

## **CS432-632 Introduction to IT Project Management**

### **Instructor: Pamela Campbell**

#### **Contact Information**

Office Location: Virtual Office

Office Hours: Wed, 1:00 to 4:00 pm EDT via telephone by appointment or arranged

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#### **Biography**

Pamela Campbell is a lecturer at Boston University. She has been working and teaching in the area of Project Management, Education, and software development for 20 years in organizations such as MITRE, Synetics, and BEA Systems, Inc. She holds a Masters degree from Bentley College in Computer Information Systems and has designed and implemented systems that include large databases.

One of her most rewarding assignments was to manage the project to upgrade the Amver system (amver.com). Amver, sponsored by the United States Coast Guard, is a unique, computer-based, and voluntary global ship reporting system used worldwide by search and rescue authorities to arrange for assistance to persons in distress at sea. Ms. Campbell has been teaching for Boston University for more than 15 years.

In addition to her lecturing, she is a consultant to Bridging Distances, for which she provides training services to software, healthcare, and engineering firms.

### **IT Project Management**

#### **Course description**

This course provides students with a comprehensive overview of the principles, processes, and practices of software project management. Students learn techniques for planning, organizing, scheduling, and controlling software projects. There is substantial focus on software cost estimation and software risk management. Students will obtain practical project management skills and competencies related to the definition of a software project, establishment of project communications, managing project changes and managing distributed software teams and projects. We also focus on the Project Management Body of Knowledge (PMBOK) as a framework in this course. This is now a world-wide defacto standard for project management.

## **Learning Goals and Objectives**

Upon successful completion of this course, you will be able to:

1. Demonstrate knowledge of IT project management terms and techniques, such as:
  - The triple constraint of project management
  - The project management knowledge areas and process groups
  - The project life cycle
  - Tools and techniques of project management, such as:
    - Work breakdown structures
    - Network diagrams
    - Critical path analysis
    - Critical chain scheduling
  - Cost estimation and Risk Management
  - Earned Value Management (EVM)
  - Motivation theory and team building
  - Conflict Management
  - Project Quality Management
2. Understand advanced topics in the domain of software project management.
  - This course focuses on Software Cost Estimation and Software Risk Management
  - Project planning, organization and control both theory and practice
3. Apply project management concepts by working on a group project as an active team member.
  - Students will complete all parts of the Planning for a software Project
  - Students will produce a comprehensive software project management repository for the above project
  - Students will produce a quality research abstract paper to encourage original thinking in this field
  - Using skills developed in this and other computer science courses and previous work experience, students will develop an appreciation of the many skills required to do good systems analysis and design.
4. Team members will develop good documentation/technical writing skills, engage in virtual teamwork, and build virtual communication skills. They will develop good project management skills.

Note: (If you plan to become a certified Project Management Professional this comment applies to you.) This course counts to PMP educational requirements and the project produced counts towards experience.

## **Course Outline and Class Schedule**

**See the Assignments document posted on Blackboard for Details of Homework and Reading Assignments.**

Class sessions are 6 – 8:45 PM. Classes meet Thursdays, starting Thursday Jan 23, 2020 until Thursday Apr 30, 2020. **Room: PSY B41** 64-86 Cummington Mall

**Elive students are expected in-person in class on Jan 23, Feb 27, March 26, and April 30.**

1. Jan 23 – **Introduction to Project Management (Face-to-Face for Elive students)**

- Assignments: no assignments due
- Reading: See Assignment doc

2. Jan 30 – **Project Charter, Scope and Milestones - See Assignments doc on Blackboard for details**

- Assignment: see Assignment doc
- Reading: see Assignment doc
- Submit a project idea (few sentences) to professor by email
- Project group assignments are made

3. Feb 6 – **Work Breakdown Structure (WBS)**

- Assignment: See Assignment doc
- Reading: See Assignment doc

4. Feb 13 -- **Risk Management**

- Case Study – Into Thin Air
- Reading: see Assignment doc
- Assignment: see Assignment doc
- Select Group Project and submit **Scope** statement – group assignment DUE

