

STUDENT GUIDE TO MGT 6450

PROJECT MANAGEMENT

2026 Fall Term v.1.0

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Office Hours: M & W 4:15 p.m. to 4:45 pm and by appointment arranged through e-mail. I will adjust office hours as needed. My office is 4122 but will reserve rooms closer to the classroom as needed

Classroom: SCOB 203

INTRODUCTION

Every product ever developed, every building ever built, every program ever written, every app that was ever downloaded is the result of a project.

A project is a temporary endeavor undertaken to accomplish a unique product, service, or result.

Project Managers play an essential role in the smooth and successful execution of initiatives. Often working in teams, they ensure project alignment with business objectives, secure and track resource use, keep channels of communication open with all important stakeholders, and apply best practices of the project management field to bring projects in on time and budget and to specification. Interpersonal skills, including working in and managing teams, are essential to success in this profession. Project management principles and practices are used in many industries, e.g., information systems development, construction, automobile and aircraft manufacturing, consumer electronics, and computer hardware, among others.

MGT 6450 explores the principles, concepts, and practices associated with modern project management. The course elements review predictive and agile/adaptive frameworks based on course material drawn from the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) and Scrum. Students will be expected to understand and apply course content in project practicums via in-class discussions, case-based assignments, and working as a team to complete an adaptive/agile simulation, and a capstone project research project exploring the reality of project management in contemporary organizations. Students will also learn the basics of a project management software system, applying that system in managing the capstone assignment as a project.

The project management profession is strongly influenced by the PMI through two of its widely recognized certifications—the PMP (Project Management Professional) and the CAPM (Certified Associate of Project Management), and PeopleCert through its PRINCE2 framework and certifications. This course lays out the groundwork for additional study to prepare for future certifications but will give you the foundations necessary to understand project management in many types of organizations.

RECORD OF CHANGES

Date	Description
4/14	Initial Draft – 1.0

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LEARNING OBJECTIVES AND MEANS

GOAL AND OBJECTIVES

Course Goal - At the conclusion of the course, students should have the necessary skills and knowledge regarding project management principles, practices, and tools to be an effective member of a project team or lead a project.

Each assignment, activity, and evaluation in this course relates to one or more of these objectives in support of the course's goal. Course objectives are that students will/can:

1. Understand and use concepts, techniques, and terminology common in project management frameworks including the PMBOK, PRINCE2, and Agile methods.
2. Understand the importance of the product and project lifecycle and its constituent components
3. Understand the importance of project leadership including developing effective team dynamics and culture
4. Understand the importance to organizational leadership for the selection and alignment of program and project requirements and deliverables to an organization's strategic plans
5. Articulate the criteria for selecting and implementing an appropriate project management methodology including predictive and agile/adaptive frameworks
6. Understand how to employ Scrum and Kanban effectively
7. Develop a plan to identify and manage stakeholder engagement
8. Develop the appropriate criteria to select a project
9. Develop the necessary project artifacts to provide effective project management including project activities, Work Breakdown Structure, network diagrams, risk registers, budgets, and RACI charts, Scope management plan, communication plan, and other relevant project artifacts or tools.
10. Create a project plan in its various elements according to PMBOK standards, including, for example, a charter, stakeholder analysis, risk management plan, communications plans, etc.
11. Monitor, control, manage and report on key project metrics based on analytical techniques including project budgets, earned value analysis, critical path, and risk analysis
12. Describe how project management practices differ depending on industry, size, etc. and what things never change
13. Learn about new trends in Project Management using AI and other technologies
14. Learn the basics of change management
15. Use common project management software to develop and track a team project to a successful conclusion.

STUDENT-FACULTY EXPECTATIONS AGREEMENT

At Georgia Tech, we believe that it is important to strive for an atmosphere of mutual respect, acknowledgement, and responsibility between faculty members and the student body. [The Student-Faculty Expectations](#) articulate some basic expectations that you can have of me and that I have of you. In the end, simple respect for knowledge, hard work, and cordial interactions will help build the environment we seek. Therefore, I encourage you to remain committed to the ideals of Georgia Tech while in this class. If you have concerns, please come to me to discuss them first.

MEANS

Various means are employed to encourage you to satisfy the learning objectives of the course.

MATERIAL TO REVIEW BEFORE CLASS MEETINGS

You must review assigned material before each class meeting for the you to get the most out of class activities. All assigned materials will be in the text(s) or available through the Canvas LMS (learning management system), LinkedIn Learning (Lynda), the GT Library, Canvas Reading list, or the Web.

Each lesson may include a combination of short videos and assigned readings and other material available online. These are not assignments but designed to focus your attention on what's important to supplement course reading and lectures.

