Course Syllabus: Version 1.0, December, 2014

I. Course Information

Risk Management in Projects and Programs, Distance Learning

RPJM141-1DL, Spring 2014

January 22 – April 01, 2013 Distance Learning Course Week: Wednesday through Tuesday

Instructor Information
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Phone (EST): 905-824-5533
Office Hours: Evenings by phone, by appointment, 7:00 – 9:00 P.M

Email and posts to the course site are always the best and fastest way to reach me. If you need to call, please leave a message if necessary and I’ll get back to you as soon as I can.

Document Overview
This syllabus contains all relevant information about the course: its objectives and outcomes, the grading criteria, the texts and other materials of instruction, and of weekly topics, outcomes, assignments, and due dates. Consider this your roadmap for the course. Please read through the syllabus carefully and feel free to share any questions that you may have. Please print a copy of this syllabus for reference.

NOTE: All times referenced in this Syllabus or on the LATTE course site are Eastern Daylight Savings Time (EDT) or, after November 3rd, Eastern Standard Time (EST) as determined by the LATTE system at the time of submission of assignments or postings. Assignments/posts are due on or before the time stated as it occurs IN YOUR TIME ZONE.

Course Description

Catalog Description

This course will provide the student with a thorough understanding of Risk Management, in a systematic, iterative approach that is composed of the following processes: Plan Risk Management, Identify Risks, Analyze Risks Qualitatively, Analyze Risks Quantitatively, Plan Risk Responses, and Control Risks. Risk management principles consistent with the Project Management Institute’s Project Management Body of Knowledge (PMBOK) © will be covered through topic notes, discussions, assigned readings and case study analyses. Applications to industry projects will be stressed, as students build a risk management toolkit over the course of the semester and uncover methods to implement risk management programs successfully.
Welcome to Risk Management!

"If a project has no risks, then don't do it" (DeMarco and Lister, 2003). The statement sheds light on a fundamental risk concept: A risk may lead to positive or negative consequences. Our goals are to maximize the probabilities and opportunities of positive risks and minimize the probabilities and impact of negative risks, building on our organizational and industry knowledge as we do so.

We will discover numerous techniques to identify, analyze, respond to, and monitor risk. After reviewing these techniques, we will discuss their applicability and trade-offs. We will find that it may not always be the best option to spend resources to mitigate or prevent a risk from occurring; acceptance may be the best response! We will also discuss strategies for deploying an effective risk management program within an organization.

Please familiarize yourself with this syllabus and with the course site, and feel free to ask me any questions that you may have. I will work with you all to help you learn and apply these new skills, and I encourage you to ask questions when you are unsure and answer questions when you have the responses; in explaining how to approach problems, we learn more ourselves. We can all learn from each other, and I hope that we’ll have open and enriching discussions as we move forward!

My biography has been posted to our discussion forums (Introduce Yourself forum in Week 1). I look forward to reading your biographies and getting to know you as well.

Relevant Programs
- Graduate core course for the MS in Management of Projects and Programs and elective course in MS in Information Technology Management and MS in Information Assurance.

Prerequisites
- Foundations of Project Management, RPJM-101
- Students do not need to have any previous risk management experience, other than an understanding of introductory risk concepts presented in the Foundations course.

Materials of Instruction

a. Required Texts
- Note that the Standard is available at no cost for PMI members at http://www.pmi.org/PDF/Members/Standards/PS_Proj_Risk_6_09_member.pdf.
b. Required Software/Products

- **Elluminate software** will be provided to all students to be used during the last few weeks of the course. Students will be recording audio (and optionally video) to present their Risk Management Plan Presentations (MS PowerPoint slides) to the class.

- **Microphone is required.** You may use a microphone that is built into your computer, or you may purchase a microphone that connects to a USB port. They are available at stores such as Amazon, Best Buy, Staples, etc.