5. Feb 20 -- **Procurement, Contracts and Ethics**

- Assignment: See Assignment doc
- Reading: See Assignment doc

6. Feb 27 – **Cost Estimation and Earned Value Management - (Face-to-Face for Elive students)**

- Assignment: See Assignment doc
- Reading: See Assignment doc
- Research topics should be approved by this date

7. Mar 5 – **Cost Management and Human Resource Management**

- Assignment: See Assignment doc
- Reading: See Assignment doc

**\*\*\* SPRING RECESS – March 7 – March 15 \*\*\* NO CLASS MARCH 12**

8. Mar 19 — MIDTERM EXAM – **VIRTUAL No class session**

9. Mar 26 – **Project Communications Management – (Face-To-Face for Elive students)**

- Assignment: See Assignment doc
- Reading: See Assignment doc
- Research Paragraph and References Due

10. Apr 2 — **Networks and Critical Path**

- Assignment: See Assignment doc
- Reading: See Assignment doc
- WBS Due – Group assignment

11. Apr 9 – – **Group Work Session – VIRTUAL – No class meeting**

- No assignments due

12. Apr 16 **Project Quality**

- Assignment: See Assignment doc
- Reading: See Assignment doc
- Research Abstract DUE (3 pages) - individual

13. Apr 23 – **Agile Software Development**

- Assignment: See Assignment doc
- Reading: See Assignment doc

14. Apr 30 - **Final Project Presentations and Research Abstract Presentations - - (Face-to-Face for Elive Students)**

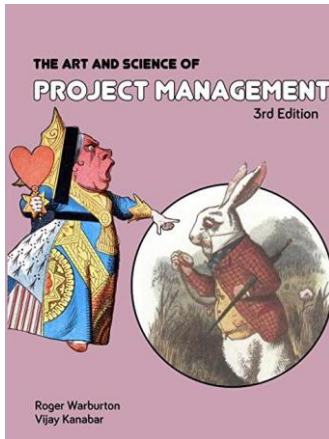
- Final Project Report DUE - hardcopy
- Peer Evaluations DUE - individual
- Lessons Learned Report DUE - individual

15. May 7 – FINAL EXAM – covers all material in course - **VIRTUAL – no class meeting**

## **Site for course recordings:**

Recorded lectures can be found under “Class Session Recordings” on the left-hand menu on the Course website. Here are their names and dates on which you should watch them.

## Course Resources



### Required Texts

The Art and Science of Project Management 3<sup>rd</sup> Edition

Warburton, Roger & Kanabar, Vijay

Publisher: RW-Press; (2013)

- **ISBN-10:**
- **ISBN-13:** 978-0-9993320-2-3

Paperback:

This website will give you access for PMI membership (student) for \$32 <http://www.bu.edu/adminsc/membership/> This gives you access to the Project Management Body of Knowledge (PMBOK )

**Reference:** Students are encouraged to acquire the Project Management Institute's Project Management Book of Knowledge (PMBOK). If you become a member of PMI you will have electronic access to the completed PMBOK 5th edition. If you are a full-time student you pay a member ship fee of only \$32 to obtain the reduced price membership.

### Grading Structure

All students will be expected to demonstrate knowledge of IT Project Management and relevant techniques. To obtain an exceptional grade you have to exceed expectations in your projects and weekly assignments.

### Grading Structure and Distribution

The course consists of homework, a midterm, a 3-page research abstract paper, a final exam and a final (group) project, weighted as follows:

**Homework and Class Participation: 25%**

Homework includes all assignments, group and individual. Students are expected to attend sessions and to participate in discussions and exercises.

## **Research Abstract + Midterm: 25%**

The Research Abstract has three deliverables:

- Topic Selection (must be approved by the Instructor)
- Research Paragraph + References-to-date
- Finished 3-page Abstract paper

The Midterm is open book and will include multiple choice, short-answer questions and calculations.

### **Group Project: 25%**

Group project will be in 2 phases: Planning Phase Deliverables and Final Report and Presentation. The project will be a team assignment.

### **Final Exam: 25%**

The final exam will be an open book exam consisting of multiple choice, short answer, essay questions, and calculations.

