



USC University of
Southern California

DSO 455 Project Management

Fall 2021

- Instructor:** Professor Kathy Takayama, PMP, CSM, Lean Six Sigma Greenbelt
- Office Hours:** *Because of ongoing COVID-19 safety precautions, office hours may be held via Zoom instead of in my office. To attend office hours, be sure **register by midnight the night before** to let me know you are dropping by and to find out where we will be meeting. If there are no sign-ups, office hours may be canceled that day. See Slack for registration link and for latest Office Hours updates*
Mon 10:00-11:00 AM; **Wed** 8:00-9:00 PM PDT
- Private 1:1 Mtgs:** *See Office Hours Slack to sign-up for private 1:1 time:*
15 min – grading questions or to discuss personal issues
30 min – mentoring advice, or extended private discussions
- Contact Info:** Send Slack DM to Kathy Takayama

Course Description

This course introduces important behavioral skills and analytical tools for managing complex projects across multiple functions. The behavioral skills focus on organizing, planning, and controlling projects and managing teams, risks and resources to produce a desired outcome. The course also covers analytical tools to do quantitative trade-offs and make the best possible decision, help decision making under uncertainty.

We will discuss cases describing successful projects and failures throughout the semester and learn project success factors. In addition to guest speakers, lectures, games and case discussions, tutorials on Excel, simulation software called Crystal Ball for project risk management, and Microsoft Project are integrated in every module of the class.

This course begins with organizational issues in project management and focuses on skills and roles of project leaders and structure of project teams. Then the course moves on to more technical areas and covers traditional project quality, scope, time, and cost management. It will also cover project resource, risk, and cost management, followed by controlling, monitoring, and terminating projects. The course will be finalized by investigating agile project management, including guest speakers who have transformed their project management method to agile.

Learning Objectives

Upon successful completion of this course, students will be able to:

- Describe the required behavioral skills and analytical tools for successfully managing complex projects across multiple functions
- Explain how the role of organizing, planning, and controlling projects and managing teams, risks and resources in producing a desired outcome
- Utilize analytical tools to do quantitative trade-offs in project management
- Utilize analytical tools to help decision making under uncertainty and risk management
- Describe project success factors
- Perform analysis using Excel in project management
- Perform quantitative project risk management analysis using Crystal Ball software
- Perform various analyses using Microsoft Project software
- Describe the organizational issues in project management
- Explain ideal skills and roles of effective project leaders
- Describe the structure of successful project teams
- Analyze the components of project scope, time, and cost management.
- Describe the elements of project resource, risk, and procurement management
- Explain strategies for controlling, monitoring and terminating projects

Prerequisite(s):

None

Required Materials

Textbooks:

- Core Concepts: “*Project Management in Practice*,” Seventh Edition, by Mantel, Meredith, Shafer and Sutton. Wiley, ISBN 9781119702962 (paperback), ISBN 9781119714026 (pdf), or ISBN 9781119703044 (epub).
- “*Critical Chain*” by Eliyahu M. Goldratt, The North River Press, ISBN 9780884271536
- You can shop from the USC Bookstore → Shop by Course from here: <https://www.bkstr.com/usctextstore/shop/textbooks-and-course-materials>

Online Course Reader:

- Contains cases which can be purchased from Harvard Business School
- To purchase the cases, go to <https://hbsp.harvard.edu/import/851683> to register / sign in
- The website will allow you to purchase the cases using your credit card (~\$25)
- There are 5 cases and one optional article in this online reader; other cases will be provided in class

For Class

- For most case studies and readings, several questions will be posted on For Class
- Each student should sign-up for our class on For Class using the following link: <https://app.ForClass.com/enroll/VESRZK> (\$10)

Blackboard Files

- Additional articles and notes will be posted on the Blackboard

Project Simulation Game:

- We will play a Project Simulation, that comes from Harvard Business School, throughout the semester
- To purchase the license, go to <https://hbsp.harvard.edu/import/851685> (\$15)
- After the purchase, you will have access to the simulation game, but it will initially say "This simulation is hidden."
- Wait until we meet in class for further instructions

Software:

Instructions will be provided during lecture

- Microsoft Project
- SmartSheet.com
- Crystal Ball
- Excel Solver

Optional Materials

- “PMBOK Guide” Seventh Edition, Project Management Institute, ISBN-13: 978-1628256642 or ISBN-10: 1628256648

Description and Assessment of Assignments

Participation

Class participation counts 5% of your course grade. It requires that you do the assigned readings, participate actively in class with good questions and comments that contribute to the overall class learning, as well as participating in any interactive activities like polls.

