

MSIT eBusiness Technology Program Student Handbook 2017-2018



Institute for Software Research
School of Computer Science

The MSIT (Master of Science in Information Technology) eBusiness Technology program is administered by the Institute for Software Research (ISR), a division of the School of Computer Science (SCS) at Carnegie Mellon University (CMU). All students in the MSIT eBusiness Technology program are graduate students in SCS.

This document is intended to supplement, and does not supersede, Carnegie Mellon University policies, regulations and community standards, which may be found at <http://www.cmu.edu/policies>. In the event of any conflict between this document and official CMU policies, the official policies govern.

Welcome to the MSIT eBusiness Technology Program at Carnegie Mellon University. While this handbook is specific to your academic experience in the department, there are several other resources and offices graduate students are encouraged to consult during their tenure at Carnegie Mellon University. It is the responsibility of each member of the Carnegie Mellon community to be familiar with university policies and guidelines. Many of those can be found throughout this Handbook and online at www.cmu.edu or from the resources below:

- The Word/Student Handbook: www.cmu.edu/student-affairs/theword/index.html
- Academic Integrity Website: www.cmu.edu/academic-integrity/
- University Policies Website: www.cmu.edu/policies/index.html
- Graduate Education Website: <http://www.cmu.edu/graduate/policies/index.html>

Carnegie Mellon University Statement of Assurance

Carnegie Mellon University does not discriminate in admission, employment, or administration of its programs or activities on the basis of race, color, national origin, sex, handicap or disability, age, sexual orientation, gender identity, religion, creed, ancestry, belief, veteran status, or genetic information. Furthermore, Carnegie Mellon University does not discriminate and is required not to discriminate in violation of federal, state, or local laws or executive orders.

Inquiries concerning the application of and compliance with this statement should be directed to the vice president for campus affairs, Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213, telephone 412-268-2056.

Obtain general information about Carnegie Mellon University by calling 412-268-2000.

The Statement of Assurance can also be found on-line at:

www.cmu.edu/policies/administrative-and-governance/statement-of-assurance.html

TABLE OF CONTENTS

Section 0

PROGRAM STRUCTURE page

0.0 Faculty and Administrative Staff	4
0.1 Syllabus.....	5
0.2 Program Scenario.....	5
0.3 Team Composition.....	5
0.4 Task Kickoffs.....	6
0.5 Task Presentations.....	6
0.6 Definition of “Mandatory”.....	6
0.7 Program Faculty.....	7
0.8 Required Courses.....	7
0.9 Electives.....	8
0.10 Practicum.....	9
0.11 Participation in School of Computer Science Activities.....	10

Section 1

ACADEMIC page

1.1 Reasonable Person Principle.....	10
1.11 Conformance to University Policies.....	10
1.12 Academic Integrity Including Cheating.....	10
1.13 Graduation Requirements.....	12
1.14 All Tasks and Practicum Required.....	12
1.15 Course Grades.....	12
1.16 Exams.....	13
1.17 Transcripts and Grade Reports.....	14
1.18 Leave of Absence - Program Withdrawal.....	14
1.19 Absences.....	14
1.2 Task Books.....	16
1.21 Academic Rights & Responsibilities.....	16

Section 2

REGISTRATION &

ENROLLMENT page

2.1 Enrollment.....	16
2.2 Registration for Courses.....	16
2.3 Student ID Cards.....	17
2.4 Change of Address/ Social Security Number.....	17
2.5 Course Load per Semester.....	17
2.6 Handling Personal Affairs.....	18
2.7 Graduation Ceremony.....	18

Section 3

TUITION page

3.1 Tuition Requirement.....	18
3.2 Tuition Payments.....	18
3.3 Students with Delinquent Accounts.....	18
3.4 Tuition Refund Policy.....	19
3.5 University Financial Aid.....	19

Section 4

STUDENT CONDUCT page

4.1 Team Responsibilities.....	19
4.2 Computing - Wireless/Wired Account Suspension.....	20
4.3 Social Events – Consumption of Alcoholic Beverages.....	20
4.4 Sexual Harassment Policy.....	20
4.5 Intellectual Property.....	21
4.6 Graduate Student Concerns and Grievances.....	21
4.7 Cultural Tolerance.....	21
4.8 Assistance for Individuals with Disabilities.....	21
4.9 Maternity Accommodation Protocol.....	22

Section 5

STUDENT FEEDBACK page

5.1 Feedback Committee.....	22
5.2 Program Design.....	22
5.3 GSA (Graduate Student Assembly).....	23
5.4 Other Student Services.....	23

Section 6

JOB PLACEMENT ASSISTANCE

6.1 Recruiting Coordinator.....	23
---------------------------------	----

Section 0

PROGRAM STRUCTURE

0.0 Faculty and Administrative Staff

Program Director: Michael I. Shamos, Distinguished Career Professor, ISR and LTI

Associate Director: Patty Mackiewicz

Program Faculty: Saeyoung (Sophie) Jeong, eBusiness Research Fellow, ISR

Program Faculty: Jason Mussitsch, eBusiness Instructor, ISR

Program Faculty: David Riel, eBusiness Instructor, ISR

Program Faculty: Sujata Telang, Associate Teaching Professor, ISR

Program Faculty: Kurt Wescoe, eBusiness Research Fellow (part-time), ISR

Consulting Faculty: Matthew Bass, Assistant Teaching Professor, ISR; Travis

Breaux, Assistant Professor EPP, ISR; Jaime Carbonell, University Professor and

Director, LTI; Jeffrey L. Eppinger, Professor of the Practice, ISR; Sunder Kekre,

Professor and Director, Center for E-Business Innovation, Tepper, also Director,

PNC Center for Financial Services Innovation; Brad Myers, Professor, HCII;

Norman Sadeh-Konieczpol, Professor, ISR; Majd Sakr, Teaching Professor, SCS;

Ravi Starzl, Systems Scientist, LTI; Tuomas Sandholm, Professor, CSD

Program Administrator: Amber Vivis, ISR

Recruiting Coordinator: Tami Radomski, ISR

Administrative Coordinator: Dabney Schlea, ISR

As explained below, most of the eBusiness Technology program consists of team projects performed by teams ranging in size from 4-6 during the fall and spring semesters and teams of 6-7 for the Practicum during the summer. The Program Faculty work with the student teams throughout the entire degree program. They are not managers and do not tell the teams what to do. Their role is to ensure that the teams function effectively and to provide advice. They attend task kickoffs, team presentations and some team meetings. They also have a major role in grading because they determine the team professional and individual professional components of task grading.

