Course Description and Contacts

PJM6910 Project Management Capstone
Section 05
CRN# 70655
Fall 2017, CPS Quarter, 12-week term
September 18 – December 16, 2017

PJM 6910 - Course Description
This course offers students an opportunity to integrate all of the key elements from the Project Management Masters Degree program. Specifically, students will focus on preparing all aspects of the Project Management plan as defined by the "Guide to the Project Management Body of Knowledge." They will not only prepare individual sections of the plan (including scope, time, cost, quality, risk, communication, etc.) but they will integrate these sections in a comprehensive project plan. As each new area is planned, they will review earlier sections, revising them to coordinate with the recently added plans. They will also develop a change management plan to ensure that this integration and coordination is maintained throughout the project life cycle. Finally, they will conduct a "lessons learned" session and incorporate the suggestions from this review to improve and finalize their integrated plan.

Instructor Contact Information
Instructor: Rose Marota, PMP®
E-mail: r.marota@northeastern.edu
Phone Number: n/a
Office Hours: Online Monday-Friday 9AM-12noon; on campus: Monday, Tuesday & Wednesday evenings

Please contact me to set up an appointment. The best ways to contact me are:
1. Via “Ask the Instructor” in the Discussion Board;
2. Via email;

If you want to set up a specific meeting time, please send an email and we’ll find a mutually convenient time.

All email communication must be to my NEU Faculty Account (listed above) from YOUR NEU STUDENT account in accordance with University policy. Please contact the IS Help Desk if you need instructions about forwarding your email to another account.

In the event that some concern about the course arises and is not addressed by the instructor, please contact:
Joseph Griffin, PMP, PJM Faculty Lead
Jo.Griffin@northeastern.edu
617.768.7532

Class materials and required online work are available online at NUOnline. You can access this course at http://nuonline.neu.edu/ by clicking on the course link under the "My Courses" tab.

Note: Courses you are enrolled in will not show up in CPS Blackboard (NUOnline) until the start date of the term and until you have completed the "I Am Here" process.

Syllabus: This syllabus is not a static document. It may be updated and modified slightly before and during the course. You must follow the Blackboard version throughout the semester as assignments, requirements, and information may be updated. The Course Materials section of the course website will be your primary information source.
Academic Honesty and Integrity Statement
Not only does the University view academic dishonesty as one of the most serious offenses that a student can commit while in college, but, as your instructor, I want you to know that I also take this offense very seriously. In addition to abiding by the expectations of the University, as a future project manager, you will also need to abide by PMI's Code of Ethics & Professional Conduct (http://www.pmi.org/About-Us/Ethics/Code-of-Ethics.aspx), which includes an honesty section very similar to the academic honesty principles outlined by NEU. PMI's Code states: “As practitioners of project management, we are committed to doing what is right and honorable. We set high standards for ourselves and we aspire to meet these standards in all aspects of our lives.” (PMI Code of Ethics and Professional Conduct, Section 1.1) Regarding honesty, this code reminds us that as project practitioners, we are obligated NOT to “engage in or condone behavior that is designed to deceive others...” but to “make commitments and promises, implied or explicit, in good faith”. (PMI Code of Ethics and Professional Conduct, Section 5.2 & 5.3)

Please understand that I will not tolerate any instances of academic dishonesty in this course. If I suspect a student of violating our academic policy, I will notify the student and give them a chance to review my concerns. If I am not completely satisfied that there was no violation of the policy, I will refer the student to the Office of Student Conduct & Conflict Resolution (OSCCR) and in most cases, the student will immediately be given a failing grade for the course. Students will not be allowed to repeat an assignment or in any way make up for the violation. There is no excuse for academic dishonesty.

