



Syllabus

MIS 4397/7397 | Agile IT Project Management
Fall Semester 2025 | Tuesday - Thursday (11:30 – 1:00pm)

Instructor: Prof. Kevin D. Jones, MBA

Email: kdjone27@cougarnet.uh.edu

Office Hours: By appointment

Course Focus

This course presents the area of Agile IT Project Management. Agile has significantly expanded from its beginnings in software development to encompass enterprise-wide approaches and methodologies for developing products across a portfolio. The focus of the course is to introduce various Agile methodologies at both the Team and Scaled levels, discuss differences between them, and determine which to choose depending on the situation.

Required Textbook

The required course materials for MIS 4397/7397 are now available for purchase. *IT Project Management: Agile Approaches to Accelerate Value* (Preliminary Edition) is published and distributed by Cognella, Inc.

Purchase your course material here: <https://store.cognella.com/84643-1A-002>

These course materials include information that we will reference and use in class regularly, so you should be sure to purchase your own copy of all required materials. Please keep in mind that our institution is strict about copyright law and course materials should never be copied or duplicated in any manner.



Course Evaluation

- All grades will be posted on Canvas.
- Exams will account for 50% of the final grade. There will be four exams.
- (4397) 8 group assignments for section 4397 will go towards 40% of the final grade.
- (7397) 12 group assignments for section 7397 will go towards 30% of the final grade.
- (7397) Final class summary assignment will go towards 20% of the final grade.
- Individual participation in all the assignments & presentations will go towards 10% of the final grade.

Class Attendance

Your participation in class assignments, and especially in the group presentation, is **mandatory**. If you miss any class assignment, you will miss the grades associated with the case assignments, group case presentation podcast, and individual class participation.

Exams

There will be four exams held throughout the semester according to the schedule provided below. These exams will consist of multiple-choice questions, though the format is subject to change. Exams will be administered online during class time in the classroom as shown in the schedule below.

Class Structure

The class will be structured using a per chapter approach from the textbook. Each selected chapter will be investigated

Group Case Presentation/Podcast

In addition to the case analysis, each group is to submit a short PowerPoint presentation or podcast of the case analysis (of no more than 12 slides or 15 minutes presentation or podcast). This presentation is to be submitted to Blackboard by no later than midnight the day before the following class where the presentation will be given. This presentation should summarize the main points of the case as well as contain the case analysis – i.e., the answer to the question(s) provided by the instructor. These slides will be graded (noting the rubric below), although failing to submit them will imply a grade deduction. The purpose of the slides is to be used as the basis for the general discussion of the cases in the class that follows.

Group Participation

Class participation will be 10% of the final grade. This relates to those members of the class who are presenting and or participating in a discussion.

Working in Groups

To receive the grade for a group assignment / presentation / critical analysis, each student must **actively** participate before the piece of work is submitted. In other words, the onus is on each student to ensure that their own name and the work that they did for each group submission is included. But as importantly, it is also incumbent on all group members to ensure that only those group members who participate in a given piece of work receive the grade for that piece of work. This therefore requires all students in all groups to actively communicate with each other before a given work is to be submitted to ensure that every group member is afforded the same opportunity to participate actively in the work



If it is subsequently determined that a given student is not actively participating in a piece of work but is either passively or actively claiming the grade for it (i.e., Passively: by taking the grade allocated to a group and not advising the instructor of their non-participation, or Actively: advising the instructor that they actively participated but did not do so accordingly to given logs), then it is imperative that the instructor be advised by group members soon as possible. In this scenario, the instructor will require access to logs that demonstrate which group members actively worked on a given assignment. If a group member's non-active participation is subsequently proven, the instructor reserves the right to penalize any such group member, with any penalization decision made by the instructor being final. Students are therefore requested to keep logs of all interactions on group work so that the extent of student active participation can be reviewed by the instructor if necessary.

For emergency situations such as short-notice emergency doctor visits that require a student to miss a class, the instructor will decide what grade (if any) will be awarded predicated on each situation's unique context. However, in such a scenario, it is imperative that the instructor is notified by email immediately / as soon as possible – kdjone27@cougratnet.uh.edu and in all cases before the class to be missed occurs.

Grading

The grading scale being used in this class is as follows:

A.....	90-100%
B.....	80-89%
C.....	70-79%
D.....	60-69%
F.....	0-59%

I do not give + or – grades, so please do not ask for them.



Rounding: Your overall class grade (the weighted total of exams and group exercises) will be rounded up to the nearest whole number when the decimal portion is equal to or greater than 0.5 should you be on the cusp of increasing your overall grade. For instance, if your final term grade is 79.6, you will be raised to a grade of 80; conversely, if your term grade is 79.4, you will NOT be raised to a grade of 80. If, in the event at the end of the semester that your final grade is close to the grade above but does not fulfill the requirement above – i.e., the decimal portion is not 0.5 or higher to automatically raise you to the next grade – please do NOT contact me requesting me to either to reconsider your previous grades, note your appreciation of the course, or any other reason why your grade should be increased; I will not respond to your request.

