First name a bit of background. I did Bachelors in Technology way back in 2010. Fourteen.

首先，一些背景。我早在 2010 年就获得了技术学士学位。十四。

In computer science.

在计算机科学中。

And.

和。

Masters in Software Engineering.

软件工程硕士。

Probably last year.

大概是去年吧。

And had the privilege of meeting a few of you while I was working as a teaching assistant last year.

去年我担任助教时，有幸见到了你们中的一些人。

And before that, I worked as a software engineer, particularly as Android developer, Android app developer for eight years back in India. And during that eight years, two of those years, two of the final years, I was working as a technical team lead.

在此之前，我曾担任软件工程师，特别是在印度工作了八年的 Android 开发人员和 Android 应用程序开发人员。在那八年里，其中两年，最后两年，我担任技术团队负责人。

So why is that important? So just telling you what's my relevant experience to teach you project management. So I have LED a team of

some different things of sizes from ranging from 4:00 to 10:00 during those two years and.

那么，为什么这很重要呢？所以只是告诉你我的相关经验可以教你项目管理。因此，在那两年中，我领导了一个由4：00到10：00不等的不同规模的团队。

Now I'm part of.

现在我是其中的一员。

Startup world driving class, which I started with few of my friends that I met during my time.

创业世界驾驶课程，我和我在这段时间遇到的几个朋友一起开始的。

As a masters student here in UL last year. So the software engineering guys here and the.

去年作为UL的硕士生。所以这里的软件工程师和。

Computer Systems guys, I hope you have a module by JJ this year.

计算机系统的家伙们，我希望你们今年有一个JJ的模块。

No software architecture. We had one last semester.

没有软件架构。我们上学期有一次。

Yes, the person, right. So I started this little startup.

是的，那个人，对。于是我创办了这家小小的创业公司。

Based on the people I met on the group project for JJ So.

根据我在 JJ Soo 的小组项目中遇到的人。

Word of advice, Make.

忠告，制作。

Sure that you like use use the maximum of the group projects, the development group projects that you have.

确保您喜欢使用最大的组项目，即您拥有的开发组项目。

During your course, they might end up being more valuable than all the lectures that you have finished.

在您的课程中，它们最终可能比您完成的所有讲座更有价值。

So that's it about myself. So my office room is there on the CS building on the second floor.

这就是我自己的故事。所以我的办公室在CS大楼的二楼。

You may not need that information at all, but sometimes I might ask you to submit some hard copies of some of the assessment. Hope it doesn't come to that, but in case he has 235 S my office room.

你可能根本不需要这些信息，但有时我可能会要求你提交一些评估的硬拷贝。希望它不会到那个地步，但万一他有 235 S 我的办公室。

And that's my e-mail ID right there. You can find it on Bright Space.

这就是我的电子邮件ID。你可以在 Bright Space 上找到它。

Anybody who's still not enrolled on right stays yet.

任何尚未注册的人都可以留下来。

So we'll fix that towards the end like allocated some time for that. I'll manually enroll each of you who's not getting there yet.

因此，我们将在最后解决这个问题，例如为此分配一些时间。我将手动注册每个尚未到达那里的人。

And final thing, this is something to me and I think mainly lecturers.

最后，这对我来说是很重要的，我认为主要是讲师。

Keep telling the students, but not maintain to follow that. So if it isn't anything personal or like anything particular to you, if it's any query that relates to the module that you think that will be like useful for the other guys as well, for example.

继续告诉学生，但不要坚持遵循。因此，如果它不是任何个人的或对你来说特别的，如果它是与你认为对其他人有用的模块相关的任何查询。

You have some clarity. You need some clarity on the deadline of some assessments.

你有一些清晰度。您需要明确某些评估的截止日期。

That you have.

你有。

Doubts regarding a specification for.

对规范的疑问。

Assessment things like that. If you have a doubt regarding that, chances are like that the other people in the world will also have the same question. So please don't send me an e-mail for that. Just you have the right space for forum for that. Just put up a you know, start the discussion thread over there so that when I answer it, it's gonna be useful for all of you.