Please make sure that you completely understand what is expected of you. Academic honesty means being truthful at all times in your communications and in your conduct. It also means letting your instructor know if you are aware of any instances of academic dishonesty, even if you were not involved in the dishonest actions. While the following is not an all-inclusive list, I hope this will help you to understand some of the things instructors look for. The following is adapted from the University’s policy on academic honesty and integrity; the complete policy is available at http://www.northeastern.edu/osccr/academicintegrity/index.html

Cheating – intentionally using or attempting to use unauthorized materials, information, or study aids in an academic exercise of any type. This may include use of unauthorized aids (notes, texts), or copying from another student’s exam, paper, computer disk, etc.

Fabrication – intentional and unauthorized falsification, misrepresentation, or invention of any data, or citation in an academic exercise. Examples include making up data for a research paper, altering the results of a lab experiment or survey, listing a citation for a source not used, or stating an opinion as a scientifically proven fact.

Plagiarism – intentionally representing the words or ideas of another as one’s own in any academic exercise without providing proper documentation of the source by way of a footnote, endnote, or inter-textual note. Self-plagiarism (resubmitting materials from another course or course section as new work) is also prohibited unless specifically authorized, in writing, by the instructor.

Unauthorized collaboration – Students, each claiming sole authorship, submit separate reports, which are substantially similar to one another. While several students may have the same source material, the analysis, interpretation and reporting of the data must be each individual’s alone. Note that if two students turn in the same paper, both students will be punished, regardless of which student did the work.

NOTE: Unauthorized collaboration also includes lending your work to another student directly or indirectly. You may help fellow students by explaining concepts to them or suggesting additional reading, but not by giving them your work, examples of your work, or answers to specific questions or exercises. You may NOT, for example, lend papers, discs, computers, flash drives, or any other version of your work to other students. If another student copies your work, even without your permission, you will also be charged with academic dishonesty. You are expected to safeguard your work. (Also see the section on “participation in academically dishonest activities below.”)

Participation in academically dishonest activities – Examples include stealing an exam; using a prewritten paper obtained through mail order or other services; selling, loaning or otherwise distributing materials that might facilitate cheating, plagiarism, or other academically dishonest acts; alternation, theft (including the unlawful use of copyright materials), forgery, or destruction of the academic work of others.

Facilitating academic dishonesty – Examples may include inaccurately listing someone as co-author of paper who did not contribute, sharing a take home exam, taking an exam or writing a paper for another student, or uploading materials to websites that may be used to facilitate academic dishonesty.

Withholding information about dishonesty – not notifying your instructor immediately after observing a real or potential act of academic dishonesty. Examples include, but are not limited to: (1) seeing other students take an exam together in the library or elsewhere, even if you took the exam by yourself; (2) working with a team member who tells you that the part of the team report they submitted was written by someone not on the team; (3) knowing that a student or other individual has uploaded course materials to a website, blog, or other electronic storage location; or (4) knowing that a student has told the teacher they couldn’t come to class because they were sick when you know this isn’t true.
Welcome to PJM6910 – Capstone. This is a blended format class. Our class meets on Wednesdays during the weeks of Class 1, 3, 5, 7, 9, 11 at 5:50 PM in TBD NU’s Boston Campus.

PJM6910 - Course Prerequisites
Courses:
- All other courses in the Project Management curriculum should be successfully completed. This course is intended to be the FINAL course in the series.

Student Competencies:
- Microsoft Word, Microsoft Excel and Microsoft Power Point are used throughout. Students are expected to be proficient in the use of these programs.
  - Microsoft Project 2010, 2013 or 2016
    - Demos will be provided to help you use this software but you will be expected to learn this material on your own if you are not a competent user.
- Students will be expected to use APA Sixth Edition writing standards.