For Class - Case Preparation

For Class contributes 4% to your course grade. All cases must be read before the class they are to be discussed in (whether a submission is required or not). Each student should register for our DSO 455 class on For Class using the following link: <https://app.ForClass.com/enroll/21U9BQ>. For most readings, there will be several questions posted on this site. Make sure to answer these For Class questions before coming to class.

Homework Assignments

Assignments count for 12% of your course grade. A typical assignment will consist of 2-3 questions related to subject discussed in the previous weeks. You will submit homework assignment through Blackboard before class.

Simulation Debriefing Reports

Your debriefing report counts for 4% your grade. There will be two debriefing reports. Each report will ask you to address a specific set of questions related to the interactive project management simulation. These will also be submitted through Blackboard.

Group Case Report

You are required to turn in one complete case analysis which counts for 5% of your grade. It will be done in a learning team of 5-6 students and your case will be assigned to you after the teams are formed in the third week. Each team will prepare only a presentation for the assigned case (no case report is required.)

The presentation should cover the following outline:

- Brief discussion of the company and its environment

- Brief description of the problems
- Analysis that links the problems to its causes
- Short term recommendations
- Long term recommendations
- Implementation plan and the risks

Please ensure that the presentation deck is well organized with clear section headers for the outline provided above. Your group is expected to make a brief (15 minute) presentation of your analysis and recommendations in class. At the completion of your case study, you will be asked to rank your team mates as far as their relative contribution to the case with the intention that this will encourage all team members to do their best to contribute to the team case. Your report as well as the peer reviews need to be submitted on Blackboard on the same day the report is due.

If your group is not assigned the case study, you are responsible for reading the case and responding to the For Class questions.

To sign up for a group, go to **Blackboard** → **Case Groups** and then join any team with less than 6 team members.

Critical Chain Book Report

The group book report counts for 5% your grade. The Critical Chain teaches project leaders how to reduce project development times resulting in early completion within budget and without compromising quality or specifications. You will benefit from this book's techniques of how to remain focused on the few critical areas and how to prevent your attention from being divided among all of the project's tasks and resources. After reading the book, answer the following questions:

- Provide the definitions of critical path and critical chain? How do they differ?
- What are inventory buffers analogous to in project management? List kinds of buffers used to manage projects and describe where each of them should be located?
- Describe common practices to estimate the duration of project activities as well as real reasons that cause project delays.
- What are the challenges to resolve resource contention in multiple projects?

This is also a group assignment with the same group as your case report. The group book report should be *no more than 4 pages* and should be submitted online via Blackboard by one team member.

Deadlines

All assignments (homework, case study answers, simulation debriefs, and group book report), are due prior to class. For full credit, each must be submitted either on Blackboard or For Class before the deadline. Late submissions will receive a grade reduction (if the quality was an A-, your grade would be a B+). The only exception is the group Case Report (and associated peer reviews), which are due by the end of the day your team presents.

Midterm Exams

There will be two Midterm exams which are each 20% (for a total of 40%) of your course grade. Each will be open book/notes, exams and they may include questions requiring you demonstrate your knowledge on how to use the tools discussed in class and assigned as homework. Midterm exam duration is 70 minutes.

Final Exam

The final exam counts for 25% of your course grade. It will be an open book/notes exam which may include questions requiring you demonstrate your skills with the tools we learned about in lecture and on homework. The final exam is cumulative, but the emphasis will be on the subjects covered after the mid-term exam. According to the USC Final Exam Schedule, the final exam is scheduled for **Thursday, December 9, 2021, 11:00 AM – 1:00 PM PT**. Please take this into account when scheduling your trips home for the holidays.