Occasionally I get contacted by students upon getting their final grade with the suggestion that their grade is not out of 100 but out of a smaller number, and therefore as a percentage score, they should be getting a higher number and thus a higher related grade. To clarify this point – you are to consider your final grade mark as being your final grade mark out of 100. If you get 89.49999, then this is out of 89.4999/100 and thus is NOT sufficient to raise you up a grade point from an A to a B (see above).

Grade Disagreements

Petitions to receive a different grade for a piece of work on an assignment or exam must be submitted **in writing within one week of the grade being awarded**. The petition must include a detailed description of why the given grade should be changed. Petitions to receive a grade for a piece of work on an assignment or exam **where no grade has been awarded** to a student must be submitted **in writing within one week of the grade not being awarded**. The petition must include a detailed description of why a grade should be awarded. Typical scenarios for a grade not being awarded include, but are not limited to, a student not being present in class without permission to miss the class, or a student who is present in class but who has not been *actively* participating in a given group assignment. Petitions will be kept on file until the end of the semester. The instructor's re-evaluation will then only proceed if the maximum score possible as a result of the remarking of the work will move the student's overall grade up by one grade. For example, if the possible maximum score that can be achieved for a piece of work that a student has submitted be remarked is 2 grade points, and the student's score is 76.8 excluding this work, then this work will **not** be revaluated because even if the remark gives the full 2 grade points, the final score will be 78.8 and would not change the student's overall grade from a C to a B. Conversely, if the possible maximum score that can be achieved for a piece of work that a student has requested be remarked is 2 grade points, and the student's score is 78.8



excluding this work, then it **will** be remarked because achieving the full grade score as a result of the remark would move the student's grade from a C to a B. Please note that a re-evaluation will involve a full regrading of the assignment, and may result in a higher, lower, or the same grade. The instructor will correct errors in point calculation on the spot.

Extra Credit

There will likely be opportunities for extra credit towards the end of the semester. Details of any such opportunity will be shared at the appropriate juncture. Please do not ask the instructor for any more details as this information will not be shared in advance.

Classroom/Online Behavior

The non-academic use of cell phones, laptops, tablets, hatchimals and the like are distracting to yourself and those around you - plus it is rude! Please silence or turn off your phone/hatchimal prior to entering the classroom. If you are causing a disruption you will be asked once to cease the activity. If the activity continues, you will be asked to leave the classroom. Disruptive or threatening behaviors are strictly prohibited and will be dealt with in accordance with university policy.

Late Work Policy

In-class case study analyses require you to be in-class, and for the work to be completed and submitted online to Blackboard Learn by the conclusion of the class. If you miss a window to submit your work, you will be allocated a zero for that piece of work. Please note: Technology failure is not an excuse for late work, so PLEASE do not wait until the last minute to submit any online work! If you miss an exam without a prior request to me for your justified absence that I have approved, then you will be given a zero for that exam.

Academic Integrity

A zero-tolerance policy on cheating is in effect. Cheating in the workplace can cost you your job and cheating in this class will cost you your grade (and sanctions from the dean of students). Cheating includes any action where you take credit for work on any assignment or exam that you did not do yourself. Likewise, if you allow another student to copy your work, you are



complicit in cheating and equally guilty. It is your responsibility to ensure your work does not fall into the wrong hands (i.e. do not “forget” to delete your assignment from a shared computer). Plagiarism is cheating! If you include any material obtained elsewhere in your assignment, you must reference the original work. Plagiarism is not just when you “copy and paste” but is also when you take ideas from another place without referencing the original source. If in doubt, cite your source.

UH and Bauer Policies on Academic Dishonesty and Misconduct

High ethical standards are critical to the integrity of any institution and bear directly on the ultimate value of conferred degrees in the business community. All UH students are expected to contribute to an atmosphere of the highest possible ethical standards. Maintaining such an atmosphere requires that all academic dishonesty be recognized and addressed.

<http://www.uh.edu/provost/academic-affairs/policy-guidelines/honesty-policy/>

The Bauer Code of Ethics and Professional Conduct (Bauer Code) is designed to reflect the values held by the C. T. Bauer College of Business faculty and students. Just as professionals in medicine, law, and accounting operate within ethical principles designed to maintain a high standard of behavior within each profession, business professionals also should be guided by a set of principles specific to the business community consisting of managers, executives, and business employees. Therefore, the Bauer Code reflects principles we believe should govern a student’s behavior while a Bauer College major. Ultimately, Bauer’s reputation depends on the actions of its students and graduates. It is our hope that each Bauer College graduate applies these principles within his or her professional and personal lives both during and after college.

