

## Applied Project

**MASY1-GC 4100 | 100 | Spring 2024 | 01/23/2024 - 04/30/2024 | 3 Credits**

**Modality:** In-person

**Course Site URL:** <https://brightspace.nyu.edu>

### General Course Information

Name/Title: Prof. Samrah R. Kazmi, Adjunct Professor

NYU Email: [sk1839@nyu.edu](mailto:sk1839@nyu.edu)

Class Meeting Schedule: 01/23/2024 - 04/30/2024 | Tuesdays | 06:20pm -- 08:55pm

Class Location: 7 East 12th, Room 131

Office Hours: Tuesday 12:00pm - 2:30pm (EST) via NYU Zoom

### Description

Where academically warranted and subject to departmental approval, the student will undertake and deliver a real-world project for active practitioners in the field. Under the direction of a faculty supervisor, the student will select and explore a topic to be developed. The student will then be required to generate a practical application of his/her findings that demonstrates professional level mastery of the subject matter involved. The project will be reviewed by the faculty supervisor and possibly one other expert in the field.

### Prerequisites

All Core Courses - MASY1-GC: 1200, 1210, 1220, 1230, 1240, 1250, 1260, 3310.

### Learning Outcomes

At the completion of this course, students will be able to:

- Design a project proposal that will be used to initiate, conduct, and complete an Applied Project (completed within the initial 6-week remote course timeframe).
- Design a situational analysis (completed by Week 10).
- Generate a literature survey (completed by Week 1).
- Design a project charter and associated work breakdown structure (WBS), risk analysis and communications plan (completed within the initial 6-week synchronous course timeframe).
- Select a Project Sponsor who is a management-level individual at the organization benefitting from the Applied Project. The Project Sponsor must have the authority to approve the student's Project Proposal and any required resources and be available throughout the project to act as the student's mentor for the project. The Project Sponsor will also be asked to approve in writing the student's work at key intervals throughout the course and the ensuing project and be available for at least one meeting (virtual or in-person) with the course professor.
- Design a project goal and a set of project objectives that will include metrics for demonstrating project success (completed within the initial 6-week remote course timeframe).
- Conduct an Applied Project while operating in the dual role of (a) Project Manager employing the Project Management Body of Knowledge methodology and (b) Project Implementer, successfully meeting the project goal and objectives all within the

timeframe set forth in the project plan section of the project proposal. (This will extend beyond the initial 6-week remote course timeframe).

- Write a post-project final report describing the project, its planning phase, and its implementation phase.

### Communication Methods

Be sure to turn on your [NYU Brightspace notifications](#) and frequently check the “Announcements” section of the course site. This will be the primary method I use to communicate information critical to your success in the course. To contact me, send me an email (im36@nyu.edu). I will respond within 24 hours.

Credit students must use their NYU email to communicate. Brightspace course mail supports student privacy and FERPA guidelines. The instructor will use the NYU email address to communicate with students. All email inquiries will be answered within 2 business days.

### Structure | Method | Modality

There are 14 sessions in this course. The course is organized into two (2) segments: (1) Online Synchronous and (2) Online Asynchronous.

Active learning experiences and small group projects are key components of the course. Assignments, papers, and exams will be based on course materials (e.g., readings, videos), lectures, and class discussions. Course sessions will be conducted synchronously on NYU Zoom, which you can access from the course site in [NYU Brightspace](#) and then asynchronously via URLs provided by the instructor

### Expectations

#### Learning Environment

You play an important role in creating and sustaining an intellectually rigorous and inclusive classroom culture. Respectful engagement, diverse thinking, and our lived experiences are central to this course, and enrich our learning community.

#### Participation

You are integral to the learning experience in this class. Be prepared to actively contribute to class activities, group discussions, and work outside of class.

#### Assignments and Deadlines

Please submit all assignments to the appropriate section of the course site in [NYU Brightspace](#). If you require assistance, please contact me BEFORE the due date.

