Announcements

- Commerce Events
  - www.ucsonline.ca

MGT 415H5 S
Electronic Commerce

Lu Lahodynskyj

Week#10 – Project Management

Agenda

- Group Assignments
- This Week
  - Project Management
- Individual Assignments
- Next Week

Group Presentation Rewrite

- Graduates
  - Research
  - Evaluate
  - Synthesize
  - Extrapolate
- Reminder
  - Stranded on the moon
  - Focals
    - Thank You

Last Week

ISO17799

1. Business Continuity
2. System Access Control
3. System Development & Maintenance
4. Physical & Environmental Security
5. Compliance
6. Personnel Security
7. Security Organization
8. Computer & Network Management
9. Asset Classification & Control
10. Security Policy

People

- You
  - Passwords
    - Post-It Notes, IM
  - "Innocent" mistakes
    - e-mail attachments
    - File and Printer Sharing
    - Encoding vs. Encrypting
  - Bad Sites
    - Cookies
    - Plug Ins
    - Spyware
      - Gator
      - Kazaa
  - Wireless "leaks"
    - Point to Point to Point
- Them

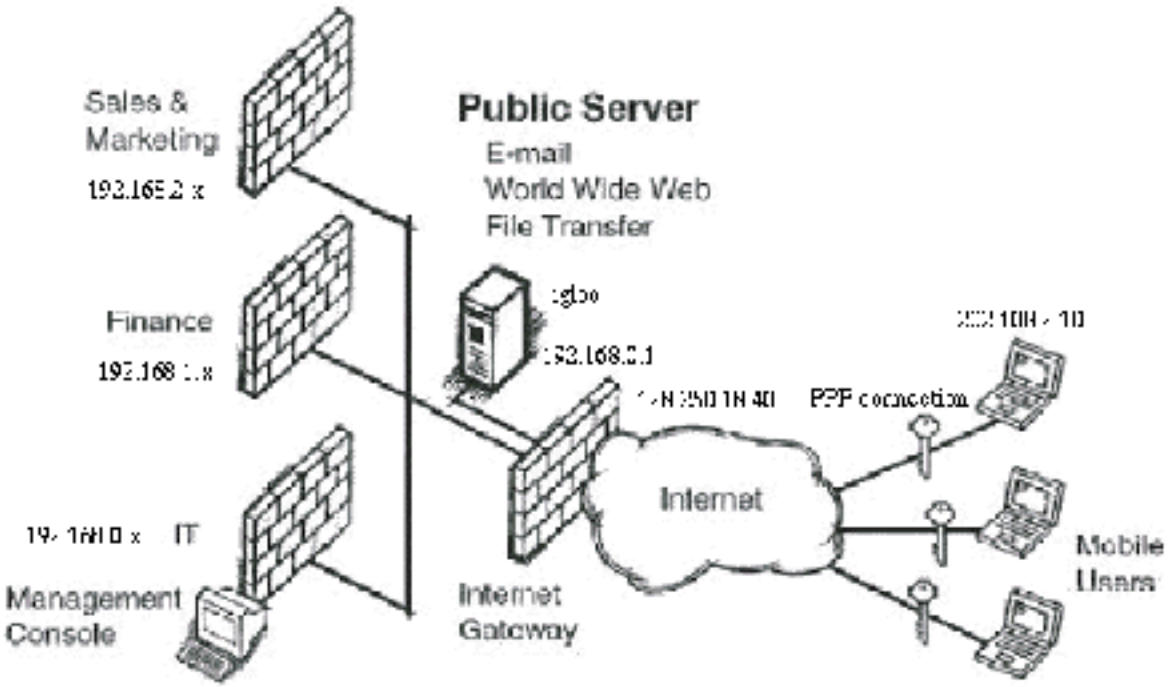
People - Employees

- Sign a policy?
  - Monitored
    - Surf/Email
- What do you throw into the garbage?
  - Dumpster divers
- Just another Hacker/Cracker?
  - Ersatz Employee

Friendly Hackers/Crackers

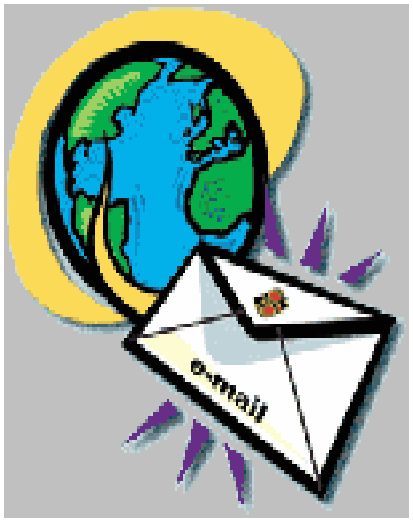
- Friendly Hackers
  - Alberta university
    - Course in hacking
  - Corporate Hackers
    - Testing your system

Security – Secure Information?