Most lessons include short quizzes called pre-class quizzes. These quizzes are designed to give students an incentive to keep up with the lesson plan reading and, therefore, there will be no grace period for late quiz submissions. Each quiz consists of 5 questions. You may take the quiz up to 3 times. Canvas will select from a question bank for quiz questions, so the questions will change for each retake. Your final quiz grade will be the average of attempts. Note that the midterm and final exams may include up to 50% of questions extracted from the pre-class quizzes.

MEETING ACTIVITIES

Bring your book to class or have access to it. We will use meeting times for activities best accomplished together including lectures, in-class demonstrations and exercises, presentations, Q&A, and quizzes. All activities are designed to increase your chances of successfully fulfilling the objectives of the course. These count as part of your participation grade.

HOMEWORK

Homework and in-class assignments will be given to aid you in examining the utility of project management tools and practices, leveraging the knowledge gained in class and reading assignments. The schedule of assignments is noted at the end of the syllabus. All homework must be turned in by the due date. Late submissions will not be accepted.

Homework may be assigned for individual completion or in working with a team. Some assignments will be components of the Semester Project.

The grading rubric (Table 3) outlines the grading criteria for all homework assignments, in class discussions and exam essay or problem questions.

SEMESTER PROJECT

Students will be assigned to teams to complete one primary team project:

- Develop a Project Guide based on the Project Management in Practice (PMIP) assignment. There will be multiple components as part of this project, and it will require continuous effort. I strongly suggest you do not wait until the end to get it all done

Details regarding the team project will be provided at the beginning of and throughout the semester. Grading will be determined on the quality of the reports for the assignment, which will require a team-developed report and a classroom presentation. An individual student's grade for the assignment will include an assessment by their team peers of their efforts to support the team and provide quality content to the reports and presentation.

A grading rubric will be provided during the semester for the assignment.

MIDTERM AND FINAL EXAM

There will be two exams during the semester – a midterm and a final. They are designed to determine how well you have mastered material discussed in class or as part of your assignments. The midterm exam will cover material from the start of the semester up through the date of the midterm. The final exam will cover all material since the midterm exam and general questions regarding overall project management practices.

Unless otherwise noted, all exams are closed-book, closed-notes—your own work only. Although the exam will be closed book, you may use one (1) 8.5X11 paper to capture notes that may aid you during the exam.

Unless instructed otherwise, tests will be given in the classroom or remotely using Respondus LockDown Browser. Instructions for installing Respondus LockDown Browser are provided through links on the course site in Canvas.

It is *your* responsibility to make sure that your laptop is set up to access the Internet (and Canvas) through the USG campus network "eduroam." *You cannot assume that GTVisitor will always work.*

RESOURCES

REQUIRED

- The required text is *Information Technology Project Management*, 9th ed., by Schwalbe <https://www.cengage.com/c/information-technology-project-management-9e-schwalbe/9781337101356PF/> It's available through the bookstore and, since it has been out for a while, there may be used copies available.
- *The Scrum Guide* by Schwalbe and Sutherland – provides an overview of the basic elements of Scrum. The PDF is available as a download <https://scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf> or will be available as a Canvas file for download if needed.
- *Project Management Case Studies* – 5th Edition – by Harold Kerzner – periodically short cases (2 to 4 pages) will be assigned as pre-read. The cases will be referenced for in-class discussions and assignments. The referenced case studies can be accessed via the Canvas Reading Lists for this course.
- *Team Semester Project document* – A case study has been developed for use in this class representing a real IT project
- *Smartsheet* - Licensed access to a project management tool will be provided early in the semester. You will be expected to use Smartsheet to manage the PMIP semester project. An assignment will require you to acquire a basic knowledge of Smartsheet using a Tutorial accessible as a Canvas file.
- *Note: No specific software skills are evaluated on tests in this course this term although they may be demonstrated and a homework assignment given, depending on available resources.*
- Other resources, including videos, documents, templates, and web sites, are available through the Resources tab on the course website in Canvas and in the Appendix.

SCHEDULE OF MEETINGS AND ASSIGNMENTS

The class meets Monday and Wednesday 5:00 pm – 6:15 pm. The schedule presented in Table 1, is subject to change. Changes will be announced on the course website in Canvas Announcements and via class emails. All due dates and times are expressed in US Eastern Standard Time or US Eastern Daylight Savings Time, depending on which is in force. All homework assignments will be due at 5:00 pm on the due date. In-class exercises will be due by 5:00 p.m. the next day in case you need some extra time but should be able to complete a few minutes after class.

I will be available during regular office hours and by appointment throughout the term to address questions regarding course material or assignments.