#### ASSIGNMENTS DUE

#### DUE DATE VALUE

<b>A</b>	Finalized Applied Project Proposal: (Doc. 02)	30-Jan-24	3%	30 pts
<b>B</b>	Project Sponsor Agreement (Doc. 04)	6-Feb-24	6%	60 pts
<b>C</b>	Pre-Project Sponsor Acceptance (Doc. 07-Part 1)	6-Feb-24	5%	50 pts

<b>D</b>	Project Charter (Doc.03)	13-Feb-24	5%	50 pts
<b>E</b>	Communication Mgmt. Plan (Doc. 09)	20-Feb-24	5%	50 pts
<b>SR1</b>	Status Report (Doc 05)	20-Feb-24	1%	10 pts
<b>F</b>	WBS	27-Feb-24	5%	50 pts
<b>G</b>	Risk Mgmt. Plan (Doc. 10)	26-Mar-24	5%	50 pts
<b>H</b>	Situational Analysis	26-Mar-24	5%	50 pts
<b>I</b>	Literature Survey	2-Apr-24	5%	50 pts
<b>SR2</b>	Status Report (Doc 05)	2-Apr-24	1%	10 pts
	<b>Project Completed</b>	23-Apr-24	14%	140 pts
<b>J</b>	<b>FINAL REPORT DUE</b> (including Doc. 07)	30-May-24	40%	400 pts
<b>TOTAL</b>			<b>100%</b>	<b>1000 pts</b>

All assignments are mandatory as they play an important role in your successfully planning and executing your project. Penalties may be assessed for non-compliance.

#### Course Technology Use

We will utilize multiple technologies to achieve the course goals. I expect you to use technology in ways that enhance the learning environment for all students. All class sessions require use of Zoom. All class sessions require use of technology (e.g., laptop, computer lab) for learning purposes.

#### Feedback and Viewing Grades

I will provide timely meaningful feedback on all your work via our course site in NYU Brightspace. You can access your grades on the course site Gradebook.

#### Attendance

Students are expected to attend all on-line class sessions. Excused absences are granted in cases of documented serious illness, family emergency, religious observance, or civic obligation. In the case of religious observance or civic obligation, this should be reported in advance. Unexcused absences from sessions may have a negative impact on a student's final grade. Students are responsible for assignments given during any absence.

If for some reason (excused absence) you will not be in class, you must notify the instructor prior to the scheduled session if you will not be attending and the reason.

Each unexcused absence or being late may result in a student's grade being lowered by a fraction of a grade. A student who has three unexcused absences may earn a Fail grade.

Students who join the course during add/drop are responsible for ensuring that they identify what assignments and preparatory work they have missed and complete and submit those per the syllabus.

Refer to the [SPS Policies and Procedures](#) page for additional information about attendance.

### **Textbooks and Course Materials**

Readings:

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - 7th edition, by Project Management Institute (PMI), 2021. ISBN-13: 978-1628256642.

Available from Amazon.com (\$30.17) as a Kindle eBook (\$36.50)

This book is also available as a free viewable eBook via NYU Home ([home.nyu.edu](http://home.nyu.edu)), as follows:

- Select the “Research” tab and then search for “PMBOK” or “Project Management Body of Knowledge.”
- Select the sixth (or later) Edition. The book can be viewed and read but not downloaded.

#### Recommended Optional Textbook:

The Fast Forward MBA In Project Management, Eric Verzuh, 6th ed., Published, 2021, John Wiley & Sons

This book is available in paperback (\$18.99) or Kindle eBook format (\$18.00) from Amazon.com. ISBN-13: 978-1119700760, ISBN-10: 1119700760 (for the paperback. See Amazon.com for the Kindle eBook version and availability of used textbooks).

Additional required and optional readings will be posted to NYU Brightspace learning management system during the course. These will be case studies or other tutorial materials linked from the Internet.