According to USC Policy, all students must take the final exam. If there are extenuating circumstances that prevent you from taking an exam, you must discuss the reason with me before the time of the exam. You will not be given a make-up exam unless you obtain permission from me in advance. In addition, you must be able to document the extenuating circumstance for me and your academic advisor (for example, a doctor's note). If you miss the exam due to a medical emergency that can be documented and verified, then a make-up exam will be given. Otherwise, a grade of zero will be given for the missed exam.

Grading Breakdown

Your grade in this course will be based on individual class participation, group assignments, individual assignments, and tests. I will try to assess your understanding of the tools and concepts covered, your ability to integrate and apply those concepts and your contribution to the learning experience of the class as follows:

Assignment	% of Grade
Class Participation	5%
For Class – Case preparation (8, .5% each)	4%
Homework Assignments (6, 2% each)	12%
Simulation Debriefing Reports (2, 2% each)	4%
Case Report and Presentation (group)	5%
“Critical Chain” Book Report (group)	5%
Midterm Exams (20% each)	40%
Final Exam	25%
Total	100%

Grading Scale

Final grades represent how you perform in the class relative to other students. The average grade for this class is expected to be between a B+ and A-. Three items are considered when assigning final grades:

1. Your average weighted score as a percentage of the available points for all assignments (the points you receive divided by the number of points possible).
2. The overall average percentage score within the class.
3. Your ranking among all students in the class.

Course-specific Policies

Classroom Policies – Fall 2021

1. Active class participation is important in achieving the learning objectives for this course. Unless students provide an accommodation letter from USC OSAS or from Marshall detailing visa or travel restrictions, attendance and active participation is expected in the classroom.
2. Any student with such accommodations should submit their accommodation document to their instructor as soon as possible. Your instructor will then provide regular access to a recording of the class and an opportunity to regularly make up missed in-class participation.
3. Students who are experiencing illness should not attend class in person. Please inform the instructor in advance of the class session to discuss what accommodations will be made to allow for the make-up of missed class work and missed in-class participation. Students will not be penalized for not attending class in person under these circumstances. Although you are encouraged to attend class “live” if at possible, all synchronous sessions will be recorded and available to students to watch asynchronously several hours after the class ends.

Collaboration policy (for non-exam assignments).

Students are permitted and encouraged to discuss with others their ideas for completing assignments; however, once a student begins writing the deliverable, all work must be individual and independent. Students may not seek help from anyone outside the class, including but not limited to former students of this course, friends and family, tutors, and online forums. Students may consult course materials and web resources. Students may not post anything related to the assignments online. Failure to abide by the above guidelines may constitute a case of suspected plagiarism or cheating, which will be reported and investigated. Please see the “Academic Integrity and Conduct” section below for further details. For more information about unauthorized collaboration, visit <https://libraries.usc.edu/tutorial/academic-dishonesty> or http://lib-php.usc.edu/tutorials/academic-dishonesty/story_html5.html.

Sharing of course materials outside of the learning environment

As a reminder, USC has a strict policy that prohibits sharing of any synchronous and asynchronous course content outside of the learning environment: **SCampus Section 11.12(B)** *Distribution or use of notes or recordings based on university classes or lectures without the express permission of the instructor for purposes other than individual or group study is a violation of the USC Student Conduct Code. This includes, but is not limited to, providing materials for distribution by services publishing class notes. This restriction on unauthorized use also applies to all information, which had been distributed*

to students or in any way had been displayed for use in relationship to the class, whether obtained in class, via email, on the Internet or via any other media. (See Section C.1 Class Notes Policy).