评估诸如此类的事情。如果你对此有疑问，那么世界上的其他人也很可

能会有同样的问题。所以请不要为此给我发电子邮件。只是你有合适的论坛空间。只要放一个你知道的，在那边开始讨论线程，这样当我回答它时，它就会对你们所有人都有用。

But yeah, that's something personal. Definitely you can send me an e-mail. So I have two models that I'm meeting this semester. One is this one and the rest Introduction to Information Technology.

但是，是的，这是个人的事情。当然，您可以给我发送电子邮件。因此，我这学期会遇到两个模型。一个是这个，其余的是信息技术导论。

Corporate sizes 110, four this 84. The other one is so close to 200 students so you can imagine like the number of emails will be getting. If everyone is asking like hospitalizing can I extend it for another day? Other things like that so generic queries please stick to the right space.

企业尺码 110，四尺码 84。另一个接近 200 名学生，因此您可以想象电子邮件的数量。如果每个人都问住院，我可以再延长一天吗？其他类似的东西，所以通用查询请坚持正确的空间。

So you're done with the indirection. So I'm not going to ask all of you to not even briefly introduce with your names, but.

所以你已经完成了间接。所以我不打算要求你们所有人甚至不要简单地介绍你们的名字，但是。

What I'll do is.

我要做的是。

So I got your class List. I know that you are from.

所以我得到了你的班级名单。我知道你来自。

Different courses including computer systems, I know that one. And Software engineering masters. I think that's the only masters course we

have here. Any other?

不同的课程，包括计算机系统，我知道那个。和软件工程硕士。我认为这是我们这里唯一的硕士课程。还有其他的吗？

Master schools other than software engineering.

软件工程以外的硕士学校。

OK, so I'll just.

好的，我就说吧。

A slide of hold here. We have this accelerated display set up here. I don't want to close that so.

在这里保持滑动。我们在这里设置了这个加速显示。我不想这样关闭它。

Alright, so please pick up your phone, smartphones and scan that you are called over there or if you're like already logged in from your laptop and this one you start.

好的，所以请拿起你的手机、智能手机，扫描一下你被叫到那边，或者如果你已经从你的笔记本电脑上登录了，你开始了这个。

Go to select door and please and.

去选择门，请和。

Yes, number over there. So it's just a different kind of thing that I get the total length and then today as well.

是的，那边的号码。所以这只是一种不同的东西，我得到了总长度，然后今天也是如此。

Alright, Computer Systems is leading.

好吧，计算机系统处于领先地位。

But more than 20%.

但超过 20%。

Somebody who doesn't belong to any of these courses listed in that. Ignore typos if there are any other questions.

不属于其中列出的任何这些课程的人。如果有任何其他问题，请忽略错别字。

I think that's just one.

我认为这只是其中之一。

So keep the scan slider thing light for a while. There will be some hopeless and other goals that we'll be doing today.

因此，请保持扫描滑块的光线一段时间。我们今天将要实现一些无望的目标和其他目标。

I can create a new.

我可以创建一个新的。

House license and so.

房屋许可证等。

Make it all operations.

让它全部操作。

Couldn't stand the thing 'cause. I mean this is just trivial, but I have some other.

受不了这个东西。我的意思是这只是微不足道的，但我还有其他一些。

Pope who is this coming up so?

教皇，这是怎么回事？

He's that Babble.

他就是那个喋喋不休的人。

Security.

安全。

Is from computer science, so for you guys, is this an elective module or like everyone?

来自计算机科学，所以对你们来说，这是一个选修模块还是像每个人一样？

So 65.

所以 65.

But I suppose another factor of at least some.

但我想至少是另一个因素。

Five or six who couldn't stand the damn thing, or who are still.

五六个人受不了这**的东西，或者他们静止不动。

Staying away from the earth to use a smartphone. Alright, so back to the slide this is.

远离地球使用智能手机。好了，回到幻灯片上。

So I'm sure that there aren't any questions till this point, but any questions?

所以我敢肯定，到目前为止没有任何问题，但有什么问题吗？

Formally giving you the outline for the module.

正式为您提供模块的大纲。

In a while, what's expected and the important bit the assessments will be doing throughout the module.