The MSIT eBusiness Technology Program is a full-time program. No part-time participation is allowed.

The Consulting Faculty have special expertise in the subject matter of the tasks. They work with and meet with the teams during the tasks for which they are responsible. Consulting Faculty determine the team technical and individual technical components of task grading.

Issues relating to administrative operations should be referred to the Program Administrator. Questions of administrative policy should be taken up with the Associate Director. Matters of academic policy should be brought to the attention of the Program Director.

0.1 Syllabus

The program consists of 16 tasks, each lasting 2-3 weeks, and a final Practicum project lasting 8-10 weeks. The purpose of tasks is to require the students to learn skills that cannot be taught effectively in a classroom setting and to work on projects that are too large for a single individual. The skills learned are not only technical, but include professional abilities, such as:

- Team organization
- Creating professional deliverables
- Consulting skills
- Presentation skills
- Working under short, unmovable deadlines
- Assimilating cultural differences
- Personal time management
- Dealing with unforeseen circumstances, such as illness or absence of team members
- Making sense of poorly or erroneously defined problems
- Triage (the ability to separate masses of material into those relevant, irrelevant and potentially relevant)
- Ability to learn and apply new material quickly

0.2 Program Scenario

The program operates under the hypothesis that each student is a consultant working for a fictional consulting company named ebConsultants LLP, a limited liability partnership based in Pittsburgh but having an international clientele. This firm has many different practice areas, but the eBusiness consultants rotate through the Health Care, Banking, Retail and Logistics practices. Each eBusiness consultant reports to the eBusiness Consulting Director, Dr. Ajit Singh. Every few weeks, the consultants will be given access to a task memo describing an eBusiness problem faced by one of the company's clients. The clients are real corporations, mostly based in Pittsburgh, and the problems are realistic. In some cases, the clients are actually aware that they are the subjects of study here at CMU. The task memo and accompanying materials will specify certain deliverables to be supplied to the client during the task. The deliverables may be designs, reports, software, business analyses or other items requested by the client.

0.3 Team Composition

Tasks and the Practicum are performed completely by teams. The reason for this is that real work in a job setting is almost always conducted by teams, and it is essential for students to learn how to function as part of a team. The teams are chosen by the Program Faculty five times during the program – before each set of four tasks and once again for the Practicum. The purpose of rotating teams is to give you the chance to work with a large number of your colleagues during the year and also to assist you in learning the skills of team organization and management through repetition.

Except during the Practicum, all teams work on the same task at the same time. It is the obligation of each team to organize itself quickly to produce the required deliverables. The deliverables are designed for you to be able to demonstrate the

skills you have acquired during the task. Teams choose their own meeting times and divide up their work however they see fit. Doing this properly is an important skill, and one that must be learned through practice.

The team concept is central to the eBusiness Technology Program. Students may previously have been accustomed to doing individual work in college, and may be expecting that good individual performance will result in good grades in this program. That view is incorrect. What matters is TEAM performance. If you do good work but your team does not produce good results, you will not get a good grade. The principle of team performance is reflected in the policies and grading mechanism of the program. It is why we do not permit students to take course overloads (because their team will suffer), why we do not allow students to accept employment during the program, why attendance at various team events is mandatory and why absences from school must be approved by the Associate Director via e-mail prior to making any travel arrangements. In this program you are not an individual – you are a member of a team.

0.4 Task Kickoffs

Each task has been created by a Carnegie Mellon consulting faculty member. Tasks begin with a kickoff meeting in which the faculty member explains the task and gives a background presentation about the subject. ATTENDANCE AT TASK KICKOFFS IS MANDATORY. There is normally a MANDATORY Q&A session for the whole class shortly after kickoff, within a day or two, and each team will meet separately with the Consulting Faculty member once or twice more during the task. The faculty member will attend the task presentations, described below. The faculty member also evaluates and provides feedback on the deliverables. “Mandatory” means your professional grade will suffer if you fail to attend without prior permission.

0.5 Task Presentations

At the end of each task, all students in the program gather for a MANDATORY meeting at which each team gives a brief (10-minute) presentation, usually using PowerPoint or Prezi. Task team presentations will be divided into 2-3 sessions. ATTENDANCE IS MANDATORY FOR MEMBERS OF ALL TEAMS IN THEIR SCHEDULED SESSION. Team members are not required to attend sessions in which their team is not scheduled to present. The purpose of the presentation is to convince the client’s management that the team’s advice and recommendations should be followed. The presentation is NOT simply a summary of the deliverables, or a narrative of what the team did during the task. It is an important exercise in persuasion that is a critical part of any consulting practice. No student may make more than one task presentation while they are with the same team. The purpose of this policy is to ensure that all students have a chance to practice presentation skills.

0.6 Definition of “Mandatory”

A mandatory event is one that you must attend, unless approval to be absent has been received from Associate Director via email in advance of the absence. It makes no sense to define an event as mandatory without an enforcement tool. The penalty for missing one mandatory event during a task is that your individual professional grade

(explained below) for that task will be cut in half. Missing two mandatory task events will result in an individual professional grade of zero. If you miss more than two mandatory task events, you will fail the task. This is the list of mandatory events: task kickoff, Q&A session, exams, meetings with Consulting Faculty and final presentations. Attendance will be taken at mandatory events. Team meetings are not defined as mandatory, but absence from team meetings will affect your team's performance and your individual professional grade.

Grade Penalty Matrix for missing mandatory meetings:

Category	Sub-category	Penalty
Mandatory meetings	Up to 50% of the planned duration (1st time)	20%
	More than 50% of the planned duration (1st time)	50%
	Up to 50% of the planned duration (2nd time)	75%
	More than 50% of the planned duration (2nd time)	100%

- 50% of the planned duration example: 30 minutes late for a 1 hour Q&A session
- Planned duration is based on the length of the meetings in notifications for each task.
- Penalty will be applied to individual professional scores that a student gets. (100% means the student will get zero points for his/her individual professional score)
- Measuring the number of days is not based solely on the days of absence from campus. It is based on the absence from the team participation.

