (HELP) or visit: [IT Service Desk.](https://www.uwsp.edu/infotech/Pages/ServiceDesk/default.aspx)For technology instruction sheets, online support videos, and other related resources, go to: [UWSP Online Student Support.](https://www.uwsp.edu/online/Pages/Student-Support.aspx)The university also provides a Technology Tutoring service in which tutors meet with students one-on-one to provide technology assistance. To receive help of this nature visit**:** [Tech Essentials Training.](https://www3.uwsp.edu/tlc/Pages/TechEssentials.aspx)Additional tools designed to help students taking online or hybrid courses can be found at: [UWSP Online Student Orientation.](https://www.uwsp.edu/online/Pages/Online%20Student%20Orientation.aspx) |

# Learning Outcomes

## Course Goals

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| The course focuses on the competencies needed to effectively plan, lead, and executive complex projects with predictive and agile project lifecycles. The course builds business analysis skills to help determine the business current state and future state. This course focuses on preparing students to take the Project Management Institute (PMI) Certified Associate Project Manager (CAPM) exam.Students will take what they learn in each module and apply the skills and techniques in class to get hands on experience for the project management tools and techniques. Student teams will select two projects that they will work on throughout the class. One project that is predictive and another project that is agile. You will learn from your classmates and other stakeholders that you interview during the class. |

## Course Learning Objectives

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| * Apply Project Management Fundamentals and Core Concepts.
* Apply Predictive, Plan-Based Methodologies to prepare project management schedules.
* Apply Agile Frameworks/Methodologies to prepare for iterative projects.
* Apply Business Analysis strategies to gather requirements for project or product outcomes.
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## Academic Unit

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| **SBE Mission:**  | The UW-Stevens Point Sentry School of Business and Economics creates career ready graduates and leaders through applied learning. We serve the businesses, economy, and people of the greater Central Wisconsin region. We specialize in preparing students for success by providing professional development experiences, access to employers, and in-demand skills. The SSBE achieves its mission by valuing:* Talent development
* Lifelong learning
* Career preparation
* On the job experiences
* Community outreach
* Regional partnerships
* Continuous improvement
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| **Accreditation Commitment:** | SBE is accredited by the Association to Advance Collegiate Schools of Business (AACSB), a designation earned by only 5 percent of world business schools. Accreditation instills a culture of continuously improving our programs through connections with local business leaders, alumni and the community. |

# Course Policies

## Attendance

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| Participation is a graded component of this course. Being present and interacting in class and within your assigned teams is one of the most important things you can do to learn. Be prepared, ask questions, participate in class, and be open and willing to learn new things. You will assess your team members on participation and provide them feedback on a weekly basis. |

## Late Work

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| Late work will be assessed a deduction of 10% per day, up to 50%, unless pre-approved for a valid reason. |

## Etiquette/Netiquette

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| Etiquette/Netiquette is a set of rules for behaving properly during on-campus/online components of a UWSP course. As the instructor, it is my goal to provide a safe and nurturing learning environment for all students. Therefore, breaches of Etiquette/Netiquette are defined as any behaviors that are disruptive to the learning environment. The following examples provide a foundational description of Etiquette/Netiquette and breaches thereof:• Displaying respect for others is always required. It is not required that you share the perspectives of your classmates, but rather that you do not discredit their right to have their own opinion. Expressing alternate viewpoints is important, but this should be done in a collegial manner.• Side discussions (on-campus or online), listening to headphones, sleeping in class, and abusive language is considered disruptive behavior.• No shouting, no profane language, no verbal or physical threats, no intimidation of any kind.• Not arriving to class under the influence of any alcohol or drugs.• Please come to class on time. Students should inform the instructor via email prior to class if he or she must arrive late or leave early.• Cell phones, tablets, laptops, or any other electronic devices, while permitted in class, must be used in a way that is not disruptive to the class. Electronic devices are to be used only for note taking and to participate in class. Texting, checking social media, email, etc. is not permitted. If you are using technology inappropriately, you will be asked to put your device away for the remainder of the class session. If you or those around you appear severely distracted by an electronic device at any time, the instructor may ask you to show the content of your screen or to leave the classroom.3.3.2 Penalties for MisconductThe instructor reserves the right to ask students to leave the class or to issue grade penalties for misconduct. Grade penalties are not given lightly and not without clear and justifiable cause. Grade penalties will only be applied in cases where the student has, without question, diminished the learning environment for others. Students will always be notified via email, without delay, if they incur a grade penalty of any kind. Any continued disruptive behavior may result in a referral to the Dean of Students office. |