This book is also available as a free viewable eBook via NYU Home ([home.nyu.edu](http://home.nyu.edu)), as follows:

- Go to NYU Home. Select the “Research” tab. Under “NYU Libraries, in the Search box enter “Vezuh” Select the appropriate edition of “The Fast Forward MBA In Project Management.”

### **Grading | Assessment**

Your grade in this course is based on your performance on multiple activities and assignments. Since all graded assignments are related directly to course objectives and learning outcomes, failure to complete any assignment will result in an unsatisfactory course grade. All written assignments are to be completed using APA format and must be typed and double-spaced. Grammar, punctuation, and spelling will be considered in grading. Please carefully proof-read your written assignments before submitting them for a grade. I will update the grades on the

course site each time a grading session has been completed— typically three (3) days following the completion of an activity.

See the [“Grades” section of Academic Policies](#) for the complete grading policy, including the letter grade conversion, and the criteria for a grade of incomplete, taking a course on a pass/fail basis, and withdrawing from a course.

### **Course Outline**

**Start/End Dates:** 01/23/2024 - 04/30/2024 | Tuesdays

**Time:** 06:20pm - 08:55pm

**No Class Date(s):** Tuesday, 03/19/2024

**Special Notes:** Spring Break 03/18/24 - 03/24/24

### **SYNCHRONOUS SESSION 1: Tuesday, 23-Jan-2024**

#### **The Applied Project Workflow and the Project Outline**

The steps to a successful applied project

The Applied Project Workflow: Deliverables, milestones, and key dates

Preparing the project proposal and understanding its elements

Due dates for final project completion and submission of the final paper

#### **Assignments:**

(NONE)

#### **Readings (Prior to Session 1):**

A Guide to the Project Management Body of Knowledge:

- The Project Management Framework
- Chapter 1- Introduction
- Chapter 2- Project Life Cycle and Organization
- Chapter 3- Project Management Processes for a Project

At the end of this week, students will:

- Analyze the Applied Project process and workflow.
- Evaluate the deliverables required for properly planning, conducting, monitoring, and completing your applied project.
- Organize the deliverables due dates and the final submission dates for meeting semester deadlines.
- Synthesize project goal, objectives, and metrics. Organize these planning elements to properly construct key project artifacts using the “SMART” approach.

### **SYNCHRONOUS SESSION 2: Tuesday, 30-Jan-2024**

#### **Selecting and Planning the Applied Project.**

- Utilizing the project outline in securing a project sponsor
- Researching appropriate projects
- Selecting the proposed project idea
- Project Sponsor Agreement
- The Situational Analysis

Assignments: Refer to the Chart on Page 3

Complete assignment “A”: Finalized Applied Project Proposal: (Doc. 02)

Where to find Assignment templates: All templates are attached to each assignment in Brightspace. Also available in the Content section of the NYU Brightspace Learning Management System

**Readings (Prior to Session 2):**

A Guide to the Project Management Body of Knowledge

1. Chapter 4- Project Integration Management
2. Chapter 5- Project Scope Management
3. Chapter 6- Project Time Management

**At the end of this week, students will:**

1. Describe the importance of the project sponsor to the successful outcome of your project.
2. Create the project sponsor agreement and secure your sponsor’s agreement. Recognize the importance of the Wasserman internship materials.
3. Analyze key elements of the “SMART” project goals, objectives, and metrics. Create goal statement and objectives, in order to gain agreement from your sponsor via the pre-project sponsor acceptance document.
4. Identify the important project management principles embodied in the ten PMBOK knowledge areas. Generate a plan to apply these principles to your project plan.

**SYNCHRONOUS SESSION 3: Tuesday, 6-Feb-2024**

The Literature Survey

1. Purpose of the literature survey
2. Sources of information for the literature survey
3. How to conduct the literature survey
4. Using RefWorks to organize and present your findings

**Assignments: Refer to the Chart on Page 3**

Complete assignment “B”: Project Sponsor Agreement (Doc. 04)

Complete assignment “C”: Pre-Project Sponsor Acceptance Document (Doc. 07 - Part 1)

Where to find Assignment templates: All templates are attached to each assignment in Brightspace. Also available in the Content section of the NYU Brightspace Learning Management System

**Readings (Prior to Session 3):**

(NONE)

At the end of this week, students will:

1. Design the Literature Review in the context of applied project planning activities.
2. Learn to identify and utilize important research tools and information sources to conduct your Literature Review.