The Program Faculty will determine the number of days of absence by observation, and taking other students' feedback into consideration.

0.7 Program Faculty

The role of the Program Faculty is to guide the students through the program. They attend team meetings, provide advice and generally make sure that teams remain focused and functional. The Program Faculty are intimately familiar with the program and the team methodology. However, they do not act as managers and do not give direction to the teams. They also do not provide solutions to the problems raised in the tasks. That work is solely up to the team.

0.8 Required courses

Because the eBusiness curriculum is task-based, no traditional courses are offered in the program itself. However, there are course requirements. Students who do not have adequate skills in the Java programming language must take 08-671 and/or 08-672, "Java for Application Programmers" and "J2EE Web Application Development" as a required course during the fall semester. These courses were originally designed for eBusiness Technology students. If you believe that you already know the material in 08-671 and/or 08-672 and do not want to take these courses, you must seek an exemption IN ADVANCE from the Java Faculty. Unless you have been specifically exempted from 08-671 and/or 08-672, you must take them. PLEASE NOTE: Even if you took Java previously at another institution, and even if you have a Java certification, you must still obtain an exemption. If you are exempted from 08-671 or

08-672 or both by the Java faculty, you **MUST** take a graduate level computer science course in place of the course from which you were exempted. If you were exempted from one of them, you must take a six-unit computer science course. If you were exempted from both of them, you must take **TWO SIX-UNIT** computer science course or **ONE** twelve-unit computer science course.

08-671 and/or 08-672, or any course(s) taken in place of 08-671 and/or 08-672, **ARE REQUIRED** and do not count for elective credit. In addition to the required courses, each student must take electives as described below.

0.9 Electives

To allow students to take advantage of learning opportunities in the University, each student is required to take the equivalent of one University course (**12 units or TWO 6 unit mini-semester courses**) **IN BOTH THE SPRING AND SUMMER SEMESTERS**, in addition to the tasks for a total of two full courses or four mini courses, totaling at least 24 units. **ONLY GRADUATE COURSES CAN BE USED TO SATISFY THE ELECTIVE REQUIREMENT.**

PRIOR TO REGISTERING FOR ANY ELECTIVE COURSE, students MUST obtain approval by e-mail of their elective course schedule from the Associate Director.

MSIT eBusiness Technology students are not permitted to take any Computer Science Undergraduate courses UNDER ANY CIRCUMSTANCES. The workload of CS Undergraduate courses is so great as to be inconsistent with eBusiness Technology team responsibilities. Approval will NEVER be given and, in any event, undergraduate courses do not count towards your elective credits. NO EXCEPTIONS WILL BE MADE!

Fall Semester – Because you will be taking 08-671 and/or 08-672 (or a substitute course) during the fall semester, you may not take any other academic course except that you may take 08-732, “Law of Computer Technology” (12 units) with Professor Shamos. The reason 08-732 is approved is that the homework load is determined by Prof. Shamos and is designed not to interfere with task responsibilities.

You may also take one non-academic course (such as an athletic course) that does not require homework, at any given time, even in the fall semester, but it will not count toward your elective requirement.

Spring Semester - Prior to the registration period for the spring semester, students can choose any CMU graduate course that is relevant to eBusiness as an elective. **You must obtain approval in advance** in e-mail from the Associate Director to register for that course.

Summer Semester – For the summer, you may choose a different graduate course that is relevant to eBusiness. You still **must obtain approval in advance** in e-mail from the Associate Director to register. No more than one course will be approved to

be taken simultaneously with the Practicum. You may take two mini courses if they are in different mini semesters.

Summary: During the Fall Semester you must take both Java 08-671 and 08-672, or if you have been exempted from one or both, then another graduate-level computer science course or courses. These are required and do not count toward elective credit. You may **also** take 08-732, which DOES count for elective credit. You need a total of two 12-unit elective courses (or equivalent) in order to graduate. If you do not take 08-732 during the fall semester, then you must take at least one 12-unit course or equivalent in the Spring AND Summer semesters. The summer is very busy because of the Practicum. You may NOT take more than 12 units of electives during the summer. It is each student's responsibility to sign up for enough courses to meet the requirements.

Overloads: Many of our students have fine academic records from other universities and feel quite able to handle heavy course workloads. This is not permitted in eBusiness Technology because in your previous degree programs you probably did not have team responsibilities. If you had to stay up late and get little sleep it didn't affect anyone but you. In eBusiness Technology, it will hurt the performance of your team and will result in low grades for both you and your team. Taking additional academic courses beyond the program requirements constitutes an overload and is not allowed. The reason for this policy is that the principal learning vehicle in the program is the set of team tasks. It is not feasible for students to perform adequately as team members if they have outside course responsibilities. If you believe that your job prospects will be improved because of the appearance of certain course titles on your transcript, you are WRONG. Employers are interested in your SKILLS, not which course titles appear on your transcript. If, after considering that statement, you still believe that you must load up your transcript with courses, you are in the WRONG DEGREE PROGRAM and you should consider immediately transferring to a different program.

0.10 Practicum

After the 16th task, new teams are formed for the Practicum. Each Practicum project is provided by an outside sponsor. The problems are real ones of genuine interest to the sponsor. Each team will work for a different sponsor, and the sponsor is granted a license to all work and deliverables produced during the Practicum under the terms of the University's intellectual property policy. Each Practicum team will be assigned both a Program Faculty member and a Consulting Faculty member. The main objective of each Practicum, and the main grading criterion, is sponsor satisfaction (as determined by the faculty, not the sponsor itself). The Practicum is an integral part of the degree program and has a weight for grading purposes equivalent to three tasks. Practicum grades are unrelated to the cash prize and are decided by the Program Faculty and Practicum Faculty Advisor (36 units). Under CMU policies, the sponsor will receive a non-exclusive license to any materials developed by the team.