# Grading

## Grading Scheme

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| **Letter Grade** | **Percentage Range ( x = your score )** |
| A | 93.0% | ≤ | x | ≤ | 100.0% (or other max) |
| A- | 90.0% | ≤ | x | ≤ | 92.9% |
| B+ | 87.0% | ≤ | x | ≤ | 89.9% |
| B | 83.0% | ≤ | x | ≤ | 86.9% |
| B- | 80.0% | ≤ | x | ≤ | 82.9% |
| C+ | 77.0% | ≤ | x | ≤ | 79.9% |
|  C | 73.0% | ≤ | x | ≤ | 76.9% |
| C- | 70.0% | ≤ | x | ≤ | 72.9% |
| D+ | 67.0% | ≤ | x | ≤ | 69.9% |
| D | 60.0% | ≤ | x | ≤ | 66.9% |
| F | 0.0% | ≤ | x | ≤ | 59.9% |

## Points Available

Exams & Quizzes: 20%

Weeks 1-7: You will be assigned weekly Project Management Institute (PMI) Certified Associate Project Manager (CAPM) Certification Prep Exams that are a subset of the questions that would be on the certification exam. These exams are open book.

There is a gradual minimum score that is expected to be reached as students learn more about project management to get credit for the practice exams. This is noted in Canvas. For weeks 2-7, only submissions of the Knowledge Hut Dashboard will be accepted as assignment submissions. If the student only provides a screenshot of the individual exam score, they will receive 0 points for the assignment. There are instructions on all CAPM practice exam assignments in Canvas on how to access the Knowledge Hut Dashboard.

Week 8: You will be assigned a final exam that is full practice exam for the CAPM Certification Exam from PMI. This exam is an open book exam. NOTE: the PMI CAPM Certification Exam is not an open book exam.

Attendance/Team Participation: 20%

In addition to the weekly reading/video assignments, students learn from in class exercises that require collaboration among fellow classmates. Your participation in class as well as within your project team assignments will help you learn and apply the skills taught in class.

Students will assess the engagement and contributions of their project team members on a weekly basis. Students will also provide feedback to project team members on strengths and opportunities for growth.

Weekly Assignments-Project Team Assignments: 60%

Each week, students will be assigned individual reading/videos. Students will also be assigned project team activities that need to be completed by the due date in Canvas.

# Coursework Descriptions & Commentary

## Exams & Quizzes

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| There is a 10-point quiz in Week 1. There are 7 exams in the course that are CAPM practice exams. * Six of the exams are partial CAPM practice exams
* One is a full CAPM practice exam – 3 hour exam the last week of class.

This is to prepare you for questions you will receive on the PMI CAPM exam. These are open book exams. Each practice exam will help you understand what areas you need to study. Students can retake the exams as many times as they would like. You’re required to take all 6 practice exams on Knowledge Hut and submit screenshots of the Knowledge Hut Dashboard that shows completed practice exams with your name in the upper right corner. |

## Assignments

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| Week 1:1. Student Intros
2. Propose the Predictive (Waterfall) project your project team will work on for the weekly project team assignments.
3. Quiz 1

Week 2:1. Project Risk Register
2. Stakeholder Assessment
3. Project Charter
4. Self-Assessment - Project Management Competency
5. CAPM Partial Practice Test Series 1

Week 3:1. Work Breakdown Structure
2. Project Budget
3. Stakeholder Engagement Plan
4. Communication Plan
5. CAPM Partial Practice Test Series 2

Week 4:1. Create project schedule
2. Determining task float
3. Identifying the critical path
4. CAPM Partial Practice Test Series 3
5. Propose the Adaptive (Agile) project your project team will work on for the weekly project team assignments.