- **WebCAM is optional,** if you wish to provide video along with audio during your recorded presentation. This is not required.

c. Recommended Journal Articles and Risk Resources

- Two to five journal articles will be available on the course site per week
- [http://www.theirm.org/index.html](http://www.theirm.org/index.html): The Institute of Risk Management
- [http://www.pmi.org](http://www.pmi.org): Link to the Project Management Institute web site
- Accessible via the course site’s Library Resources:
  - PM Network: Monthly professional journal published by the PMI.
  - Project Management Journal (PMI): Quarterly professional journal

d. Online Course Content

- **This section of the course will be conducted completely online using Brandeis’ LATTE site,** available at [https://moodle2.brandeis.edu](https://moodle2.brandeis.edu). The site contains the course syllabus, assignments, our discussion forums, links/resources to course-related professional organizations and sites, and weekly checklists, objectives, outcomes, topic notes, self-tests, and discussion questions. **Access information is emailed to enrolled students before the start of the course. To begin participating in the course, review the Welcoming Message and the Week 1 Checklist.**

Overall Course Objectives

The course is intended to provide students with an understanding of:

- The **Risk Management (RM) Process** consistent with the Project Management Institute’s Guide to the Project Management Body of Knowledge (PMBOK), including phases of Planning, Identification, Analysis, Response Planning, and Monitoring & Control.

- Techniques in **identifying risks** such as brainstorming, reviewing historical data, affinity diagrams and expert interviews.

- Techniques for **quantitative and qualitative risk analysis**, including Monte Carlo simulations, decision tree analyses, probability/impact matrices, Expected Value, and risk modeling techniques.

- The steps and approaches to **risk response planning**, including methods to tailor the steps to fit project needs.
• How to manage risks throughout a project through **risk monitoring and control**, including taking corrective actions, using reserves, mapping risk to earned value analysis, performing risk audits/reviews, and developing risk communication plans.

• **Advanced risk management topics** such as RM tools, applying risk with critical chain, and implementing RM Programs within organizations.

**Overall Course Outcomes**

At the end of the course, students will be able to:

• Develop a comprehensive **risk management plan** for a project.

• **Identify risks in cause-risk-effect format** using project data such as the project charter, WBS, project plan, and historical records.

• Qualitatively analyze risks to develop **probability and impact ratings** for risks.

• **Quantitatively analyze risks** to determine time/cost probabilities and impacts and overall project reserves.

• Apply **expected value** analysis and **decision tree analysis** to project scenarios and make recommendations based on these models.

• Develop **response plans** for top-risks that include approaches to avoid, mitigate, accept, and transfer risks.

• Analyze methods of **risk audits and project risk reviews** in order to gather data for, and communicate results of, risk monitoring and control practices.

• Evaluate **risk management tools** currently on the market.

• **Communicate** risk management process steps and results to colleagues.

• **Critique** the results of risk management activities on a project.

• Propose strategies for the **organizational adoption** of effective risk management practices.
Course Grading Criteria

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<thead>
<tr>
<th>Percent</th>
<th>Component</th>
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<tbody>
<tr>
<td>35 %</td>
<td>1. Discussions/Online participation</td>
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<tr>
<td></td>
<td>a. 30% Discussion Questions (3% per week, 10 weeks)</td>
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<td></td>
<td>b. 5% Weekly Summaries (2 assigned weeks, 2.5% per week)</td>
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<td>45%</td>
<td>2. Risk Management Project</td>
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<td></td>
<td>a. Case Study Selection (ungraded)</td>
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<td>b. Risk List (5%)</td>
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<td>c. Qualitative Analysis Report (5%)</td>
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<td>d. Quantitative Analysis Report (10%)</td>
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<td></td>
<td>e. Risk Response Plan (10%)</td>
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<td>f. Risk Management Plan (5%)</td>
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<td>g. Risk Management Plan Presentation (5%)</td>
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<td>20 %</td>
<td>3. Final Exam</td>
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Description of Assignments

1a. Discussions/Online Participation – Discussion Questions (30%, 3% per week)

The forums involved in this portion of the online participation grade:

- Week [n] DQ1 forum (All, by Saturday)
- Week [n] DQ2 forum (All, by Monday)

In the Discussion Question (DQ) 1 and DQ2 forums, the required weekly discussions will take place. All students must post an original response addressing the question in the DQ1 forum’s starter thread by 11:55pm EST on Saturday evening. Similarly, all students must post an original response within the DQ2 forum by 11:55pm EST on Monday evening; in the DQ2 forum, however, you will find two starter threads. Students may choose from the two available questions, posting an original response by replying to one of the forum’s starter threads.