At the end of the Practicum, each team will give a public presentation attended by the students, the sponsors, the public and next year's incoming students. A panel of independent judges evaluates the 20-minute presentations. The team that is

pronounced best by the judges will receive a substantial cash prize. The evaluation criteria are (1) effectiveness of the presented solution; and (2) quality of the presentation. In prior years, the first prize has been as high as \$18,000, depending on the number of teams. Practicum grades are determined prior to the Practicum competition and have NO EFFECT on the outcome of the competition.

Each team must submit its final team report and a copy of its Practicum presentation to the Program Director prior to graduation. No team member can receive a diploma unless this has occurred.

0.11 Participation in School of Computer Science Activities

The CMU School of Computer Science is one of the largest and best in the world. The variety of opportunities it offers is staggering. You are encouraged to attend guest lectures and seminars to the extent your team responsibilities will permit. (You are NOT encouraged to register for course credit, as explained above.) An extensive schedule is available through the calendar on the SCS home page www.scs.cmu.edu and the university events page. You are also encouraged to participate in social events to which SCS graduate students are invited. Students are encouraged to take advantage of these offerings to the extent they do not impact team obligations.

Section 1 ACADEMIC

1.1 Reasonable Person Principle or “RPP”

It is a long-standing and revered principle of the School of Computer Science that members of our community are expected to act reasonably, and therefore we try to keep formal, written policies to a minimum. The faculty do not burden the students with numerous rules, and, in return, we expect the students to not try to find technical loopholes that violate the clear intent of program policies. In any situation not covered by an explicit rule, you should ask yourself how reasonable people would behave in that situation. The RPP does not alter University-wide policies.

1.11 Conformance to University Policies

The MSIT eBusiness Technology program expects honesty, integrity, and ethical and professional behavior from all students. Students forfeit good standing as a result of involvement in any form of cheating or plagiarism, unethical, dishonest, or unprofessional conduct, unauthorized representation of the CARNEGIE MELLON community, abuse of CARNEGIE MELLON faculty, staff, students, or other resources or harassment of CARNEGIE MELLON faculty, staff or students. Students with delinquent accounts at the HUB are also not considered to be in good standing. We understand that our students come from a wide variety of backgrounds and cultures, but we expect them to realize that certain behaviors that are acceptable in other countries are not acceptable at Carnegie Mellon.

1.12 Academic Integrity Including Cheating

It is an **absolute requirement** that the work you submit must be your own; unless you specifically identify the source of any material that is not yours. This includes

quotations and material from websites. In any written work (including presentations) you **MUST** list any person other than yourself who assisted you in preparing that work. Anyone who submits work from another source without acknowledgement will, at a minimum, fail the task in which the work is submitted. In addition, the student will be subject to a University review that may result in suspension or expulsion under University policies. See the CMU Academic Integrity Policy at <http://www.cmu.edu/policies/student-and-student-life/academic-integrity.html>. **THE PROGRAM DIRECTOR, THE FACULTY AND THE UNIVERSITY ARE VERY SERIOUS ABOUT ENFORCEMENT OF THE ACADEMIC INTEGRITY POLICY.** Historically, approximately one student every two or three years has left the program because of violation of the cheating policy. If you have to leave the University, your international student visa will be terminated and you will have to return home under very unfortunate and embarrassing circumstances. Do not let this happen to you.

You are not permitted to copy material from web pages, including Wikipedia, and present them as your own work. Any copied material **MUST** appear in quotation marks or italics and must be accompanied by a citation to the original source. Failure to do this violates CMU's Policy on Academic Integrity, which states, "In all academic work to be graded, the citation of all sources is required. ... Plagiarism is defined as the use of work or concepts contributed by other individuals without proper attribution or citation. Unique ideas or materials taken from another source for either written or oral use must be fully acknowledged in academic work to be graded."

It is a violation of academic integrity for you to assist anyone else in violating the policy or to provide your work to others to assist them. Because team deliverables are the product of joint work, it is the responsibility of each member of a team to ensure that all team materials have been produced in conformance with CMU policies. Credit cannot be given for work that is not a student's own. Therefore, if one member of a team violates a policy, for example, by copying material from the Internet without indicating its source, then no one on the team can receive credit for that work, which may result in all team members failing the task, even if only one student is guilty of violating the policy.

We are aware that acts that constitute cheating can be viewed very differently in different countries and cultures. However, CMU is a U.S. university and its policies reflect U.S. culture. Employers expect that students who graduate from CMU have obtained their degree legitimately and according to Carnegie Mellon policies. If you have any doubt whether proposed conduct would be considered cheating under CMU policies, **ASK FIRST**. You may start with a Program Faculty member, or ask any Consulting Faculty member or the Program Director.

All violations of the Academic Integrity policy **MUST** be reported to the University administration by the faculty members involved. Copies go to the Program Director, the Head of the Institute for Software Research, the Associate Dean for Master's Programs, and various officials at Warner Hall. The faculty do not have the option to decline to make a report. The offending student will receive an email to inform them

of an Academic Integrity Violation (AIV). The email will specify the offense and the penalty, and will inform the student of available appeal procedures. An AIV that is successfully appealed is erased. Depending on the seriousness of the AIV, a student may be dropped from the eBusiness Technology program at the discretion of the Program Director. After a second AIV, a student normally will be dropped from the program.

A student who has entered the United States on a student visa must maintain satisfactory status as a student in order to remain in the country. A student who is dropped from the program has 15 days to leave the U.S. This is a disaster that everyone should strive to avoid.

1.13 Graduation Requirements

To graduate, students must satisfactorily complete 110 units of required tasks, a 31 unit practicum, 08-671 and/or 08-672 or a substitute if you have been exempted from 08-671 and/or 08-672 (12 units) and 2 electives (12 units or more), for a total of 177 units and must be in “good standing” as defined in section 1.11. MSIT eBusiness Technology program candidates must return any materials borrowed from the program (such as books, software and keys), or any other property of Carnegie Mellon (such as library books) prior to the last day of classes in their final semester of the program.

1.14 All Tasks and Practicum Required

Passing all of the tasks in the MSIT eBusiness Technology program curriculum, the required courses, electives and the Practicum, is required for graduation. If you fail a task, you must perform remedial work and achieve a C. If you fail the Practicum you cannot graduate until you repeat the Practicum one year later. If you fail a course other than a task or the Practicum whose credits you need for graduation, you must take another to make up the necessary credits. Be careful when trying to finish your elective requirements during the summer. If you fail a required elective, you will not graduate with the remainder of the class.