## **Expectations**

**Homework assignments** will be assigned each week and are expected to be submitted at the deadline.

The **Peer Evaluation** provides input into your participation in your Group. Group members who do not contribute to the work of the group will find their grade decreased.

### **Midterm Exam**

The Midterm Exam includes all readings, all classroom presentations and discussions. It will consist of multiple-choice, true/false, and short answer questions. Plan to use a calculator.

### **Research Abstract**

You are expected to produce a quality research abstract on a topic approved by your Instructor. This course is demanding, so a complete research paper is not required, only a 3 page abstract *summarizing* the topic.

The Abstract is to be completed using the APA writing style and guidelines for citations and references. The student style guide can be downloaded from the American Psychological Association website or the guide can be purchased from the book store. Points will be deducted for style deviations. The latest version of Microsoft Word has APA formatting built in. **See the end of this document for examples.**

**\*\*\*\*\*Your Research topic must be approved by your instructor. \*\*\*\*\*** You are required to submit a **topic** for the abstract by Session 6, a paragraph+ references to date by Session 9 and the complete 3 page abstract by Session 12.

Your topic is to be **approved by your instructor** and these should be real **RESEARCH PAPERS**. Material that you include from other authors **MUST** be referenced. Since it is assumed that you know little about the topic that you are writing on, it is expected that your papers contain information from many different sources. These must be attributed to the author using the American Psychological Association citation and reference format. This is *your* paper and not the cut and paste of someone else's work.

The Internet has led to a false sense of what research is all about. Those new to research tend to think that it means spending an afternoon surfing the Internet and then cutting and pasting from material available. Wikipedia is a fine first step, but is not to be quoted as a research-quality source. Your references should be high-quality journals, not sales materials or personal blogs.

Keep in mind the Internet is:

1. Not quality oriented.
2. The Internet has both good stuff and bad stuff, but does not know the difference.
3. I expect to see materials from a wide variety of sources, attributed as to source

The paper is due in three parts. First the *topic* must be approved by the instructor; second a *paragraph* is due summarizing the abstract + references-to-date; third is the *3-page abstract*, with references. Title page and references are outside the 3 pages.

## **Final Project**

**There is a major group Final Project and presentation due in the last class.** Students will be required to demonstrate their understanding of the key features of project management. Deliverables on this Final Project will be due periodically throughout the course. A Final Project Report and PowerPoint presentation will be presented by each group at the end of the course.

The Final Project Report is a compilation of deliverables due throughout the course, printed and handed in. See the Assignment document for a detailed outline. There is also a slide presentation that will be made to the class. This is a group project. Each student will also submit a Peer Review that evaluates the participation of other members of their group.

## **Final Exam**

This exam will be administered virtually. It is open book and will cover material from the entire course.

The final exam will consist of multiple-choice and true/false questions. The type and nature of questions in the final exam will be similar to the Midterm Exam. You may be asked to provide bullet points to illustrate your answers to some questions. Expect to use a calculator.

## **Peer Evaluation and Lessons Learned paper**

Each student will submit a **Peer Review** (using the supplied form) that evaluates the participation of other members of their group.

Each student is required to submit a **Lessons Learned** document, approximately 250 words in length, that describes some of the most important points that the student learned during the course.

### **Deadline Expectations**

Due dates must be respected for assignments. It is unfair to other students to allow extensions for some. Issues that interfere with coursework such as work travel, home demands and vacations can all be anticipated. These pressures face everyone and are not sufficient reason for extensions to be offered. Extensions can only be granted under truly extenuating circumstances.

### **Grading Standards**

Grade inflation is not in the best interests of BU students or the reputation of the institution. I have a responsibility to differentiate the performance of my students, and to reward with high grades only those who do exceptionally well. A Grade of 'A' or 'A minus' will be limited only to those students truly distinguishing themselves in the course. The Academic Policy Committee of Metropolitan College recommends the following guidelines for distinguishing grades.

A, A-	20%
B+, B, B-	80%
Other	As merited

**While there are strict policies for grades at MET, I do NOT impose a grading curve.**

You can expect to be challenged in this course, and excellent, high-quality work will be rewarded with an 'A'. If everyone submits high quality work, then everyone will get an 'A'. An 'A' grade requires high quality excellence in all aspects of the course: homework, discussions, final project and exams.