PJM6910 - Learning Outcomes
In PJM6910, students will have the opportunity to:

1. Create and maintain a Stakeholder Register, making adjustments to reflect all aspects of the plan
2. Develop and then progressively elaborate the project scope, resources, activities, and schedule
3. Develop Quality and Communication plans and integrate these with project activities and budget.
4. Create and maintain a Risk Register and contingency reserve for risks
5. Develop a plan for Integrated Change Control and integrate this with project activities, schedule and quality plans
6. Plan closing processes and integrate these with project resources, activities and schedule
7. Review the overall project management plan and integrate all processes and knowledge areas

In pursuing these objectives, students will:
1. Review information from textbooks and other written material
2. Listen to multimedia lectures
3. Apply course concepts to create an integrated project management plan
4. Create a presentation for the class based on assigned project management topics
5. Take a bi-weekly quiz (non-credit, but you must pass to advance to the next bi-weekly section of the course)
6. Complete a Final Exam

PJM6910 - Required Texts
The following texts are REQUIRED materials for PJM6910:


   Note: The PMBOK® Guide is available in a variety of formats including the hard-copy version listed above. Access to an electronic version (and the practice standards) is also included as a Project Management Institute “member benefit” and can be accessed (and downloaded) from the PMI Website here: [http://www.pmi.org/PMBOK-Guide-and-Standards.aspx](http://www.pmi.org/PMBOK-Guide-and-Standards.aspx)

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1 PMBOK Guide is a registered mark of the Project Management Institute, Inc.

<table>
<thead>
<tr>
<th>Title</th>
<th>Project Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Author</td>
<td>Clifford Gray, Erik Larson</td>
</tr>
<tr>
<td>ISBN</td>
<td>978-1-259-19640-0</td>
</tr>
<tr>
<td>Publisher</td>
<td>McGraw-Hill Higher Education</td>
</tr>
<tr>
<td>Publication Date</td>
<td>October 16, 2013</td>
</tr>
<tr>
<td>Binding</td>
<td>Trade Cloth, Compact Disc</td>
</tr>
<tr>
<td>Type</td>
<td>Other</td>
</tr>
<tr>
<td>Price</td>
<td>$169.75</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Title</th>
<th>Team Writing</th>
</tr>
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<tbody>
<tr>
<td>Author</td>
<td>Joanna Wolfe</td>
</tr>
<tr>
<td>ISBN</td>
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</tr>
<tr>
<td>Publisher</td>
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</tr>
<tr>
<td>Publication Date</td>
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</tr>
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<tr>
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4. *Publication Manual of the American Psychological Association*

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<th>Title</th>
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<tbody>
<tr>
<td>Author</td>
<td>American Psychological Association Staff</td>
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</tr>
<tr>
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</tr>
<tr>
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<td>Trade Paper</td>
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<tr>
<td>Price</td>
<td>$28.95</td>
</tr>
</tbody>
</table>

The following texts are RECOMMENDED materials for PJM6910:

   - Number of Pages: 116 pages
   - Date Published: 2nd Edition, 2009
   - Publisher: Project Management Institute

2. **Practice Standard for Estimating**
   - Number of Pages: 130
   - Date Published: 2010
   - Publisher: Project Management Institute

3. **Practice Standard for WBS**, 2nd Edition
   - Number of Pages: 111

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2 Practice Standard for Risk Management is a registered mark of the Project Management Institute, Inc.

3 Practice Standard for Estimating is a registered mark of the Project Management Institute, Inc.

4 Practice Standard for WBS is a registered mark of the Project Management Institute, Inc.
4. Practice Standard for Scheduling\textsuperscript{5}, 2\textsuperscript{nd} Edition

Number of Pages: 130  
Date Published: 2011  
Publisher: Project Management Institute

5. Project Manager Competency Development Framework\textsuperscript{6}, 2\textsuperscript{nd} Edition

Number of Pages: 81  
Date Published: 2007  
Publisher: Project Management Institute

PJM6910 - Required Software

The following software is REQUIRED for PJM6910:

\textbf{Microsoft Project (version 2010, 2013, or 2016)}

Please note that MS Project is required for assignments. \textbf{Students may download a free 60-day trial from Microsoft:} Please contact the NU Help Desk for support or for assistance in purchasing a license.  

There is no recent version available for the Mac, but you may use one of the campus computers which provide access to MsProject. This software may also be used in a Windows virtual environment on the Mac. \textbf{MS Project 2013 is the recommended version.}

\textbf{NOTE} - ALL students must use a working copy of MSP 2010, 2013 or 2016 to facilitate group work. “Knock off” or other non-standard versions of the product are NOT acceptable for use in the course.