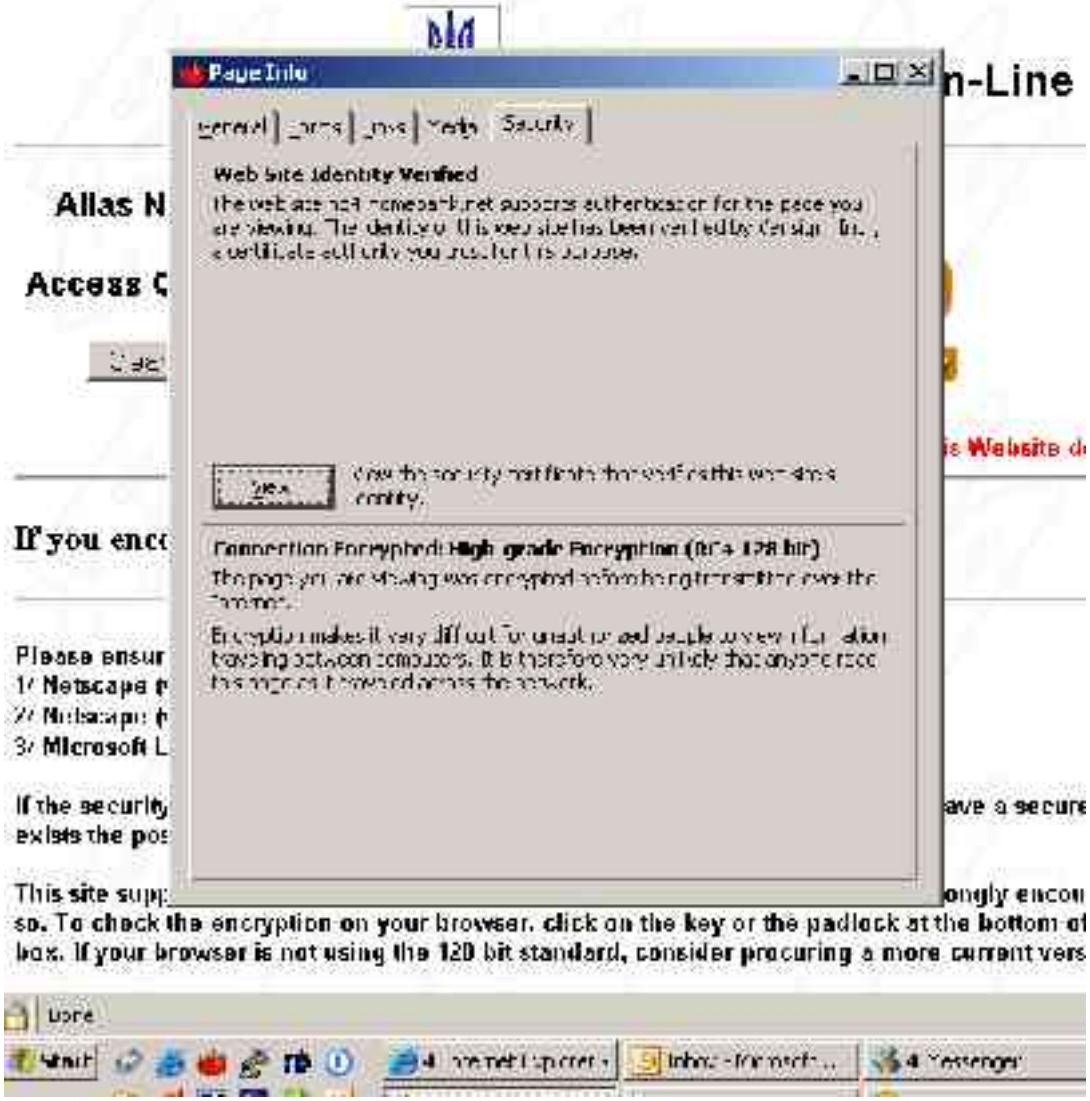
- Application
- Network
  - Internet
    - Peer-to-Peer
  - VPN/VAN
- Servers

So what is secure? Not e-mail or IM



- Email?
  - Pretending to be someone else.
  - Open relays.
- Messengers?
  - Not MSN, ICQ or AOL
  - Yahoo?
  - Corporate editions of messengers?

Is it Safe?

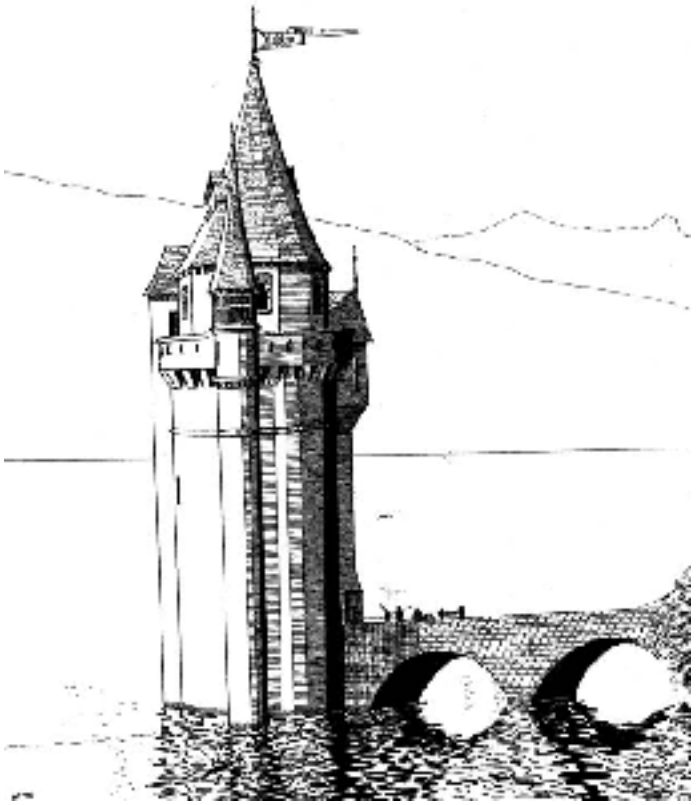


- Web Sites?
  - Checking the certificate
    - VeriSign
    - Thawte
  - Encryption?
    - Public/Private Key
    - 128 bit security
    - https
- Your Data?
- Your Software?
  - SpyBot & Ad-Aware

Remember!