DSO 455 Calendar

	Topics/Daily Activities	Assignment Dates
Week 1 8/24, 8/26	Intro to Project Management Chapters 1-2	8/23 – Discussion Post
Week 2 8/31, 9/2	Projects in Organizations Chapters 1, 3	9/2 – Case: AtekPC
Week 3 9/7, 9/9	Activities and Risk Planning Chapter 3, 4	
Week 4 9/14, 9/16	Scheduling Chapter 5	9/16 – Homework #1
Week 5 9/21, 9/23	Budgeting Chapter 4	9/21 – Case: Echelon (A) 9/23 – Homework #2
Week 6 9/28, 9/30	MIDTERM 1	
Week 7 10/5, 10/7	Allocating Resources Chapter 6	10/5 – Case: Echelon (B) 10/7 – Homework #3
Week 8 10/12	Project Simulation 10/14 – Fall Recess; no class	10/12 – Homework #4
Week 9 10/19, 10/21	Monitoring & Controlling Chapter 6, 7	10/19 – Sim Debrief - Scenario A 10/21 – “Critical Chain” Book Report
Week 10 10/26, 10/28	Evaluating & Terminating Chapter 8	10/26 – Case: Echelon (C) 10/28 – Case: La Petit Chef
Week 11 11/2, 11/4	Project Simulation	11/2 – Homework #5 11/4 – Case: Boeing 767
Week 12 11/9, 11/11	MIDTERM 2	
Week 13 11/16, 11/18	Intro to Agile Chapters 1, 2	11/16 – Sim Debrief – Scenario B 11/18 – Case: BAE
Week 14 11/23, Holiday	Agile Project Management Chapters 3, 5, 7	11/23 – Case: MS Office
Week 15 11/30, 12/2	Guest Speakers & Final Review	11/30 – Homework #6
FINAL Thu, Dec 9	FINAL EXAM 11:00 AM - 1:00 PM Pacific	

Tentative Course Schedule

WEEK 1, Aug 24 & 26: Intro to Project Management

Discussion Topics:

- Course Expectations
- Intro to Project Management
- Products, Projects, Programs, Portfolios
- Scope, Schedule and Resources
- Project organizational structures
- Roles & Responsibilities
- Stakeholder Registry

Readings & Videos:

- Chapter 1, pages 1-12; Chapter 2, pages 35-52, 87
- Watch “Slack” videos posted on Blackboard
- (Harvard Course Reader) “How to fail in Project Management” - *optional*
- [“Costly Lessons on How to Not build a Navy Ship,”](#) NY Times 2008
- *Optional Reading:* PMI’s [“Pulse of the Profession 2021”](#)

Assignment

- [Individual] Submit “Introduction” on Discussion Board by Mon, Aug 23th, 5PM PT

WEEK 2, Aug 31 & Sep 2: Projects in Organizations

Discussion Topics:

- What is a PMO? Why have a PMO?
- Project evaluation and selection
- Waterfall Lifecycle and Stage Gates
- Project Charter & Scope
- Project Plan
- Kick-Off Meetings
- *Make sure MS Project is installed before Sep 7*

Case Discussion (Sep 2)

- (Harvard Course Reader) The AtekPC Project Management Office

Reading:

- Chapter 1, pages 23-27, Chapter 3, pages 75-80

Assignment

- [Individual] For Class submission for AtekPC PMO – due before class on Sep 2

WEEK 3, Sep 7 & 9; Activities and Risk Planning

Discussion Topics:

- Estimating project activities (times and cost) using WBS
- Design Structure Matrix
- Issues and Risks, FMEA
- Contingency and Mitigation
- Risk Registry
- Intro to Microsoft Project
 - Starting a new project
 - Defining Project Information
- Intro to Monte Carlo Simulation and Crystal Ball – *make sure Crystal Ball is installed on your computer before class on Sep 9*

Reading:

- Chapter 3, pages 80-87, 91-92, 97-103, Chapter 4, pages 130-137
- “Critical Chain” chapters 1, 4, 6, 8

Assignment

- None

WEEK 4, Sep 14 & 16: Scheduling

Discussion Topics:

- Deterministic vs. Probabilistic
- Dependencies, Milestones
- Critical Path
- (CPM)
- The Gantt Chart
- MS Project

- Scheduling
- Finding Critical Path
- Probabilistic project scheduling
 - Crystal Ball examples
- Program Evaluation and Review Technique (PERT)

Case Discussion (Sep 23)

- (Blackboard) Echelon Inc. (A)

Reading:

- Chapter 5, pages 145-157, 163-169, 169-174
- “Critical Chain” chapters 9-13

Assignment

- [Group of two or one] Homework #1 – due Sep 16

WEEK 5, Sep 21 & 23: Budgeting

Discussion Topics:

- Top Down vs. Bottom Up
- Dealing with budget uncertainty using Crystal Ball
- Microsoft Project - Defining tasks and precedence relations

Case Discussion: Echelon (A) on Sep 21

Reading:

- Chapter 4, pages 112-118, 130-137
- “Critical Chain” chapters 9-13

Assignment

- [Individual] For Class submission for Echelon (A) – due Sep 21
- [Group of two or one] Homework #2 – due Sep 23

WEEK 6, Sep 28 & 30: Midterm

Discussion Topics:

- Midterm Review
- Midterm 1 on Sep 30
 - Open book/notes
 - 70 minutes

WEEK 7, Oct 5 & 7: Allocating Resources

Discussion Topics:

- Resource management
- Resource leveling
- MS Project
 - Defining resources
 - Assigning resources to tasks
 - Resource Leveling
- Crashing with resources to improve schedule

Case Discussion on Oct 5

- (Blackboard) Echelon (B)

Reading:

- Chapter 6, pages 186-218
- “Critical Chain” chapters 15-19

Assignment

- [Individual] For Class submission for Echelon (B) – due Oct 5
- [Group of two or one] Homework #3 – due Oct 7

WEEK 8, Oct 12: Project Simulation

Discussion Topics:

- Project Simulation Scenario A
- Project time & cost trade-off analysis
 - Excel Solver examples

Assignment

- [Group of two or one] Homework #4 - due Oct 12

Reading

- *Reminder: Critical Chain book report is due next week*
- “Critical Chain” chapters 20, 22, 24, 25

WEEK 9, Oct 19 & 21: Monitoring & Controlling

Discussion Topics:

- Project monitoring and control
- Effective Meetings
- Earned Value Analysis
- Critical Chain – the concept
- Critical Chain – the book

Reading:

- Chapter 6, pages 218-226, Chapter 7 pages 243-249

Assignment

- [Individual] Project Simulation Debriefing – Scenario A due on Oct 19
- [Case Group] Critical Chain Book Report due Oct 21

WEEK 10, Oct 26 & 28: Evaluating & Terminating

Discussion Topics:

- MS Project
 - Saving a baseline and updating the process
 - Earned Value analysis
- Project Audits and Termination
- Ethics in Project Management

Case Discussions

- (Blackboard) Echelon (C) on Oct 26
- (Harvard Course Reader) La Petit Chef – Group Presentations on Oct 28

Reading:

- Chapter 8, pages 272-286

Assignment

- [Individual] For Class submission for Echelon (C) – due Oct 26
- [Assigned Case Group] La Petit Chef case slide deck due Oct 28
- [Individual] For Class submission for La Petit Chef due Oct 28

WEEK 11, Nov 2 & 4: Project Simulation

Discussion Topics:

- Project Simulation Scenario B

Case Study

- (Harvard Course Reader) Boeing 767 group presentations on Nov 4

Assignment

- [Group of two or one] Homework #5 due November 2
- [Assigned Case Group] Boeing 767 case slide deck due Nov 4
- [Individual] For Class submission for Boeing 767 due Nov 4

WEEK 12, Nov 9 & 11: Midterm 2

Discussion Topics:

- Midterm Review
- Midterm 2 on Nov 11

WEEK 13, Nov 16 & 18: Intro to Agile

Discussion Topics:

- Agile Values
- Agile Principles
- Waterfall vs. Agile
- Agile Frameworks
- Agile Roles

Case Study

- (Harvard Course Reader) BAE - group presentations on Nov 18

Reading

- Chapter 1, pages 6-9, Chapter 2, pages 65-67

Assignment

- [Individual] Simulation debriefing for Scenario B due Nov 16
- [Assigned Case Group] BAE case slide deck due Nov 18
- [Individual] For Class submission for BAE due Nov 18

WEEK 14, Nov 23: Agile (cont.)