### **Timely Presentation of Materials Due**

All assignments (papers, homework, etc.) have due dates. These are the **LAST DATES** that stated material is due. I maintain the right to refuse, or downgrade, any materials presented after due dates. **This is not a subject for discussion.**

Organize your time and work to turn in the paper before the due date. To be absolutely clear, this means that the final paper will be accepted anytime up to that date but not after. Set a time schedule that has the work for the paper built around your personal needs and schedule a "hand in time" well before the last minute. This way, should some unforeseen problem arise, the timely presentation of your paper and its usefulness to the project is not in jeopardy.

### **Requests For Make-Up Examinations**



The General position is that make up exams are not given.

There is no guarantee that a make-up would be permitted, and any request needs to be in writing and a written verification of the incident will be expected. I recognize that infrequently unfortunate situations do occur that make fulfilling requirements impossible and, as such, I review requests for make-up exams on a case-by-case basis.

I hope that you will appreciate that I do not do this to penalize any individual student but to attempt to assure that there is a level playing field and the total class feels confident that no one has an advantage.

### **Delays**

If, for any reason, you are unable to meet any assignment deadline, contact me immediately, and preferably in advance. All assignments must be completed to receive full credit for the course.

### **6. Academic Conduct Policy**

The academic conduct policy is summarized below. For the full text of the academic conduct code, please go to:

[http://www.bu.edu/met/metropolitan\\_college\\_people/student/resources/conduct/code.html](http://www.bu.edu/met/metropolitan_college_people/student/resources/conduct/code.html)

## **Academy Conduct Policy**

**For the full text of the academic conduct code, please go to**

**[http://www.bu.edu/met/metropolitan\\_college\\_people/student/resources/conduct/code.html](http://www.bu.edu/met/metropolitan_college_people/student/resources/conduct/code.html)**

### **A Definition of Plagiarism**

"The academic counterpart of the bank embezzler and of the manufacturer who mislabels products is the plagiarist: the student or scholar who leads readers to believe that what they are reading is the original work of the writer when it is not. If it could be assumed that the distinction between plagiarism and honest use of sources is perfectly clear in everyone's mind, there would be no need for the explanation that follows; merely the warning with which this definition concludes would be enough. But it is apparent that sometimes people of goodwill draw the suspicion of guilt upon themselves (and, indeed, are guilty) simply because they are not aware of the illegitimacy of certain kinds of "borrowing" and of the procedures for correct identification of materials other than those gained through independent research and reflection."

"The spectrum is a wide one. At one end there is a word-for-word copying of another's writing without enclosing the copied passage in quotation marks and identifying it in a footnote, both of which are necessary. (This includes, of course, the copying of all or any part of another student's paper.) It hardly seems possible that anyone of college age or more could do that without clear intent to deceive. At the other end there is the almost casual slipping in of a particularly apt term which one has come across in reading and which so aptly expresses one's opinion that one is tempted to make it personal property.

Between these poles there are degrees and degrees, but they may be roughly placed in two groups. Close to outright and blatant deceit-but more the result, perhaps, of laziness than of bad intent-is the patching together of random jottings made in the course of reading, generally without careful identification of their source, and then woven into the text, so that the result is a mosaic of other people's ideas and words, the writer's sole contribution being the cement to hold the pieces together. Indicative of more effort and, for that reason, somewhat closer to honest, though still dishonest, is the paraphrase, and abbreviated (and often skillfully prepared) restatement of someone else's analysis or conclusion, without acknowledgment that another person's text has been the basis for the recapitulation."

{The two paragraphs above are from H. Martin and R. Ohmann, *The Logic and Rhetoric of Exposition*, Revised Edition. Copyright 1963, Holt, Rinehart & Winston.

# BOSTON UNIVERSITY DEPARTMENT OF ADMINISTRATIVE SCIENCES

## GUIDELINE FOR ALL PAPERS SUBMITTED TO DEPARTMENT COURSES

### 1. ORIGINAL ARTICLES ONLY

Submission of a paper to the department represents a certification on the part of the author(s) that the paper is an original work. Ideas of others either indirect or quoted must be referenced.