- Find out if you have anything worth protecting!!!
- If you have
  - Research
  - Account Information
  - Credit Cards
- Bureaucracy vs Flexibility & Speed

People - Hackers/Crackers

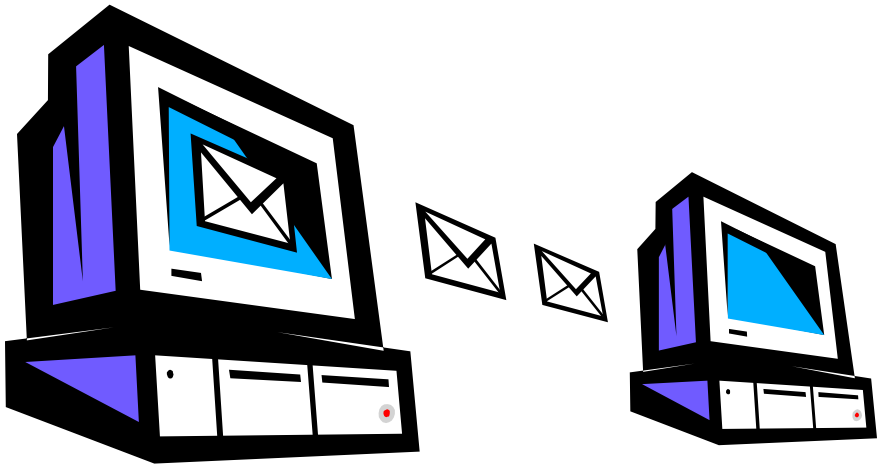


- Talk to?
  - "If you tell someone a secret, then it is no longer a secret"
- Firewall
  - Fortress
  - Tripwire
- Get the good-guys to find out how secure

BIG BROTHER

IS WATCHING YOU

E-mail

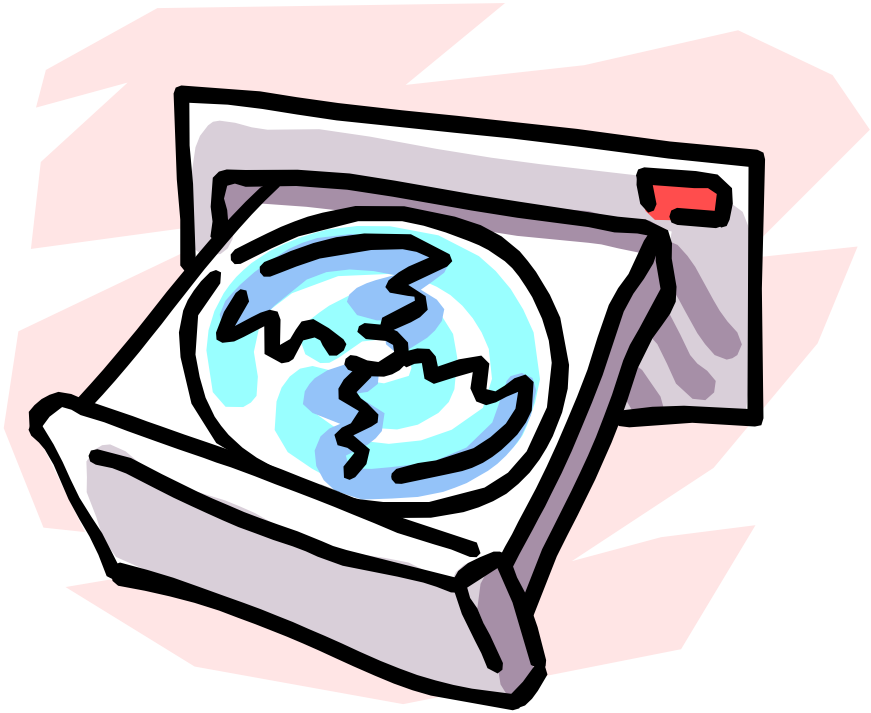


- Investigators
  - Will find it
- Responsibility
  - Only write what you would be happy to see in court
  - Stick to the facts
  - Say the minimum
  - Do NOT speculate

Licence?

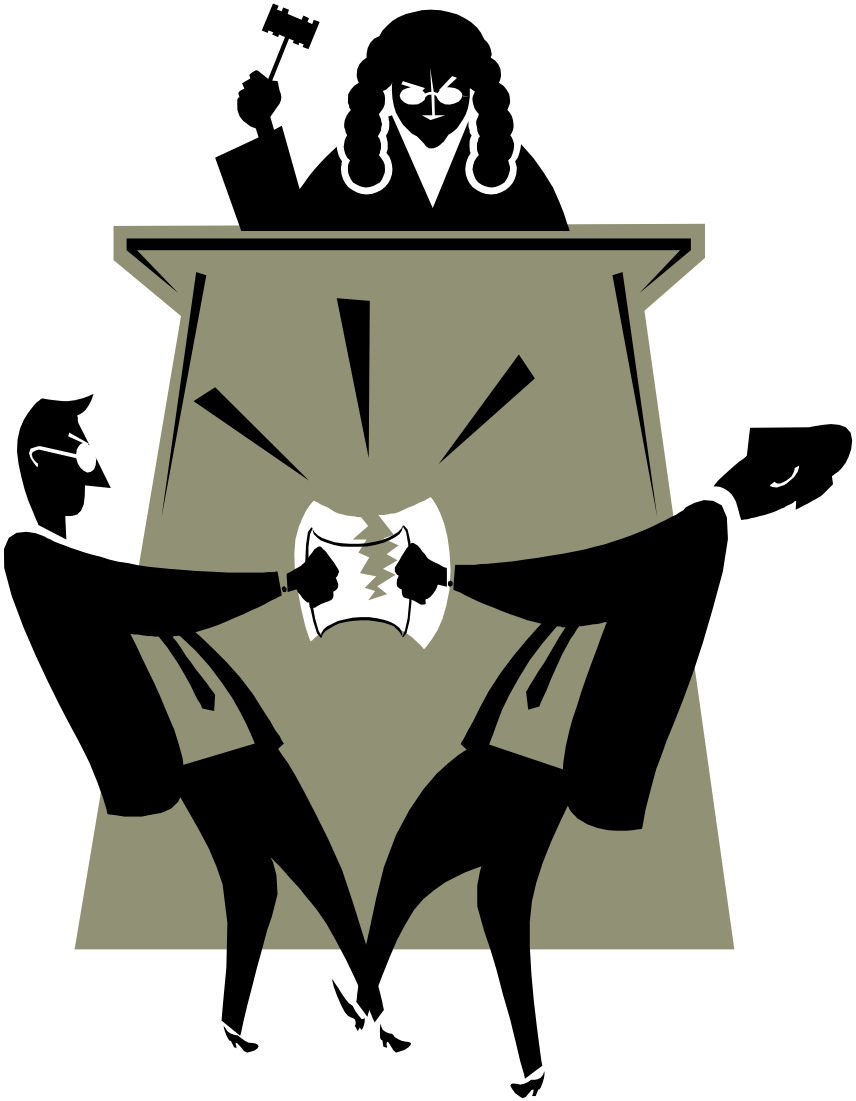
- Asset Management
  - Do you know what you have?
  - 33% of Software from illegal copies
    - CAAST
      - GASP
      - WebCensus
    - BSA
    - Microsoft