\textsuperscript{5} Practice Standard for Scheduling is a registered mark of the Project Management Institute, Inc.  
\textsuperscript{6} Project Manager Competency Development Framework is a registered mark of the Project Management Institute, Inc.
<table>
<thead>
<tr>
<th>Wk</th>
<th>Dates</th>
<th>Topic</th>
<th>Assignments</th>
<th>Assignments Due</th>
<th>Class &amp; Presentation Date</th>
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<tbody>
<tr>
<td>1</td>
<td>9/18-9/24</td>
<td>Stakeholders WBS Activity Planning</td>
<td>Block 1: PM Plan &amp; MS Project</td>
<td></td>
<td>Wednesday 9/20</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Course Overview</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Team Introductions</td>
</tr>
<tr>
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<td></td>
<td>Block 1 Assignment Overview</td>
</tr>
<tr>
<td>2</td>
<td>9/25-10/1</td>
<td></td>
<td>Sunday, Wk2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>10/2-10/8</td>
<td>Resources &amp; Communication Planning Durations</td>
<td>Block 2: PM Plan &amp; MS Project</td>
<td></td>
<td>Wednesday 10/4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Block 2 Assignment Overview</td>
</tr>
<tr>
<td>4</td>
<td>10/9-10/15</td>
<td>Schedule &amp; Cost Planning Project Risk Management</td>
<td>Block 3: PM Plan &amp; MS Project</td>
<td></td>
<td>Wednesday 10/18</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Block 3 Assignment Overview</td>
</tr>
<tr>
<td>5</td>
<td>10/16-10/22</td>
<td>Quality Planning Adjusting Cost &amp; Schedule Plans</td>
<td>Block 4: PM Plan &amp; MS Project</td>
<td></td>
<td>Wednesday 11/1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Block 4 Assignment Overview</td>
</tr>
<tr>
<td>6</td>
<td>10/23-10/29</td>
<td></td>
<td>Sunday, Wk6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>10/30-11/5</td>
<td>Monitoring &amp; Controlling Plans Ethics and Social Responsibility</td>
<td>Block 5: PM Plan &amp; MS Project</td>
<td></td>
<td>Wednesday 11/15</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Block 5 Assignment Overview</td>
</tr>
<tr>
<td>8</td>
<td>11/6-11/12</td>
<td></td>
<td>Sunday, Wk8</td>
<td></td>
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</tr>
<tr>
<td>9</td>
<td>11/13-11/19</td>
<td>Project Plan Integration</td>
<td>Block 6: PM Plan &amp; MS Project</td>
<td></td>
<td>Wednesday 12/6</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Block 6 Assignment Overview</td>
</tr>
<tr>
<td>10</td>
<td>11/27-12/3</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>11</td>
<td>12/4-12/10</td>
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<tr>
<td>12</td>
<td>12/11-12/16</td>
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</tr>
</tbody>
</table>
**PJM6910 - Grading/Evaluation Standards**

Your grade will be weighted as follows:

<table>
<thead>
<tr>
<th>Evaluation Measure</th>
<th>Points</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team: Bi-Weekly Block Assignment (6 x 10pts = 60pts)</td>
<td>60</td>
<td>60%</td>
</tr>
<tr>
<td>Team: Discussion Board Management (1 x 6pts = 6 pts)</td>
<td>6</td>
<td>6%</td>
</tr>
<tr>
<td>Individual: Discussion Board Post (6 x 1pts = 6 pts)</td>
<td>6</td>
<td>6%</td>
</tr>
<tr>
<td>Individual: Final Exam (1 x 28pts = 28pts)</td>
<td>28</td>
<td>28%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

You are encouraged to track your progress through the course of the term.
General Course Information

