

Dr. Kenneth E. Nidiffer

**Successfully Managing and Leading Software Projects
Software Engineering 625**

**Volgenau School of Information Technology and Engineering
George Mason University**

**Class Syllabus for SWE 625
Fall 2023**



Overview of the Class Syllabus for SWE 625

- Why Take SWE 625
- Scope
- Conclusions – DIB (Defense Industrial Board) Study on Software Acquisition and Practices (SWAP) Study Biography
- Administration
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- Course Evaluation Procedure
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- Blackboard Learn

Why Take SWE 625?

- Successfully managing software intensive projects is a **priority** for the industrial, government and academic organizations
- The ubiquity of software and its critical role require fundamental shifts in software engineering management and engineering **is necessary** to maintain competitive advantage
- The course helps participants to **rapidly deploy innovation with confidence** within this shifting landscape by:
 - Applying new principles in software **engineering management for software intensive systems**
 - Developing new practices for **enabling business/mission capability with software innovation**
- **Equips students** in applying new management techniques in today's competitive job market

Scope of Software Engineering (SwE) Management

Mission/Business
Success Focused

- System of Systems – (e.g., Cyber/Hyper-Connected and AI/ML Engineered Systems)
- Networked Hardware/ Platforms
- Infrastructure
- Applications
- Workforce: People who digitally connect to cyberspace



Conclusions - Defense Innovation Board (DIB) Software Acquisition and Practices (SWAP) Study – 11 Jan 2019

- **Software is ubiquitous and U.S. national security relies on software.** Well-equipped and well-trained warfighters provide the capability necessary to defend the nation, but software critically enables that mission. The ability to develop, procure, assure, and deploy software is central to national defense and integrating with allies and partners.
- **Speed and cycle time are the most effective metrics for software.** Software is a critical element of the Department's approach to executing missions, collaborating with allies, and managing its operations. DoD needs to deploy & update software at the speed of (mission) need and execute within the OODA loop of our adversaries to maintain advantage.

The **OODA loop** is the cycle observe–orient–decide–act, developed by military strategist and United States Air Force Colonel John Boyd.

Conclusions - Defense Innovation Board Software Acquisition and Practices (SWAP) Study – 11 Jan 2019

- **Software is made by people, for people, so digital talent matters.** DoD's current personnel processes and culture will not allow its military and civilian software capabilities to grow nearly enough. New mechanisms are needed for attracting, educating, retaining, and promoting digital talent, and providing the ecosystem that enables them to succeed.
- **Software is different than hardware (and not all software is the same).** Hardware can be developed, procured, and maintained. Software is an enduring and evolving capability that must be supported and continuously improved throughout its lifecycle. The DoD acquisition process and culture need to be streamlined for effective delivery and oversight of multiple types of software-enabled systems, at scale, and at the speed of relevance.

Biography

DR. KENNETH E. NIDIFFER, PMP

Dr. Nidiffer has over sixty years of experience in the marketing, research, development, support, maintenance, and acquisition of software-intensive systems. His 24-year career in the U.S. Air Force (where he retired as a full colonel) is marked by several firsts in the area of software implementations, such as, first space-based compiler, first command-hardware in the loop simulation, a series of development/process standards, etc. From 1983-1986 he helped establish several noteworthy contributions, such as, the Software Productivity Consortium; the Software Project Management Program at the Defense Systems Management College; the George Mason Software Engineering Program and the Software Engineering Institute. At the Software Productivity Consortium, he launched the Consortium's business initiative in software process improvement, which became one of the largest programs in the world.

In 1991, Dr. Nidiffer left the Consortium to serve one of its founding members, Northrop Grumman, as Director of Systems Design and Development, Data Systems Division, and then as Director of Technical Operations, External Data Systems division, where he directed over 500 engineers and support personnel in the successful development of a variety of C4I, MIS/logistics, and high-speed computing systems.