Downloading Files



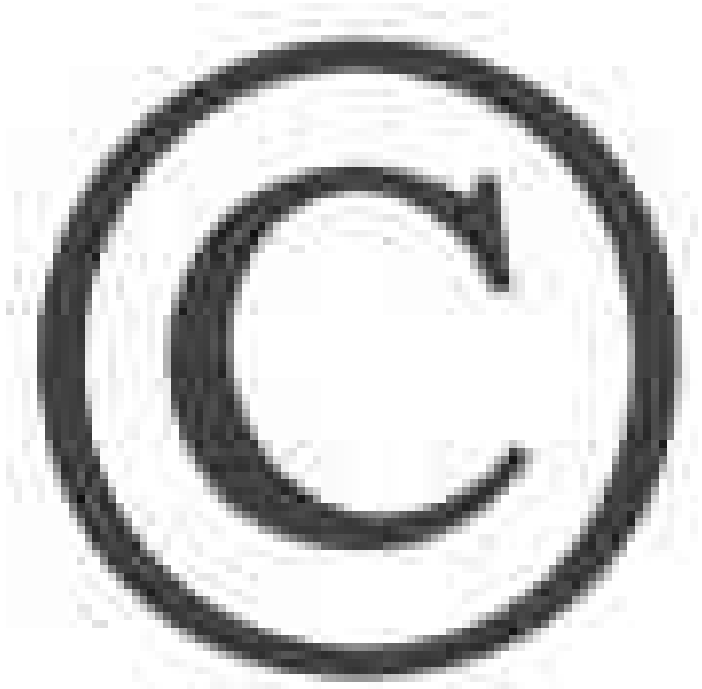
- Copying
  - In Canada
    - Only for personal
    - Check the download site
- Impact
  - Levy on blank CD's
    - Used for Backup
- Reason for this
  - Copyright
    - 2004Mar04
      - Supreme Court
        - OK for research

Protected?



- Gotta sue

Liability

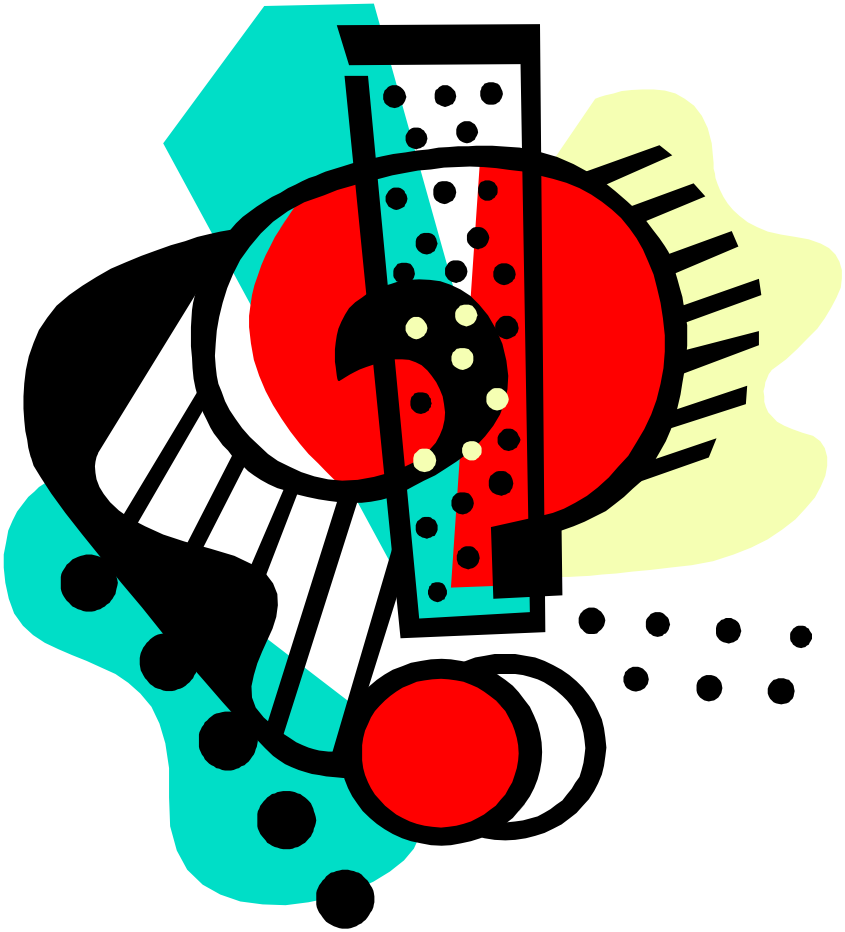


- Copyright Infringement
  - Have to trace you
- Terms&Conditions
  - Class Poll
    - Who reads them
- Kids
- Porn
  - If it is on your PC.....

