** Final – Course Project Proposal (due Sunday, 29 September, 2013 at 11:55 p.m. central time)**

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* **FILE NAME WARNING:**Do not use ANY special characters in filenames other than alphanumeric characters, dashes or underscores.

The best way to ensure you learn and can use the project management strategies and tools from this course is to apply them to a specific project. Therefore, you will select a project to work on throughout the course. This can be a project from work, perhaps a project you worked on in the past, or one that is representative of most projects you work on. Beware of choosing one you are currently working on as your timetable at work and that of the course are likely to be different, and that can add complications and problems. If you don’t have a suitable project from your workplace, you may do a personal project. For example, you might plan a wedding or a 50th anniversary party for your parents or put an addition on your home. Whatever the project you choose, it should have enough complexity to necessitate using the tools (e.g. cleaning out an attic is not complex enough) but also not be so sophisticated that you have to do any more research than making a few simple inquiries in order to make realistic estimates about time and costs.   
  
For this week’s assignment, you will propose a project that you will use as the basis for most of the weekly assignments. At the end of course, you will write a complete and detailed project plan that will incorporate the weekly assignments and make a case for this project getting the green light for launch. For this week, please explain your proposed project in approximately 500 words. Explain the objective of the project (e.g. have a memorable party, build a bedroom and bath addition to summer home) and demonstrate that there will be sufficient complexity to allow you to use project management tools. Also, present evidence that shows you have the knowledge you need to make realistic estimates about both task times and costs. Think of me as your boss, even if this is a personal project, to whom you have to show that this is good project for the purposes of using project managements practices.   
  
Please include the following:  
Include the following:  
--Project Name  
--Project Sponsor (who is funding the project)  
--Brief explanation of the problem or market opportunity your project is addressing with some quantification of business impact  
--A brief mission statement of what has to be done to solve that problem or take advantage of that market opportunity (e.g. “design a more user-friendly version of Adobe Connect”)  
--High level summary of key project constraints (time frame, budget, and/or scope).  
--Summary of high level assumptions and expectations  
--Project organization and team members  
--Any other pertinent information  
  
You will find a rubric, of sorts, in Course Content/Session 1/Session Reading (PRED475 Project Plan Assessment.pdf). I will use this rubric in assessing your final project plan/proposal submission. Each row will be a component of the proposal that will be covered and will be an assignment during the course (for the most part). The columns are the degree or effectiveness that the topic is covered. I encourage you to consider how you intend to cover these components while defining the project you adopt for development throughout the course.   
  
Submit this proposed project for instructor approval. However, we may need to discuss some changes to the project to ensure it is suitable for the learning goals of this course.   
  
Formatting: 500-word proposal. Submit as a Word 97-2003 document. Use Times New Roman font and 12 pt. type size. If you include any material from other sources, be careful to use the sixth edition American Psychological Association (APA) documentation style. Keep in mind that the quality of your writing, as well as the sophistication and detail of your content, will be assessed. Be careful to use correct grammar, punctuation, and spelling.  
  
Submission: Please click on the assignment link to submit your assignment.

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**Draft – Project Scope Statement, Priority Matrix, and Communication Plan Assignment**

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  To assist you in identifying and preventing possible plagiarism, you may submit a draft of the paper to this assignment. Submitting a draft allows you to receive a SafeAssign report that can help you identify and correct possible plagiarism issues prior to submitting a final copy to the instructor via the Final SafeAssign item found below.  
    
  See the Final: Project Scope Statement, Priority Matrix, and Communication Plan Assignment item below for detailed directions for completing and submitting this assignment to the instructor for feedback and grading purposes.  
    
    
    
    
  >> [View/Complete](https://courses.northwestern.edu/webapps/mdb-sa-bb_bb60/submitPaper?course_id=_389851_1&content_id=_4589642_1&content_mdb_id=_4589642_1)

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**Final – Project Scope Statement, Priority Matrix, and Communication Plan Assignment (due Sunday, 6 October, 2013 at 11:55 p.m. central time)**

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* **FILE NAME WARNING:**Do not use ANY special characters in filenames other than alphanumeric characters, dashes or underscores.

You will write three deliverables for your project this session (a project scope statement, a project priority matrix, and a project communication plan).

* 1. Write a project scope statement for your course project. Be sure to include all of the following:
     + Project objective
     + Project deliverables
     + Project milestones
     + Technical requirements for the project
     + Limits and exclusions
     + Review with customer
  2. Develop and include a project priority matrix for this project.
  3. Write a project communication plan for this project.

