MET CS 632
IT Project Management
Online Course Syllabus

Instructor

Dr. Vijay Kanabar, Ph.D., kanabar@bu.edu

Course Duration

Start: September 2, 2025
End: October 20, 2025

Course credits

4 credits

Course Description

This course provides students with a comprehensive overview of the principles, processes, execution domains, and software project management practices. Students learn techniques for planning, organizing, scheduling, and controlling software projects. There is a focus on understanding the predictive, adaptive, and hybrid approaches to delivering solutions. Adaptive approaches introduced include Scrum, XP, Kanban software-cost estimation, and risk management. Students will acquire hands-on skills and expertise in business analysis, enabling them to efficiently design and implement projects and product solutions that are pertinent in various industry sectors and suitable for the current era of artificial intelligence.

Note:

- This course fulfills a single unit in the BU Hub area: "Teamwork/Collaboration."
- This course meets the requirements to qualify for the PMI's CAPM™ and PMP™ certifications.

Course Learning Objectives

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

- Analyze core project-management concepts aligned with global standards.
- Explain project processes and project-execution domains.
- Demonstrate predictive, plan-based methodologies, and know their strengths and weaknesses.

- Introduce adaptive approaches, and demonstrate the potential benefits of agile frameworks and methodologies.
- Describe the function of business analysis in identifying an appropriate software solution for specific objectives.
- Implement an innovative software solution that leverages generative AI.
- Understand the importance of project leadership and communication for successful project outcomes.
- Master processes associated with project-risk management, cost estimation, and scheduling.
- Plan, organize, and control live projects and successful work in a team setting.
- Master collaboration, teamwork, negotiation, stakeholder engagement, and conflict management.

Learning Outcomes

This course aligns with the IT PM graduate certificate, MS CIS IT program goals, and PMI GAC goals:

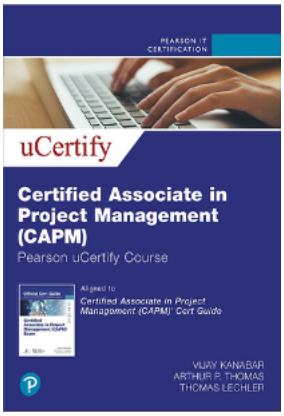
1. Be proficient in developing an appropriate project-management life cycle and planning, organizing, and controlling projects. *Alignment: full*
2. Demonstrate proficiency in essential project management (PM) tools and software techniques, including security management, testing, agile PM, project communications, risk analysis, cost estimation, and budgeting. *Alignment: substantial*
3. Demonstrate competence to architect, design, and implement software systems. *Alignment: substantial*

Note

If you plan to become a certified project management professional (PMP) or are already PMP certified, this course counts toward PMP educational requirements. Your team project also counts toward experience.

Course Materials

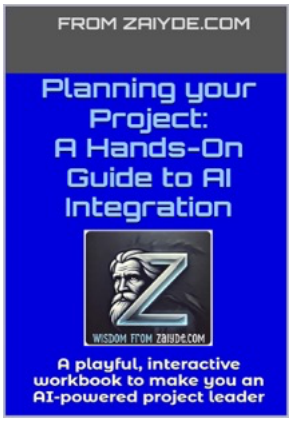
Required Books



Kanabar, V., Thomas, A., & Lechler, T. (2023). *Certified Associate in Project Management (CAPM) cert guide (certification guide)*. Publisher: Pearson IT Certification

ISBN-13: 978-0137918096

This book can be purchased from Barnes & Noble at Boston University.

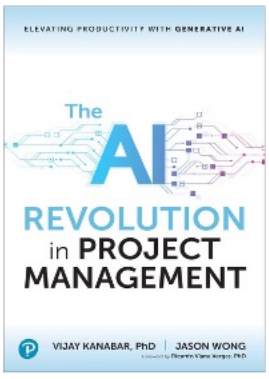


Maltzman, R., Hindocha, K., & Kanabar, V. (2025). *Planning your Project: a Hands-On Guide to AI Integration. A playful, interactive workbook to make you an AI-powered project leader*. Kindle Edition.