过一会儿，整个模块中预期的内容和评估的重要部分将发挥作用。

So today's agenda.

所以今天的议程。

Will start with looking at.

将从看开始。

Why Project Management?

为什么选择项目管理?

In a general sense, and specifically in a computer systems or software engineering perspective.

从一般意义上讲，特别是在计算机系统或软件工程方面。

And.

和。

From your perspective, like why, yes it's a developer, so another technical roles that you are aiming for, Why do you need project

management? And we look at the formal learning outcomes for the module.

从你的角度来看，比如为什么，是的，它是一个开发人员，所以你瞄准的另一个技术角色，你为什么需要项目管理？我们看一下该模块的正式学习成果。

Will.

将。

Going into a bit of the actual content, not too much.

进入一些实际内容，不要太多。

And I'll give you an assessment overview. I haven't finalized the dates yet, but I have the list of assessments and the percentage of grades it contributes to and some housekeeping like figuring out the.

我会给你一个评估概述。我还没有最终确定日期，但我有评估清单和它所贡献的成绩百分比，还有一些内务管理，比如弄清楚。

Tutorial hours and.

辅导时间和。

Enrolling those who aren't in bright space yet.

招收那些还没有进入光明空间的人。

So.

所以。

I studied the more this same module.

我学了更多的同一个模块。

Last year, and I taught this same module last semester to a much, much smaller cohort of seven or eight students in there. So.

去年，我上学期教了同样的模块，教给那里的七八名学生。所以。

Bit of a large upscaling happening here.

这里正在发生一些大规模的升级。

Learning experience for me as well, but that was with just seven students in here in there, I could like approach it in a very.

对我来说也是学习经验，但那是只有七个学生在那里，我可以非常接近它。

Whole teaching style and the assessment were also different. I could give them exams with long written answers, but I'm not creating 110 answer papers with.

整体教学风格和评估也有所不同。我可以给他们考试，并附上长篇大论的答案，但我不会用 110 份答卷来制作。

No, not happening. Maybe.

不，没有发生。或。

And.

和。

So last semester when I took the glass, so when I went through the syllabus, yeah, it's mostly theoretical stuff. It's not all theory. There are some practical stuff as well.

所以上学期我拿起玻璃杯，所以当我翻阅教学大纲时，是的，它主要是理论上的东西。这并不全是理论。也有一些实用的东西。

When I looked through like the.

当我看过去的时候。

Distribution of each lecture. I felt that.

每节课的分布。我感觉到了。

I'm not gonna need even the one hour that I'm allocated.

我甚至不需要分配给我的一个小时。

The two of us that I'm allocated.

我被分配到的我们两个人。

But turns out.

但事实证明。

Theory for some reason takes more time.

由于某种原因，理论需要更多时间。

A bit of running I know about. Gonna get a bit mysterious and boring, but.

我知道一些跑步。会变得有点神秘和无聊，但是。

Will try to keep it interesting with some hope pieces every now and then and I always tell them like I'll try to keep it short but yet but I ended up taking up the whole 2 hours for most of the lectures last semester and even some of the tutorial hours but that was my first thing so.

会时不时地用一些希望来保持它的趣味性，我总是告诉他们，我会尽量保持简短，但最终我花了整整 2 个小时来参加上学期的大部分讲座，甚

至一些辅导时间，但那是我的第一件事。

Learn from my mistakes, I hope so. I will honestly try to keep it short this time, but if any of the lectures are gonna be short, it's gonna be the first one.

从我的错误中吸取教训，我希望如此。老实说，这次我会尽量保持简短，但如果任何讲座会很短，那将是第一场。

So I genuinely hope that I can finish it before that two hours today.

所以我真心希望我能在今天两个小时之前完成它。

So moving ahead, so during the course of this module we gonna be looking at many case studies and not.

因此，在本模块的过程中，我们将研究许多案例研究，而不是。

In detail, those are not like.

详细来说，这些都不像。

These are not stuff that I will be asking in your exams or anything, but.

这些不是我会在你的考试或其他任何事情中问的东西，但是。

When I went through like last semester slides and looked at all the case studies that we went through, I realized that all of them, each and every single one of them, where failed business cases they were all examples of.