Academic Honesty and Integrity Statement Reprise
Except when given explicit permission to do otherwise, all answers and work submitted in this class must be: 1) wholly your own, original work; and 2) created for the current class section. All work must be submitted with properly formatted, APA6 compliant citations as appropriate. Turning in work done in unauthorized collaboration with others (including third parties not associated with the University), reusing papers, or submitting work without appropriate and properly formatted citations is a serious violation of the Northeastern University academic integrity policy and may result in failing the assignment, the class, or even suspension/expulsion from the University. It is your responsibility to familiarize yourself with the policy and to ask the instructor if you have any doubts about whether you are in conformance with the expectations of the University. Ignorance of the policy and expectations is not an acceptable excuse. The policy is located here: http://www.northeastern.edu/osccr/academic-integrity-policy

Course Methodology
Each week begins on Monday and ends on Sunday, except for the final week, which officially ends on Saturday.

Each week you should: 1) Review the week’s learning objectives, 2) Complete all assigned readings, 3) Complete all lecture materials for the week, 4) Work with your team to complete the bi-weekly assignment, 5) Attend class meetings, 6) Complete and submit all assignments by the due dates.

Please note that written work needs to be clear, comprehensible, and competently produced at a graduate-school level as noted below.

Student Competencies
Microsoft Word, Microsoft Excel, and Microsoft Power Point are used throughout. Students are expected to be proficient in the use of these programs.

Microsoft Project – Tutorials are available in Lynda and online to help you use this software but you will be expected to learn this material on your own if you are not a competent user.

APA Sixth Edition writing standards are expected in this course.

Absence Policy
In the event of extraordinary, legitimate, and unavoidable situations, students may be excused for lateness or absence. Extraordinary, legitimate and unavoidable situations include: significant personal illness; unavoidable emergencies, urgent family business; and religious requirements, and are subject to validation. Failure to make arrangements for visa clearance and/or travel so as to arrive in the classroom on time after school breaks are not considered valid excuses. Similarly, failure to arrive in the classroom after an “in-term” holiday is not a valid reason for absence.

If at all possible, students should contact the instructor by e-mail to request an excused absence or explain lateness before class. In any case, you should communicate with me about the absence or lateness as soon as is possible.

• Students with unexcused late arrivals or early departure will be penalized 1% per instance.
• Students who are absent (unexcused) from class will be penalized 10% for the first absence.
• Students with more than one (1) unexcused absence will receive a failing grade for the course.

The decision as to whether the reason presented is a valid “extraordinary, legitimate, and unavoidable situation” and whether or not to grant an excused absence resides with the instructor alone.

NOTE
Attendance Policy for First Class
Because this class meets a limited number of times during the term, it is important that you be physically present in the classroom to insure your possibility for success in the course. If you do not attend the first class, then you are subject to a 10% course grade reduction penalty in accordance with the attendance policy outlined in the syllabus. You should plan your schedule accordingly.
Grading Policy
Grades are earned not “given and adjusted downward.” You begin the course with zero (0) points and work your way upward based on the quality and content of your submitted work. If you do the minimum work required to meet assignment requirements your resulting grade will be in the “B Range” as shown below. Only work that goes beyond the assignment requirements in terms of content and quality will receive grades in the higher ranges.

Your performance in this course is evaluated independently of the work produced (and the grade received) in other courses.

It is YOUR responsibility to keep track of your progress throughout the course.

Conversion of weighted and rounded numerical to letter grades will be as follows:

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>94</td>
<td>100</td>
</tr>
<tr>
<td>A-</td>
<td>90</td>
<td>&lt;94</td>
</tr>
<tr>
<td>B+</td>
<td>87</td>
<td>&lt;90</td>
</tr>
<tr>
<td>B</td>
<td>84</td>
<td>&lt;87</td>
</tr>
<tr>
<td>B-</td>
<td>80</td>
<td>&lt;84</td>
</tr>
<tr>
<td>C+</td>
<td>76</td>
<td>&lt;80</td>
</tr>
<tr>
<td>C</td>
<td>73</td>
<td>&lt;76</td>
</tr>
<tr>
<td>C-</td>
<td>70</td>
<td>&lt;73</td>
</tr>
<tr>
<td>F</td>
<td>0</td>
<td>&lt;70</td>
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</table>

