CS432-632 Introduction to IT Project Management
Revision 1

Instructor: Pamela Campbell

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The Teaching Team

Instructor: Pamela Campbell
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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 project management training services to software, healthcare, and engineering firms. Her latest focus has been on assisting companies with handling a mixture of remote and on-site employees as well as consulting on employee retention as part of DEI and Belonging.

Teaching Assistant: Praneeth Narisetty

narisett@bu.edu

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:

    o The triple constraint of project management
    o The project management knowledge areas and process groups
    o The project life cycle
    o Tools and techniques of project management, such as:
        ▪ Work breakdown structures
        ▪ Network diagrams
        ▪ Critical path analysis
        ▪ Critical chain scheduling
    o Cost estimation and Risk Management
    o Earned Value Management (EVM)
    o Motivation theory and team building
    o Conflict Management
    o Project Quality Management

2. Understand advanced topics in the domain of software project management.
    o This course focuses on Software Cost Estimation and Software Risk Management
    o Project planning, organization and control both theory and practice

    o Uses of Artificial Intelligence tools to support project management

3. Apply project management concepts by working on a group project as an active team member.
    o Students will complete all parts of the Planning for a software Project
    o Students will produce a comprehensive software project management repository for the above project
    o Students will create an informational webpage for their group project
    o 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. The group work is one of the most important learning aspects of this course.

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 Wednesdays, starting Wednesday Jan 22, 2025 until Wednesday April 30, 2025. The Final Exam will be a Virtual Exam on Wednesday May 6, 2025.

Room: all classes meet in XXXXX. This is a face-to-face class and attendance is required and will be part of your Participation portion of your final grade.

Lectures will be recorded and available on Blackboard for review.

Differences between 432 and 632 sections. The 432 students have the benefit of class materials and assignments that are on a Masters level. In addition, they will be working in project groups with students who have a broader set of experiences, which will enrich the Undergraduate experience. Allowances will be made when grading for CS432 students to recognize that they are undergraduates.

***Assignments: See the "Assignments" document posted on Blackboard for Details of Homework and Reading Assignments for each class session. There are also Detail Documents on Blackboard with instructions for the Assignments.

SESSION 1 Jan 22 - **Introduction to Project Management**

- Assignments: no assignments due
- Reading: CH 1 & 2, Warburton and Kanabar (W&K); Read the Introduction and the Preface – Write a 1-page summary of **one** of the projects in the textbook that used as case studies – due at start of Session 2.
- Submit an idea for a project to your professor before Session 2 begins.
- Contribute to **Discussion Topic 1** before Session 2 begins.

"Nothing is impossible for the person who doesn't have to do it themselves."

SESSION 2 Jan 29 – **Project Charter, Scope and Milestones; Agile and Project Management**

- **See "Assignments" doc on Blackboard for Chapters to read and individual and group assignments due for this and every session. In addition, there are Detailed Documents that expand on Assignment Requirements for each Assignment.**

    "The more you plan, the luckier you get."

SESSION 3 Feb 5 – **Work Breakdown Structure (WBS); Use of AI with PM**

- **See Assignments doc on Blackboard for reading assignments and homework**
- **Write a Charter for your Individual Project Idea –** Individual assignment
- Project Group assignments are made in class
- Contribute to **Discussion Topic 2** before Session 4 begins.
- Complete Quiz **1**

    "A little project management saves a lot of fan cleaning."

SESSION 4 Feb 12 -- **Risk Management**

- **See Assignments doc on Blackboard for readings and homework**
- Group Research Topics must be Approved by this session
- Read **Case Study** – "Into Thin Air"

"It is better to solve the right problem approximately than to solve the wrong problem exactly." – John Tukey

SESSION 5 Feb 19 –- **Project Communications Management** (Monday shift)

- **See Assignments doc on Blackboard for readings, etc**
- Contribute to **Discussion Topic 3** before Midterm Exam
- Complete Quiz **2**
- First Peer Evaluation **Due** (Individual)

    See Assignments doc on Blackboard for readings, etc

    "Experience is merely the name people give to their mistakes."