Biography

In 1995, he joined Fidelity Investments Systems Company as Senior Vice President of Quality and Systems Assurance to lead a team of 165 professionals in implementing Total Quality Management, best-in-class software engineering processes, and the largest financial services test environment. He rejoined the Consortium in 1997 as Vice President for Business Development growing the membership from 50 to 100 agencies. In 2007 he joined the Software Engineering Institute (SEI) to focus on promoting key software engineering technologies that support government programs. In 2020 he left the SEI to form his own company, Ken's Software-Enabled Systems Company.

Dr. Nidiffer has been widely published in the systems and software engineering community. He received his B.S. degree in Chemical Engineering in 1962 from Purdue University, Indiana, a M.S. degree in Astronautical Engineering in 1969 from the Air Force Institute of Technology, Ohio, MBA degree from Auburn University, Alabama in 1975 and his D.Sc. degree from George Washington University, Washington D.C. in 1988.

He is a member of the Program Management Institute (PMI); the International Council on Systems Engineering (INCOSE); the Air Force Association (AFA); Senior Member of the Institute of Electrical and Electronics Engineers (IEEE); the Inter-National Committee for Information Technology Standards (INCITS)/Software and Systems Engineering (INCITS/SSE) Technical Committee, Senior member of the American Institute of Aeronautics and Astronautics (AIAA); member of the National Defense Industrial Association (NDIA Systems Engineering Division); Chair of the NDIA/OSD (DDR&E) Industrial Software Committee and Co-Chair of the NDIA Systems Engineering Education and Training Committee.

Biography

Ken is a certified logistician; a Professor Emeritus of the Defense Systems Management College; a Project Management Professional, co-editor IEEE SWEBOK (V4) – 2023, an adjunct engineering professor in graduate engineering at George Mason University for over 29 years.

Dr. Nidiffer is a man of faith and a family-oriented person. He has been married for 59 years to the former Mary Emma Walsh of Havana, Florida and they have three daughters: Sheri, Kristi and Kathi. four grandchildren and one great grandchild. In 2002 and in 2007, he was selected as the School of Information Technology's adjunct professor of the year in Software Engineering and received special recognitions for his GMU adjunct teaching service in 2002, 2007, 2009, 2013, 2017, and 2018.

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DEPARTMENT OF COMPUTER SCIENCE**

**COURSE OVERVIEW
SOFTWARE ENGINEERING PROJECT MANAGEMENT 625**

- **COURSE TITLE:** Software Engineering Project Management (SWE 625)
- **INSTRUCTOR:** Professor Kenneth E. Nidiffer
- **SEMESTER CLASSES:** Fall (21 Aug – 27 Nov) 2023, not including final exam*
- **SEMESTER FINAL EXAM:** 11 Dec, Lecture Hall, Room 2
- **CLASS TIME/BLDG/ROOM:** 1920 – 2200; Lecture Hall, Room 2

*Note 1: The student will be provided a reading period to prepare for the final exam on 4 Dec

**ENT = Enterprise Hall

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**COURSE OVERVIEW
SOFTWARE ENGINEERING PROJECT MANAGEMENT 625**

- OFFICE HOURS: By Appointment
- Meeting Arrangement Mechanisms:
 - By appointment in class
 - By the Internet – knidiffe@gmu.edu – Best Alternative
 - By note in my mailbox – Room D215A, Buchanan Hall.
 - By setting-up a conference call
 - By setting-up a Zoom Meeting – Good Alternative
 - By setting-up a video-teleconference (VTC)

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COURSE OVERVIEW
SOFTWARE ENGINEERING PROJECT MANAGEMENT 625

- CONTACT INFORMATION:
 - Internet/E-mail: knidiffe@gmu.edu (Best Method)
 - Oral Communication Mechanisms
 - Method 1: (703) 217-0215 (Cell Phone) or Text – Best Method
 - Method 2: (703) 455-4021(Home Phone Number) – Alternative Method

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COURSE OVERVIEW
SOFTWARE ENGINEERING PROJECT MANAGEMENT 625

Textbook 1: Title - Managing and Leading Software Projects*

Dated: 2009

ISBN 987-0-470-29455-0

Author: Dr. Richard E. (Dick) Fairley

Publisher: John Wiley & Sons, Inc.