3. Create a risk management plan that includes risk analysis, quantitative and qualitative assessment, and risk mitigation strategies to control project risk.
4. Explain how to utilize dependent tasks in designing your WBS so as to optimize your project plan.

#### **SYNCHRONOUS SESSION 4: Tuesday, 13-Feb-2024**

##### **Planning the Applied Project and Creating the Project Charter**

1. Purpose of the Charter
2. Detailed view of the Project Charter and its elements
3. Project Plan and Work Breakdown Structure (WBS)
4. Stakeholder analysis
5. Communications plan
6. Risk analysis and mitigation strategies

##### **Assignments: Refer to the Chart on Page 3**

Complete assignment "D": Project Charter (Doc.03)

**Where to find Assignment templates:** All templates are attached to each assignment in Brightspace. Also available in the Content section of the NYU Brightspace Learning Management System

##### **Readings (Prior to Session 4):**

A Guide to the Project Management Body of Knowledge

1. Chapter 6- Project Cost Management
2. Chapter 8- Project Quality Management
3. Chapter 9- Project Human Resource Management
4. Chapter 10- Project Communications Management

At the end of this week, students will:

1. Create the Project Charter to appropriately support your project's requirements, planning activities, and successful project execution.
2. Design your project's Situational Analysis as a means of learning as much as possible about the components of the environment in which you will be operating as PM and implementer.
3. Analyze Porter's 5-Forces Model as a framework for conducting the Situational Analysis.
4. Create the stakeholder analysis as a means of understanding project stakeholders and their relationship to your project.
5. Generate the communications plan that will help you manage stakeholder communication.
6. Analyze project status on a regular schedule using your communications plan as a guide.
7. Generate project status reports including the informational requirements, format, details, and schedule of project status reporting
8. Explain Integration Management, Monitoring/Controlling Process Groups as applied in your project.



## **SYNCHRONOUS SESSION 5: Tuesday, 20-Feb-2024**

### **How to Conduct the Applied Project**

1. Working with your project sponsor
2. Reporting project progress
3. Risk recognition and activating your risk mitigation strategy
4. Organizing and writing your final paper

### **Assignments: Refer to the Chart on Page 3**

Complete assignment “E”: Communication Management Plan (Doc. 09)

Complete assignment “SR1”: Status Report #1 (Doc 05)

Where to find Assignment templates: All templates are attached to each assignment in Brightspace. Also available in the Content section of the NYU Brightspace Learning Management System

### **Readings (Prior to Session 5):**

A Guide to the Project Management Body of Knowledge

1. Chapter 11- Project Risk Management
2. Chapter 12- Project Procurement Management

At the end of this week, students will:

1. Create a presentation of your project plans and organize your presentation for an effective meeting. Organize your kick-off meeting for maximum positive impact on your project plans and stakeholder relationships.
2. Analyze the project final report. Design your report using elements from your plan as well as new material you will write upon conclusion of your project.
3. Generate the sponsor acceptance document. Obtain sponsor sign off at the conclusion of your applied project.
4. Create a baseline project plan implemented in MS Project or similar PM Software.