SESSION 6 Feb 26 -- –- **Human Resource & Cost Management - See Assignments doc on Blackboard**

- Research Outline + References-to-date **Due** (Group)

SESSION 7 Mar 5 –- **MIDTERM EXAM** – **VIRTUAL** -- includes all readings, all classroom presentations and discussions. **Available** on Blackboard at 6PM Mar 20, **submit** by midnight Thursday Mar 21.

- ******** March 12 - Wednesday – **NO CLASS –Spring Break** ***

SESSION 8   Mar 19 –– **Networks and Critical Path**

- **See Assignments doc on Blackboard for readings, etc**

"Activity is not achievement."

SESSION 9 Mar26 -–– **Cost Estimation -–**

- **See Assignments doc on Blackboard for readings, etc**
- **Group Research Presentations due – record and upload**

"Good estimates are not modest; if it's huge, they say so."

SESSION 10 Apr 2 –- **Earned Value Management & Cost - Individual Cost Estimate assignment Due**

- **See Assignments doc on Blackboard for readings, etc**
- Final Group **Project** Presentation Slide **Review** – send slides to professor via email
- Complete Quiz **3**

"Warning: dates on a calendar are closer than they appear to be."

SESSION 11 Apr 9 –-- – **Procurement and Contracts**

- **See Assignments doc on Blackboard for readings, etc**
- Contribute to **Discussion Topic 4** before Session 13
- Complete Quiz 4

"The bitterness of poor quality lingers long after the sweetness of low price is forgotten."

SESSION 12 April 16— **Project Quality; PM Ethics; Virtual Work Session**

- **See Assignments doc on Blackboard for readings, etc**

"Sixty years ago I knew everything. Now I know nothing. Education is a progressive discovery of your own ignorance." -- Will Durant

- ******** Apr 23 - Wednesday – **NO CLASS –Monday class shift** ***

SESSION 13 Apr 30 -- **Group Project Presentations session**

- Group Project Website due (Group)
- Final Project Report Due (Group)
- Group Project presentation Due (Group)
- Second Peer Evaluation Due (Individual)
- **Lessons Learned document Due** (**Individual**)

FINAL EXAM: **May 6** - Tuesday FINAL EXAM – covers all material in course, lectures, exercises, readings and class discussions

This is a **VIRTUAL EXAM:** Available at **6PM Tuesday May 6 and to be submitted by midnight Wednesday May 7.**

Site for course recordings：

Recorded lectures can be found under "Zoom Class Session Recordings" on the left-hand menu on the Course website.

Course Resources
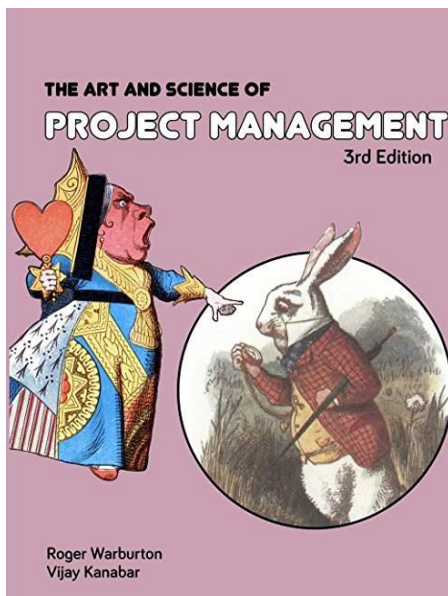
Required Texts

The Art and Science of Project Management 3ⁿᵈ Edition

Warburton, Roger & Kanabar, Vijay
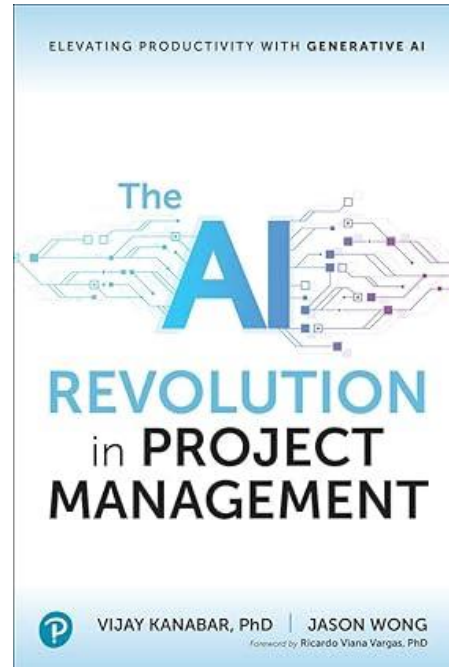
Publisher: RW-Press; (2013)