Table 1. Schedule of Class Meetings and Assignments

Week	Class #	Date	Day	Lesson prep Schwalbe Text pgs. (S) Kerzner Case studies for in class discussion (KC) Team Project	In-Class Topic	Homework (Team HW or Individual HW), In class (Team IC) discussions, (PMIP) or other reports due – Unless otherwise stated in class, all assignments are graded – Due Dates shown	Notes
1	1	8/24	Mon	N/A	Course Introduction and overview		
1	2	8/26	Wed	(S) - Pgs. 2-18, 31-39, 48-51, 63-66	Project Frameworks and Key Project Concepts		Class 2 Quiz
2	3	8/31	Mon	(S) - Pgs. 86-129	Project methods and process groups		Class 3 Quiz
2	3a	8/31	Mon	Smartsheet (SSt) Tutorial	Complete SSt tutorial out of class		
2	4	9/2	Wed	(S)- Pgs. 152 - 155, 173 - 192, 202-212, 224- 230 Team Project Document	Project Integration and Scope Management	Elevator speech including background information (Individual HW) MetroHealth Project Scope (Team IC) PMIP team roster (Team IC)	Class 4 Quiz

Week	Class #	Date	Day	Lesson prep Schwalbe Text pgs. (S) Kerzner Case studies for in class discussion (KC) Team Project	In-Class Topic	Homework (Team HW or Individual HW), In class (Team IC) discussions, (PMIP) or other reports due – Unless otherwise stated in class, all assignments are graded – Due Dates shown	Notes
3		9/7	Mon	HOLIDAY			
3	5	9/9	Wed	(S) Pgs. 169 - 173 213 - 224 242-249, Team Project Document	Project Charter WBS and Schedule mgt.	SSt Tutorial assignment (Individual HW)	Class 5 Quiz
4	6	9/14	Mon	PMIP Project Guidance, PMIP report template, PMIP Project Planning Example To Do list	PMIP team begin development of PMIP project charter, project plan (Smartsheet)		
4	7	9/16	Wed	Scrum Guide – Pgs. 1 - 7(S) Pgs. 129 - 144	Adaptive and Scrum Projects	MetroHealth project charter (Team HW) Agile approach – in-class exercise	Class 7 Quiz
5	8	9/21	Mon	Scrum Guide – Pgs. 7-13(S) – Pgs. 131-144 (KC) Kerzner Agile (B) reading	Scrum Projects (Cont'd)	Understanding Agile summary (Individual HW)	Class 8 Quiz
5	9	9/23	Wed	(S) Pgs. 18-24, 155-169 Team Project Document	Project Initiation and Portfolio Management	Kerzner Agile B /Scrum role (Team HW) MetroHealth/Team project WBS (Team HW - PMIP)	Class 9 Quiz
6	10	9/28	Mon	(S) - Pgs. 24-30, 540-556 Team Project Document	Stakeholder management	MetroHealth - Portfolio decision criteria (Individual HW) MetroHealth - Stakeholder mgt. (Team IC)	Class 10 Quiz

Week	Class #	Date	Day	Lesson prep Schwalbe Text pgs. (S) Kerzner Case studies for in class discussion (KC) Team Project	In-Class Topic	Homework (Team HW or Individual HW), In class (Team IC) discussions, (PMIP) or other reports due – Unless otherwise stated in class, all assignments are graded – Due Dates shown	Notes
6	11	9/30	Wed	(S) - Pgs. 426-455(KC) Communication Failures	Project communications	Kerzner case – Comm failures (Team IC) PMIP status report 1 (Team HW - PMIP)	Class 11 Quiz
7		10/5	Mon	FALL BREAK			
7	12	10/7	Wed	Midterm Exam			In class
8	13	10/12	Mon	(S) - Pgs. 51-62, 67-77(KC) Falls Engineering	Organizing for and governing projects	Kerzner case – Falls Engineering (Team IC)	Class 13 Quiz
8	14	10/14	Wed	(S) Pgs. 242-275	Developing project schedules and sequencing activities including durations		Class 14 Quiz
9	15	10/19	Mon	(S) - Pgs. 374-378, 384-414(KC) Ducor Chemical	Resource planning	Kerzner Case – Ducor Case (Team IC)	Class 15 Quiz
9	16	10/21	Wed	(S) – Pgs. Pgs. 286-306(KC) – The Estimating Problem	Project Costs/Budgets	Kerzner – estimating problem/budget challenge (Individual HW)	Class 16 Quiz
10	17	10/26	Mon	(S) - Pgs. 464-496(KC) – Macon Inc.	Risk Planning, Analysis, Identification, and Response	MetroHealth Network diagram for planning phase (Individual HW)	Class 17 Quiz
10	18	10/28	Wed	Research new trends and developments in project management practices – HW assignment	New trends and developments in project management practices	Kerzner Macon Inc. Risk register (Individual HW)	