Formatting: Use Times New Roman font and 12 pt. type size. If you include any material from other sources, be careful to use the sixth edition American Psychological Association (APA) documentation style. Keep in mind that the quality of your writing as well as the sophistication and detail of your content will be assessed. Be careful to use correct grammar, punctuation, and spelling.  
  
Submission: Please click on the assignment link to submit your assignment.

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**Draft – Work Breakdown Structure (WBS)**

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  See the Final: Work Breakdown Structure (WBS) item below for detailed directions for completing and submitting this assignment to the instructor for feedback and grading purposes.  
  >> [View/Complete](https://courses.northwestern.edu/webapps/mdb-sa-bb_bb60/submitPaper?course_id=_389851_1&content_id=_4589644_1&content_mdb_id=_4589644_1)

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**Final – Work Breakdown Structure (WBS) (due Sunday, 13 October, 2013 at 11:55 p.m. central time)**

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* **FILE NAME WARNING:**Do not use ANY special characters in filenames other than alphanumeric characters, dashes or underscores.

Develop a work breakdown structure (WBS) for your course project. Estimate times and costs for each.

* 1. Use one of these three methods to estimate the time and cost for each work package. Explain your reasoning for the estimating method you chose to use.
  2. Use the top-down method to estimate a work package of this WBS.
  3. Use a bottom-up method to estimate a different work package for this WBS.
  4. Use a hybrid method to estimate a third work package of this WBS.

--Ensure that your Written Assignment - WBS - includes the following components:  
--Explanation of choice of method (top down, bottoms up, hybrid)  
--Detailed WBS structure with the proper numbering/encoding (1.0, 1.1, 1.2, etc)  
--Time and Cost estimates with documentation of estimating approach  
--Schedule showing your time and cost estimates (you will need this as input for next week's assignment) showing the following columns:  
--Event name/number  
--Original estimate  
--Estimating approach (one of the six from the videos)  
--Duration = Original estimate / 0.66  
--Interruptions = 0.33 \* Original estimate  
--Total Duration = Duration + Interruptions  
--Labor rate  
--Labor Cost = Labor rate x total duration  
Then sum all columns to get a hours/day and cost total (This will be the total time and cost of your project.)  
  
Formatting: Submit the WBS as either an Exel or a Word 97-2003 file as a .pdf document, but the estimates as a Word 97-2003 document. Use Times New Roman font and 12 pt. type size. If you include any material from other sources, be careful to use the sixth edition American Psychological Association (APA) documentation style. Keep in mind that the quality of your writing as well as the sophistication and detail of your content will be assessed. Be careful to use correct grammar, punctuation, and spelling.  
  
Submission: Please click on the assignment link to submit your assignment.

>> [View/Complete](https://courses.northwestern.edu/webapps/mdb-sa-bb_bb60/submitPaper?course_id=_389851_1&content_id=_4589645_1&content_mdb_id=_4589645_1)

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**Draft – Arrow-on-Node Network Diagram**

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  To assist you in identifying and preventing possible plagiarism, you may submit a draft of the paper to this assignment. Submitting a draft allows you to receive a SafeAssign report that can help you identify and correct possible plagiarism issues prior to submitting a final copy to the instructor via the Final SafeAssign item found below.  
    
  See the Final: Arrow-on-Node Network Diagram item below for detailed directions for completing and submitting this assignment to the instructor for feedback and grading purposes.  
  >> [View/Complete](https://courses.northwestern.edu/webapps/mdb-sa-bb_bb60/submitPaper?course_id=_389851_1&content_id=_4589646_1&content_mdb_id=_4589646_1)

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**Final – Arrow-on-Node Network Diagram (due Sunday, 20 October, 2013 at 11:55 p.m. central time)**

It is Northwestern University policy that all student work may be analyzed electronically for violations of the University's academic integrity policy and may also be included in a database for the purpose of testing for plagiarized content.

* **FILE NAME WARNING:**Do not use ANY special characters in filenames other than alphanumeric characters, dashes or underscores.

Develop an arrow-on-node network diagram for your project. Be sure to include the following information for each node:

* + Duration
  + Earliest start time
  + Earliest finish time
  + Latest start time
  + Latest finish time

In addition, determine:

* + Any slack or float for each activity
  + Any free slack or float
  + The critical path for the project

Formatting: Submit a PDF of the network diagram. You may Excel or PowerPoint or Word.  
  
Submission: Please click on the assignment link to submit your assignment.