- **ISBN-10:**

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

The AI Revolution in Project Management:

Elevating Productivity with Generative AI

1st Edition
by Vijay Kanabar & Jason Wong

The Print Version of 3ʳᵈ Edition: Currently, the book is available directly from the printer, Lulu. [Purchase a copy of 3ʳᵈ edition](). Lulu is a "Print on Demand" (PoD) distributor. They print a copy of the book, which usually takes about 3-4 days. The book is shipped to you using the shipping method you select.

Also available from the US Apple Bookstore as an ebook.

This website will give you access for PMI membership (student) for $32

https://www.pmi.org/membership/student

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 Assignments, a Midterm, a Group Research Presentation, a Final exam and a Group Project, weighted as follows:

Homework and Class Participation: 15% (Individual)

> You are expected to attend all classes.

> Participation has three forms: the first is attending class, the second is actively participating in class (participating in exercises, discussions, and asking questions), and the third is participating in the online Discussion forums.

> **Class participation** is assessed for each class, so be prepared to participate in discussions and answer questions. High-quality participation includes substantive contribution to discussions, insights into topics we are discussing, questions regarding relevant topics, and substantial interactions with others in the class.

> **You need to come to class prepared.** This means you should read the assigned chapters and readings, and prepare for any assigned cases or class discussions. The schedule shows what we will cover.

> **Homework** assignments can be found in the Assignment doc posted online. This includes due dates. **Note**: there are Detailed Assignment documents posted on line that further explain Assignments.

> You are also graded on your participation in the **group work** which is assigned. The **Peer Evaluation** at midterm and at the end of the semester provides me with feedback from your team members on your contributions to the group assignments.

> There are **Rubrics** online with details on how **Discussions and research projects** will be graded.

Research Presentation: 10% (Group Assignment)

> The Group Research Presentation has three deliverables. See the schedule above for due dates:

o   **Topic Selection** (must be approved by the Instructor)

o   Research **Outline + References-to-date**

o   Finished Research **Presentation**, recorded and uploaded for review

There is a Rubric online with details on how this assignment will be graded. See below for more details on this Assignment.

Midterm: 20% (Individual)

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

Quizzes: 10% (Individual)

You will have four quizzes during the semester to complete. Quizzes will be conducted electronically on Blackboard during selected weeks. Quizzes will be open book. You are allowed multiple attempts and only the last attempt will become your Quiz grade.

Group Project: 25%
Group project has 3 phases:
- Planning Phase Deliverables (homework assignments)
- Final Report and Presentation
- Informational website on Group Project

The project will be a team (group) assignment.

Final Exam: 20%
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 Evaluations** provides feedback to the instructor on your participation in your Group. Two Peer Evaluations are to be submitted.

- Midway through the semester you are asked to prepare your first Peer Evaluation. A second Peer Eval is required at the end of the semester.

Group members who do not contribute to the work of the group will find their grade decreased.

Quizzes

Quizzes will be conducted electronically on Blackboard during selected weeks of the semester. Quizzes will be open book. The Quizzes are intended to assist students in identifying subject areas which require more study or review.

You are allowed multiple attempts and **only the last attempt** will become your Quiz grade. **NOTE: See Syllabus for the order in which quizzes are to be taken.**

Discussions

Discussions will be conducted electronically on Blackboard during selected weeks of the semester. There is a Rubric posted online with details on how participation in the Discussions will be graded. Note: Grades are given for posting on a discussion during the week indicated in the Syllabus. Posts made outside those dates, though not prohibited, will not be part of the grade for that individual Discussion topic.