ASIN: B0DZ1CYN1Q

This book can be purchased from Amazon.com.

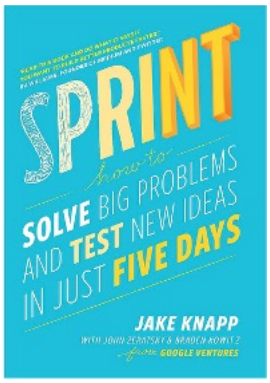
Recommended Books



Kanabar, V., & Wong, J. (2023). *The AI revolution in project management: Elevating productivity with generative AI* (1st ed.). Publisher: Sams Publishing

ISBN-13: 978-0138297336

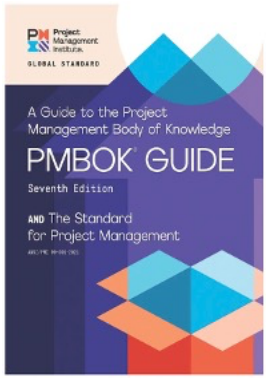
This book can be purchased from Barnes & Noble at Boston University.



Knapp, J., Zeratsky, J., & Kowitz, B. (2016). ***Sprint: How to solve big problems and test new ideas in just five days*****.**
Publisher: Simon & Schuster

ISBN-13: 978-1501121746

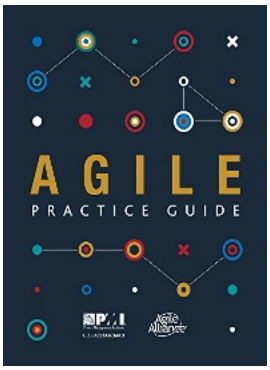
This book can be purchased from Barnes & Noble at Boston University.



Project Management Institute. (2021). ***A Guide to the Project Management Body of Knowledge (PMBOK® guide)*** **(7th ed.) and** ***The Standard for Project Management*****.**
Publisher: Project Management Institute

ISBN-13: 978-1628256642

This book can be purchased from Barnes & Noble at Boston University.
An eBook can be purchased via the PMI website.



Project Management Institute. (2017). ***Agile practice guide*****.**
Publisher: Project Management Institute.

ISBN 13: 978-1628251999

This book can be purchased from Barnes & Noble at Boston University.
An eBook is available for free to PMI members via the PMI website.

Software

Students will be provided with free, full licenses of MS Project or Project Plan 365. They will also use free versions of Atlassian Jira and Trello.

See the video below for more information on installing software for this course:

You may also find this information in the "Installing Project Scheduling Software" guide.

Live Classroom Discussions and Archives

The professor will be conducting synchronous Live Classroom discussions that will be announced during the course. These sessions will be archived for further viewing. Your participation, while not mandatory, will be valuable to you and the entire class.

Study Guide

This course starts on a **Tuesday**. The modules in this course run from **Tuesday to Monday**.

Module 1 Study Guide and Deliverables (September 2 – September 8)

Module Theme:

- Introduction to Project Management
  - Lecture 1: Project Management Foundations
  - Lecture 2: Project Life Cycles and Process Groups

Readings:

- Module 1 online lecture
- Textbook: Kanabar et al. (2023), Ch. 2
  - *PMBOK, Parts 1 and 2 (PMI)* (Optional)

Discussions:

- Module 1 postings end on **Tuesday, September 9 at 6:00 AM ET**.

Self Assessment:

- Complete Quiz 1 by **Tuesday, September 9 at 6:00 AM ET**.

Assignments:

- Module 1 – Individual Assignment 1 – Project Experience Questionnaire (not graded); facilitators will assign you a team based on skills, interests, and geographic location. Due **Tuesday, September 9 at 6:00 AM ET**.
- Module 1 – Individual Assignment 1 – Project Charter due **Tuesday, September 9 at 6:00 AM ET**.

Group Project:

- There is no group assignment this week.