Week 5:1. Develop a product roadmap for your agile project
2. Create User Stories for your agile project
3. CAPM Partial Practice Test Series 4

Week 6:1. Prioritize the backlog
2. Complete story point estimating
3. Complete a retrospective and document
4. CAPM Partial Practice Test Series 5

Week 7:1. Your choice – pick 2 of the 50 business analysis techniques that are not covered in class for your predictive/waterfall or adaptive/agile project
2. CAPM Partial Practice Test Series 6

Week 8:1. Your choice – pick 2 more of the 50 business analysis techniques not covered in class for your predictive/waterfall or adaptive/agile project
2. Redo Self-Assessment - Project Management Competency to review progress
3. CAPM Full Practice Exam

Master’s Program – BUS 529:Assess the implementation of the strategic plan at your organization, your school, or a different organization. 1. Document the types of project management life cycles that are being used to implement the strategic plan.
2. What are the key resources (financial & human)?
3. What are the models, methods, and artifacts are being used?
4. How are the leaders and project teams communicating about the portfolio of work and the progress to their stakeholders?
5. What are some of the strengths of the project management approaches being used?
6. What recommendations would you have to the organization on how to improve the project management approaches to achieve the expected outcomes?

Write a 5-page memo with your assessment and any supporting visuals due by the end of the 8-week course. |

# Schedule

## Dates and Deadlines

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| The instructor will provide a tentative course schedule in a supplementary file. All provided course schedules are organized by week number in accordance with the official UWSP Academic calendar. A direct link to the UWSP Academic calendar can be found here: [UWSP Academic Calendar.](https://www.uwsp.edu/acadaff/Pages/AcademicCalendar.aspx) |

# Other Administrative Details

## ADA / Equal Access for Students with Disabilities

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| The American Disabilities Act (ADA) is a federal law requiring educational institutions to provide reasonable accommodations for students with disabilities. Links to UWSP’s policies regarding ADA, nondiscrimination, and Online Accessibility (IT & Communication Accessibility) can be found at: [UW Legal and Policy Information.](https://www.uwsp.edu/datc/Pages/uw-legal-policy-info.aspx)UW-Stevens Point will modify academic program requirements as necessary to ensure that they do not discriminate against qualified applicants or students with disabilities.  The modifications should not affect the substance of educational programs or compromise academic standards; nor should they intrude upon academic freedom. Examinations or other procedures used for evaluating students' academic achievements may be adapted. The results of such evaluation must demonstrate the student's achievement in the academic activity, rather than describe his/her disability.If modifications are required due to a disability, please inform the instructor and contact the Disability Resource Center (DRC) to complete an Accommodations Request form. The DRC is located in room 108 in the Collins Classroom Center (CCC). For more information, call 715-346-3365 email drc@uwsp.edu, or visit: [Disability Resource Center](http://www.uwsp.edu/drc) |

## Nondiscrimination Statement

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| No person shall be discriminated against because of race, ethnicity, color, age, religion, creed, gender, gender identity, sexuality, disability, nationality, culture, genetic information, socioeconomic status, marital status, veteran’s status, or political belief or affiliation and equal opportunity and access to facilities shall be available to all. To address concerns regarding any of these issues please call 715‑346‑2606 or visit: [Equal Opportunity Human Resources](http://www.uwsp.edu/hr/Pages/Affirmative%20Action/About-EAA.aspx) |