Discussion Topics:

- Defining the Product Vision and Roadmap
- Planning Releases and Sprints
- Refining Requirements
- Life in the Day of Agile
- Sprint Reviews
- Releases
- (Note: Any topics not covered this week will be included with Guest Speakers)

Reading

- Chapter 3, pages 92-96, Chapter 5, pages 174-176, Chapter 7, pages 259-262

Case Study

- (Harvard Course Reader) MS Office - group presentations on Nov 23

Assignment

- [Assigned Case Group] MS Office case slide deck due Nov 23
- [Individual] For Class submission for MS Office case due Nov 23

WEEK 15, Nov 30 & Dec 2: Guest Speaker & Final Review

Discussion Topics:

- Agile Guest Speakers & Simulation

- Final Review

11/10 - Guest Speakers – Agile in Action at In Time Tec

- Anthony Chen – Anthony has spent more than 23 years in Hewlett-Packard and In Time Tec Research and Development labs, blending his business and technical acumen. His considerable experience is complimented by a postgraduate degree in Computer Science as well as an MBA. His work as chief technologist and master program manager has been marked by the creation of products that customers find compelling and businesses find meaningful for their day-to-day activities.
- Rob Tuft - When he came to In Time Tec, Rob was asked to lead an effort to improve the company's software development processes and training. Under his guidance, ITT has become fully committed to Agile, which has taken the company to new heights. The company's culture of training and learning is actively fostered by leaders such as Rob.

Assignment

- [Group of two or one] Homework #6 due Nov 30

FINAL EXAM: Dec 9, 11:00 AM – 1:00 PM Pacific

- Open notes/book
- Comprehensive
- 90 minutes

Additional Information

Add/Drop Process

Most Marshall classes are open enrollment (R-clearance) through the Add deadline. If there is an open seat, you can add the class using Web Registration. If the class is full, you will need to continue checking Web Registration or the Schedule of Classes (classes.usc.edu) to see if a space becomes available. Students who do not attend the first two class sessions (for classes that meet twice per week) may be dropped from the course. There are no formal wait lists for Marshall undergraduate courses, and professors cannot add students or increase the course capacity. If all sections of the course are full, you can add your name to an interest list by contacting the Office of Undergraduate Advising & Student Affairs; if new seats or sections are added, students on the interest list will be notified.

The last day to add the class or withdraw without receiving a “W” (and receive a refund) is **Friday, September 10, 2021**. The last day to drop with a mark of a “W” (no refund) or change pass/no pass to letter grade is **Friday, October 8, 2021**. The last day to withdraw from a course with a grade of “W” is **Friday, November 12, 2021**.

Technology Policy

Laptop use is permitted during academic or professional sessions only for active note taking and in-class activities. Misuse of technology, for example web surfing, or participating in activities not associated to the current class discussion, is considered unprofessional and is not permitted.

Videotaping faculty lectures is not permitted due to copyright infringement regulations. Use of any recorded or distributed material is reserved exclusively for the USC students registered in this class. Exceptions to this policy may be granted to individual students with appropriate documentation on a case-by-case basis.

Use of Recordings

Pursuant to the USC Student Handbook (www.usc.edu/scampus, Part B, 11.12), students may not record a university class without the express permission of the instructor and announcement to the class. In addition, students may not distribute or use notes or recordings based on university classes or lectures without the express permission of the instructor for purposes other than personal or class-related group study by individuals registered for the class. This restriction on unauthorized use applies to all information that is distributed or displayed for use in relationship to the class.

Academic Conduct:

Plagiarism – presenting someone else’s ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in SCampus in Part B, Section 11, “Behavior Violating University Standards” policy.usc.edu/scampus-part-b. Other forms of academic dishonesty are equally unacceptable. See additional information in SCampus and university policies on scientific misconduct, policy.usc.edu/scientific-misconduct.

Support Systems:

Counseling and Mental Health - (213) 740-9355 – 24/7 on call

<https://studenthealth.usc.edu/counseling/>

Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

National Suicide Prevention Lifeline - 1 (800) 273-8255 – 24/7 on call

<https://suicidepreventionlifeline.org>

Free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week.