Week	Class #	Date	Day	Lesson prep Schwalbe Text pgs. (S) Kerzner Case studies for in class discussion (KC) Team Project	In-Class Topic	Homework (Team HW or Individual HW), In class (Team IC) discussions, (PMIP) or other reports due – Unless otherwise stated in class, all assignments are graded – Due Dates shown	Notes
						MetroHealth RACI/Resource Planning Phase (Team HW)	
11	19	11/2	Mon	(S) - Pgs. 328-362 Team Project Document	Project Quality	MetroHealth - quality criteria (Team IC) PMIP status report 2 (Team HW - PMIP)	Class 19 Quiz
11	20	11/4	Wed	N/A	Program/Project management in large organizations + Change Management Review	AI in Project Management Assignment (Individual HW)	
12	21	11/9	Mon	(S) - Pgs. 506-533	Project procurement		Class 21 Quiz
12	22	11/11	Wed	(S) - Pgs. 306-317	Controlling Costs/Earned Value Management		Class 22 Quiz
13	23	11/16	Mon	(S) - Pgs. 126-129, 138-139, 188-189	Project Closure	PMIP project status report 3 (Team HW - PMIP)	
13	24	11/18	Wed	None required	Class recap and open forum for PMIP team report planning	EVA analysis (Individual HW) In-Class exercise – no credit – help me recap the course	
14	25	11/23	Mon	None required	Guest Speaker	PMIP Project report and presentations due (PMIP)	

Week	Class #	Date	Day	Lesson prep Schwalbe Text pgs. (S) Kerzner Case studies for in class discussion (KC) Team Project	In-Class Topic	Homework (Team HW or Individual HW), In class (Team IC) discussions, (PMIP) or other reports due – Unless otherwise stated in class, all assignments are graded – Due Dates shown	Notes
14		11/25	Wed	RECESS			
15	26	11/30	Mon	In class team presentations	PMIP Team Presentations		
15	27	12/2	Wed	In class team presentations	PMIP Team Presentations	Guest speaker take-aways (Individual HW)	
16	28	12/7	Mon	In class team presentations	PMIP Team Presentations	PMIP Project participation survey	Last Day of class
16	29	TBD		Final Exam	Final Exam		In class

EVALUATION AND COURSE GRADES

Table 2 displays the criteria upon which the course grade is based and the weight of each criterion.

Table 2. Weights of Assignments

Criterion	Points	Comment
Midterm exam	15%	The midterm exam focuses on the first half of the class material.
Final exam	20%	The final exam focuses on the second half of the class material and other general course material (see above). Generally, final exam dates and times are available at: http://www.registrar.gatech.edu/students/exams.php
Pre-class quizzes	15%	Pre-class short open book quizzes due prior to class based on the readings for a class. Canvas will automatically drop the lowest grades for 2 Homework assignments and 2 Pre-class quizzes.
Class Attendance and Participation	10%	This is a graduate class. It is my assumption that you are in this class because you truly want to learn the subject as this material will help you in many ways during your professional development. I will provide you with direct feedback on your level of participation and expect you to come to class. A maximum of 3 absences will be accepted to get full credit 3 or less = 4; 4-5 = 3; >=6 = 0
Homework/In class discussion participation	15%	Various homework assignments and in class discussions covering project management knowledge, skills, and tools relevant to the MetroHealth case study or other class activities will be assigned. The grades will be determined based on the homework grading rubric. Canvas will automatically drop the lowest grades for 2 Homework assignments and 2 Pre-class quizzes.
PMIP Team Project report and presentation	25%	The Project Management in Practice project requirements are detailed in the assignment details and the report template. The project grade will be determined by the quality of the report and the team's in-class presentation summary of their report. Individual grades will be adjusted based on peer evaluations of team members' participation and contribution to the report and presentation.
Total	100%	

Table 3 displays the grading rubric that will be applied to homework, classroom discussion and exam essay questions or problems

Table 3. Grading Rubric

Grading Scale For Each Item to be Evaluated	Point Value
YES! The assignment response/report/presentation fulfills the entire description given for the required criterion and exhibits in-depth and detailed understanding and thorough explanation of material reflective of high caliber work and met or exceeded assignment, report or presentation requirements.	4
Yes, but. The assignment response/report/presentation exhibited almost all the described assignment, report or presentation criterion but there were a few parts that were rough or deficient although they did not detract significantly from the presentation or report. The assignment response, report or presentation could be considered good or very good according to the criteria but not excellent.	3
No, but. The assignment's response, report or presentation did show some effort on this criterion, but the effort fell short enough to detract from the assignment, report or presentation. The effort minimally met the assignment response, report or presentation requirements, but alignment of data or lacking significant analysis or reasoning or was deficient in some aspects of the assignment, report or presentation	2
NO. The assignment response, report or presentation failed to exhibit the necessary assignment, report or presentation effort described for this criterion, detracting significantly from the report or presentation. The assignment, report or presentation requirements were insufficiently met and exhibits deficiencies in reasoning or a lack of adequate preparation. Submitted work lacks clarity, organizational structure, spelling errors, consistent voice, making it difficult to understand the content or a significant item was not submitted	1
Not applicable. Assignment, report or presentation requirements were not met, or report elements are missing	0

Letter grade assignment:

A	90.0% – 100.00%
B	80.0% – 89.9%
C	70.0% – 79.9%
D	60.0% – 69.9%
F	00.0% – 59.9%

IMPORTANT NOTE: Students taking this course on a pass/fail basis will be assigned an "S" if they would have received the grade of "C" or better had they enrolled in the course on a regular letter-grade basis.