I have set up the DQ1 and DQ2 forums so that you will not be able to view the responses of others until you post a response to my starter thread. This will be the case each course week from Wednesday through early Tuesday morning.

Since the DQ2 forums contain a choice of two questions each week, and you will only be responding to one of the questions, effectively an entire conversation will be hidden from you. For this reason, by 9:00 AM (EST) on each Tuesday morning, I will "open up" all of the forums so that you will be able to view all posts even if you did not post an original response to a given starter thread. If at any time during the course week before Tuesday morning at 9:00 AM you wish to view the conversation in the other starter thread, you can post a note such as, “I’m not responding this question, but I’m posting here to view the replies early.”
1b. Discussions/ Online Participation – Weekly Summaries (5%, 2.5% each)

The forum involved in this portion of the online participation grade:

- Week [n] Summary forum (Assigned Students, by Monday)

Each student will be asked to post an original response in the weekly summary forum for two out of the ten weeks. I will assign students to their associated weeks upon the start of the course. Please check the Weekly Summary Assignments document located in the main Block of the course site, directly below the list “Course Communication”.

For the two weeks of the course to which a student has been assigned a weekly summary, three original responses to forums are required: DQ1 on or before Saturday midnight, DQ2 on or before Monday midnight, and a Weekly Summary response on or before Monday midnight.

Note that other students may reply to the posted weekly summaries as part of their two substantive replies for the week.

Minimum Posting Requirements

- Post an original response to the Week [n] DQ1 forum by Saturday (midnight EST).
- Post an original response to one of the starter threads within the Week [n] DQ2 forum by Monday (midnight EST).
- During your two assigned weeks, post an original response to the Week [n] Summary forum by Monday (midnight EST).
- Post at least two substantive replies to the posts of others, in the Week [n] DQ1, DQ2, or Summary forums by Tuesday (midnight EST).
- Post to the discussions on at least three different days of the course week.

Evaluation Criteria

Original Responses (DQ1 on or before Saturday midnight; DQ2 on or before Monday midnight) – maximum of 30 points each, 60 points total

- (8 pts) Includes your own insights into the topics, sharing your professional experiences as appropriate and your own conclusions
- (8 pts) Includes references to weekly required readings and/or other external sources, cited appropriately. Note that all original responses (DQ1, DQ2, and Summary forums) must draw on external references to support and justify your responses. These references may include my topic notes, the additional readings, the texts, or other sources that you have read. Please note that a non-specific “reference” such as “Week [n] Topic Notes” at the end of your post does not constitute an acceptable reference cite.
- (8 pts) Answers the question posed completely
- (3 pts) Consists of at least 300-400 words with a 300 words minimum.
• (3 pts) Well written, with no spelling or grammatical errors, and with the care normally exercised for the student’s work communications
• Up to 24 hours late: -15 out of 30 possible raw points; more than 24 hours late: no credit

**Substantive Replies (at least two by 11:55pm Tuesday within DQ1, DQ2, or Weekly Summary) – maximum of 15 points each, 30 points total**

The assumption is that you will read through the posts of your classmates to enhance your learning; respond to those of your choice, based upon your own experiences and insights. Additional replies beyond the two required for grading are welcome.

• (12 pts) Substantive (beyond an "I agree" post), consisting of at least 200 words, with follow-on points from your related experiences or from the readings, and (particularly encouraged) follow-up questions of others to extend the conversation
• (3 pts) Grammar/spelling/format/sources noted as appropriate
• No credit for late Substantive Replies

**Posting on Three Days of the Course Week – maximum of 10 points**

• Post above minimum required posts on three or more days of the course week: 10 points (full credit)

• Post minimum required posts on three days of the course week: 8 points

• Post above minimum required posts on two days of the course week: 7 points

• Post minimum required posts on two days of the course week: 6 points

• Post fewer than minimum required posts on two days of the course week: 4 points

• Post any number of posts on one day of the course week: 2 points

**Weekly Summaries (two per course, during your assigned weeks by Monday midnight) – maximum of 30 points each**

• (8 pts) Includes your own insights into the topics and demonstrates reflective and critical thinking, sharing your professional experiences as appropriate and your own conclusions

• (8 pts) Includes references to weekly required readings and/or external sources, cited appropriately. Note that all original responses (DQ1, DQ2, and Summary forums) must draw on external references to support and justify your responses. These references may include Topic Notes, the additional readings, the texts, or other sources that you have read. Please note that a non-specific “reference” such as “Week [n] Topic Notes” at the end of your post does not constitute an acceptable reference.