## **SYNCHRONOUS SESSION 6: Tuesday, 27-Feb-2024**

### **Managing Project Change**

The Change Management plan and its components

1. Importance of the change control board
2. Establishing your change control board and identifying members
3. The Change Management process

### **Assignments: Refer to the Chart on Page 3**

Complete assignment “F”: Work Breakdown Structure (WBS) (Doc 09)

Where to find Assignment templates: All templates are attached to each assignment in Brightspace. Also available in the Content section of the NYU Brightspace Learning Management System



Where to find Assignment deliverables templates: See Resources section of the NYU Brightspace Learning Management System

Readings (Prior to Session 6):

A Guide to the Project Management Body of Knowledge

1. Chapter 4.5- Integrated Change Management

(Optional - but recommended): Verzuh/ The Fast Forward MBA In Project Management

1. Change Management: pg. 76, 318-322,327,338

At the end of this week, students will:

2. Analyze the forces for change that will be impacting your project
3. Organize project integrated change control tailored to your project.
4. Be able to describe the differences between and the impacts reactive and requested changes to your project plans.
5. Learn how to control the types of changes you will allow in your project.
6. Be able to assess change impact to project scope, deliverables, schedules, resources, etc.
7. Describe considerations for project change. Design processes for Requesting, Reviewing, Approving, Incorporating changes.
8. Understand how to design a change control process to meet the needs of your project.
9. Create a change control plan for your project utilizing the Change Control Template as an organizing tool that maximizes your project's change control process.

## **SYNCHRONOUS SESSION 7: Tuesday, 5-Mar-2024**

### **Live Coaching/Mentoring Session.**

Each student must present their project plans and status to the class and the professor using the template provided in the assignment and also available in course Content section on Brightspace. You should also bring your questions, project issues and problems to class so that we can devote time to discuss and resolve each student's project problems, difficulties, or questions.

### **Assignments:**

(Project Status Presentation)

The remaining 7 sessions will be on-line Asynchronous (pre-recorded).

During this time, students are expected to complete any outstanding assigned course assignments and will continue to conduct their individual project activities.

## ASYNCHRONOUS SESSIONS 8-14

### ASYNCHRONOUS (PRE-RECORDED) SESSION 8

#### Agile Project Management

##### Define Agile Methodology

1. The Agile Manifesto
2. Iterations and Sprints
3. Incremental approach of Agile
4. Compare and contrast waterfall and iterative methods

##### Emphasis on:

1. Customer interaction
2. Self-organizing teams
3. Verbal communication over written documentation
4. Prototyping
5. Requirements flexibility: embracing change
6. Iteration Zero: Infrastructure and defining the Vision
7. The product backlog
8. User Stories, Epics and Themes
9. Release and Iteration Planning
10. The Scrum Framework
11. Scrum roles
12. Timeboxed iterations and cadences
13. The team's physical environment
14. Transitioning to Agile

#### Assignments: Refer to the Chart on Page 3

Complete assignment "G": Risk Management Plan (Doc 10)

Where to find Assignment templates: All templates are attached to each assignment in Brightspace. Also available in the Content section of the NYU Brightspace Learning Management System

#### Readings (Prior to Session 8):

Verzuh/ The Fast Forward MBA In Project Management

Managing Agile Development with Scrum

Chapter 3, Pp. 216-229

At the completion of this Lesson, students will be able to implement these Agile concepts in their individual applied project:

1. Plan a project using the Agile methodology
2. Synthesize agile requirements and implementation and control of an Agile project to ensure appropriate project results.
3. Develop and implement the taskboard, project backlog, burndown, and burnup artifacts to manage an Agile project.

## **ASYNCHRONOUS (PRE-RECORDED) SESSION 9**

### **Project Schedule Management**

1. Plan schedule management
2. Define activities
3. Sequence activities
4. Estimate activity resources
5. Estimate activity durations
6. Develop schedule
7. Control schedule

### **Assignments: Refer to the Chart on Page 3**

Complete assignment “H”: Situational Analysis

Where to find Assignment templates: All templates are attached to each assignment in Brightspace. Also available in the Content section of the NYU Brightspace Learning Management System

### **Readings (Prior to Session 9):**

A Guide to the Project Management Body of Knowledge

1. Chapter 6- Project Time Management
2. (Optional - but recommended): Verzuh/ The Fast Forward MBA In Project Management
3. Chapter 6- Schedule/Time Management