Legislation – Considerations

- No-one knows
  - e-Bay & PayPal
  - Chinese furniture

What to Do?



- No answers
- Unless
  - Cover all of the major laws
    - That impact Your Customers
  - Override Clause
    - "Remember I am not a Lawyer. These are my opinions, and not meant to be construed as legal advice."

Case

- E-Commerce and the Construction Industry: User Viewpoints, New Concerns, Legal Updates on Project Web Sites, Online Bidding and Web-Based Purchasing
- December 22, 2003
- By Paul W. Berning and Peter Flanagan
  - Thelen Reid & Priest LLP

Project Management

Why Project Management?

- Failures
  - 70% fail on one or more of the following
    - Cost
    - Delivery Date
      - 63% in 2002
      - 82% in 2003
    - Functionality
  - >40% are CANCELLED
- Success by Industry
  - Retail = 59%
  - HealthCare = 36%
  - .....
  - Government = 18%
- So Why Do IT?

Why Project Management?

- Best Companies
  - What they Do
    - Inventory & Ownership
    - Measure & Benchmark: Time & Cost
    - Project Management & Tracking
    - Version Control/Configuration Management
    - Systematic Testing

Why Project Management?

- Result
  - Best Organizations are
    - 200:1 more productive than average
    - Build applications that are 100:1 more reliable than average
    - Not better than the worse
      - Better than the average
        - And they are included in that average
  - Individuals
    - Experienced vs Un-experienced
      - 8 times faster

Project Structure

Typical Setup

- Steering Committee
  - Project Director
- Business Sponsor
- Project Manager
  - Business
  - IT
    - Development
    - Support
- Business Analyst
  - SME
  - IT
- System Architect
- Technical Teams

Group Assignments - Setup

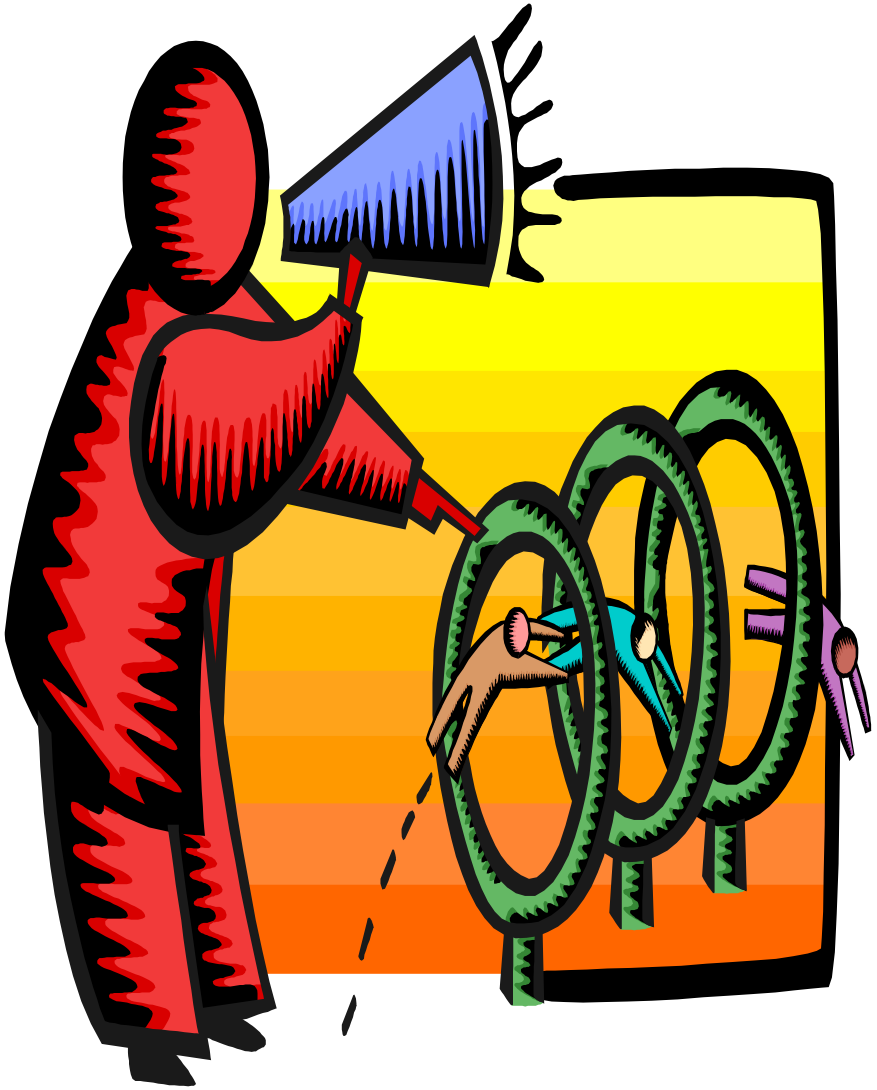
- Us
  - Steering Committee
- Me
  - Project Sponsor
  - Project Manager – Business (what was needed)
- Me + TA
  - Business Analysts - SME
- Groups
  - Project Manager – IT (Validating the deliverable)
  - System Architect – (Defining how the work was to be done)
  - Business Analysts – IT (Research the document)
  - Technical Teams - (Build the document)

Project Methodology

Methodology- Why?