## SSBE Inclusivity Statement

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| It is my intent that students from diverse backgrounds and perspectives be well-served by this course, that students’ learning needs be addressed both in and out of class, and that the diversity that the students bring in and out of class be viewed as a resource, strength, and benefit. Every person has a unique perspective, and we learn from hearing many of them, but not all perspectives are represented in course readings. So, learning depends upon all of you contributing to the class with your own opinions and perspectives. It is my intent to present materials and activities that are respectful of diversity: gender identity, sexuality, disability, age, socioeconomic status, ethnicity, race, nationality, religion, and culture. Your suggestions are encouraged and appreciated. Please let me know ways to improve the effectiveness of the course for you personally, or for other students or student groups.If you have experienced a bias incident (an act of conduct, speech, or expression to which a bias motive is evident as a contributing factor regardless of whether the act is criminal) at UWSP, you have the right to report it. To do so, first go to the [Hate Bias Response Team website](https://www3.uwsp.edu/hbrt/Pages/default.aspx), then click the button that corresponds to the appropriate campus, and finally complete and submit the report. You may also contact the Dean of Students office directly at dos@uwsp.edu. Further information on UWSP’s commitment to an inclusive campus can be found here: <https://www3.uwsp.edu/hr/Pages/Affirmative%20Action/affirmative-action-program.aspx> |

## Religious Beliefs Accommodation

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| It is UW System policy (UWS 22) to reasonably accommodate your sincerely held religious beliefs with respect to all examinations and other academic requirements. A direct link to this policy can be found here: [Chapter UWS 22 Accommodation of Religious Beliefs](https://docs.legis.wisconsin.gov/code/admin_code/uws/22). |

## Help Resources

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| This section offers help resources relating to academic tutoring, healthcare, counseling, and other matter of student wellbeing. For help recourse related to technology use, please see section 1.4 above.The Tutoring and Learning Center helps with Study Skills, Writing, Technology, Math, & Science. The Tutoring and Learning Center is located at 234 Collins Classroom Center (CCC). For more information, call 715‑346‑3568 or visit: [Tutoring-Learning Center (TLC) at UWSP](https://www.uwsp.edu/tlc/Pages/default.aspx).If you need healthcare, UWSP Student Health Service provides student-centered healthcare that empowers and promotes wellness for all UWSP students. Student Health Service is located on the 1st floor of Delzell Hall. For more information, call 715‑346‑4646 or visit: [UWSP Student Health Services.](http://www.uwsp.edu/stuhealth/Pages/default.aspx)The UWSP Counseling Center is staffed with licensed mental health professionals dedicated to assisting students as they navigate difficult circumstances or resolve personal concerns. Therapy and consultation services are free of charge for registered students. The UWSP Counseling Center is located on the 3rd Floor of Delzell Hall. For more information, call 715-346-3553 or visit: [UWSP Counseling Center.](http://www.uwsp.edu/counseling/Pages/default.aspx)In addition to the support services provided by Student Health Service and the UWSP Counseling, there are also professional support services available to students through the Dean of Students. Responding to students with care, concern, and resources is critical in supporting the success of our students and campus community, and therefore the Dean of Students maintains a list of resources that can provide support for a wide variety of situation. That list can be found here,[Dean of Students Resources](https://www3.uwsp.edu/dos/Pages/resources.aspx). Moreover, the Office of the Dean of Students supports the campus community by reaching out and providing resources in areas where a student may be struggling or experiencing barriers to their success. Faculty and staff are asked to be proactive, supportive, and involved in facilitating the success of our students through early detection, reporting, and intervention. As such, an instructor may contact the Office of the Dean of Students if he or she senses that a student is in need of additional support beyond what the instructor is able to provide. Simply put, the Dean of Students is here to help. If you are ever unsure of what to do or who to contact, contact the Dean of Students Office at 715-346-2611 or visit them online at [UWSP Office of the Dean of Students.](http://www.uwsp.edu/dos/Pages/default.aspx)UWSP students may also share a concern directly if they or another member of our campus community needs support, is distressed, or exhibits concerning behavior that is interfering with the academic or personal success and/or the safety of others. Please report any concerns of this nature at: [UWSP Dean of Students Anonymous Reports.](https://www.uwsp.edu/dos/Pages/Anonymous-Report.aspx) |