1.15 Course Grades

The grading scale for the tasks and the Practicum is:

A, B, C or F

No plus or minus grades are available for tasks or the Practicum. (This does not apply to 08-671 and/or 08-672 and elective courses.) The reason is that tasks and the Practicum represent team work and it is impossible to specify individual grade for team efforts with the precision that is implied by plus and minus grades.

The MSIT eBusiness Technology Program does not accept transfer credits.

A student receiving an “F” on a task must remove the “F” with additional work. Under such conditions, the maximum grade that can be obtained is a “C”. Grades of “A”, “B” or “C” on tasks are final. Any incomplete grade not resolved within one semester will become a failing grade, an “F” by default. A student must maintain a 3.0 grade-point average (GPA) in order to remain in good standing in the program. Grading is based on a combination of factors, including quality of deliverables,

Program Faculty comments, presentation skills and an individual evaluation, which may be in the form of a personal interview or written examination.

Students may request that one (1) exam be rescheduled for good cause. Permission for exam rescheduling must be obtained by the Associate Director via email IN ADVANCE.

Each student is graded individually for each task on a scale of 100%. Each team is also graded on a scale of 100%. The individual and team grades are further subdivided into a “technical” grade and a “professional” grade. The technical grade evaluates your technical skills in the subject matter. The professional grade reflects time management, etc. Because this is a technology program, the technical grade is weighted higher (2/3) than the professional grade (1/3). Thus, there are four components to your grade on each task: team technical, team professional, individual technical and individual professional.

Your individual and your team grades are weighted equally and **multiplied** together (not added) to determine your task grade, which is the square root of the product of the two grades (this is known as the geometric mean). If you do very well individually but your team does badly, you will not get a good grade. If your team does well, but your individual grade is low, your task grade will be low. Therefore, it is essential for everyone to work toward team success. This grading method is designed to solve the “slacker problem,” which results when a student believes he can do very little work but rely on the energy of his teammates to carry the load. This will not work, because you will receive low individual grades and may not even pass the task. Please consider this grading system. Your team and individual grades count equally. This means that the performance of your team is **JUST AS IMPORTANT** as your personal performance in determining your task grade. You must help your team perform well.

A student who fails to maintain an average of 3.0 is not considered to be making adequate progress toward the degree. Any deficiency must be made up by the end of the next following semester. A student who fails to make up the deficiency may be required to withdraw from the program.

1.16 Exams

It is a serious offense to take any mobile phone, smart watch, pager, or other electronic means of communication or tape/CD/MP3 player to an exam other than your personal computer or tablet if such use is permitted during the exam. If you are caught in possession of any unauthorized equipment, whether or not you intended to use it, your “Individual Technical” grade for that task will be set to “F” and no appeal will be possible. More severe penalties are available, depending on the circumstances of individual cases (i.e. cheating, etc.).

Upon arrival to exam room you will be asked to place any items you carried into room (i.e. backpack, electronic devices, purses, etc.) in the back of room. You will be required to submit your cell phone and your CMU ID to administrative staff during the exam; these will be returned after you turn in your completed exam.

If a student needs to use the restroom during the exam, one person at a time will be permitted to leave the exam room.

Students may not communicate with any person except eBusiness faculty members during the examination by any method, including oral, or electronic means, telephone, email, or text messaging.

1.17 Transcripts and Grade Reports

Unofficial transcripts are available on-line. Official transcripts are available only from the HUB and must be picked up in person or mailed by the HUB. The HUB mails grade reports to the permanent address of all students at the end of semester. University policy prohibits the release of grades over the telephone, by fax or by email.

The MSIT eBusiness Technology program courses are regarded as mini courses within a semester. Therefore, not all task grades will appear on your transcript at the time when the task was completed. Please see the Associate Director if you have any questions over timing of grades.

1.18 Leave of Absence - Program Withdrawal

Students in good standing can take a one-time Leave of Absence for up to one calendar year by completing a "Leave of Absence" form available from the HUB's website. The student requesting the leave must complete the form and turn it in to the MSIT eBusiness Technology program administration. Leaves of absence for more than one year are not automatic and must be justified to the Program Director. Even if leaves are granted, all students must complete the MSIT within seven years of original matriculation. This is a University policy and the time limit cannot be extended. A student returning from leave must abide by University and program policies in effect at the time of return.

1.19 Absences

The MSIT eBusiness Technology Program views attendance as an individual student responsibility. All students are **REQUIRED** to attend **MANDATORY** MSIT eBusiness Technology program events, including task kickoffs, Q&A sessions, exams, meetings with Consulting Faculty, task presentations and practicum team /sponsor meetings. Otherwise, an excuse **IN ADVANCE** before any travel arrangements have been made is required and a satisfactory explanation for the requested absence must be provided to the Associate Director via email. Oral permission is not sufficient. If you receive an approval from Associate Director to be absent you must make satisfactory arrangements with your team and your Program Faculty in advance concerning any absence.

Among the reasons absences may be considered excused by the program are the following:

- Death or major illness in a student's immediate family. Immediate family may include: mother, father, sister, brother, grandparents, spouse, child and others deemed appropriate by the Associate Director or Director.
- Illness of a dependent family member.
- Illness that is too severe or contagious to allow the student to attend University sessions (to be determined by Health Center or off-campus physician). Paperwork submitted to the Associate Director must state that you are unable to attend for health reasons.

It is sometimes impossible to obtain an excuse in advance (in the case of illness, for example). In such cases you must seek retroactive permission immediately on your return.

Among the reasons absences may be considered excused by the program are the following:

- Attendance at a conference at which a paper authored by the student will be presented.
- A job interview arranged by the Recruiting Coordinator and/or student. However, effort should be made to schedule interviews so they do not conflict with scheduled meetings, as this type of absence will not be approved automatically.

The Associate Director must approve all absences regardless of reason for absence in advance via email.