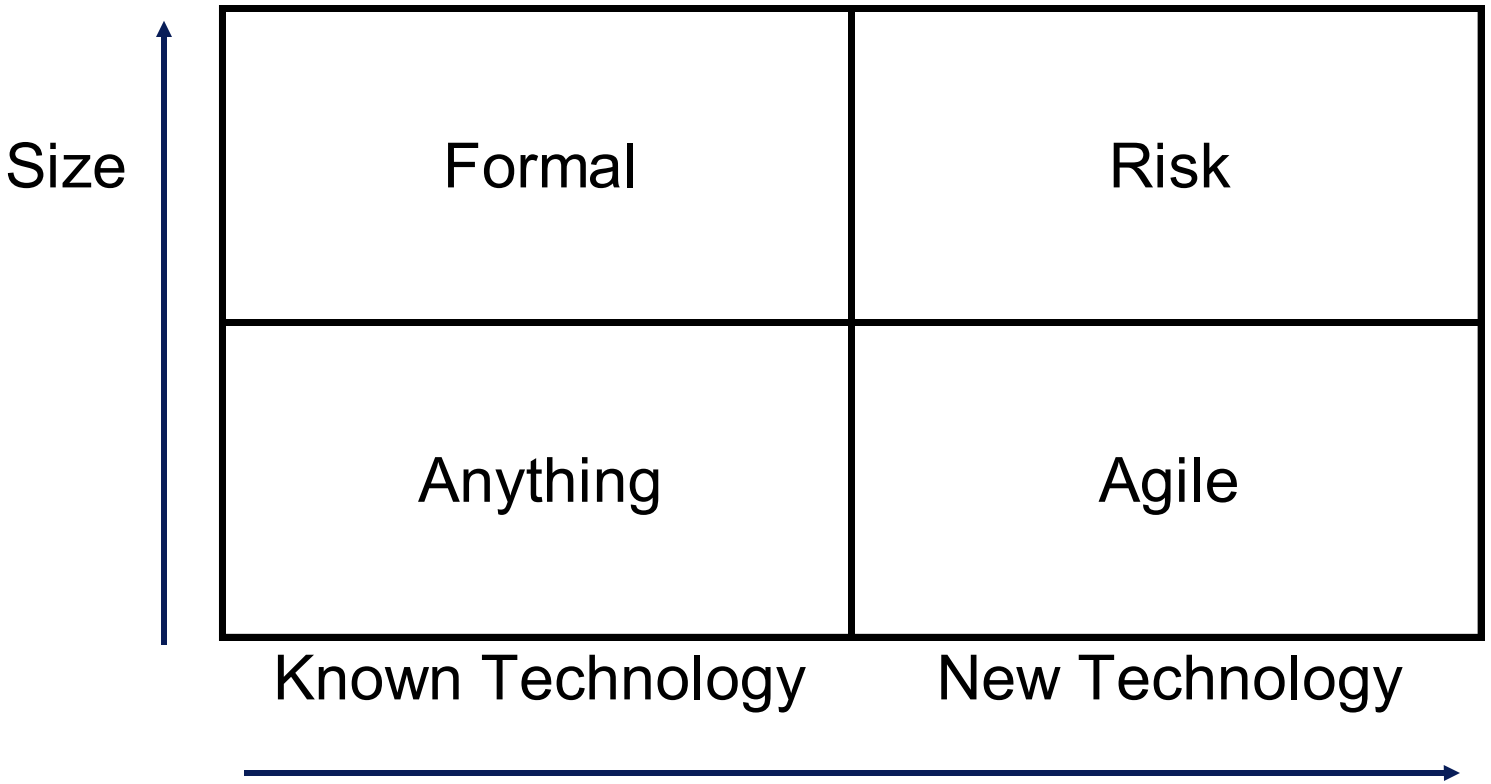
- Cost of fixing
  - Magnitude of 10 per phase
  - so a $1 saved at Analysis will cost
    - $10 after Design
    - $100 after Build
    - $1,000 after Test
    - $10,000 after Implementation
      - NOTE:
      - If you get it wrong at Project Definition, it will cost $100,000 to fix!!
      - High numbers?
        - Not if consider the MILLIONS spent to implement ERP systems such as SAP or PeopleSoft
        - Or a brokerage firm can loose MILLIONS of dollars for EVERY HOUR the system is down
      - So get the requirements right (during Analysis)

Methodology- Types?



- Various
  - Agile Development
    - "Quick&dirty"
      - RAD, Prototyping, etc....
  - UML
  - Zachman
  - DSDM
  - Jackson
  - SDLC
    - Data Model
    - Process Model

What Methodology?



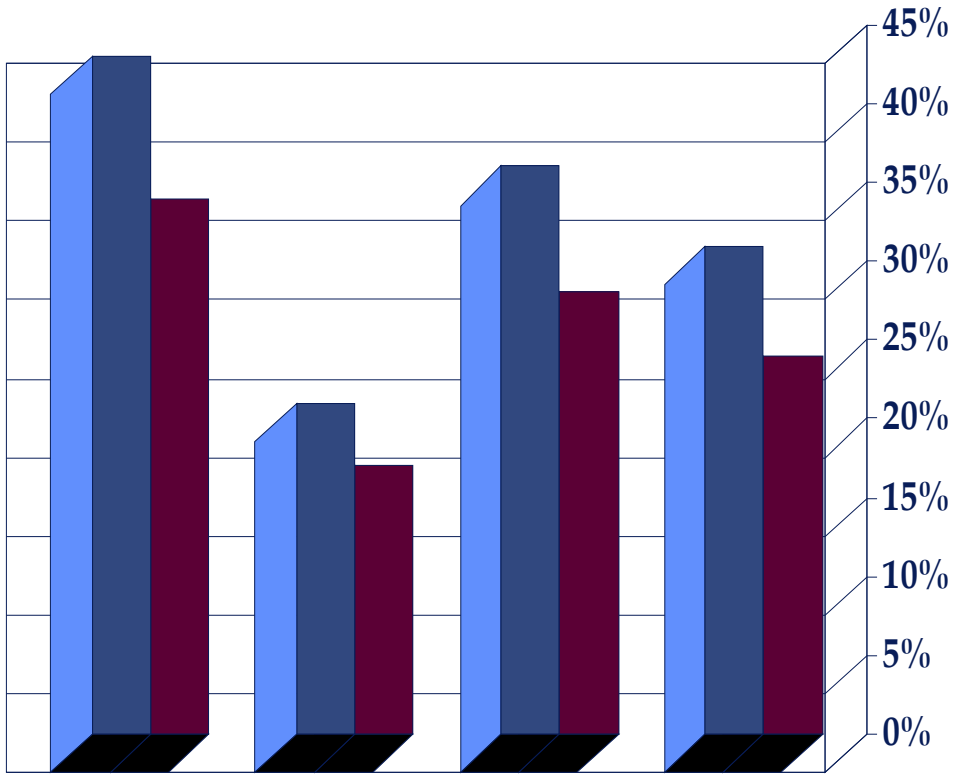
Measure Risk?