• (8 pts) Answers the question posed completely and thoroughly

• (3 pts) Consists of between 300-400 words, with a 300 word minimum
• (3 pts) Well written, with no spelling or grammatical errors, and with the care normally exercised for the student’s work communications.
• Up to 24 hours late: -15 out of 30 possible raw points; more than 24 hours late: no credit

Thoughts on Discussions

Keep in mind that these postings to the forums will be as rich as we make them; not having a traditional classroom in which to discuss topics, we can have some interesting discussions and share our experiences during the 10 weeks. They are required to encourage you to share your knowledge and ideas while gaining from the experiences of your peers as well. You will quickly adjust to the weekly requirements and become familiar with the review criteria, and I look forward to some rich discussions.
**Description of Assignments, continued**

**2. Risk Management Project**

Students will develop a set of risk management documents to be discussed in detail in separate documents posted to the Assignments Tool/Dropbox of the course site. Students will select from two hypothetical project scenarios or draw from a current work project and create risk management documents based upon templates provided. The following documents will be produced:

2a: Case Study Selection (ungraded): Available Weds Week 1, Due Tues Week 1
2b: Risk List (5%): Available Weds Week 2, Due Tues Week 2
2c: Qualitative Analysis Report (10%): Available Weds Week 3, Due Tues Week 3
2d: Quantitative Analysis Report (10%): Available Weds Week 4, Due Tues Week 5
2e: Risk Response Plan (10%): Available Weds Week 6, Due Tues Week 7
2f: Risk management plan (5%): Available Weds Week 8, Due Tues Week 8
2f: Risk Management Plan Presentation (5%): Available Weds Week 8, Due Tues Week 9

**3. Final Exam**

Weeks 1 through 10 will be covered in the take-home final exam. It will consist of short answers, small exercises, brief case studies, and conceptual questions that require an analysis and discussion of risk management problems.

   Take-Home Final Exam (20%): Available Weds Week 10, Due Tues Week 10
II. Weekly Information

On the course site, the course homepage contains 10 sections, or blocks, one for each week of the course. On each weekly block, you will find:

- Week [n] Checklist (readings, postings and due dates, assignments/assessments)
- Week [n] Outcomes
- Week [n] Discussion Details (text of discussion questions)
- Week [n] DQ1, DQ2, Summary, and Open Forums
- Week [n] Topic Notes
- Week [n] Additional Readings
- Week [n] Assignments
- Week [n] Participation Grade

As appropriate, you will find assignment related materials in the corresponding weekly blocks, once their availability dates have passed.

<table>
<thead>
<tr>
<th>Week 1</th>
<th>Week of January 22 - 28, 2014</th>
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<tbody>
<tr>
<td><strong>Overview; Risk Management Planning</strong></td>
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</table>
| **Objectives** | • Understand high-level risk management processes and their challenges and benefits.  
                  • Understand the risk management planning steps. |
| **Outcomes** | • Integrate risk management processes with other project management functions/knowledge areas.  
                  • Analyze risk management planning inputs. |
| **Readings** | • Kendrick Chapters 1, 2  
                  • Practice Standard for Project Risk Management Chapters 1, 2, 3, 4  
                  • Welcoming Message  
                  • Orientation Materials on course site  
                  • Week 1 Topics  
                  • Week 1 Additional Readings (recommended) |
| **Assignments / Assessments / Self-Assessments** | • Week 1 Self-Test (recommended)  
                  • Course/Syllabus Self-Test: by Tues Week 1  
                  • Academic Integrity Agreement: by Tues Week 1  
                  • Introduce Yourself Forum: post your introduction by Saturday  
                  • Private Forum: reply to my post to you there by Saturday  
                  • Week 1 Discussions: see Week 1 Participation Requirements  
                  • Risk Management Project - Case Study Selection. Available Weds Week 1, Due Tues Week 1. |
# Risk Identification

## Objectives
- Understand the objectives, inputs, process steps, techniques, and outputs of Risk Identification.

## Outcomes
- Identify risks using techniques of risk categories and lists; historical records; brainstorming; pre-mortem; affinity diagrams; expert interviews; nominal group technique; Delphi technique.
- Document risks in Cause-Risk-Effect format using forms, checklists, and risk sticky notes.