>> [View/Complete](https://courses.northwestern.edu/webapps/mdb-sa-bb_bb60/submitPaper?course_id=_389851_1&content_id=_4589647_1&content_mdb_id=_4589647_1)

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**Draft – Project Risk**

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  To assist you in identifying and preventing possible plagiarism, you may submit a draft of the paper to this assignment. Submitting a draft allows you to receive a SafeAssign report that can help you identify and correct possible plagiarism issues prior to submitting a final copy to the instructor via the Final SafeAssign item found below.  
    
  See the Final: Project Risk item below for detailed directions for completing and submitting this assignment to the instructor for feedback and grading purposes.  
  >> [View/Complete](https://courses.northwestern.edu/webapps/mdb-sa-bb_bb60/submitPaper?course_id=_389851_1&content_id=_4589648_1&content_mdb_id=_4589648_1)

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**Final – Project Risk (due Sunday, 27 October, 2013 at 11:55 p.m. central time)**

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* **FILE NAME WARNING:**Do not use ANY special characters in filenames other than alphanumeric characters, dashes or underscores.

For your project,

* 1. Identify potential risks associated with this project. Try to identify at least five different risks.
  2. Use a risk assessment form to analyze identified risks.
  3. Develop a risk severity matrix for your project or use the one provided on Blackboard.
  4. Based on this analysis, develop a risk response matrix to outline how you would deal with each of the risks.
  5. Create a change control form and plan for your project.

Formatting: Submit your assignment as as a Word 97-2003 document or in Excel.  
  
Submission: Please click on the assignment link to submit your assignment.

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**Draft – Project Crash Point**

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  To assist you in identifying and preventing possible plagiarism, you may submit a draft of the paper to this assignment. Submitting a draft allows you to receive a SafeAssign report that can help you identify and correct possible plagiarism issues prior to submitting a final copy to the instructor via the Final SafeAssign item found below.  
    
  See the Final: Project Crash Point item below for detailed directions for completing and submitting this assignment to the instructor for feedback and grading purposes.  
  >> [View/Complete](https://courses.northwestern.edu/webapps/mdb-sa-bb_bb60/submitPaper?course_id=_389851_1&content_id=_4589650_1&content_mdb_id=_4589650_1)

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**Final – Project Crash Point (due Sunday, 3 November, 2013 at 11:55 p.m. central time)**

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* **FILE NAME WARNING:**Do not use ANY special characters in filenames other than alphanumeric characters, dashes or underscores.

1. Determine and then explain if your project is a time-constrained or a resource-constrained project. Briefly explain (no more than 250 words) the determination. (See page 257-264.)   
  
2. Introduce a complication to your project that necessitates that you crash the project. Develop an activity graph for one of the activities on the critical path that you could crash to shorten the duration of this project. (See Fig. 9.2 p.315.) Also develop the following:  
  
--A Summary of Project Costs by Duration (Assume that all other critical path activities are held constant. See Fig. 9.5 p.318 for example.)  
  
--A Project Cost-Duration Graph of the Summary of Project Costs by Duration from above. (See Fig. 9.6 p.318)  
  
Briefly explain (in no more than 250 words) what you find about crashing the project and what its implications are for you as a project manager.   
  
  
Formatting: Submit both graphs as PDF files. For your written explanation, use Times New Roman font and 12 pt. type size. If you include any material from other sources, be careful to use the sixth edition American Psychological Association (APA) documentation style. Keep in mind that the quality of your writing as well as the sophistication and detail of your content will be assessed. Be careful to use correct grammar, punctuation, and spelling.  
  
Submission: Please click on the assignment link to submit your assignment.

>> [View/Complete](https://courses.northwestern.edu/webapps/mdb-sa-bb_bb60/submitPaper?course_id=_389851_1&content_id=_4589651_1&content_mdb_id=_4589651_1)

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**Draft – Learning from Mistakes**

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  See the Final: Learning from Mistakes item below for detailed directions for completing and submitting this assignment to the instructor for feedback and grading purposes.  
  >> [View/Complete](https://courses.northwestern.edu/webapps/mdb-sa-bb_bb60/submitPaper?course_id=_389851_1&content_id=_4589652_1&content_mdb_id=_4589652_1)

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**Final – Learning from Mistakes (due Sunday, 10 November, 2013 at 11:55 p.m. central time)**

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* **FILE NAME WARNING:**Do not use ANY special characters in filenames other than alphanumeric characters, dashes or underscores.