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 Presentation

You, working with your group, are expected to produce a quality research presentation on a topic approved by your Instructor (see Blackboard for a list of topics). This course is demanding, so a complete research paper is not required, **only a presentation + Notes on the Slides** summarizing the topic. NOTE: you are not doing original research for this paper, but rather a literature search on a Project Management related topic.

******Your group's Research topic must be approved by your instructor. ****** You are required to submit a **topic** for the presentation by Session 4, a draft + references to date by Session 6 and the complete presentation is to be recorded and uploaded by Session 9.

Grading of the Research Presentation: see Blackboard for the Grading Rubric for the Research Presentation,

Your group's topic is to be **approved by your instructor.** Since it is assumed that you know little about the topic, it is expected that your presentation will contain information from many different sources. Material used from these sources must be attributed to the author/source in your Notes on each slide. The last slide should be a list of all references.

Warning: 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 with peer-reviewed articles, 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 research-quality sources, attributed

as to source

The Research Presentation is due in **three parts**. First the *topic* must be approved by the instructor; second a *draft* is due -- outline + references-to-date; third is the *recorded presentation*. One slide should show the references.

Reference Format: See the end of this document for guidance on how to format various forms of reference such as those from journals, conferences, etc. Do not submit only weblinks for references.

Final Project

There is a major Group Project and Presentation due in the last class. Groups must also create a website that provides details on the project itself (similar to what would be offered to the public). 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. An Informational Website, soft-copy Final Project Report and PowerPoint presentation will be presented by each group at the end of the course.

The Project **Website** can be created using free software such as WordPress. You are free to use whatever web development materials you wish. This webpage is informational and should include information of interest to all stakeholders, including the public.

The Final Project **Report** is a compilation of deliverables due throughout the course, presented in softcopy. **See the Assignment document for a detailed outline**.

There is also a **slide Presentation** that will be made to the class. **A sample Final Project Slide set** is available on Blackboard. This is a group project. Each student will also submit a Peer Review that evaluates the participation of other members of their group, and an individual Lessons Learned document.

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 Individual Lessons Learned paper

Each student will submit two **Peer Reviews** (using the supplied form) that evaluate the participation of other members of their group. There are two Peer Evaluations required, one at mid-course and the other at the end. Results become part of your Participation grade.

Each student is required to submit an Individual **Lessons Learned** document, approximately 250 words in length, that describes some of the most important points that the student learned during the course. If you send me a picture of a kitten, I will add five points to your final score for 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.

Grade ranges are as follows:
- A 94 - 100%
- A- 90 - 93%
- B+ 87 - 89%
- B 84 - 86%
- B- 80 - 83%
- C+ 77 - 79%
- C 74 - 76%
- C- 70 - 73%
- D 60 - 69%
- F < 60%

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**. I do not review drafts.

Organize your time and work to turn in the paper before the due date. To be absolutely clear, this means that the final work will be accepted anytime up to that date but not after. Set a time schedule that has the work 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 work and its usefulness to the project is not in jeopardy.

Requests For Make-Up Examinations

My general position is that make-up exams are not given**.**

There is no guarantee that a make-up will 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 or need to miss a class, 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

Academy Conduct Policy

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

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)

HOW TO REFERENCE THE USE OF AI such as CHATgpt IN HOMEWORK ASSIGNMENTS:

OpenAI. (2023, January 17). [ChatGPT response to a prompt about three prominent themes in Emily Dickinson's
     poetry]. https://chat.openai.com/.....

If the text that ChatGPT generates is *not* retrievable or sharable, then it falls into the **"personal communication"** category, where you cite with an in-text only citation.

Example:

"(OpenAI, personal communication, January 16, 2023)."

This technology is new and we are all learning about generative AI resources and how to ethically use them. Consider making the ChatGPT conversation retrievable by including the text as an **appendix** or as online supplemental material. If you do so, then readers may be referred to the appendix or the online supplemental material (where the ChatGPT response may be contextualized) when the ChatGPT conversation is cited. It would be good practice to describe, in the narrative or a note, the prompt that generated the specific ChatGPT response. This too will help inform the understanding of the technology and its outputs.

3. MANUSCRIPT PREPARATION (for materials for publication)
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..."