Live Classrooms:

- **Thursday, September 4, 9:15 - 10:15 PM ET**
- Live Office: **Saturday, September 6, 11:30 AM - 12:30 PM ET**

Module 2 Study Guide and Deliverables (September 9 – September 15)

Module Theme:

- Development Approach and Project Performance Domains
  - Lecture 1: Development Approach
  - Lecture 2: Project Stakeholders

Readings:

- Module 2 online lecture

- Textbook: Kanabar et al. (2023), Ch. 3, 4

Discussions:

- There is no discussion topic this week.

Self Assessment:

- Complete Quiz 2 by **Tuesday, September 16 at 6:00 AM ET**.

Assignments:

- Module 2 – Individual Assignment 2 – MS Project Lab due **Tuesday, September 16 at 6:00 AM ET.**

Group Project:

- Module 2 – Group Assignment 2 – Scope Statement due **Tuesday, September 16 at 6:00 AM ET**.

Live Classrooms:

- **Thursday, September 11, 9:15 - 10:15 PM ET**
- Live Office: **Saturday, September 13, 11:30 AM - 12:30 PM ET**

Module 3 Study Guide and Deliverables (September 16 – September 22)

Module Theme:

- Planning Project Work
  - Lecture 1: Project Planning
  - Lecture 2: Subsidiary Project Plans

Readings:

- Module 3 online lecture
- Textbook: Kanabar et al. (2023), Ch. 4, 5

Discussions:

- Module 3 postings end **Tuesday, September 23 at 6:00 AM ET.**

Self Assessment:

- There is no self assessment this week.

Assignments:

- There is no individual assignment this module.

Group Project:

- Module 3 Group Assignment – Project Milestone 1 – Scope Statement due **Tuesday, September 23 at 6:00 AM ET**.

Live Classrooms:

- **Thursday, September 18, 9:15 - 10:15 PM ET**
- Live Office: **Saturday, September 20, 11:30 AM - 12:30 PM ET**

Module 4 Study Guide and Deliverables (September 23 – September 29)

Module Theme:

- Adaptive Approaches and Planning and Delivery of Work with Agile

- Lecture 1: Adaptive Approaches
- Lecture 2: Planning and Delivery of Work with Agile

Readings:

- Module 4 online lecture
- Textbook: Kanabar et al. (2023), Ch. 6, 7

Discussions:

- There is no discussion topic this week.

Self Assessment:

- Complete Quiz 3 by **Tuesday, September 30 at 6:00 AM ET**

Assignments:

- Module 4 Individual Assignment – PM Topic Presentation due **Tuesday, September 30 at 6:00 AM ET.**

Group Project:

- Module 4 Group Assignment – Cost Estimation due **Tuesday, September 30 at 6:00 AM ET.**

Live Classrooms:

- **Thursday, September 25, 9:15 - 10:15 PM ET**
- Live Office: **Saturday, September 27, 11:30 AM - 12:30 PM ET**

Module 5 Study Guide and Deliverables (September 30 – October 6)

Module Theme:

- Adaptive Approaches to Monitoring and Reporting and Agile Implementation with AI
  - Lecture 1: Adaptive Approaches to Monitoring and Reporting
  - Lecture 2: Agile Implementation with AI

Readings:

- Module 5 online lecture
- Textbook: Kanabar et al. (2023), Ch. 8, 9

Discussions:

- There is no discussion topic this week.

Self Assessment:

- Complete Quiz 4 by **Tuesday, October 7 at 6:00 AM ET.**

Assignments:

- There is no individual assignment this module.

Group Project:

- Module 5 Group Assignment – Project Milestone 2 due **Tuesday, October 7 at 6:00 AM ET**.

Live Classrooms:

- **Thursday, October 2, 9:15 - 10:15 PM ET**
- Live Office: **Saturday, October 4, 11:30 AM - 12:30 PM ET**

Module 6 Study Guide and Deliverables
(October 7 – October 13)

Module Theme:

- Frameworks for Scaling Agile and Business Analysis
    - Lecture 1: Frameworks for Scaling Agile
    - Lecture 2: Business Analysis

Readings:

- Module 6 online lecture
- Textbook: Kanabar et al. (2023), Ch. 10-11, Ch. 3.