## Emergency Response Guide

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| In the event of an emergency, follow UWSP’s emergency response procedures. For details on all emergency response procedures, please go to: [UWSP Emergency Guidebook pdf.](https://www3.uwsp.edu/emergency/Documents/UWSP%20Emergency%20Guidebook.pdf) |

## UWSP Community Bill of Rights and Responsibilities

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| UWSP values a safe, honest, respectful, and inviting learning environment. In order to ensure that each student has the opportunity to succeed, a set of expectations has been developed for all students, staff, and faculty. This set of expectations is known as the Rights and Responsibilities document, and it is intended to help establish a positive living and learning environment at UWSP. For more information, go to: [UWSP Community Bill of Rights and Responsibilities.](https://catalog.uwsp.edu/content.php?catoid=10&navoid=422#section-1-communal-bill-of-rights-and-responsibilities) |

## University Attendance Policy

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| In addition to the course attendance policies determined by the instructor (noted above if applicable), the university provide standard guidelines by which students are to abide. All exceptions to the course attendance policy or the university guidelines should be documented in writing. A link to the university’s attendance guidelines can be found at: [University Attendance Policy.](https://www.uwsp.edu/regrec/Pages/Attendance-Policy.aspx) |

## University Drop Policy

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| You are expected to complete the courses for which you register. If you decide you do not want to take a course, you must follow the procedures established by the university to officially drop the course. If you never attend or stop attending a course and fail to officially drop, you will receive an F in the course at end of the semester. A link to the university’s drop policy can be found at: [University Drop Policy.](https://catalog.uwsp.edu/content.php?catoid=11&navoid=431&hl=add%2Fdrop&returnto=search#Drop/Add/Withdrawal_Procedures) |

## Academic Honesty

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| UW System policy (UWS 14) states that students are responsible for the honest completion and representation of their work, for the appropriate citation of sources, and for respect of others' academic endeavors. Students suspected of academic misconduct will be asked to meet with the instructor to discuss the concerns. If academic misconduct is evident, procedures for determining disciplinary sanctions will be followed as outlined in UWS 14. A direct link to this policy can be found here: [Chapter UWS 14 Student Academic Disciplinary Procedures.](https://docs.legis.wisconsin.gov/code/admin_code/uws/14)  |

## Grade Reviews/Appeals

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| A formal grade appeal, also known as a Grade Review, can be requested in instances when the student feels that he or she was not provided a syllabus with a grading scale in a timely manner (i.e., the end of the second week of classes) and/or the instructor did not stick with the grading scale published in the syllabus. Questions of whether or not the instructor appropriately graded one or more of the course assignments, quizzes, exams, etc. are not matters to be decided by a formal grade appeal, but rather should be taken up with the instructor directly. Information on grade reviews can be found in the University Handbook, Chapter 7, Section 5. A link to the university’s policies on non-academic misconduct can be found at: [UWSP Grade Reviews/Appeals](https://www.uwsp.edu/acadaff/Pages/gradeReview.aspx). |

## Non-Academic Misconduct

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| Information on non-academic misconduct can be found in Chapters 17 and 18 of the Student Rights and Responsibilities Document. A link to the university’s policies on non-academic misconduct can be found at: [UWSP Non-Academic Misconduct](https://www.uwsp.edu/dos/Pages/stu-conduct.aspx). |