- Project
  - Size
  - Complexity
  - Scope
  - Time to Completion
- Business Involvement
  - Sponsor
  - Buy-in

Outsourcing

Outsourcing

- Why do this?
  - Average Pay (US$)
    - #1 - $81,553 = UK
    - #5 - $56,599 = Canada
    - #9 - $8,593 = India
    - #12 - $1,762 = Thailand



Outsourcing – When Does it Work?

- Best
  - All In-house, or Some Outsourced
  - Snr Mgmt & IT Mgmt joint decision
  - Solicit In-house and Out-Sourcing bids
  - Short-term Contracts
  - Detailed Fee-for-Service
  - 1999-2000 contracts
- Worst
  - All Outsourced
  - Snr Mgmt or IT Mgmt act alone
  - Solicit Out-sourcing bids only
  - Long-term Contracts
  - Other types of contracts eg:flat fee
  - Pre 1999 contracts

Outsourcing – Who's Doing IT?

- Everyone
  - IBM
    - Asking their US workers to train replacements
  - CGI
  - Oracle
  - "Avon Lady"
- Impact
  - Good Jobs gone
  - US Laws

Monitor

What gets Measured Gets Done

Reward Structure

- What gets Measured Gets Done
  - Should be rewritten as
    - What gets Paid Gets Done

Keeping On-Track - HOW?

- Planned vs Actual
  - Track your progress by counting only each COMPLETE deliverable
  - Avoids people thinking they are doing something useful
    - eg: Spent 10hrs on that program
      - program has ZERO VALUE until it is 100% built and tested

Measurement

Estimating?

- Top-down
- Bottom Up
  - WBS
- Combine
- Add Risk Factor

Rubric (Scoring Model)

- Identify what is important & Make a Choice
  - Phases
    - Project Definition
      - Which is the goal of the project
    - Analysis
      - What should we focus on
    - Design
      - Which choices and why
    - Build
      - Ensure focus on important features
    - Test
      - What to test best
    - Implementation
      - How to measure success

System Use

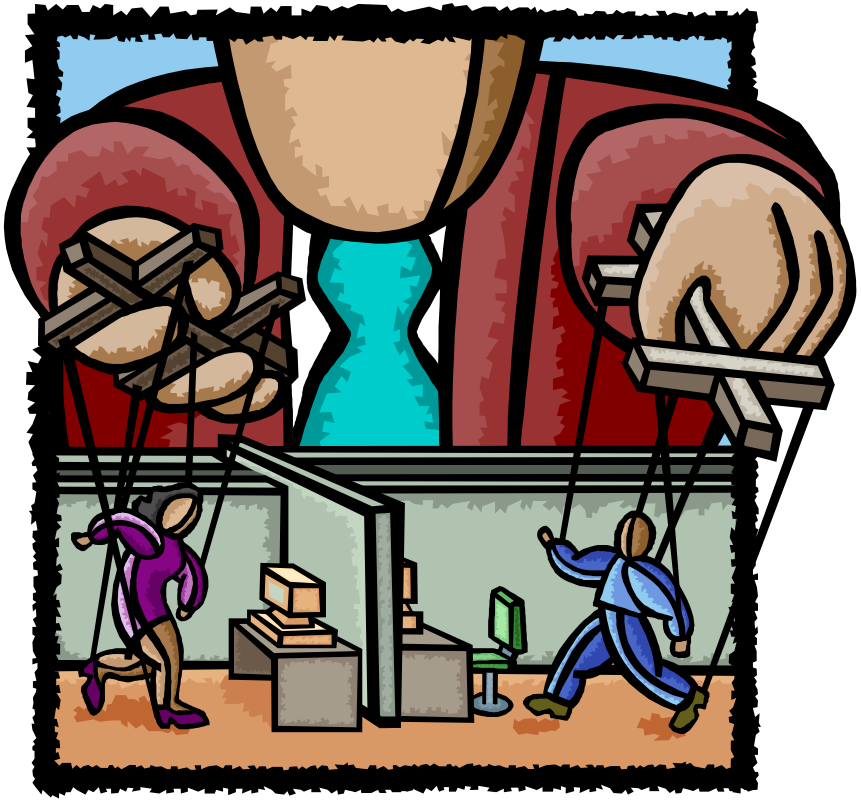
- Even E-mail not used by some people
  - I have been in many companies where some people do NOT have e-mail
  - I have even been at one company where people have an address, are still working at the company but never look at their e-mail

User Satisfaction with the System

- Mgrs attitude on information needs are met
- Users on how this enhances their performance
- Opinion of IS staff
  - treatment during the project
  - after the project goes live

Software to Help?