<table>
<thead>
<tr>
<th>Range</th>
<th>Grade given for</th>
</tr>
</thead>
<tbody>
<tr>
<td>A to A-</td>
<td>Excellent, thorough work which demonstrates complete command of the material and goes above and beyond the assignment requirements</td>
</tr>
<tr>
<td>B+ to B-</td>
<td>Good work which meets the assignment requirements and demonstrates an understanding of the concepts</td>
</tr>
<tr>
<td>C+ to C-</td>
<td>Average work which meets most assignment requirements and demonstrates an understanding of at least ¾ of the concepts presented in the course</td>
</tr>
<tr>
<td>F</td>
<td>Poor work which doesn’t meet at least ¾ of the assignment requirements and demonstrates insufficient evidence of a command of the course concepts</td>
</tr>
</tbody>
</table>

The instructor reserves the right to scale grades.

Note that you will not receive the maximum number of points if you fail to be “present” in class (and online) and if you do not submit work that meets minimum standards for written communication as outlined in the writing rubrics and in the course.
Writing Quality Standards

*You MUST use APA Sixth Edition format for written work, including references.*

Written work is graded as per the rubrics and against these general standards.

<table>
<thead>
<tr>
<th>Scoring Level</th>
<th>Grammar, Mechanics, Usage</th>
<th>Clarity and Coherence</th>
</tr>
</thead>
</table>
| **High level Proficiency** | While there may be minor errors, the paper follows normal conventions of spelling and grammar throughout and has been carefully proofread.  
Appropriate conventions for style and format are used consistently throughout the written assignment. | Sentences are structured and words are chosen to communicate ideas clearly.  
Sequencing of ideas within paragraphs and transitions between paragraphs make the writer’s points easy to follow. |
| **Moderate Proficiency** | Frequent errors in spelling, grammar (such as subject/verb agreements and tense), sentence structure and/or other writing conventions distract the reader, but the reader is able to completely understand what the writer meant.  
Writing does not consistently follow appropriate style and/or format. | Sentence structure and/or word choice sometimes interfere with clarity.  
Needs to improve sequencing of ideas within paragraphs and transitions between paragraphs to make the writing easy to follow. |
| **Minimal Proficiency** | Writing contains numerous errors in spelling, grammar, and/or sentence structure that interfere with comprehension. The reader is unable to understand some of the intended meaning.  
Style and/or format are inappropriate for the assignment. | Sentence structure, word choice, lack of transitions and/or sequencing of ideas make reading and understanding difficult. |

Acceptable References

All references used for support/evidence/information in this course must be primary (preferred) or secondary (such as the course texts) SCHOLARLY resources. I suggest that you use the SNELL Library search engine or Google Scholar to search for resources. If you don’t understand the terms “primary sources” and/or “secondary sources” then you should consult the SNELL Library website and/or the Reference Librarians.

If you have any questions about this, or a question about a particular source, then post a question in "Ask the Instructor."

Failure to adhere to this policy may result in a violation of the Academic Honesty and Integrity policy.
Assignment Standards
All assignments in this course will be graded against the following rubric unless otherwise noted. NOTE: The instructor reserves the right to require a face-to-face, oral or written examination of any student in addition to any regular assessment as a means to validate the work submitted.