## Confidentiality

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| Under FERPA, students cannot remain anonymous in a class. Students are permitted to know who else is in their class.Learning requires risk-taking and sharing ideas. Please keep your classmates’ ideas and experiences confidential outside the classroom unless permission has been granted to share them.This course may require students to post their work online using applications or services that have not been approved by UW-system. In this situation, the students work will only be viewable only by his or her classmates. None of the work submitted online will be shared publicly. Some assignments require account creation for online programs. The instructor of this course will not share your academic records (grades, student IDs). Confidentiality of student work is imperative, so you should not share the work of your peers publicly without their permission. By participating in these assignments, you are giving consent to sharing of your work with others in this class and you recognize there is a small risk of your work being shared online beyond the purposes of this course. Examples of additional risks include data mining by the company providing the service, selling of your email to third parties, and release of ownership of data shared through the tool. Please contact your instructor prior to the due date if you wish not to participate in these online assignments due to confidentiality concerns. UW-System approved tools meet security, privacy, and data protection standards. For a list of approved tools, go to: [UWS Digital Learning Environment External Application Integration Requests](https://www.wisconsin.edu/dle/external-application-integration-requests/). Tools not listed on the website linked above may not meet security, privacy, and data protection standards. If you have questions about tools, contact the UWSP IT Service Desk at 715-346-4357. Links to the Terms of Use and Privacy Polices for tool used at UWSP be found at: [Terms of Use and Privacy Policies for Tools Used](https://www.uwsp.edu/online/Pages/Privacy-and-Accessibility-Links.aspx)Here are steps you can take to protect your data and privacy:* Use different usernames and passwords for each service you use
* Do not use your UWSP username and password for any other services
* Use secure versions of websites whenever possible (HTTPS instead of HTTP)
* Have updated antivirus software installed on your devices

Additional resources regarding information security at UWSP can be found at: <https://www.uwsp.edu/infosecurity/Pages/default.aspx>. It is important for students to understand that faculty are required to report any incidents of maltreatment, discrimination, self-harm, or sexual violence they become aware of, even if those incidents occurred in the past, off campus, or are disclosed as part of a class assignment. This does not mean an investigation will occur if the student does not want that, but it does allow the university to provide resources to help the student continue to be successful. |

## Intellectual Property - A Guide to Student Recording & Sharing Class Content

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| Lecture materials and recordings for this class are protected intellectual property at UW-Stevens Point. Students in this course may use the materials and recordings for their personal use related to participation in this class. Students may also take notes solely for their personal use. If a lecture is not already recorded, you are not authorized to record my lectures without my permission unless you are considered by the university to be a qualified student with a disability requiring accommodation. [Regent Policy Document 4-1] Students may not copy or share lecture materials and recordings outside of class, including posting on internet sites or selling to commercial entities. Students are also prohibited from providing or selling their personal notes to anyone else or being paid for taking notes by any person or commercial firm without the instructor’s express written permission. Unauthorized use of these copyrighted lecture materials and recordings constitutes copyright infringement and may be addressed under the university's policies, UWS Chapters 14 and 17, governing student academic and non-academic misconduct. |

## Sample Coursework Permission

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| The instructor may wish to use a sample of your work or some of the feedback you provide on the course in future teaching or research activities. Examples: showing students an example of a well-done assignment; analyzing student responses on a particular question; discussing teaching techniques at a conference. If your coursework or feedback is used, your identity will be concealed. If you prefer not to have your work included in any future projects, please send the instructor an e-mail indicating that you are opting out of this course feature. Otherwise, your participation in the class will be taken as consent to have portions of your coursework or feedback used for teaching or research purposes. |

## Revision Clause

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| This syllabus, the provided schedule, and all aforementioned coursework, are subject to change. It is the student’s responsibility to check the course website for corrections or updates to the syllabus. Any changes will be clearly noted in a course announcement or through email. |

# Bibliography

Project Management Institute, Inc., Agile Practice Guide, Project Management Institute, Inc., 2017

Project Management Institute, Inc., Business Analysis for Practitioners: A Practice Guide, Project Management Institute, Inc., 2015

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Project Management Institute, Inc., Managing Change in Organizations: A Practice Guide, Project Management Institute, Inc., 2013

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