PM Software – Construction Industry



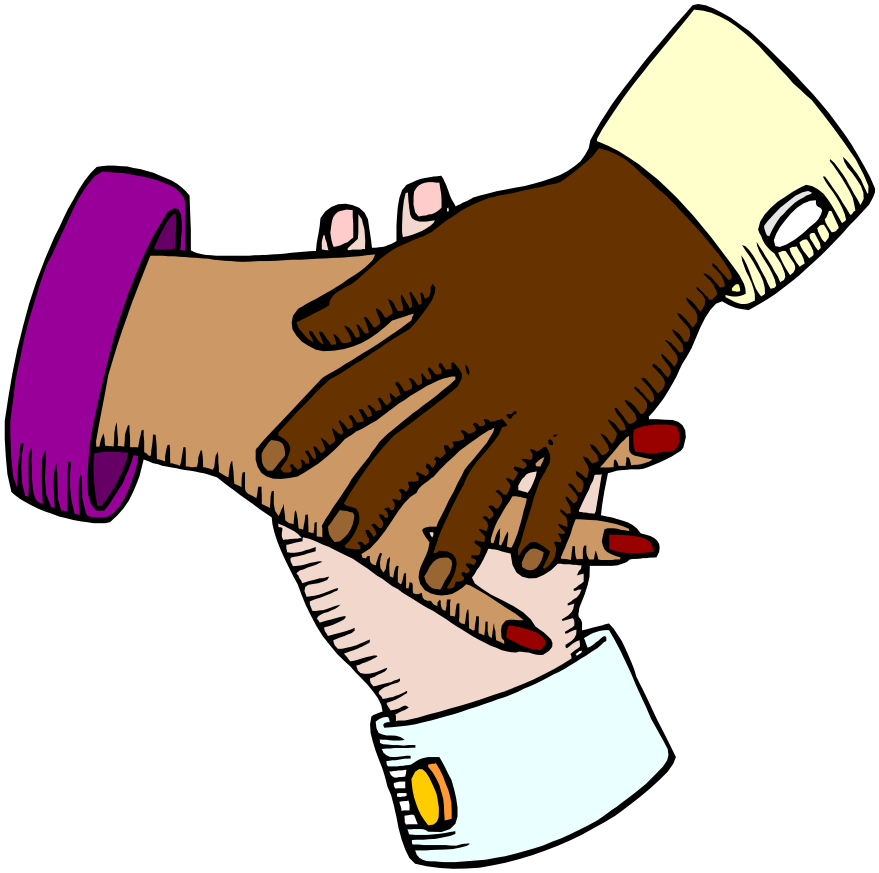
- Advantages
  - Immediate access
    - Up to date docs
    - Better communication
    - Accountability
    - Reduced site visits
- But
  - Connectivity
  - Compatibility
  - Capacity
  - Security Concerns
  - Legal Concerns

Rules to Live By

Rules to Live By - Duration

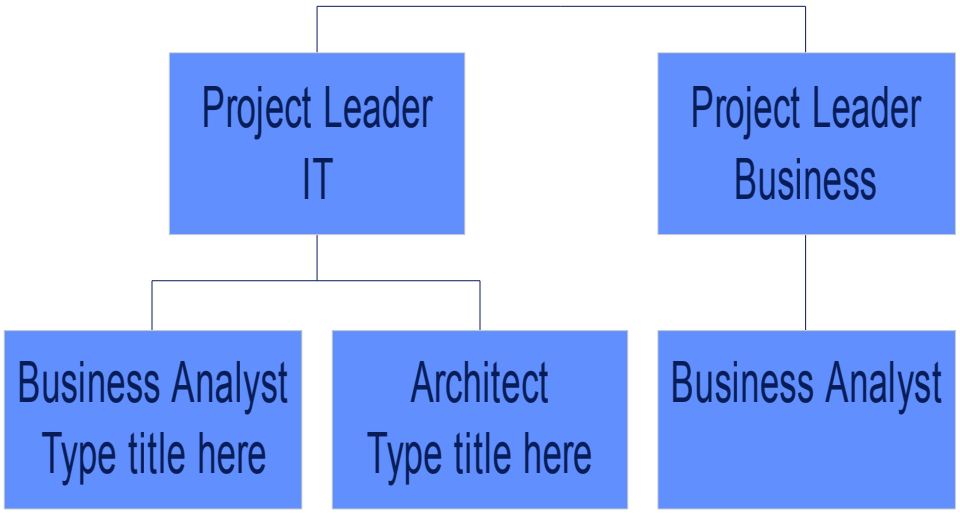
- If it is longer than 6mths, it will be late and over-budget and not meet requirements
  - Why
    - Change
      - business (process and/or people) can change within 6 mths
      - technology WILL change within 6 mths
  - How
    - Deliver
      - small part of the change
      - to a small group

Rules to Live By - People



- People to Duration:
  - Square Root rule
  - if project is 36 person months, then you need around 6 people
    - if less, then run risk of key person dropping out, or overwork
    - if more, then confusion, as too many people trying to do too little work

Rules to Live By - Communications



- Baseline Magazine
- 20004 February
- "Six Degrees of Project Management"
- Count
  - Number of people involved
  - Direct links
  - Indirect links
- Network Density
- Average # of Hops

Prototype

- Use
  - Paper
  - CASE
  - Partial system
    - Risk
      - 80/20
      - Next 10% = 80% of the time
      - Last 10% NEVER gets done

Hints - Along the Way

- Project Management
  - Be on target - time & costs
- How it Looks - the User Interface
- Data
- Operations

Individual Assignment

Ind. Assign. – Really Due NEXT Week

- Check the rubric, example and template BEFORE you start
  - Ensure you have
    - Group Assignment, still "messed" with the template
    - Covered all of the sections
    - Current information
- Anyone ready to submit?
  - TurnItIn.com
  - Through the Class page
    - test first (password with ID)
      - without the Bibliography
- Before the Final submit
  - Double-check
    - rubric & template & example
  - Password is.....
    - Do not write it down!

Next Week

- Class = Success/Failures
  - Speaker from Dell
- Individual Assignments Due