Course Evaluation:

Please complete the course evaluationonce you receive an email or Blackboard notification indicating the evaluation is open. Your feedback is important to MET, as it helps us make improvements to the program and the course for future students.

Discussions:

- There is no discussion topic this week.

Self Assessment:

- There is no self assessment this week.

Assignments:

- Module 6 Individual Assignment – Peer Evaluation due **Tuesday, October 14 at 6:00 AM ET**.

Group Project:

- Module 6 Group Assignment – Final Deliverable due **Tuesday, October 14 at 6:00 AM ET**.

Live Classrooms:

- **No Live Classroom this week**
- **No Live Office this week**

Final Exam Details

The Final Exam is a proctored exam available from **Wednesday, October 15 at 6:00 AM ET to Saturday, October 18 at 11:59 PM ET**. The Computer Science department requires that all final exams be administered using an online proctoring service that you will access via your course in Blackboard. In order to take the exam, you are required to have a working webcam and computer that meets the proctoring service system requirements. A detailed list of those requirements can be found on the How to Schedule page. Additional information regarding your proctored exam will be forthcoming from the Assessment Administrator. You will be responsible for scheduling your own appointment within the defined exam window.

The Final Exam will be **closed book/closed notes** and is accessible only during the final exam period. You can access it from the Assessments section of the course. Your proctor will enter the password to start the exam. You can take the exam only once.

Final Exam Duration: **Two hours** (120 minutes). There is a clock in the upper right corner of the screen keeping time for the exam.

Course Grading Information

Please check the **Study Guide** in the Syllabus for Live Classroom dates and due dates for assignments and assessments.

The course will consist of a sequence of online lectures in text and graphic form. Each module will cover one or more project-management topics and at least one lab component/homework assignment, along with a short quiz based on the topics covered in that module. There are two major assignments: a Web Development Project and a Research Paper. Students will be able to demonstrate their understanding of project management through these assignments. In the final module of the course is a proctored, comprehensive Final Exam.

Grading Policy

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, assignments, and discussions.

Grading Structure and Distribution

The grade for the course is determined by the following:

Grade Distribution	
Discussions (2 topics x 5%)	10%
Weekly Quizzes (4 quizzes x 3%)	12%
Individual Exercises: • Project Charter (3%) • MS Project Lab (5%) • PM Topic Presentation (5%)	13%
Group Project: • Milestone 1 (10%) • Milestone 2 (20%)	30%

Group Final Presentation	10%
Engagement (in-class and teamwork)	5%
Final Exam (proctored)	20%
Total: 100%	

The following grade structure will be applied to your assignments:

Grade Structure

A	4.0
A–	3.7
B+	3.3
B	3.0
B–	2.7
C+	2.3
C	2.0
Fail	0

Grades will be curved to maintain academic standards at Boston University.

General Policies Regarding Graded Material

1. The quizzes and assignments are based on lectures and required readings. They are open books and notes.
2. The Final Exam will be closed book/closed notes and proctored. Note: This may be an oral exam based on the instructor's decision.

Participation

- Graded discussions – Students will be participating in discussions that will be graded on a 100-point scale; go to the Discussion Rubric.

Project: Software Project Management

Students will be planning, organizing, and controlling an **IT project** in teams of six to eight students. It will provide hands-on experience with the various topics covered in this course.

Proctored Final Exam

There will be a proctored Final Exam in this course. Detailed instructions regarding your proctored exam are forthcoming from the assessment administrator. You will be responsible for scheduling your own appointment.

Expectations

Many learning activities require sharing your assignments and opinions with your classmates. For example, you may be given a set of criteria on the basis of which to evaluate other classmates' assignments, and asked to submit the results to your facilitator by a specified day of the week. It is, therefore, very important that you, as well as your classmates, submit your assignments on a timely basis. Timely submission by all will result in each of you being able to evaluate each other's assignments. Due dates will be indicated for each assignment in the "Assignments" section of the course.

Delays

If, for any reason, you are unable to meet any assignment deadline, contact your course facilitator. All times mentioned in the course are in Eastern Time (unless otherwise specified). All assignments must be completed and turned in by their due dates and times. Extensions may be granted, though only under mitigating circumstances.