For absences of more than two days the following requirements must be met while physically not at CMU:

- Must continue to keep in contact with your team and program/consulting faculty as necessary
- Must be available via email/conference call/Skype, etc. for meetings as necessary
- Meet any deadlines set by faculty and team as necessary
- Each of your team members will be required to submit an email to the Associate Director regarding your participation and that your work was handled during your time of absence.

It can be particularly tempting during the spring and summer to take trips for job interviews. These trips must nevertheless be approved. Unapproved absences can severely affect team performance, particularly during the Practicum.

Should the above requirements not be met, your individual professional grade can suffer.

Grade Penalty Matrix for unexcused absence

Category	Sub-category	Penalty
Unexcused Absence	Half day	20%
	One day	50%
	More than one day	100%

1.20 Task Books

Books are generally not required for the MSIT eBusiness Technology tasks. Some Consulting Faculty do recommend books for their individual tasks. **The MSIT eBusiness program will supply only one (1) book per team.** The students can purchase a copy of the book should they desire a copy for their personal library, but no purchase is required.

1.21 Academic Rights & Responsibilities

All MSIT eBusiness Technology program policies not explicitly described in this document conform to School of Computer Science (SCS), and/or university policies as defined at the official University Policies website (including policies on cheating and graduate academic disciplinary actions www.cmu.edu/policies/).

SECTION 2 REGISTRATION & ENROLLMENT

2.1 Enrollment

The HUB creates student bills based on registration. Enrollment is not complete until students pay their bills. Students should check on their account to ensure that it is accurate and current.

2.2 Registration for courses

Students in the MSIT eBusiness Technology program will be enrolled in all required tasks by the program administration. Students are responsible for registering for any electives or courses outside of the program requirements by using Student Information Online (SIO) at the specified times as determined by Enrollment Services. **Prior approval from the Associate Director must be obtained by e-mail before registering for graduate level electives.**

Students **MAY NOT DROP** courses after they have registered unless they obtain approval from the Associate Director. Such approval will ordinarily **NOT** be given. **If a student drops a course without approval they will receive a 50% professional grade penalty in the task the drop occurred.** If our students reserve space in courses in other departments and later drop a course, we will soon find that our students will no longer be allowed to register for electives at all, which will harm everyone. We are aware that students sometimes register for multiple courses, attend a few sessions, and they drop those that seem to be difficult. This strategy is egotistical, socially harmful and **NOT CONDONED**, and you may find that your

unsympathetic Program Director and Associate Director require you to remain in all the courses for which you registered, which will result in a tremendous workload and probably in a set of poor grades, which will remain on your transcript permanently. Decide carefully on which courses you want to take, obtain permission, register and plan on remaining in each course.

2.3 Student ID Cards

An ID card identifies students as members of the CMU community, allowing them to gain admission to university events and facilities, among other things. An ID card is not valid for the establishment of credit or for any other purpose outside of the University. ID cards are non-transferable. Students must obtain an ID to make purchases at the Bookstore and Computer Store. Lost ID cards are replaced for a fee, after a replacement authorization has been issued by the ID Center located at the HUB.

2.4 Change of Address/Social Security Number

Students must immediately report to the HUB and the MSIT eBusiness Technology program any change of address or Social Security number. Students are responsible for any failure to receive official university notices due to incorrect addresses on file.

2.5 Course Load per Semester

The minimum course load per semester, to fit the definition of full-time study, is 36 units. A student must carry this load in order to be eligible for loan deferment (of previous student loans) and for financial aid purposes. Federal law requires international students on student visas to maintain “full time” status; student visas may expire if students carry less than the minimum required 36 units (More information regarding Visa policies is available on the OIE website <http://www.cmu.edu/oie>).

The MSIT eBusiness Technology program is very demanding. It differs from other programs in that each student has team responsibilities as well as individual responsibilities. If you are unable to attend to your work because of outside courses or other distractions, you will harm not only yourself but also your teammates. Therefore, all outside involvements, other than required and elective courses, are discouraged. In particular, **STUDENTS MAY NOT ENGAGE IN EMPLOYMENT** during the program, even if their visa status might permit it. This includes serving as a teaching assistant, except where academic credit is given for such service. Otherwise, there are **NO EXCEPTIONS**. The penalty for engaging in employment during the program is that **YOU WILL RECEIVE AN INDIVIDUAL PROFESSIONAL GRADE OF ZERO FOR ANY TASK OR PRACTICUM THAT OVERLAPS WITH YOUR EMPLOYMENT**. “Employment” is defined as any activity for which you receive compensation. **Employment is forbidden even if you have permission from a faculty member or the Office of International Education.**

Sometimes students are attracted by the huge variety of courses offered at the University and seek permission to register for too many of them. Each MSIT task is

really the equivalent of four courses, so a normal academic schedule of five courses is filled by one task and one elective.

2.6 Handling Personal Affairs

It is important for incoming students to handle most of their personal affairs prior to Orientation. Once Orientation begins, students are obligated to attend the sessions, the Practicum Competition, and classes. You should plan to arrive at least a week prior to Orientation to find housing, set up any appointments, and get a driver's license (if you want one). Also, any student with children should plan to get them enrolled in school and set up doctors' appointments prior to Orientation as well. Missing orientation or classes for doctor or school appointments are not excused absences. Please note that the State of Pennsylvania will not issue a driver's license for less than one year. It is important that if you want to have a driver's license to apply prior to the end of program date on your VISA.

2.7 Graduation Ceremony

The MSIT eBusiness Technology program ends in August but regular University Commencement is in May. MSIT eBusiness Technology students **DO NOT** participate in the May ceremony, they do not march and their names are not read as graduates, for the simple reason that the all-important Practicum has not even begun at the time of University Commencement. A separate ceremony is conducted in full academic dress in late August for the MSIT eBusiness Technology program. Official diplomas are not available at the August graduation but will be sent later. If you require evidence that you have completed all the requirements for the degree, you may request a verification letter from the HUB. A degree verification officially provides proof of degree awarded, and/or graduation date (<http://www.cmu.edu/hub/records/verifications/degree.html>).

SECTION 3 TUITION

3.1 Tuition Requirement

Full-time MSIT eBusiness Technology program students pay full-time tuition for three semesters.