<table>
<thead>
<tr>
<th>Does Not Meet Requirements</th>
<th>Meets Most Requirements</th>
<th>Meets or Exceeds Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Complete</strong></td>
<td>Satisfies half of the requirements of the assignment, as specified in the instructions</td>
<td>Satisfies all of the requirements of the assignment, as specified in the instructions</td>
</tr>
<tr>
<td><strong>Correct</strong></td>
<td>Sometimes uses the correct project management tools, techniques, terminology for the situation. Sometimes uses the project management tool, technique, or terminology correctly.</td>
<td>Consistently uses the correct project management tools, techniques, terminology for the situation. Consistently uses the project management tool, technique, or terminology correctly.</td>
</tr>
<tr>
<td><strong>Quality</strong></td>
<td>Submitted work shows moderate creativity and sophistication in applying project management techniques to solve problems. Writing is clear. Work is mostly well prepared and checked, but contains some errors in spelling or grammar; formatting is somewhat irregular.</td>
<td>Submitted work shows high degree of creativity and sophistication in applying project management techniques to solve problems. Writing is clear and persuasive. All work is carefully prepared and checked: spelling and grammar correct; formatting easy to read.</td>
</tr>
</tbody>
</table>

Discussion Board Standards
There are no required weekly discussion Board topics for PJM6910. Instead, students will use the Discussion Board to post questions about the bi-weekly assignments and the material, concepts, principles and tools presented in the class. Each Team will be responsible for responding to the Question Board for one of the blocks.

Group work
Your grade for written group assignments is based on the “raw” score that the team receives on the assignment and is adjusted based on your peers’ (and my) assessment of your participation in the preparation of the team assignment.

Your grade for group presentations is based on the “raw” score that the team receives on the assignment and is adjusted based on my assessment of your participation in the presentation. ALL group members must be prepared to participate in the oral presentations.

All group members are equally responsible for the academic integrity of assignments submitted for the group.

Please note, as described in the Grading Policies, assignments that simply meet minimum requirements will receive a “B range” grade. To earn an “A” you must strive for excellence. Only thorough submissions, which consider all aspects of the assignment, which are competently produced at a graduate school level, and which go above and beyond the minimum requirements will receive an “A” grade.
Extra credit, rework, and assignment review

The instructor might provide the opportunity for Extra Credit assignments to the entire class, at his/her discretion. However, there are no opportunities for “extra credit” assignments for individual students, nor are students permitted to rework assignments for a higher grade. Once an assignment is graded, the grade is final.

Submission of Work and Communications

Instructions for each weekly assignment are in the Assignments folder. It is YOUR responsibility to make sure that assignments (individual and group) are properly submitted.

To submit your assignments, click on the View/Complete Assignment link or the TurnItIn (TII) link as directed in the instructions. Attach your completed assignments and click Submit. Once your assignment has been graded, you will be able to view the grade and feedback provided by clicking on Tools, View Grades from the Northeastern University Online Campus tab or by reviewing the instructor comments in the “GradeMark” area of “TurnItIn.”

A short article that outlines how you can see instructor comments in the “GradeMark” area of TurnItIn is available here: http://smartipantz.perceptis.com/neu/Content/ShowContent.aspx?id=207&type=local.

All email communication must be to my NEU Faculty account from YOUR NEU STUDENT account.

NOTE: I will NOT accept assignments via email in accordance with Northeastern University policy.

Late Assignments

All assignments are due by the date posted in the course website. Late assignments will be penalized 1 point per day late.

Testing Monitoring

In this class, the Final Exam will be administered remotely by an online authentication and proctoring service called Examity®, which gives you the flexibility to schedule exams at your convenience and take them wherever you want.

To prepare for using Examity®, you will need to meet the following technical requirements:

- Working Webcam and Microphone which can be tested at www.testmycam.net
- An Internet connection of at least 3Mbps (www.speedtest.net)
- Chrome/ Mozilla/ Safari/ Internet Explorer/ Microsoft Edge browser
- Up to date Operating system (Windows or Mac OS)

Additional information is provided in Course Materials – Exam Information

Please click on the link below to run an automated systems check http://prod.examity.com/systemcheck/ComputerReadinessCheck.aspx

If you do not pass the systems check or have any questions or concerns, you can contact Examity's® technical support team 24/7 via email at support@examity.com or phone at (855) 392-6489.

Student Support

Software & Related Equipment

Blackboard Collaborate – this free software provides text chats, audio chats (if you have a headset), whiteboard sharing, and most importantly, screen sharing. You can download this free from the Tools link on the left column at our Blackboard course site.