<http://www.bauer.uh.edu/business-ethics/bauer-code-of-ethics.php>

Your attire, language, and general disposition is to align with professional standards. Disruptive behavior and inappropriate conduct will result in disciplinary action. The following appears in the [Prohibited Conduct Section of the University of Houston Student Code of Conduct](#):



3.6. Disruptive Classroom Conduct – Disruptive classroom conduct means engaging in behavior that substantially or repeatedly interrupts either the instructor’s ability to teach or student learning. The classroom extends to any setting where a student is engaged in work toward academic credit or satisfaction of program-based requirements or related activities.

Sanctions for students found in violation of the Prohibited Conduct Section of the Student Code of Conduct include suspension and expulsion.

Requests for Accommodation

If you anticipate issues related to the format or requirements of this course, please contact the instructor to discuss ways to ensure your full participation in the course. The C.T. Bauer College of Business would like to help students who have disabilities achieve their highest potential. To this end, in order to receive academic accommodations, students must register with [the Justin Dart Jr. Student Accessibility Center](#) (telephone 713-743-5400), and present approved accommodation documentation to their instructors in a timely manner. If you need to take an exam or quiz in the test center, please e-mail your instructor at least one week in advance.

Face Covering Policy

To reduce the spread of COVID-19, the University strongly encourages everyone (vaccinated or not) to wear face coverings indoors on campus including classrooms for both faculty and students.

Presence in Class

Your presence in class each session means that you:

- Are NOT exhibiting any [Coronavirus Symptoms](#) that makes you think that you may have COVID-19
- Have NOT tested positive or been diagnosed for COVID-19
- Have NOT knowingly been exposed to someone with COVID-19 or suspected/presumed COVID-19

If you are experiencing any COVID-19 symptoms that are not clearly related to a pre-existing medical condition, do not come to class. Please see [Student Protocols](#) for what to do if you



experience symptoms and [Potential Exposure to Coronavirus](#) for what to do if you have potentially been exposed to COVID-19. Consult the (select: [Undergraduate Excused Absence Policy](#) or [Graduate Excused Absence Policy](#)) for information regarding excused absences due to medical reasons.

COVID-19 Information

Students are encouraged to visit the University's [COVID-19](#) website for important information including on-campus testing, vaccines, diagnosis and symptom protocols, campus cleaning and safety practices, report forms, and positive cases on campus. Please check the website throughout the semester for updates.

Vaccinations

Data suggest that vaccination remains the best intervention for reliable protection against COVID-19. Students are asked to familiarize themselves with pertinent [vaccine information](#), and consult with their health care provider. The University strongly encourages all students, faculty, and staff to be vaccinated.

Reasonable Academic Adjustments/Auxiliary Aids

The University of Houston complies with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, pertaining to the provision of reasonable academic adjustments/auxiliary aids for disabled students. In accordance with Section 504 and ADA guidelines, UH strives to provide reasonable academic adjustments/auxiliary aids to students who request and require them. If you believe that you have a disability requiring an academic adjustments/auxiliary aid, please contact [the Justin Dart Jr. Student Accessibility Center](#) (formerly the Justin Dart, Jr. Center for Students with DisABILITIES).

Excused Absence Policy

Regular class attendance, participation, and engagement in coursework are important contributors to student success. Absences may be excused as provided in the University of Houston [Undergraduate Excused Absence Policy](#) for reasons including: medical illness of student or close relative, death of a close family member, legal or government proceeding that a student is obligated to attend, recognized professional and educational activities where the student is presenting, and University-sponsored activity or athletic competition. Under these policies, students with excused absences will be provided with an opportunity to make up any quiz, exam or other work that contributes to the course grade or a satisfactory

alternative. Please read the full policy for details regarding reasons for excused absences, the approval process, and extended absences. Additional policies address absences related to [military service](#), [religious holy days](#), [pregnancy and related conditions](#), and [disability](#).

Recording of Class

Students may not record all or part of class, livestream all or part of class, or make/distribute screen captures, without advanced written consent of the instructor. If you have or think you may have a disability such that you need to record class-related activities, please contact the [Justin Dart, Jr. Student Accessibility Center](#). If you have an accommodation to record class-related activities, those recordings may not be shared with any other student, whether in this course or not, or with any other person or on any other platform. Classes may be recorded by the instructor. Students may use instructor's recordings for their own studying and notetaking. Instructor's recordings are not authorized to be shared with anyone without the prior written approval of the instructor. Failure to comply with requirements regarding recordings will result in a disciplinary referral to the Dean of Students Office and may result in disciplinary action.