3.2 Tuition Payments

All students are responsible for paying tuition by the date noted on their University invoice. Students are responsible for checking their account status on-line and notifying the HUB of any mistakes or omissions.

3.3 Students with Delinquent Accounts

Enrollment Services will take progressive action to resolve any student account balance greater than \$500. These actions include communication with the student regarding the account status, academic and administrative consequences of nonpayment, and the provision of information and realistic payment options to resolve the delinquent balance. These actions also include communication with

appropriate university service administrators and the MSIT eBusiness Technology program's administration. In the event of a financial suspension, the student will be restricted from registering for and enrolling in university courses and programs and will be prohibited from using university academic and administrative services. These services include, but are not limited to, computing facilities, library services, degree verification, and the release of official academic transcripts.

3.4 Tuition Refund Policy

Students who withdraw or take a leave of absence before completing 60% of the semester will be charged tuition based upon the number of days completed within the semester. This includes all calendar days, class and non-class days, from the first day of classes to the last day of final exams. Breaks which last five days or longer, including the prior and subsequent weekends, are not counted. Thanksgiving and Spring Break are not counted. There is no tuition adjustment after 60% of the semester is completed. See the chart of specific tuition adjustment dates at <http://www.cmu.edu/hub/tuition/adjustment.html>. No tuition is charged to a student who is administratively withdrawn. Students called to active military duty from reserve status, or who voluntarily enlisted after the semester has started, will be refunded the tuition. The student activity fee is not refundable for any reason.

3.5 University Financial Aid

Graduate students should consult the graduate student financial aid information found on The HUB website: <http://www.cmu.edu/finaid/basics/graduate/>. Students will find the Graduate Financial Aid Guide, information about funding options and how to apply for financial aid and other helpful links.

Graduate students who find themselves in need of immediate funds for emergency situations should contact the Office of the Dean of Student Affairs <http://www.cmu.edu/student-affairs/index.html>, to inquire about an Emergency Student Loan. The MSIT eBusiness Technology Program does not provide financial aid.

SECTION 4 STUDENT CONDUCT

4.1 Team Responsibilities

Because the program is team-based, students have responsibilities to one another. It is expected that all students will attend team meetings and prepare assigned work according to agreed team schedules. This is a major difference between the eBusiness Technology program and most other academic programs both inside and outside CMU. Failure to fulfill team responsibilities jeopardizes not only your grade, but also the grade of other team members and your standing in the program. Further, the employers that hire our students expect that they will be hiring team players. All students in this program must understand fully the TEAM NATURE of our curriculum.

4.2 Computing – Wireless/Wired Account Suspension

To adequately enforce the Network Bandwidth Guidelines and Wireless Network Bandwidth Guidelines, Computing Services continually monitors traffic to the commodity internet link and records the usage for each machine registered on the network. Network suspension will be given to students who do not follow proper procedures. This is not under the control of the MSIT eBusiness Technology Program and there is nothing eBusiness program management can do if your privileges are suspended. Please review the Computing Services web pages to understand the policy (www.cmu.edu/computing).

4.3 Social Events – Consumption of Alcoholic Beverages

All social events providing alcoholic beverages must also provide food and non-alcoholic beverages. Alcoholic beverages are not to be consumed in classrooms and/or any public area either owned or controlled by the University (i.e., hallways, lounges and foyers). Permission to serve alcoholic beverages at events attended by students can only be obtained from Carnegie Mellon's Office of the Dean of Student Affairs. A dean, department head, or faculty member must take personal responsibility for ensuring that alcoholic beverages are served only to students of legal age (21) before permission will be given. After the event, the designated area must be left as neat as possible. Any damages should be reported to the Director of Student Affairs or to Carnegie Mellon Security. In all circumstances, the University expects students to conduct themselves responsibly, both individually and collectively. Abusive or excessive consumption of alcohol that interferes with the rights of other persons, inflicts personal injury, or causes damage to property will result in severe disciplinary action, including suspension or expulsion. Carnegie Mellon accepts no responsibility for the direct supervision of social activities organized by its students and student organizations. The University reserves the right to review plans for social events that use University facilities and to set special requirements to ensure that all responsibilities are met.

4.4 Sexual Harassment Policy

The free exchange of ideas, the confidence to work, to study, to innovate, and to perform, even the standards of discussion and performance to which the University is dedicated, are based upon an atmosphere of open trust and mutual respect – an atmosphere on which the intrusion of personal advantage or harassment, in any of its forms, can have only a chilling effect. This is particularly true in the eBusiness Technology team environment. The University prohibits sexual harassment. Any faculty member, staff employee or student found to have violated the University's policy against sexual harassment will be subject to immediate and appropriate disciplinary action, including possible suspension, termination or expulsion. CMU policy against sexual harassment is included in the policy pages (www.cmu.edu/policies/). The MSIT eBusiness program has a **ZERO TOLERANCE** policy concerning incidents of sexual harassment. Sexual harassment and sexual assault are prohibited by CMU, as is retaliation for having brought forward a concern or allegation in good faith. The policy can be viewed in its entirety at: www.cmu.edu/policies/administrative-and-governance/sexual-harassment-and-sexual-assault.html. If you believe you have been the victim of sexual harassment or

sexual assault, you are encouraged to make contact with any of the following resources:

- Sexual Harassment Advisors, found in appendix A of the Policy Against Sexual Harassment and Sexual Assault;
- Survivor Support Network, found in appendix B of the Policy Against Sexual Harassment and Sexual Assault;
- Sexual Harassment Process and Title IX Office (www.cmu.edu/title-ix/, 412-268-7125);
- University Police, 412-268-2323
- University Health Services, 412-268-2157
- Counseling & Psychological Services, 412-268-2922

4.5 Intellectual Property

MSIT eBusiness Technology program adheres to the Intellectual Property Policy guidelines as outlined both in the CARNEGIE MELLON Student Handbook and as published in the CARNEGIE MELLON Faculty and Research Policies (www.cmu.edu/policies/administrative-and-governance/intellectual-property.html). Please note that the Practicum is externally sponsored and, for that reason, under University policy all intellectual property produced for the Practicum belongs to the sponsor.