Options to Obtain Your Own Copy:

1. Can Pick-up at University Bookstore (located in the George W. Johnson Center)
2. Order on-line
3. Obtained previously owned book

* Students are not required to buy the course textbooks since electronic versions are provided for free* (A copy of each textbook has been placed in Blackboard Learn – Lecture 1 – Project Asset Library)

COURSE OVERVIEW
SOFTWARE ENGINEERING PROJECT MANAGEMENT 625

Textbook 2: Title - Systems Engineering of Software-Enabled Systems*

Dated: 2019

ISBN 9781119535010

Author: Dr. Richard E. (Dick) Fairley

Publisher: John Wiley & Sons, Inc.

* Students are not required to buy the course textbooks since electronic versions are provided for free* (A copy of each textbook has been placed in Blackboard Learn – Lecture 1 – Project Asset Library)

* Students are expected to study and understand the contents of the course textbooks

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**COURSE OVERVIEW
SOFTWARE ENGINEERING PROJECT MANAGEMENT 625**

COURSE PREREQUISITES:

Undergraduate courses or equivalent knowledge in structured programming in a high-level language, data structures, discrete mathematics, and machine organization or assembly programming.

COURSE DESCRIPTION:

This course is concerned with processes involved in project planning; organizing; staffing; estimating; measuring and controlling; communication, coordination and leadership; and risk management. Topics covered include lifecycle delivery approaches; process and engineering product development models with special emphasis on the best practices contained in the Capability Maturity Model Integrated (CMMI©) constellations and product standards. The course also stresses the Program Management Institute's Program Body of Knowledge (PMBOK©) and the Software Engineering Body of Knowledge (SWBOK).

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SOFTWARE ENGINEERING PROJECT MANAGEMENT 625

COURSE OBJECTIVES:

Upon completion of this course, students will know how to develop a software project management plan for software intensive systems; how to set up monitoring and control mechanisms; how to allocate and reallocate project resources; how to track schedule, budget, quality, productivity, and progress; understand the CMMI© frameworks and how to plan for the installation and sustainment phase of the system life cycle. They will understand the importance of the work breakdown structure and its relationship to the delivery lifecycle, resource planning and execution, and progress and product measures from both a project and enterprise perspective. In addition, they will understand the relationships among quality assurance, configuration management, verification and validation, and test and evaluation. They will also gain an understanding of the key issues in costing and pricing units of effort, motivation of workers, agile development, Secure DevOps, leading project teams, machine learning, ethics and total quality management.

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SOFTWARE ENGINEERING PROJECT MANAGEMENT 625

MAJOR TOPICS:

A taxonomy of management functions; corporate goals and objectives; system, project and product (functional and non-functional) requirements; architectural frameworks; best practice frameworks, cost estimation techniques and models; software process development models with special emphasis on the CMMI© and software systems engineering delivery models; technical methods; documentation, quality assurance, configuration management, verification and validation, test and evaluation; staffing plans; monitoring and controlling mechanisms; standards (e.g. IEEE/EIA 12207 and IEEE Std. 16326™), policies and acquisition frameworks (i.e. Defense (e.g. DODI 5000.02, Defense Acquisition Guidebook (DAG) and Commercial (e.g. Infrastructure Service Provider (ISP) /Application Server Provider (ASP) frameworks; Platform as a Service (PaaS), Software as a Service (SaaS)), processes (e.g. DevSecOps) and procedures; work packages, schedules, budget, accounting systems, costing and pricing units of effort; risk management; post deployment software support; leadership, ethics, team building and total quality. Also, Defense Innovation Board (DIB) and Defense Science Board (DSB) findings will be addressed.

EVALUATION PROCEDURE:

Grades will be based on student homework, class contributions, student presentation and the final exam in the following proportions:

Class Contribution (Contributions In Addition to the Six Articles*)	10 %
Homework	10 %
Six Articles*	10%
Project	15 %
Student Project Presentations**	10 %
Final Exam**	45 %

Note: Final exam is scheduled for 11 Dec (7:30 – 10:10 pm)

* Articles can be submitted anytime to knidiffe@gmu.edu. All articles must be submitted by last day of classes (27 Nov 2023): All articles should be accompanied with a one-page analysis of each article. Three articles are to be from refereed sources and three can be from any source.