Syllabus Changes

Due to the changing nature of the COVID-19 pandemic, please note that the instructor may need to make modifications to the course syllabus and may do so at any time. Notice of such changes will be announced as quickly as possible via email.

This course is not easy... however, understanding the complexity inherent to administering an information systems environment is crucial in modern business. Consequently, the skills you learn in this class will serve you well if you put in the effort to learn them. I look forward to our time together in class.



Important Dates

MIS 4397 and MIS 7397 – AGILE IT PROJECT MANAGEMENT			
Fall 2025 / Prof. Kevin Jones / in-person class			
email: kdjone27@cougarnet.uh.edu			
Week	Date	Type	Topic
1	1: T 08/26	LECTURE	Introduction to the Course: Why Agile IT Project Management? (Prof. Jones) <i>ASSIGNMENTS: Something Unique About Me - Purchase Text Book</i>
	2: Th 08/28	REVIEW/PODCAST	<i>ASSIGNMENT: Pod Cast 101(4379 & 7379) QUIZ/TEST: None</i>
2	3: T 09/02	LECTURE	Exploring Agile Team Methodologies?
	4: Th 09/04	REVIEW/PODCAST	<i>ASSIGNMENT: Pod Cast (7379) QUIZ/TEST: None</i>
3	5: T 09/09	LECTURE	Exploring Agile Team Methodologies?
	6: Th 09/11	REVIEW/PODCAST	<i>ASSIGNMENT: Pod Cast (7379) QUIZ/TEST: None</i>
4	7: T 09/16	LECTURE	Scrum 1 – Introduction & Roles
	8: Th 09/18	TEST/PODCAST	<i>ASSIGNMENT: Pod Cast (4379 and 7379) QUIZ/TEST: Chapters 1, 2, 3</i>
5	3: T 09/23	LECTURE	Scrum 2 - Sprint Cycle
	9: Th 09/25	REVIEW/PODCAST	<i>ASSIGNMENT: Pod Cast (4379 and 7379) QUIZ/TEST: None</i>
6	10: T 09/30	LECTURE	Scrum 3 Work Estimation & Best Practices
	11: Th 10/02	REVIEW/PODCAST	<i>ASSIGNMENT: Pod Cast (4379 and 7379) QUIZ/TEST: None</i>
7	12: T 10/07	LECTURE	Kanban
	13: Th 10/09	REVIEW/PODCAST	<i>ASSIGNMENT: Pod Cast (4379 and 7379) QUIZ/TEST: None</i>
8	14: T 10/14	LECTURE	Guest Speaker / Chapter Review
	15: Th 10/16	TEST/PODCAST	<i>ASSIGNMENT: None QUIZ/TEST: Chapters 4, 5, 6</i>
9	16: T 10/21	LECTURE	Exploring Agile Scaled Methodologies
	17: Th 10/23	REVIEW/PODCAST	<i>ASSIGNMENT: Pod Cast (4379 and 7379) QUIZ/TEST: None</i>
10	18: T 10/28	LECTURE	Scaled Agile Framework (SAFe) 1 Introduction & Implementation
	19: Th 10/30	REVIEW/PODCAST	<i>ASSIGNMENT: Pod Cast (4379 and 7379) QUIZ/TEST: None</i>
11	20: T 11/04	LECTURE	Scaled Agile Framework (SAFe) 2 Essential SAFe
	21: Th 11/06	REVIEW/PODCAST	<i>ASSIGNMENT: Pod Cast (4379 and 7379) QUIZ/TEST: None</i>
12	22: T 11/11	LECTURE	Scaled Agile Framework (SAFe) 3 Introduction & Implementation
	23: Th 11/13	TEST/PODCAST	<i>ASSIGNMENT: Pod Cast (4379 and 7379) QUIZ/TEST: Chapters 7, 8, 9 10</i>
13	24: T 11/18	LECTURE	Scrum @ Scale
	25: Th 11/20	REVIEW/PODCAST	<i>ASSIGNMENT: Pod Cast (4379 and 7379) QUIZ/TEST: None</i>
14	26: T 11/25	LECTURE	Agile Tomorrow
	27: Th 11/27	REVIEW/PODCAST	<i>ASSIGNMENT: Pod Cast (7379) QUIZ/TEST: None</i>
15	28: T 12/02	LECTURE	Guest Speaker (The Authors)
	29: Th 12/04	TEST/PODCAST	<i>ASSIGNMENT: Agile Summary 3 pgs (7379) QUIZ/TEST: Chapters 11, 12</i>
	30: Th 12/09		<i>No Class - Last Day of the semester</i>

Professor Kevin D. Jones, MBA

Department of Decision and Information Sciences

C.T. Bauer College of Business,

University of Houston