What mistakes have you observed managers make that we can learn from? Illustrate your point with an example from real life. Also, what mistakes have you observed leaders make that we can learn from? Illustrate your point with an example from real life. Describe this in approximately 500 words. Be as specific and clear as possible. Focus on actions—not personal qualities.  
  
Formatting: Submit as a Word 97-2003 document. Use Times New Roman font and 12 pt. type size. If you include any material from other sources, be careful to use the sixth edition American Psychological Association (APA) documentation style. Keep in mind that the quality of your writing as well as the sophistication and detail of your content will be assessed. Be careful to use correct grammar, punctuation, and spelling.  
  
Submission: Please click on the assignment link to submit your assignment.

>> [View/Complete](https://courses.northwestern.edu/webapps/mdb-sa-bb_bb60/submitPaper?course_id=_389851_1&content_id=_4589653_1&content_mdb_id=_4589653_1)

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**Draft – Earned Value Analysis (EVA)**

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  See the Final: Earned Value Analysis (EVA) item below for detailed directions for completing and submitting this assignment to the instructor for feedback and grading purposes.  
  >> [View/Complete](https://courses.northwestern.edu/webapps/mdb-sa-bb_bb60/submitPaper?course_id=_389851_1&content_id=_4589654_1&content_mdb_id=_4589654_1)

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**Final – Earned Value Analysis (EVA) (due Sunday, 17 November, 2013 at 11:55 p.m. central time)**

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* **FILE NAME WARNING:**Do not use ANY special characters in filenames other than alphanumeric characters, dashes or underscores.

Assign the PV values (using the rules) to develop a baseline for the project and put it in a table format. Write a narrative status report to the owner of your project based on your EVA of the project one-third into its timeline. You may need to use your imagination to come up with some problems or delays that affect the project so that you can practice these techniques.  
  
Compute the schedule variance (SV), cost variance (CV), schedule performance index (SPI), and cost performance index (CPI) for each period. Explain to the owner your assessment of the project at the end of period three and the expected status of the project at completion. Put the numerical EVA in an appendix, but discuss it in your narrative report. Make recommendations as necessary. Your purpose here is not to report reality but to show that you understand how EVA works and can apply its tools to an actual project.   
  
Step 1. You should develop the baseline for the entire project (see Fig 13.8)  
  
Step 2. You can pick a time period approximately 1/3 the way through the project. If your project is highly complicated, you might pick a shorter period of time; we just need a planned number to compare to.  
  
Step 3. You can introduce some problems that cause your project to be behind. Don't spend a great deal of time on developing this. Just create some delays or even some advances that change those actual costs..  
  
Step 4. Then calculate the SV, CV, SPI, & CPI for the project at that point in time. See pages 463-72. Show it in a table like Table 13.2 on page 466.  
  
Step 5: Write a brief status report, 2-3 paragraphs, explaining the various EVA indices and variances and what they tell you about the status of the project at that time.   
  
  
Formatting: Submit the baseline budget as a table in Word and the status report as a Word 97-2003 document or in Excel. Use Times New Roman font and 12 pt. type size. If you include any material from other sources, be careful to use the sixth edition American Psychological Association (APA) documentation style. Keep in mind that the quality of your writing as well as the sophistication and detail of your content will be assessed. Be careful to use correct grammar, punctuation, and spelling.  
  
Submission: Please click on the assignment link to submit your assignment.

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**Draft – Recommendations for Smart Organizational Project Management**

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  See the Final: Recommendations for Smart Organizational Project Management item below for detailed directions for completing and submitting this assignment to the instructor for feedback and grading purposes.  
  >> [View/Complete](https://courses.northwestern.edu/webapps/mdb-sa-bb_bb60/submitPaper?course_id=_389851_1&content_id=_4589656_1&content_mdb_id=_4589656_1)

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**Final – Recommendations for Smart Organizational Project Management (due Sunday, 24 November, 2013 at 11:55 p.m. central time)**

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* **FILE NAME WARNING:**Do not use ANY special characters in filenames other than alphanumeric characters, dashes or underscores.

You have been called in as an outside consultant to ABC corporation, a designer of widgets for cyberspace. Its last five projects have failed. In fact, two projects ran so long that competitors beat ABC to market with similar products, so ABC decided to cancel its project immediately before launch. The other three finished on time but were so over budget that ABC is unlikely to recoup the costs until year 10. The return on investment (ROI) for each had been predicted between three to five years. The CEO, Mr. Big Cheese, is not happy. So, he has fired all of his top project managers and hired a young hot shot, Paul Stephenson, a much acclaimed widget designer. He has an idea for an innovative new widget, but it will entail larger start-up costs that ABC has ever had on a project. Just before Mr. Cheese decides to green light Stephenson’s Widget in Space project, he has decided to hire you to make recommendations for ABC’s project management processes. What would you recommend to Mr. Big Cheese? Write your recommendations and your rationale in a 500-word memo to Mr. Big Cheese.  
  