** 1920-2200/ Lecture Hall, Room 2

Lecture Topics



Session	Date	Topic
1	21-Aug	Introduction to Project Management
2	28-Aug	Process Models for Software Development
	4-Sep	Labor Day
3	11-Sep	Establishing Project Foundations
4	18-Sep	Plans and Planning
5	25-Sep	Project Planning Techniques
6	2-Oct	Estimating Techniques
7	10 Oct(TUES)	Measuring and Controlling Work Products

Lecture Topics

Session	Date	Topic
8	16-Oct	Measuring and Controlling Work Processes
9	23-Oct	Managing Project Risk
10	30-Oct	Teams, Teamwork, Motivation, Leadership and Communication
11	6-Nov	Organizational Issues
12	13-Oct	Future of Software Engineering and It's Impact on Society
13	20-Oct	Student Presentations
14	27-Oct	Student Presentations
N/A	4-Dec	Reading and Test Preparation Time
15	11-Dec	Final Exam

Course Materials and Location

Course Materials

Location (Blackboard Learn)

- | | |
|--------------------------|----------------------------------|
| 1. Announcements | On-line Folder/In-class/e-mail |
| 2. Administrative Notes | On-line Folder/In-class/e-mail |
| 3. Presentation (Slides) | On-line Folder |
| 4. Student Handouts | On-line Folder |
| 5. Student Responses | On-Line or Directly to Professor |
| 6. Graded Responses | On-Line |
| 7. Student Presentation | In-Class |
| 8. Student Final | In-Class |
| 9. Class Contributions | In-Class and On-line/e-mail |

Blackboard Learn

- Blackboard Learn (previously the *Blackboard* Learning Management System) is a virtual learning environment and course management system developed by *Blackboard* Inc.
- Used by George Mason University
- SWE 625 Course information and assignments are contained on Blackboard Learn
- Key files are “Weekly Lectures” and “Assignments”

Blackboard Learn (Home Page)

202370.70111 SWE-625-001 (Fall 2023)

Home Page

Add Course Module

Announcements

No Course or Organization Announcements have been posted in the last 7 days.
[more announcements...](#)

My Tasks

My Tasks:

No tasks due.
[more tasks...](#)

What's New

No Notifications

To Do

What's Past Due

[All Items \(0\)](#)

What's Due

Select Date: 06/04/2023

Today (0)

Nothing Due Today

Tomorrow (0)

This Week (0)

Home Page

Syllabus

Course Content

Assignments

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Blackboard Learn (Lecture 1 Assignments and Hand in Requirements)

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Assignments

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Lecture 1 Assignment

1. Study Chapter 1 and 2 in Textbook 1
2. Read & Provided Comments (1 Pg.): A Retrospective View of the Laws of Software Engineering, Capers Jones, 2017
3. Answer questions: 1.1; 1.3; 1:17 (Textbook No.1). Note for Question 1:17: The Text Book 1 Access link to the CMMI is broken - Need to go to FIGURE1A.1 in Chapter 1, APPENDIX 1A for Answer or the CMMI Book provided in the Project Asset Library

All assignments are to be turned in by the time of the next class period using the Blackboard Learn.

All articles should be accompanied with approximately a one-page analysis (i.e. 50% on the content and 50% on your view of the article).

Blackboard Learn (Lecture 1 – Project Asset Library)

The screenshot displays the Blackboard Learn interface with a dark sidebar on the left and a main content area on the right. A yellow arrow points to the 'Resources' icon in the sidebar. The main content area lists several assets, each with a document icon, a title, and a status icon (a shield with a checkmark and a plus sign). Brackets on the right side of the list group these assets into four categories: Lecture, Textbooks, Article, and Reference Materials.

Asset Title	Category
Lecture 1 Presentation Charts	Lecture
Test Book 1: Managing and Leading Software Projects	Textbooks
Test Book 2: Systems Engineering of Software-Enabled Systems	Textbooks
Retrospective View: Laws of Software Engineering	Article
CMMI - V3	Reference Materials
DIB Report (SWAP)	Reference Materials
Syllabus - Fall - 2022	Reference Materials