Posted Letter grades are FINAL unless I failed to record a grade correctly or made a math error. It is common that some students miss a higher grade by a few points no matter where the line is drawn.

If you have questions about this syllabus, please ask.

Appendix 1

APPENDIX 1 - OTHER RECOMMENDED LEARNING RESOURCES

You will not be tested on these materials, but each provides a different take on project management and will be useful to you if you decide to add project management to your list of skills.

- *Project Management for the Unofficial Project Manager* by Kogon, Blakemore, and Wood introduces the accidental (typical) project manager to basic PMBOK principles and practices. The book is available on-line or in paperback, (ISBN-10: 9781941631102. ISBN-13: 978-1941631102) and as an e-book and as an audio book.
 - Amazon: <https://www.amazon.com/Project-Management-Unofficial-Manager-FranklinCovey/dp/194163110X>
- *Harvard Business Essentials Managing Projects Large and Small: The Fundamental Skills for Delivering on Budget and on Time*, takes a slightly different approach to the basic PMBOK principles and practices introduced in the other text. The book is available on-line in paperback, (ISBN-10: 1591393213. ISBN-13: 978-1591393214) and as an e-book.
 - Amazon: <http://www.amazon.com/Managing-Projects-Large-Small-Fundamental/dp/1591393213>
- *Essential Scrum. A Practical Guide to the Most Popular Agile Process* by Kenneth Rubin considered to be a seminal source of information regarding the Scrum methodology.
 - Amazon: https://www.amazon.com/Essential-Scrum-Practical-Addison-Wesley-Signature/dp/0137043295/ref=sr_1_3?crd=13018V6LI6H3E&keywords=essential+scrum+by+kenneth+rubin&qid=1640874847&srefix=Essential+scrum%2Caps%2C112&sr=8-3
 - B & N: <https://www.barnesandnoble.com/w/essential-scrum-kenneth-s-rubin/1110770354?ean=9780137043293>
- *Scrum the Art of Doing Twice the Work in Half the Time* by Jeff Sutherland. Sutherland, co-creator of Scrum, provides a history behind the Scrum methodology and explains the logic and reasoning behind major elements of Scrum.
 - Amazon: https://www.amazon.com/Scrum-Doing-Twice-Work-Half/dp/038534645X/ref=sr_1_1?crd=3S29LA3421PJC&keywords=scrum+the+art+of+doing+twice+the+work+in+half+the+time&qid=1640876875&srefix=Scrum+the+a%2Caps%2C114&sr=8-1
 - B & N: <https://www.barnesandnoble.com/w/scrum-jeff-sutherland/1117655162?ean=9780385346450>
- *Kanban: Successful Evolutionary Change for your Technology Business* by David Anderson explains the mechanisms for successfully employing Kanban in the software development function.
 - Amazon: https://www.amazon.com/Kanban-Successful-Evolutionary-Technology-Business/dp/0984521402/ref=sr_1_1?crd=3ACVY70G10EWM&keywords=kanban&qid=1640877031&srefix=Kanban%2Caps%2C72&sr=8-1
- *PMBOK Guide, 7th edition*. Available from the PMI at: <http://www.pmi.org/pmbok-guide-and-standards/pmbok-guide.aspx>. This is in case you have trouble sleeping.

- *PRINCE2 Managing Successful Projects with PRINCE*, 2017 Edition.
 - Amazon: https://www.amazon.com/Managing-Successful-Projects-PRINCE2-Stationery/dp/0113315333/ref=sr_1_2?crid=347R379C3OOD5&keywords=PRINCE2&qid=1640877550&srefix=prince2%2Caps%2C75&sr=8-2
- *CAPM Exam Prep Guide, fourth edition* by Rita Mulcahy is one of several prep guides that might be useful for you in prepping for the CAPM exam following course completion.
 - Amazon:
https://www.amazon.com/dp/1943704139/ref=redir_mobile_desktop?encoding=UTF8&aaxitk=b2c473bf738ab00f00f5c18b736bd6f9&content-id=amzn1.sym.488a18be-6d86-4de0-8607-bd4ea4b560f3%3Aamzn1.sym.488a18be-6d86-4de0-8607-bd4ea4b560f3&hsa_cr_id=7458255630301&pd_rd_plhdr=t&pd_rd_r=62bf144d-b82f-4690-a873-066ea51ae2e0&pd_rd_w=8EhUR&pd_rd_wg=TSKGB&ref=sbx_be_s_sparkle_mcd_asin_2_img
- Videos from several on-line courses are suggested but not required. They provide much of the material that would have been provided in a conventional textbook. *Your access is paid for out of your student technology fees so you should not pay additional fees for access to these resources.* The details are given in the modules on the course site. Access the material on-line through <http://linkedinlearning.gatech.edu>. You must log in with your Georgia Tech credentials to use your paid-for access.