Important Message on Final Exams

Dear Boston University Computer Science Online Student,

As part of our ongoing efforts to maintain the high academic standard of all Boston University programs, including our online MSCIS degree program, the Computer Science Department at Boston University's Metropolitan College requires that each of the online courses includes a proctored final examination.

By requiring proctored finals, we are ensuring the excellence and fairness of our program. The final exam is administered online.

Specific information regarding final-exam scheduling will be provided approximately two weeks into the course. This early notification is being given so that you will have enough time to plan for where you will take the final exam.

I know that you recognize the value of your Boston University degree and that you will support the efforts of the University to maintain the highest standards in our online degree program.

Thank you very much for your support with this important issue.

Regards,

Professor Lou Chitkushev, Ph.D.
Associate Dean for Academic Affairs
Boston University Metropolitan College

Discussion Grading Rubric

Graded discussion periods are held from Day 1 of each module until 6:00 AM ET on Day 1 of the following module. You're certainly welcome to continue a discussion past the grading period, but that additional posted material will not affect your discussion grade. The discussion grading rubric below is the guide we use to evaluate your discussion contributions.

Discussion Grading Rubric

Criteria	51–60	61–70	71–80	81–90	91–100
Participation	Very limited participation	Participation generally lacks frequency or relevance	Reasonably useful, relevant participation during the discussion period	Frequently relevant and consistent participation throughout the discussion period	Continually relevant and consistent participation throughout the discussion period
Community	Mostly indifferent to discussions	Little effort to keep discussions going or provide help	Reasonable effort to respond thoughtfully, provide help, and/or keep discussions going	Often responds thoughtfully, in a way that keeps discussions going and provides help	Continually responds thoughtfully, in a way that consistently keeps discussions going and provides help
Content	No useful, on-topic, or interesting information, ideas, or analysis	Hardly any useful, on-topic, or interesting information, ideas, or analysis	Reasonably useful, on-topic, and interesting information, ideas, and/or analysis	Frequently useful, on-topic, and interesting information, ideas and analysis	Exceptionally useful, on-topic, and interesting information, ideas, and analysis
Reflection and Synthesis	No significant effort to clarify, summarize, or synthesize topics raised in discussions			Contributes to group's effort to clarify, summarize, or synthesize topics	Leads group's effort to clarify, summarize, or synthesize topics raised in discussions

raised in discussions

Course Policy on the Use of AI

Generative AI use is permitted when indicated within an assignment. All work should be completed without AI first, but editing and revisions may be completed with the assistance of generative AI, *as long as it is appropriately referenced, including the prompts used.*

For more information on how to cite AI use in assignments, follow the guidelines on the BU Institute for Excellence in Teaching and Learning website. Remember that approved citation of the use of these tools will also require disclosure of the prompts used to generate the content.

Generative AI and automated-content tools are known to return incomplete, incorrect, and/or biased information, along with fake citations or sources. Therefore, they are not considered a completely reliable resource. It is the student's responsibility, when using these tools, to ensure that all information presented in assignments is accurate.

Use of generative AI that is not cited and/or is used for purposes outside of assignment instructions will be considered in violation of the Academic Conduct Code.

Use of Generative AI in Assignments

For specific instructions on how to use AI in course assignments, see the "Using AI for Assignments" instructions included throughout the course.

Academic Conduct Policy

Academic Integrity: Plagiarism is the passing off of another's words or ideas as your own, and it is a serious academic offense. Plagiarism and cheating also defeat the purpose of getting an education. Plagiarism and cheating cases will be handled in accordance with the disciplinary procedures described in the College of Arts and Sciences Academic Conduct Code. You are expected to know and abide by the code, which can be read online: Academic Conduct Code. Penalties range from failing an assignment or course (first offense) to suspension or expulsion from BU. If in doubt, cite your source. If you have any questions about academic integrity, please ask your instructor.

Incidents of academic misconduct will be reported to the Academic Conduct Committee (ACC). The ACC may suspend/expel students found guilty of misconduct.