当我像上学期一样浏览幻灯片并查看我们经历的所有案例研究时，我意识到所有这些案例研究，每一个案例，失败的商业案例都是例子。

Project management, blunders and mismanagement and stuff like that. Not even one example of a successful project management,

apparently. But I guess failures are the best teachers. And there's a reason that we'll be looking at the all the page cases and we'll start with one such phenomenal.

项目管理、失误和管理不善等等。显然，甚至没有一个成功的项目管理的例子。但我想失败是最好的老师。我们要看所有的页面案例是有原因的，我们将从一个这样的现象开始。

Project management failures. So Sainsbury's the name failure.

项目管理失败。所以塞恩斯伯里的名字失败了。

They chair chairman back then.

他们当时担任主席。

He came up with.

他想出了。

A pet project office. So it was the time when all the multinational businesses around the world.

宠物项目办公室。所以当时全世界所有的跨国企业。

Were digitizing their processes, and Sainsbury's was trying to digitize their.

正在将他们的流程数字化，而 Sainsbury's 正试图将他们的流程数字化。

Entire supply chain management, specifically, they were trying to automate their warehouse.

整个供应链管理，具体来说，他们正试图实现仓库自动化。

With the barcode scanning system. Till then it was old manual action,

so they were.

使用条形码扫描系统。在那之前，它是旧的手动操作，所以他们是。

Doing a business transformation projects.

做一个业务转型项目。

In management.

在管理方面。

The timeline goes like this, yeah before that so know it's a supermarket retail giant so they might have their in house IT people but what usually companies like these do is that they might have a team of developers so but if it's a last project it's never done by their in house team so they'll outsource the project to companies for example like Accenture.

时间表是这样的，是的，在此之前，所以要知道这是一家超市零售巨头，所以他们可能会有自己的内部 IT 人员，但通常像这样的公司所做的是他们可能有一个开发团队，所以但如果这是最后一个项目，它永远不会由他们的内部团队完成，所以他们会将项目外包给像埃森哲这样的公司。

To whom? Saints Perry outsource their project in this example, so they were hired as an IT consultant. So this whole digitizing.

给谁？在这个例子中，Saints Perry将他们的项目外包，因此他们被聘为IT顾问。所以整个数字化。

Where was automation project? the IT part of IT was outsourced to them.

自动化项目在哪里？IT 的 IT 部分外包给他们。

So 2000 project was announced. Lots of money and effort was put into

it. By 2003 they were ready to put these.

于是宣布了 2000 年项目。投入了大量的金钱和精力。到 2003 年，他们已经准备好把这些。

Barcode scanning and digitized warehouse automated system into one of a few of their warehouses.

条码扫描和数字化仓库自动化系统融入了他们为数不多的仓库之一。

There were errors, like very visible errors with reading the bar codes, and Accenture was aware of this, so the IT company to whom it was outsourced to, and they were at that point itself, they were telling Sainsbury's, OK, there are issues.

有一些错误，比如读取条形码时出现非常明显的错误，埃森哲意识到了这一点，所以外包给的IT公司，他们当时就告诉塞恩斯伯里，好吧，有问题。

But they just went down on 2005. They went fully live and the chairman was adamant, John claiming that the project was the success. So the Sainsbury claimed that their warehouse automation and supply chain management system project was a success.

但他们刚刚在 2005 年倒下了。他们完全上线了，主席很坚决，约翰声称这个项目是成功的。因此，塞恩斯伯里声称他们的仓库自动化和供应链管理系统项目取得了成功。

So there are competitors who are doing similar digitizing at the same time. So it was an issue of prestige as well, but two years down the line.

因此，有些竞争对手同时在进行类似的数字化。所以这也是一个声望问题，但两年后。

They realized that it just isn't working.

他们意识到这是行不通的。

Barcode scanners weren't working as expected. It was taking more time than how things used to be when it was old manual. So it was declared a failure and the entire project was scratched. It isn't like they're trying to fix their issues and you know, figure out what went wrong and continue to fix the bugs. The entire thing was crap and.