At the completion of this Lesson, students will be able to implement these concepts in their individual applied project:

1. Define project activities and deliverables
2. Determine how to allocate time and resources to tasks and activities
3. Design a network Diagram
4. Analyze the Project Critical Path

## **ASYNCHRONOUS (PRE-RECORDED) SESSION 10**

### **Project Cost Management**

1. Plan Cost Management
2. Estimate Costs
3. Determine Budget
4. Control Costs

### **Assignments: Refer to the Chart on Page 3**

Complete assignment “I”: Situational Analysis

Where to find Assignment templates: All templates are attached to each assignment in Brightspace. Also available in the Content section of the NYU Brightspace Learning Management System

**Readings (Prior to Session 10):**

A Guide to the Project Management Body of Knowledge

1. Chapter 6- Project Cost Management
2. (Optional - but recommended): Verzuh/ The Fast Forward MBA In Project Management
3. Chapter 8- Cost Management

At the completion of this Lesson, students will be able to implement these concepts in their individual applied project:

- Design an approximation of the monetary resources needed to complete project activities
- Design an aggregate of estimated costs of individual activities or work packages to establish an authorized cost baseline
- Analyze the status of the project to update the project budget and to manage changes to the cost baseline
- Analyze several useful cost estimating techniques
- Design cost and schedule metrics using Earned Value Management.

**ASYNCHRONOUS (PRE-RECORDED) SESSION 11**

Project Risk Management

1. Risk Management Planning
2. Risk Identification
3. Qualitative Risk Analysis
4. Quantitative Risk Analysis
5. Risk Response Planning
6. Monitoring and Controlling Risks

At the completion of this Lesson, students will be able to:

1. Define how to conduct risk management activities for a project
2. Analyze which risks affect the project and document their characteristics
3. Prioritize risks for further analysis
4. Numerically analyze the effect of identified risks on project objectives
5. Develop strategies and options for dealing with identified risks
6. Conduct risk response plans, track risks, evaluate the process for effectiveness

Assignments: Refer to the Chart on Page 3

Complete assignment "SR2": Status Report #2

Where to find Assignment templates: All templates are attached to each assignment in Brightspace. Also available in the Content section of the NYU Brightspace Learning Management System

**ASYNCHRONOUS (PRE-RECORDED) SESSION 12**

**Project Stakeholder Management**

1. Identify Stakeholders

2. Plan Stakeholder Management
3. Manage Stakeholder Engagement
4. Control Stakeholder Engagement

Assignments:  
(NONE)

Readings (Prior to Session 12):

A Guide to the Project Management Body of Knowledge

1. Pg. 30-35 and Chapter 13- Stakeholder Management
2. (Optional - but recommended): Verzuh/ The Fast Forward MBA In Project Management
3. Chapter 5- Stakeholder Management

At the completion of this Lesson, students will be able to implement these concepts in their individual applied project:

- Analyze project stakeholders including the people, groups, or organizations that could impact or be impacted by your project
- Design a plan for Stakeholder Management
- Manage Stakeholder Engagement
- Control Stakeholder Engagement

### **ASYNCHRONOUS (PRE-RECORDED) SESSION 13**

Project Communication Management

1. Stakeholder Identification
2. Communications Planning
3. Information Dissemination
4. Management of Stakeholder Expectations
5. Performance Reporting

At the completion of this Lesson, students will be able to:

1. Analyze the impact of individual organizational stakeholders on the project, and of the project on those stakeholders
2. Determine project stakeholder information needs and define a communication approach
3. Design a means of making relevant information available to project stakeholders
4. Communicate and work with stakeholders to meet their needs
5. Collect and disseminate project performance information

Assignments:  
(NONE)

Readings (Prior to Session 13):