## Readings
- Kendrick Chapters 3, 4, 5, 6
- Practice Standard for Project Risk Management Ch. 5, Appendix D-2
- Week 2 Topics
- Week 2 Additional Readings (recommended)

## Assignments / Assessments / Self-Assessments
- Week 2 Self-Test (recommended)
- Week 2 Discussions: see Week 2 Participation Requirements
- Risk List (Available Weds Week 2, Due Tues Week 2)

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# Qualitative Risk Analysis

## Objectives
- Understand the objectives, inputs, process steps, techniques, and outputs of qualitative risk analysis.

## Outcomes
- Determine risk event and impact drivers in order to subjectively evaluate the probability and impact of risks, calculate risk scores and risk rankings.
- Evaluate the scope, consequences, and stability of assumptions.

## Readings
- Kendrick Chapters 7, pages 149-164
- Practice Standard for Project Risk Management Ch 6, Appendix D-3
- Week 3 Topics
- Week 3 Additional Readings (recommended)

## Assignments / Assessments / Self-Assessments
- Week 3 Self-Test (recommended)
- Week 3 Discussions: see Week 3 Participation Requirements
- Qualitative Analysis Report (Available Weds Week 3, Due Tues Week 3)

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# Quantitative Risk Analysis

## Objectives
- Understand the objectives, inputs, and several techniques of quantitative risk analysis.

## Outcomes
- Assign time and cost impact estimates to risks to refine risk response planning, using methods of subjective judgment, interviewing, sensitivity analysis, decision tree analysis, and expected value.

## Readings
- Kendrick Chapter 7, pages 164-175 and Chapter 9.
- Practice Standard for Project Risk Management Ch 7, Appendix D-4
- Week 4 Topics
### Week 4

**Additional Readings (recommended)**

- Week 4 Self-Test (recommended)
- Week 4 Discussions: see Week 4 Participation Requirements
- Quantitative Analysis Report (Available Weds Week 4, Due Tues Week 5)

**Assignments / Assessments / Self-Assessments**

- Week 4 Self-Test (recommended)
- Week 4 Discussions: see Week 4 Participation Requirements
- Quantitative Analysis Report (Available Weds Week 4, Due Tues Week 5)

**Week 5**

**Week of February 19 - 25, 2014**

**Quantitative Risk Analysis, continued**

**Objectives**

- Understand probability distribution types used in the Monte Carlo Analysis.
- Understand the process steps and outputs of quantitative risk analysis.

**Outcomes**

- Analyze the probability of achieving the project objectives using Monte Carlo Analysis.

**Readings**

- Review Kendrick Chapter 7, pages 164-175 and Chapter 9.
- Review Practice Standard for Project Risk Management Chapter 7, Appendix D-4 (review)
- Week 5 Topics
- Week 5 Additional Readings (recommended)

**Assignments / Assessments / Self-Assessments**

- Week 5 Self-Test (recommended)
- Week 5 Discussions: see Week 5 Participation Requirements
- Continue and Submit - Quantitative Analysis Report (Available Weds Week 4, Due Tues Week 5)

**Week 6**

**Week of February 26 – March 04, 2014**

**Risk Response Planning**

**Objectives**

- Understand the objectives, inputs, process steps, techniques, and outputs of risk response planning.

**Outcomes**

- Determine appropriate response strategies for risks and create a comprehensive risk response plan.