Appendix 2

APPENDIX 2 - POLICIES AND PROCEDURES

ACADEMIC HONESTY/HONOR CODE

The Georgia Tech Honor Code is an important part of how we work together. The complete text is on the Honor Advisory Council website: <https://policylibrary.gatech.edu/student-life/academic-honor-code>

Plagiarism, which includes copying homework, is considered a serious offense. You are not allowed to copy and paste or submit materials created or published by others, as if you created the materials. All materials submitted and posted must be your own original work.

You are expected to be aware of actions that constitute cheating, fabrication or falsifications, multiple submissions of essentially the same work for different classes, plagiarism, and complicity in academic misconduct. Note that academic misconduct includes, "Submission of material that is wholly or substantially identical to that created or published by another person or persons, without adequate credit notations indicating authorship," (plagiarism). Suspected cases of academic misconduct are investigated by the Office of Dean of Students.

GRADUATE STUDENT ACADEMIC AND PROFESSIONAL SUCCESS RESOURCES

A list of resources for graduate students is given on the [Office of Graduate and Postdoctoral Education](#) website.

Specific resources include:

- [Academic Resources](#) such as the Communications Center, Language Institute, Library, Catalog, Registrar, resources for conducting research, Advocacy and Conflict Resolution resources, and how to manage unexpected situations that may impact your academic performance.
- [Student Resources](#) such as Campus Services, Child Care/Family programs, Health & Wellness, Career Services, and the Student Resource Guide; and
- [Professional Development](#) such as the programming from the Career Center and other professional development resources and events

STUDENT WELL BEING

At Georgia Tech, we are concerned about your overall physical, social, and mental well-being. A [comprehensive list](#) of wellness related resources has been compiled and maintained by the Office of the Vice President for Student Engagement and Well-being ([student-resource-guide \(gatech.edu\)](#)). Please follow the established protocols in the event that you are diagnosed or show symptoms of COVID.

USE OF GENERATIVE AI TOOLS (E.G. CHATGPT, BARD, ETC.)

The emergence of generative AI tools will create learning opportunities for you during the semester. The available tools can and should be used to supplement what you learn in class, through the assigned readings and as part of the outcomes of the assigned class projects. However, the stated policy for this course is that all submitted work will be the product of your or your team's thought process and writings. The output from generative AI tools MAY NOT be "copied and pasted" directly. As is the case with any reference material, attribution must be given for the direct citation of references, including generative AI,

using appropriate documentation standards (e.g., APA version 7). Violations of this policy will be considered subject to the Georgia Tech plagiarism guidelines.

Class material may not be loaded directly into a generative AI tool without instructor approval.

Additionally, generative AI tools may not be used to answer pre-class quizzes. The Mid-term and Final exams will be administered using Respondus Lock Down Browser or on paper in class.

Any questions regarding the appropriate use of generative AI tools should be directed to Mr. Perez through the Discussion Boards or email.

USE OF ELECTRONIC DEVICES IN CLASS

Laptops or tablets may be required for some in-class work, for tests and the exam, and may be used to take notes. However, you should not use an electronic device (e.g., laptops, mobile phones, PDAs, etc.) during a meeting for a purpose not directly related to work assigned during that meeting.

During quizzes and tests and certain in-class activities, the use of any electronic devices for any purpose except for accessing the test, including talking, texting, web surfing, etc. is specifically forbidden. Exceptions will be identified by the instructor when appropriate. When in doubt, the answer is “no”.

OFFICIAL COMMUNICATIONS

Canvas Announcements, Course Discussions, and the class email distribution list may be used to post information on class changes, upcoming assignments, grades, etc. Most communications will be regarding the class activities and assignments will be transmitted via Announcements and Module Discussions. Students are advised to set alerts for Announcements and Discussion postings. But the best source of information is the class itself so I encourage you to be present.

If necessary, email communications will be sent to the Georgia Tech student email (that ends in @gatech.edu) that is assigned to you by the Institute. It is your responsibility to have the Georgia Tech email account active and to receive and regularly read messages written to that address. If you do not use your Georgia Tech email address, you should have your GT email forwarded to an account that you check several times each day and make sure it is not filtered as spam. That is also your responsibility.