### 2. MANUSCRIPT STYLE

References, citations and general style of manuscripts for this Journal must follow the APA style (Please refer to the latest edition of the *Publication Manual* of the American Psychological Association for style questions. References should be double-spaced and placed in alphabetical order Text and references should be single-spaced. Each reference in the paper must be fully referenced at the end under references and all items listed under the reference section must have been cited in the body of the paper.

*Examples of References to Periodicals:*

#### **Journal article: One author**

Levitt, T. (1983). The globalization of markets *Harvard Business Review*, 61(3), 92-102.

#### **Journal article: Multiple authors**

Kaynak, E. & Kothan, V. (1984) Export behavior of small and medium-sized manufacturers Some policy guidelines for international marketers. *Management International Review*, 24(2) June, 61-69

#### **Magazine article**

Tinnin, D. B. (1981, November 16). The heady success of Holland's Heineken. *Fortune*, pp. 158-164

#### **Newspaper article**

The opportunity for world brands. (1984, June 3) *The New York Times*, p 6E

#### **Monograph**

Franco, L G (1979). *A survey of the impact of manufactured exports from industrializing*

*countries in Asia and Latin America* (Monograph). *Changing International Realities*, 6.

### **Examples of References to Books:**

#### **Reference to an entire book**

Kaynak, E (1986) *Marketing and economic development* New York: Praeger Publishers Inc.

#### **Book with a corporate author**

Committee for Economic Development (1981) "*Transnational corporations and developing Countries*" New York. Author.

#### **Edited book**

Kaynak, E (Ed ). (1986). *International Business in the Middle East*, Berlin, New York: Walter de Gruyter.

#### **Book with no author or editor**

*"Marketing opportunities in Japan"* (1978) London Dentsu Incorporated

#### **Article or chapter in an edited book**

Bucklin, L. P (1 986) "Improving food retailing in less developed countries" In E Kaynak (Ed ), *World Food Marketing Systems* (pp. 73-81) London. Butterworth Scientific Publishers

#### **Proceedings of Meetings and Symposia**

#### **Published proceedings, published contributions to a symposium**

Lee K H. (1981) "From production orientation to marketing orientation - Hong Kong in the international trade setting" In D. B, Yeaman(Ed.), *Developing global strategies* (pp. 753-766) Conference held at the University of Navarra, Barcelona, Spain, 2 (December 17-19)

#### **Unpublished paper presented at a meeting**

Kaynak, E (1988). *Strategic and organizational Issues in tourist services* Paper presented at Second International Tourism Advertising Conference, Portoroz, Yugoslavia.

## **Doctoral Dissertations/Masters Theses**

Unpublished doctoral dissertation Czinkota, M F. (1980) "An analysis of export development strategies in selected U S. industries" Dissertation Abstracts International. (University Microfilms No. 80-15, 865)

### **3. MANUSCRIPT PREPARATION**

Margins: leave at least a one-inch margin on all four sides

Paper: use clean white, 8-1/2" x 11" bond paper.

Cover page: This should provide full authorship, along with authors' academic degrees, professional titles, affiliations and addresses (mail, fax, and e-mail)

Title page: This should provide only the title of the manuscript, and abstract of about 100 words, and 3-10 words for index purposes.

### **4. SPELLING, GRAMMAR, AND PUNCTUATION**

You are responsible for preparing manuscript copy which is clearly written in acceptable scholarly language (English with no errors of spelling, grammar, or punctuation). Verify the accuracy of arithmetic calculations, statistics, numerical data, text citations, and references as well as avoiding the following common errors:

- dangling modifiers
- misplaced modifiers
- unclear antecedents
- incorrect or inconsistent abbreviations

### **5. INCONSISTENCIES MUST BE AVOIDED**

Be sure you are *consistent* in your use of abbreviations, terminology, and in citing references. Only use abbreviations after the abbreviation has been explained. For example, define the acronym "The North American Free Trade Agreement (NAFTA)" in the appropriate part of the document, and later in the text, it is acceptable to use "It was found that NAFTA was..."