Formatting: Submit as a Word 97-2003 document. Use Times New Roman font and 12 pt. type. If you include any material from other sources, be careful to use the sixth edition American Psychological Association (APA) documentation style. Keep in mind that the quality of your writing as well as the sophistication and detail of your content will be assessed. Be careful to use correct grammar, punctuation, and spelling.  
  
Submission: Please click on the assignment link to submit your assignment.

>> [View/Complete](https://courses.northwestern.edu/webapps/mdb-sa-bb_bb60/submitPaper?course_id=_389851_1&content_id=_4589657_1&content_mdb_id=_4589657_1)

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**Draft – Putting it all Together: Project Plan Course Assignment**

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  See the Final: Putting it all Together: Project Plan Course Assignment item below for detailed directions for completing and submitting this assignment to the instructor for feedback and grading purposes.  
  >> [View/Complete](https://courses.northwestern.edu/webapps/mdb-sa-bb_bb60/submitPaper?course_id=_389851_1&content_id=_4589658_1&content_mdb_id=_4589658_1)

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**Final – Putting it all Together: Project Plan Course Assignment (due Sunday, 8 December, 2013 at 11:55 p.m. central time)**

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* **FILE NAME WARNING:**Do not use ANY special characters in filenames other than alphanumeric characters, dashes or underscores.

Throughout the course, you have applied the project management strategies and tools to a project of your choosing. Now it is time to compile your coursework into a coherent, complete, and detailed project plan. The purpose of this plan is to demonstrate to the authorizing party, be that the CEO of your organization or someone more powerful like the mother-of-the-bride, that this project is thoroughly organized and planned, even in the event of problems or changes.   
  
• • Please ensure that all components are in your final document. You will see, with the exception of the executive summary, project organization chart, Gantt Chart, and feasibility assessment, that all the documents have come from your homework assignments and just need to be revised to reflect my comments and any changes that you have made to your project.  
•   
o Executive summary should present your plan to the executives who would approve the plan. You would not expect them to review the detailed documents except to review a specific point. Your summary should describe and tie together the documents.  
o Project Organization Chart - you should show your project team and the sponsor in a graphical format. You should also note what the project organization is (functional, matrix, projectized)  
o Gantt chart (see Fig 13.7 on page 464) would be created from your project baseline budget. Note you will have to do this on the final exam.  
o Feasibility is a 1-2 paragraph assessment of how successful your project will be. You can include this in your executive summary but you should score it separately on the self assessment sheet.  
  
  
Formatting: Begin your project plan with a title page and then a one-page executive summary of the key aspects of the plan. Also, provide the reader with a table of contents, and don’t forget to number the pages. Submit as a Word document (and with Gantt Project and/or Excel files as needed). Use Times New Roman font and 12 pt. type. If you include any material from other sources, be careful to use the sixth edition American Psychological Association (APA) documentation style. Keep in mind that the quality of your writing as well as the sophistication and detail of your content will be assessed. Be careful to use correct grammar, punctuation, and spelling.  
  
Submission: Please click on the assignment link to submit your assignment.

>> [View/Complete](https://courses.northwestern.edu/webapps/mdb-sa-bb_bb60/submitPaper?course_id=_389851_1&content_id=_4589659_1&content_mdb_id=_4589659_1)

 https://courses.northwestern.edu/images/ci/sets/set01/document_on.gif

**Final Exam Information**

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| --- | --- |
| **Attached Files:** | * [[File](https://courses.northwestern.edu/bbcswebdav/pid-4589660-dt-content-rid-12220966_1/xid-12220966_1) ProctorU Student Handout.pdf](https://courses.northwestern.edu/bbcswebdav/pid-4589660-dt-content-rid-12220966_1/xid-12220966_1) (125.841 KB) |

This course requires a proctored final exam. In order to take your final exam, you will need to:

1. Create an account with our proctoring service, ProctorU, at www.proctoru.com/northwestern.

2. Schedule your exam time using ProctorU.

3. Test your computer equipment with the ProctorU system at www.proctoru.com/testitout.

Please view the attached handout for more information on ProctorU and their exam process.

If you have any questions about proctored testing, please contact [scstesting@northwestern.edu](mailto:scstesting@northwestern.edu).