1. PMBOK Chapter 10; (Optional - but recommended): Verzuh Chapter 11

### **ASYNCHRONOUS (PRE-RECORDED) SESSION 14**

## **Project Human Resources Management**

2. Developing the HR plan
3. Acquiring the Project Team
4. Developing the Project Team
5. Managing the Project Team
6. Project teamwork, knowledge, and skills
7. Team building
8. Leading the project team
9. Stages of team growth: Forming, Storming, Norming, Performing
10. Attributes of effective teams
11. Team Motivation: Theories and Practices
  - Maslow's Hierarchy of Needs
  - Two Factor
  - Theory X, Y, and Z
  - Vroom expectancy
1. Undercurrents in team dynamics
2. Managing conflict
3. Seven sources of conflict and how to achieve resolution.
4. Conflict resolution modes

### **Assignments: Refer to the Chart on Page 3**

All projects completed; submit the final report by the due date indicated on page 3.

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### **NOTES:**

The syllabus may be modified to better meet the needs of students and to achieve the learning outcomes.

The School of Professional Studies (SPS) and its faculty celebrate and are committed to inclusion, diversity, belonging, equity, and accessibility (IDBEA), and seek to embody the IDBEA values. The School of Professional Studies (SPS), its faculty, staff, and students are committed to creating a mutually respectful and safe environment (*from the [SPS IDBEA Committee](#)*).

## New York University School of Professional Studies Policies

1. Policies - You are responsible for reading, understanding, and complying with [University Policies and Guidelines](#), [NYU SPS Policies and Procedures](#), and [Student Affairs and Reporting](#).
2. Learning/Academic Accommodations - New York University is committed to providing equal educational opportunity and participation for students who disclose their dis/ability to the [Moses Center for Student Accessibility](#). If you are interested in applying for academic accommodations, contact the [Moses Center](#) as early as possible in the semester. If you already receive accommodations through the Moses Center, request your accommodation letters through the Moses Center Portal as soon as possible ([mosescsa@nyu.edu](mailto:mosescsa@nyu.edu) | 212-998-4980).
3. Health and Wellness - To access the University's extensive health and mental health resources, contact the [NYU Wellness Exchange](#). You can call its private hotline (212-443-9999), available 24 hours a day, seven days a week, to reach out to a professional who can help to address day-to-day challenges as well as other health-related concerns.
4. Student Support Resources - There are a range of resources at SPS and NYU to support your learning and professional growth. For a complete list of resources and services available to SPS students, visit the [NYU SPS Office of Student Affairs site](#).
5. Religious Observance - As a nonsectarian, inclusive institution, NYU policy permits members of any religious group to absent themselves from classes without penalty when required for compliance with their religious obligations. Refer to the [University Calendar Policy on Religious Holidays](#) for the complete policy.
6. Academic Integrity and Plagiarism - You are expected to be honest and ethical in all academic work. Moreover, you are expected to demonstrate how what you have learned incorporates an understanding of the research and expertise of scholars and other appropriate experts; and thus recognizing others' published work or teachings—whether that of authors, lecturers, or one's peers—is a required practice in all academic projects.

Plagiarism involves borrowing or using information from other sources without proper and full credit. You are subject to disciplinary actions for the following offenses which include but are not limited to cheating, plagiarism, forgery or unauthorized use of documents, and false form of identification

[Turnitin](#), an originality detection service in NYU Brightspace, may be used in this course to check your work for plagiarism.

Read more about academic integrity policies at the NYU School of Professional Studies on the [Academic Policies for NYU SPS Students](#) page.

7. Use of Third-Party Tools - During this class, you may be required to use non-NYU apps/platforms/software as a part of course studies, and thus, will be required to agree to the "Terms of Use" (TOU) associated with such apps/platforms/software.

These services may require you to create an account but you can use a pseudonym (which may not identify you to the public community, but which may still identify you by IP address to the company and companies with whom it shares data).

You should carefully read those terms of use regarding the impact on your privacy rights and intellectual property rights. If you have any questions regarding those terms of use or the impact on the class, you are encouraged to ask the instructor prior to the add/drop deadline.