4.6 Graduate Student Concerns & Grievances

Students who believe that they have been inappropriately treated are encouraged to raise their concern(s) with the Program Director, department head, or other designated person in their department, college, or central administration according to University policies. No effort will be made to prevent or discourage anyone from availing themselves of such procedures (see Graduate Student Appeal and Procedures <http://www.cmu.edu/graduate/policies/appeal-grievance-procedures.html>).

4.7 Cultural Tolerance

The MSIT eBusiness Technology program is extremely diverse for a program of its size. We have students from numerous different countries who must work effectively in a team setting. The students invariably come from very different cultures that have differing attitudes towards age, gender, and group interaction. The program management understands this, but the students must also recognize that this program is being conducted in the United States and operates according to U.S. norms. Students and faculty, regardless of background, age, or rank, must deal with each other respectfully without insult or raised voices. It is impossible to conduct teamwork in any other way. **Violations will be dealt with harshly. The Program Director is not sympathetic to such behavior, which will not be tolerated.** Repeated infractions may result in termination from the program, in which case no tuition refund will be available.

4.8 Assistance for Individuals with Disabilities

The Office of Disability Resources at Carnegie Mellon University has a continued mission to provide physical and programmatic campus access to all events and information within the Carnegie Mellon community. We work to ensure that

qualified individuals receive reasonable accommodations as guaranteed by the Americans with Disabilities Act (ADA) and Sections 503 and 504 of the Rehabilitation Act of 1973. Students who would like to receive accommodations must submit a Voluntary Disclosure of Disability Form to access@andrew.cmu.edu to begin the interactive accommodation process.

For more information please see <http://www.cmu.edu/disability-resources/>. Students with disabilities are encouraged to self-identify with Equal Opportunity Services by contacting Catherine Getchel, 412-268-6121, getchell@cmu.edu to access the services available at the university and initiate a request for accommodations.

4.9 Maternity Accommodation Protocol

Students whose anticipated delivery date is during the course of the semester may consider taking time away from their coursework and/or research responsibilities. All female students who give birth to a child while engaged in coursework or research are eligible to take either a short-term absence or formal leave of absence. Students in course work should consider either working with their course instructor to receive incomplete grades, or elect to take a semester leave of absence. Students engaged in research must work with their faculty to develop plans for the research for the time they are away.

Students are encouraged to consult with relevant university faculty and staff as soon as possible as they begin making plans regarding time away. Students must contact the Office of the Dean of Student Affairs to register for Maternity Accommodations. Students will complete an information form and meet with a member of the Dean's Office staff to determine resources and procedures appropriate for the individual student. Planning for the student's discussion with her academic contact(s) (advisor, associate dean, etc.) will be reviewed during this meeting.

SECTION 5 STUDENT FEEDBACK

5.1 Feedback Committee

It is not useful or feasible for the program administrators to receive and respond to individual comments or concerns about the program from every student. It sometimes occurs that students become annoyed or frustrated, particularly late at night, and generate email that they later wish they had not sent. Accordingly, the students must form, on their own, and as soon as possible after the start of the program, a Feedback Committee consisting of three students. Comments and concerns about the program are to be communicated to the Feedback Committee, which will meet regularly with the program administrators. Issues of a purely personal nature are not suitable for transmission to the Feedback Committee, and should not be communicated to or by the Feedback Committee but may be directed to either the Associate Director (for administrative issues) or the Program Director (for academic issues). The Committee's purpose is to receive and digest opinions for the students and to make constructive suggestions for improving the program.

5.2 Program Design

It is recognized that the task-based nature of the degree program is unusual and even uncommon. However, the program administrators believe that all students who apply to the program are fully aware that it is not classroom-based and have chosen to attend based on that knowledge. Therefore, requests to alter the program to include more classroom work will not be entertained. Likewise, the requirement that all students develop familiarity with computer programming is an indispensable aspect of the program and one, which all students are presumed to know and accept, especially given that this program resides in the School of Computer Science. Therefore, no discussion will be entertained concerning the wisdom or purpose of the programming requirement. Students occasionally ask that the program permit summer internships. This is of course impossible because the Practicum occurs during the summer and is in effect an internship. Therefore, no discussion will be entertained regarding summer internships.

5.3 GSA (Graduate Student Assembly)

The Graduate Student Assembly (GSA) at Carnegie Mellon University is a student governmental body representing all graduate students. The MSIT eBusiness Technology program will have one (or more depending on size) representative, who needs to be elected by the class each year. Students must select a new representative within the first month of their program.

5.4 Other Student Services

For more information regarding Graduate Education Programs and Services, visit: www.cmu.edu/graduate/programs-services/.

SECTION 6 JOB PLACEMENT ASSISTANCE

6.1 Recruiting Coordinator

Our Recruiting Coordinator has two responsibilities: (1) assisting students in finding suitable jobs on graduation; and (2) encouraging qualified students from around the world to apply to the MSIT eBusiness Technology program. For job placement, the Recruiting Coordinator maintains contacts with companies that hire for eBusiness positions, conducts job fairs, helps arrange interviewing, and informs students of available positions. They will also work on your interviewing skills and develop a strategy to help you in presenting yourself to potential employers. It is not their responsibility to find you a job. You do that, with their help. Any student who is interested in job placement assistance must meet with the recruiting Coordinator early in the school year so they can become fully aware of your qualifications and background and understand what sort of position you are looking for.

Any graduate of the program may avail themselves of the Recruiting Coordinator's services should they find themselves in need of employment in the future.

CARNEGIE MELLON UNIVERSITY

The eBusiness Technology MSIT (Master of Science in Information Technology) program is administered by the Institute for Software Research (ISR), School of Computer Science (SCS) at Carnegie Mellon University (CMU). All students in the eBusiness program are graduate students in SCS.

This document is intended to supplement, and does not supersede, Carnegie Mellon University policies, regulations and community standards, which may be found at <http://www.cmu.edu/policies>.

I _____ (printed name), verify that I have received and read the MSIT eBusiness Technology Program Student Handbook 2017-2018 and attended the review of the handbook during Orientation on Tuesday, August 22nd, 2017. I further agree to abide by the requirements set forth in the handbook.

This page must be signed and submitted before the start of 08-700 (Task 1) on August 28th by 8:30am.

Signature

Date