PREPARATION FOR EACH MEETING

You are expected to have completed any required reading, taking pre-class quizzes, writing, viewing, listening, problem-solving, and evaluations assigned for a meeting *before* the meeting takes place.

CONDUCT DURING CLASSROOM MEETINGS

- Arrive on-time. Class will normally start on-time. It is your responsibility to create a schedule of classes that you can meet without leaving early or arriving late.
- Bring your textbook, your laptop or smartphone for answering questions, some paper, and a writing tool.
- Under no circumstances cross in front of the podium during class. Enter or exit through the back door, if there is one, or the nearest door

- You are strongly encouraged to take notes by hand, since research shows that it is most effective. You are welcome to print out the slides before class and write on those.
- Use of phones or laptops in class is prohibited except during specific times when you will be directed to use them to participate in a class activity. Do not have a phone on your desk or your laptop open until directed. Violations of this policy may result in point deductions from your final grade. An exception will be made if you have a document from disability services that states that you must be allowed to take notes on a laptop.
- Refrain from chit chat with your neighbors that is not related directly to class activities.
- Yellow Jackets are expected to treat their fellow Yellow Jackets and any guests with respect during classroom meetings.
- I may not be present during one or two classes as I have board meetings to attend. I will make sure the classes are covered via video.

CONDUCT DURING ON-LINE MEETINGS DUE TO MODIFIED CAMPUS OPERATIONS OR OTHER CONDITIONS REQUIRING A VIRTUAL ENVIRONMENT

If class meetings are held online due to inclement weather requiring modified campus operations <https://s1.policylibrary.gatech.edu/academic-affairs/digital-learning-days-modified-campus-operations> or other situations requiring virtual or on-line meetings, *students must turn their camera on*, once instructed to do so. For example, you might be requested to unmute your camera or microphone if “cold called” to contribute to a discussion, so be aware of your appearance and of what is behind you. (Nothing behind you will affect your participation credit, in any case, but you should learn to be aware of what you are presenting.)

During online meetings or if you are streaming a face-to-face meeting from outside the classroom, please keep your microphone and camera muted when you join the meeting. Don’t unmute your mic unless you are invited to speak. If you want to speak, click the “RAISE HAND” button at the bottom of the PEOPLE tab. Unmute your microphone while you are speaking and mute it again when your dialog with me is finished.

Yellow Jackets are expected to treat their fellow Yellow Jackets with respect during online meetings.

RECORDINGS OF CLASS SESSIONS AND REQUIRED PERMISSIONS

Per Institute regulations, classes, whether in person and on-line, may not be recorded by students without the express consent of the instructor (me) unless it is pursuant to an accommodation granted by the Office of Disability services. Class recordings, lectures, presentations, and other materials posted on Canvas are for the sole purpose of educating the students currently enrolled in the course.

Students may not record or share the materials or recordings, including screen capturing or automated bots, unless the instructor gives permission. Digitally proctored exams may require students to engage the video camera, but those recordings will not be shared with or disclosed to others without consent unless legally permitted.

VERIFYING CANVAS SUBMISSIONS

To avoid the risk of non-submission of work, students should go back to the assignments page on Canvas and double-check what was submitted. Download a copy of it from Canvas and verify that it is exactly what was intended to be submitted. *Turning in the correct file and validating that you have done that correctly is solely your responsibility – in short, it is your job to verify it.*

You can submit your homework file(s) multiple times on Canvas until the cut-off time, with the last submission being the one that will be graded. *If you resubmit a homework assignment, make sure each resubmission includes *all* the required files, not just the one(s) you changed.*

It is the student's responsibility to manage your individual Gradebook in Canvas. If there are any questions regarding grades, they should be directed to me via email before the Final Exam.

EXTENSIONS, EARLY/MAKE-UP WORK & RE-SCHEDULED.MISSED EXAMS

Late work will not be accepted unless it is late because of significant events beyond the student's control such as death in the immediately family or an emergency medical procedure or event. See the section on Excused Absences and Accommodations for Disabilities for guidance requesting alternate dates for exams or assignments.

COLLABORATION AND GROUP WORK

Throughout the semester you will be assigned to work with fellow students in assigned teams to complete project and assignment goals. The expectation is that each student will work in a collaborative fashion to support the efforts of their assigned team; assuring that the assigned work submitted by the team is completed in a fashion reflecting the highest quality expected at Georgia Tech; attending and participating in team meetings or discussions; completing a 360 assessment of team members at the conclusion of the team project.

ALTERNATIVE CREDIT

There are no alternative credit/extra credit options available for this course.

DROPPING LOWEST GRADES

Canvas will automatically drop the lowest grades for 2 Homework assignments and 2 Pre-class quizzes. This policy does not apply to the PMIP reports, presentations and interim activities, class participation or the midterm or final exams.