A noise-canceling headset (headphones plus noise-canceling microphone) will allow you to speak with me using Blackboard IM. Headsets can be purchased from online vendors for about $30.

Microsoft Project 2010 or 2013 – There is no recent version available for the Mac, but you may use one of the campus computers which provide access to MsProject. This software may also be used in a Windows virtual environment on the Mac. MS Project 2013 is the recommended version.
Instructions for obtaining a copy of MS Project are posted in the course.

**Computer access** - the InfoCommons in the Snell library can be used 7 days a week. The library may also have laptops, etc. available for short-term loan. See: [http://www.lib.neu.edu/](http://www.lib.neu.edu/)

**Communication resources**
If you need help to improve your written communication, the following free resources are available:

**Smarthinking** (available free in Tool section of Blackboard) – this allows students to submit personal written material in any subject and have it reviewed by an e-instructor within a 24-hour window (in most cases).

**The Purdue Online Writing Lab** ([http://owl.english.purdue.edu/owl/](http://owl.english.purdue.edu/owl/)) provides free writing resources – with help in grammar, sentence structure and general writing skills

**NEU Writing Center** - To learn more about what the Writing Center has to offer, please see: [http://www.northeastern.edu/english/writing-center/](http://www.northeastern.edu/english/writing-center/)

**ESL Language Co-op tutoring** - is a free service that international students (both undergrad and grad) are welcome to use. This service allows students to work 1:1 with ESL trained writing specialists. You can sign up for one-hour sessions by accessing this website: ([http://neu.mywconline.net/](http://neu.mywconline.net/)) and making an online appointment.

**International Tutoring Center** - is dedicated to providing international students with free, high-quality English language instruction and support in Snell Library, Room 088. To sign-up for an appointment, visit [http://neu.mywconline.net/](http://neu.mywconline.net/) for instructions.

**PJM Tutor** - the CPS Advising Office has recently started to offer the services of a dedicated PJM tutor on a limited basis. Contact your Academic Advisor for further information.

If you have difficulty with oral presentations, then you may want to explore resources such as the Northeastern University “Toastmasters” Club.

**Microsoft Project Resources**

**IST Training** – Information Services occasionally offers training in MS Project – contact IST for details.

**MS Project tutorials** - Additional assistance may be available through the PJM tutor. Tutorials are also available on the Lynda Online Training Website ([http://lynda.northeastern.edu/](http://lynda.northeastern.edu/))

Microsoft project is available through access to the following resources:

**InfoCommons** - Project 2010 has been locally installed on stations 1-30 and 64-91 in the Snell Library InfoCommons Lab 1. Use these stations if you want to use Project 2010 in the InfoCommons Lab.

**NOTE** - When required for coursework, ALL students must use a working copy of MSP 2010 or 2013 to facilitate group work. “Knock off” or other non-standard versions of the product are NOT acceptable for use in the course. It is recommended that you procure a copy (student discounts are readily available) or use the workstations in the InfoCommons.

**Northeastern University Online Policies and Procedures**
For comprehensive information please go to [http://www.cps.neu.edu/online/](http://www.cps.neu.edu/online/)

**Technical Support**

**Blackboard**
Get immediate 24/7 technical support for NU Online (CPS Blackboard) by calling 855-836-3520 or email NUOnline@neu.edu.

For answers to common questions you may also visit the NU Online support portal at: [http://smartipantz.perceptis.com/neu/content/default.aspx](http://smartipantz.perceptis.com/neu/content/default.aspx)
If you encounter any technical issues, please open a ticket with NUOnline before contacting me and provide the name of the contact person and case number (if applicable).

**General Technical Support**
For computer access, the InfoCommons in the Snell library can be used 7 days a week: http://www.lib.neu.edu/

For MyNEU issues and other technical support questions, please contact the University help desk by calling 617-373-HELP (4357) or email help@neu.edu

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