Relationship and Sexual Violence Prevention Services (RSVP) - (213) 740-9355(WELL), press “0” after hours – 24/7 on call

<https://studenthealth.usc.edu/sexual-assault>

Free and confidential therapy services, workshops, and training for situations related to gender-based harm.

Office of Equity and Diversity (OED) - (213) 740-5086 | Title IX – (213) 821-8298

<https://equity.usc.edu>, <https://titleix.usc.edu>

Information about how to get help or help someone affected by harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants.

Reporting Incidents of Bias or Harassment - (213) 740-5086 or (213) 821-8298

https://usc-advocate.symplicity.com/care_report

Avenue to report incidents of bias, hate crimes, and microaggressions to the Office of Equity and Diversity |Title IX for appropriate investigation, supportive measures, and response.

The Office of Student Accessibility Services - (213) 740-0776

<https://osas.usc.edu/>

Support and accommodations for students with disabilities. Services include assistance in providing readers/notetakers/interpreters, special accommodations for test taking needs, assistance with architectural barriers, assistive technology, and support for individual needs.

USC Campus Support and Intervention - (213) 821-4710

<https://campussupport.usc.edu>

Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.

Diversity at USC - (213) 740-2101

<https://diversity.usc.edu>

Information on events, programs and training, the Provost's Diversity and Inclusion Council, Diversity Liaisons for each academic school, chronology, participation, and various resources for students.

USC Emergency - UPC: (213) 740-4321, HSC: (323) 442-1000 – 24/7 on call

<https://dps.usc.edu>, <https://emergency.usc.edu>

Emergency assistance and avenue to report a crime. Latest updates regarding safety, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible.

USC Department of Public Safety - UPC: (213) 740-6000, HSC: (323) 442-120 – 24/7 on call

<https://dps.usc.edu>

Non-emergency assistance or information.

Students with Disabilities

Students must register with Student Accessibility Services (OSAS) for each academic term that accommodations are desired. Guidelines for the OSAS accommodation process can be found at <https://osas.usc.edu/>.

USC is committed to making reasonable accommodations to assist individuals with disabilities in reaching their academic potential. If you have a disability which may impact your performance, attendance, or grades in this course and require accommodations, you must first register with the Office of Student Accessibility Services (<https://osas.usc.edu/>). OSAS provides certification for students with disabilities and helps arrange the relevant accommodations. Any student requesting academic accommodations based on a disability is required to register with the Office of Student Accessibility Services (OSAS) each semester. A letter of verification for approved accommodations can be obtained from OSAS. Please be sure the letter is delivered to me (or to your TA) as early in the semester as possible. OSAS is located in GFS (Grace Ford

Salvatori Hall) 120 and is open 8:30 a.m.–5:00 p.m., Monday through Friday. The phone number for OSAS is (213) 740-0776. Email: ability@usc.edu.

Emergency Preparedness/Course Continuity

In case of a declared emergency if travel to campus is not feasible, the USC Emergency Information web site (<http://emergency.usc.edu/>) will provide safety and other information, including electronic means by which instructors will conduct class using a combination of USC's Blackboard learning management system (blackboard.usc.edu), teleconferencing, and other technologies.

Incomplete Grades

A mark of IN (incomplete) may be assigned when work is not completed because of a documented illness or other “emergency” that occurs after the 12th week of the semester (or the twelfth week equivalent for any course that is scheduled for less than 15 weeks).

An “emergency” is defined as a serious documented illness, or an unforeseen situation that is beyond the student's control, that prevents a student from completing the semester. Prior to the 12th week, the student still has the option of dropping the class. Arrangements for completing an IN must be initiated by the student and agreed to by the instructor prior to the final examination. If an Incomplete is assigned as the student's grade, the instructor is required to fill out an “Assignment of an Incomplete (IN) and Requirements for Completion” form which specifies to the student and to the department the work remaining to be done, the procedures for its completion, the grade in the course to date, and the weight to be assigned to work remaining to be done when the final grade is computed. Both the instructor and student must sign the form with a copy of the form filed in the department. Class work to complete the course must be completed within one calendar year from the date the IN was assigned. The IN mark will be converted to an F grade should the course not be completed within the time allowed.