**Readings**

- Kendrick Chapters 8, 10
- Practice Standard for Project Risk Management Ch 8, Appendix D-5
- Week 6 Topics
- Week 6 Additional Readings (recommended)

**Assignments / Assessments / Self-Assessments**

- Week 6 Self-Test (recommended)
- Week 6 Discussions: see Week 6 Participation Requirements
- Risk Response Plan (Available Thurs Weds 6, Due Tues Week 7)

**Week 7**

**Week of March 05 – March 11, 2014**

**Risk Monitoring and Control**

**Objectives**

- Understand the objectives, inputs, process steps, techniques, and outputs of risk monitoring and control

**Outcomes**

- Analyze methods of risk response audits, periodic project risk reviews, earned value analysis, and technical performance measurement in order to implement the risk response plan, manage reserves, and communicate risk management information.
<table>
<thead>
<tr>
<th>Readings</th>
<th>Assignments / Assessments / Self-Assessments</th>
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</table>
| • Kendrick Chapters 11, 12  
  • Practice Standard for Project Risk Management Ch 9, Appendix D-6  
  • Week 7 Topics  
  • Week 7 Additional Readings (recommended) | • Week 7 Self-Test (recommended)  
  • Week 7 Discussions: see Week 7 Participation Requirements  
  • Continue and Submit - Risk Response Plan (Available Weds Week 6, Due Tues Week 7) |

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<thead>
<tr>
<th>Week 8</th>
<th>Week of March 12 – March 18, 2014</th>
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<tbody>
<tr>
<td><strong>Risk Management Planning Revisited; Utility; Judgment and Bias</strong></td>
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| **Objectives** | • Understand features and advantages of Risk Management tools currently on the market.  
  • Understand utility theory and its impact on risk response planning.  |
| **Outcomes** | • Recognize personal judgments and bias when performing risk management.  
  • Communicate risk management process steps and outputs to peers.  |
| **Readings** | • Practice Standard for Project Risk Management Appendix D-1  
  • Week 8 Topics  
  • Week 8 Additional Readings (recommended) |
| **Assignments / Assessments / Self-Assessments** | • Week 8 Discussions: see Week 8 Participation Requirements  
  • Risk Management Plan Presentation (Available Weds Week 8, Due Tues Week 9) |

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<thead>
<tr>
<th>Week 9</th>
<th>Week of March 19 – March 25, 2014</th>
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<tbody>
<tr>
<td><strong>Decision Analysis; Implementing Risk Management</strong></td>
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</table>
| **Objectives** | • Understand strategies to implement a risk management program within an organization.  
  • Understand how decision analysis relates to risk management.  |
| **Outcomes** | • Combine decision analysis with risk analysis to quantify judgments about risks.  
  • Communicate risk management process steps and outputs to peers.  |
| **Readings** | • Kendrick Chapter 13  
  • Week 9 Topics  
  • Week 9 Additional Readings (recommended) |
| **Assignments / Assessments / Self-Assessments** | • Week 9 Discussions: see Week 9 Participation Requirements  
  • Continue and Submit - Risk Management Plan Presentation (Available Weds Week 8, Due Tues Week 9) |

<table>
<thead>
<tr>
<th>Week 10</th>
<th>Week of March 26 – April 01, 2014</th>
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<tbody>
<tr>
<td><strong>Risk Management Plan Presentations; Final Exam</strong></td>
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<tr>
<td><strong>Objectives</strong></td>
<td>• Understand the Project Management Professional (PMP) Exam’s</td>
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questions pertaining to the Risk Management knowledge area.

<table>
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<th>Outcomes</th>
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| • Successfully respond to the Project Management Professional (PMP) Exam’s questions pertaining to the Risk Management knowledge area.  
| • Communicate risk management process steps and outputs to peers.  

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<tr>
<th>Readings</th>
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| • Week 10 Additional Readings (recommended)  

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<th>Assignments / Assessments / Self-Assessments</th>
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</table>
| • Week 10 Discussions: see Week 10 Participation Requirements  
| • Take-Home Final Exam (Available Weds Week 10, Due Tues Week 10)  

III. Course Policies and Procedures

Orientation

From the Home Page of the course site, students are expected to read all of theOrientation Materials available. These are located within the top-most center block. General Course/LATTE Tips are also available.

Asynchronous Work

All required work for the course may be done asynchronously; i.e., students can login to the course, read/download materials, post to the forums, and submit assignments throughout the course week. Please carefully follow the syllabus and the weekly checklists to help manage your time throughout the course week; once we enter week 2 or 3, students typically become much more comfortable with the pace and flow of the course.