EXCUSED ABSENCES

Excused does not mean "good" and unexcused does not mean "bad". Participation in official Institute activities such as an athletic event as a member of the SWARM or staff or representing the Institute as part at a competition or conference, or a mandatory military deployment, or hospitalization, or attending the funeral of an immediate family member are excused *if the proper documentation from the Institute is provided.*

If you will miss class due to participation in approved Institute activities (such as field trips and athletic events; see <http://www.catalog.gatech.edu/rules/4/# for the institute absence policy>), you must contact

me beforehand in order to be excused from any participation scheduled for that day. I will work with you as to what assignments can be excused in the gradebook due to your absence.

Absences for foreseeable events, personal choices, and “things that just happen” are not excused. For example, not feeling well, doctor appointments, interviews, weddings, conflicts with part- or full-time work needs, activities in other classes, research activities, and participation in extracurricular activities are not excused unless they are covered by the Institute’s COVID-19 policy.

There is a class policy that the lowest two scores for homework assignments and two scores for pre-class quizzes will be dropped from your final score by Canvas. This policy does not apply to other activities such as the Semester PMIP project, PMIP-related activities, midterm and final exams, the Guest Speaker assignment, etc. If you are not sure what assignment or quiz/exam will be covered by this policy, please send me an email seeking clarification.

ACCOMMODATIONS FOR DISABILITIES

If you have established accommodations with the Offices of Disability Services, please communicate your approved accommodations to me at your earliest convenience so we can discuss your needs in this course. Any accommodations granted will begin *after* you present the documentation. Accommodations for a specific event will be considered after the request but before the event. No retroactive accommodations will be made.

If you have a need but have not yet established accommodations through Disability Services, you should contact Disability Services at 404.894.2563 or dsinfo@gatech.edu or <http://disabilityservices.gatech.edu>. Disability Services offers resources and coordinates reasonable accommodations for students with disabilities and/or temporary health conditions. Reasonable accommodations are established through an interactive process between you, Mr. Perez and Disability Services.

Should a new disability be identified during the term, Mr. Perez will work with Disability Services to accommodate your needs from that time forward.

DIGITAL EXAM PROCTORING

The Mid-term and the Final exam will be taken in-class and on-line. If we experience any major technical issues using digital proctoring, I will transition to paper-based tests. But for now, these exams will be digitally proctored using one of the Georgia Tech approved digital proctoring tools. Digital proctoring involves controlling the test-taking environment and may employ real-time audio and video surveillance of the test-taker to detect unauthorized behavior. Respondus LockDown Browser is one of the digital proctoring solutions available at Georgia Tech. Unless otherwise notified, the midterm and final exam will be proctored using Respondus LockDown Browser.

The following are instructions for use of the tools. It is the student’s responsibility to assure that the Digital Proctoring tool planned for an exam has been installed and tested before the exam date. A practice quiz will be conducted prior to the Mid Term exam to assure that the installed Digital Proctoring tool will function in the classroom. You will receive instructions in advance for the tool to be employed for the exams.

Respondus LockDown Browser

The Respondus Lock Down Browser must be downloaded and installed on your computer. The Georgia Tech Respondus LockDown Browser can be download (depending on Operation System) at:

- PC: <https://download.respondus.com/lockdown/download.php?ostype=1&id=912935199>
- MacOS: <https://download.respondus.com/lockdown/download.php?ostype=2&id=912935199>

To prepare to use Respondus LockDown Browser, please review the following:

- You must have a broadband internet connection.
- A microphone may be required if you aren't taking the test in the classroom.
- Respondus LockDown Browser functions as a stand-alone Browser. When taking an exam, access the LockDown Browser app and then log into Canvas. Navigate to the exam. You may be prompted to close certain applications before you can begin the exam. Select the exam in Canvas. After completing the exam, close the exam for grading. LockDown Browser will then shut down.
- You must have a secure private location to take a test if you aren't taking it in the classroom.
- You may be asked to provide a picture ID (a Buzz Card works). You may be asked to provide a 360 scan of your testing environment with your webcam as part of the test process if you aren't taking it in the classroom.

Some students have raised concerns about privacy and about the use of Digital Proctoring tools as "spyware." Concerning privacy, **Respondus LockDown Browser** only prevents use of unauthorized resources during the exam. Provided no such unauthorized resources are visible, you will not be held accountable for anything that appears in that scan later against (or for) you. **Honorlock** may require you to turn your computer or camera to do a quick scan of your testing environment before the test to ensure that no unauthorized resources are available. Provided no such unauthorized resources are visible, you will not be held accountable for anything that appears in that scan later against (or for) you. To deal with any spyware concern, I encourage you simply to disable or uninstall the Honor Lock extension whenever you don't need it.

CHANGES TO THIS DOCUMENT

Changes to any part of this document may be made to reflect changing situations. They will be announced in class or via email and posted online.