At one or more points throughout the semester, I will make myself available for synchronous Chat sessions using the course site’s Chat Room. These sessions will be open Q&A, and they are optional. I will post a recording of each chat session so that those students who did not participate can view the recorded synchronous discussions.

Work Expectations

Students are responsible to explore each week’s materials and submit required work by their due dates. On average, a student can expect to spend approximately 3-5 hours per week reading and approximately 5-8 hours per week completing assignments and posting to discussions. The calendar of assignments and due dates is located at the end of this syllabus, and all assignments are due by the close of the associated week (Tuesday evenings).

Late Policies

An original response discussion post submitted up to 24 hours after due will receive a 50% point reduction; original responses submitted more than 24 hours late will receive no credit. Late substantive replies will receive no credit.

Points will be withheld for late Assignment submission according to the following scale:

- Up to 24 hours late - 20 points
- More than 24 hours late Accepted, and if accepted, graded only in the instructor’s discretion.

Late Final Exams will not be accepted.
Confidentiality in the Classroom

While typically assumed in the more traditional "on-ground" classroom, as we proceed throughout our Discussions, I'd like to highlight a point about confidentiality in our online classroom.

We can draw on the wealth of examples from our organizations in class discussions and in our written work. However, it is imperative that we not share information that is confidential, privileged, or proprietary in nature. We must be mindful of any contracts we have agreed to with our companies. In addition, we should respect our fellow classmates and work under the assumption that what is discussed here (as it pertains to the workings of particular organizations) stays within the confines of the classroom.

Finally, for your awareness, members of the University's technical staff have access to all course sites to aid in course setup and technical troubleshooting. Program Chairs and a small number of Graduate Professional Studies (GPS) staff have access to all GPS courses for oversight purposes. Students enrolled in GPS courses can expect that individuals other than their fellow classmates and the course instructor(s) may visit their course for various purposes. Their intentions are to aid in technical troubleshooting and to ensure that quality course delivery standards are met. Strict confidentiality of student information is maintained.

Grading Standards

Students are graded on demonstration of knowledge or competence, rather than on effort alone. Each student is expected to maintain high standards of honesty and ethical behavior. All assignments are meant to represent your own work. I expect students to conduct themselves courteously online. If in my judgment a student’s conduct is not courteous, I reserve the right to reduce that student's grade.

How Points and Percentages Equate to Grades

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<thead>
<tr>
<th>Points</th>
<th>Grade</th>
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<td>100-94</td>
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<td>82-80</td>
<td>B-</td>
</tr>
<tr>
<td>79-77</td>
<td>C+</td>
</tr>
<tr>
<td>76-73</td>
<td>C</td>
</tr>
<tr>
<td>72-70</td>
<td>C-</td>
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<tr>
<td>69-67</td>
<td>D+</td>
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<tr>
<td>66-63</td>
<td>D</td>
</tr>
<tr>
<td>62-60</td>
<td>D-</td>
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<td>59 or &lt;</td>
<td>F</td>
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</table>

Feedback

Feedback will be provided on the risk management project deliverables and the exam within 10 days of the due date. Within 7 days of the close of each week, feedback will be provided on weekly participation via the associated Weekly Participation Grade assignments; you do not have to submit anything to these assignments. I will be recording your weekly participation grades and providing narratives describing your discussion posts (participation) for that week.
## Class Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Dates, 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Jan 22 – 28</td>
</tr>
<tr>
<td>2</td>
<td>Jan 29 – Feb 04</td>
</tr>
<tr>
<td>3</td>
<td>Feb 05 – 11</td>
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<tr>
<td>4</td>
<td>Feb 12 – 18</td>
</tr>
<tr>
<td>5</td>
<td>Feb 19 – 25</td>
</tr>
<tr>
<td>6</td>
<td>Feb 26 – Mar 04</td>
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<tr>
<td>7</td>
<td>Mar 05 – 11</td>
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<tr>
<td>8</td>
<td>Mar 12 – 18</td>
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<tr>
<td>9</td>
<td>Mar 19 – 25</td>
</tr>
<tr>
<td>10</td>
<td>Mar 26 – Apr 01</td>
</tr>
</tbody>
</table>

## Calendar of Due Dates

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Available</th>
<th>Date</th>
<th>Due</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Study Selection (ungraded)</td>
<td>Weds, Week 1</td>
<td>Jan 22</td>
<td>Tues, Week 1</td>
<td>Jan 28</td>
</tr>
<tr>
<td>Risk List</td>
<td>Weds, Week 2</td>
<td>Jan 29</td>
<td>Tues, Week 2</td>
<td>Feb 04</td>
</tr>
<tr>
<td>Qualitative Analysis Report</td>
<td>Weds, Week 3</td>
<td>Feb 05</td>
<td>Tues, Week 3</td>
<td>Feb 11</td>
</tr>
<tr>
<td>Quantitative Analysis Report</td>
<td>Weds, Week 4</td>
<td>Feb 12</td>
<td>Tues, Week 5</td>
<td>Feb 25</td>
</tr>
<tr>
<td>Risk Response Plan</td>
<td>Weds, Week 6</td>
<td>Feb 26</td>
<td>Tues, Week 7</td>
<td>Mar 11</td>
</tr>
<tr>
<td>Risk management Plan</td>
<td>Weds, Week 8</td>
<td>Mar 12</td>
<td>Tues, Week 8</td>
<td>Mar 18</td>
</tr>
<tr>
<td>Risk Management Plan Presentation</td>
<td>Weds, Week 8</td>
<td>Mar 12</td>
<td>Tues, Week 9</td>
<td>Mar 25</td>
</tr>
<tr>
<td>Final Exam – Take Home</td>
<td>Weds, Week 10</td>
<td>Mar 26</td>
<td>Tues, Week 10</td>
<td>Apr 01</td>
</tr>
<tr>
<td>Responses to 2 Discussion Questions</td>
<td>1 by Sat each week (DQ1)</td>
<td>1 by Mon each week (DQ2)</td>
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</tr>
<tr>
<td>Response to 2 assigned Weekly Summaries</td>
<td>1 by Mon on each of your 2 assigned weeks</td>
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</tr>
<tr>
<td>Other Substantive Posts (2 per week)</td>
<td>2 by Tues each week</td>
<td></td>
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</tr>
</tbody>
</table>
IV. University and Division of Graduate Professional Studies Standards

Please review the policies and procedures of Graduate Professional Studies, found at http://www.brandeis.edu/gps/students/studentresources/policiesprocedures/index.html. We would like to highlight the following.

Learning Disabilities

If you are a student with a documented disability on record at Brandeis University and wish to have a reasonable accommodation made for you in this course, please contact me immediately.

Academic Honesty and Student Integrity

Academic honesty and student integrity are of fundamental importance at Brandeis University and we want students to understand this clearly at the start of the term. As stated in the Brandeis Rights and Responsibilities handbook, "Every member of the University Community is expected to maintain the highest standards of academic honesty. A student shall not receive credit for work that is not the product of the student’s own effort. A student's name on any written exercise constitutes a statement that the work is the result of the student’s own thought and study, stated in the students own words, and produced without the assistance of others, except in quotes, footnotes or references with appropriate acknowledgement of the source." In particular, students must be aware that material (including ideas, phrases, sentences, etc.) taken from the Internet and other sources MUST be appropriately cited if quoted, and footnoted in any written work turned in for this, or any, Brandeis class. Also, students will not be allowed to collaborate on work except by the specific permission of the instructor. Failure to cite resources properly may result in a referral being made to the Office of Student Development and Judicial Education. The outcome of this action may involve academic and disciplinary sanctions, which could include (but are not limited to) such penalties as receiving no credit for the assignment in question, receiving no credit for the related course, or suspension or dismissal from the University.

Further information regarding academic integrity may be found in the following publications: "In Pursuit of Excellence - A Guide to Academic Integrity for the Brandeis Community", "(Students') Rights and Responsibilities Handbook" AND "Graduate Professional Studies Student Handbook". You should read these publications, which all can be accessed from the Graduate Professional Studies Web site. A student that is in doubt about standards of academic honesty (regarding plagiarism, multiple submissions of written work, unacknowledged or unauthorized collaborative effort, false citation or false data) should consult either the course instructor or other staff of the Rabb School Graduate Professional Studies.

University Caveat

The above schedule, content, and procedures in this course are subject to change in the event of extenuating circumstances.