条码扫描器未按预期工作。它比以前使用旧手册时花费的时间更多。所以它被宣布失败，整个项目被划伤了。这并不是说他们正在尝试解决他们的问题，你知道，找出问题所在并继续修复错误。整个事情都是废话。

I think later on they start a fresh.

我想后来他们开始了新的工作。

260,000,000 lbs of IPX per literature was brought off, so it's not like they exceeded the budget by two 60 billion. So it was.

每份文献需要 260,000,000 磅的 IPX，所以他们并没有超出预算 2 600 亿。原来如此。

Didn't come up to any use at all. The whole thing was written off and when the man was like when they automated system just didn't work to fix the issue like they had to, they probably fired a lot of warehouse stuff and they started the automation process. So when the project failed they had to hire 3000 extra airport staff to fix the issue. And this seems very was.

根本没有想出任何用处。整个事情都被注销了，当这个人就像他们的自动化系统无法像他们必须的那样解决问题时，他们可能会解雇很多仓库的东西，他们开始了自动化过程。因此，当项目失败时，他们不得不额外雇用 3000 名机场工作人员来解决这个问题。这似乎确实如此。

In existence for around 100 years by then and that year when they wrote of this £260,000,000, that turned out to be their worst financial performance India in more than the 100 years of their operation.

到那时已经存在了大约 100 年，当他们写下这 260,000,000 英镑时，事实证明这是他们运营 100 多年来最糟糕的财务表现。

So what do we learn from this example?

那么我们从这个例子中学到了什么呢？

So at the root of which it could have been a hardware issue or a software issue, These barcode scanners where just weren't working. So that's where it all started. But you can't just blame it all on the developer, right? So even you know all developers, you know those of you have already started boarding professionally or during your.

因此，从根本上说，这可能是硬件问题或软件问题，这些条形码扫描仪无法正常工作。这就是一切的开始。但你不能把这一切都归咎于开发人员，对吧？因此，即使您认识所有开发人员，您也知道你们中的那些人已经开始专业或在您的工作期间登机。

Academy projects know that no matter how good developer you are, nobody quotes perfectly for the first time like books. Errors are part of it. So now you can't just blame the loss of £260,000,000 or a few bucks that some of the software developers need. Of course that was the root cause, but what were the project management issues?

学院项目知道，无论你是多么优秀的开发人员，没有人能像书本一样第一次完美地引用。错误是其中的一部分。因此，现在你不能仅仅责怪一些软件开发人员需要的 260,000,000 英镑或几美元的损失。当然，这是根本原因，但项目管理问题是什么？

That happens here to start with bad decision making by the top management. So like I said before, this was kind of a pet project of their

then chairman who apparently stepped down and the project failed.

这要从高层管理人员的错误决策开始。所以就像我之前说的，这是他们当时的董事长的一个宠物项目，他显然辞职了，项目失败了。

Rightfully so.

这是理所当然的。

So it was like a prestigious project office and for that reason like the rest of the top management.

因此，它就像一个享有盛誉的项目办公室，因此，它就像其他高层管理人员一样。

They didn't get too involved in it. Or maybe they weren't, like, willing to criticize this too much was yes, you know, Chairman's baby, So bad decision making by top management, poor communication with the outsourcing. So who was the outsourcing in this case?

他们没有过多地参与其中。或者，也许他们不愿意对此提出过多的批评，是的，你知道，主席的孩子，高层管理人员的决策如此糟糕，与外包公司的沟通不畅。那么，在这种情况下，谁是外包公司呢？

So.

所以。

Like I mentioned before.

就像我之前提到的。

By 2003, itself three years down the line when since the project started, Accenture.

到 2003 年，自项目启动以来三年后，埃森哲。

Maybe they even started telling them about it even before that. So our barcodes scanners have issues. These need to be addressed. We are not ready to go live, but those were ignored by Sainsbury's management.

也许他们甚至在那之前就开始告诉他们这件事。因此，我们的条码扫描器存在问题。这些问题需要得到解决。我们还没有准备好上线，但这些都被塞恩斯伯里的管理层忽略了。

And when the project was grabbed, like Sainsbury ended up, obviously they needed a skateboard and they ended up blaming you guys. You guys had like one job. You were supposed to make the software and you screwed it up.

当这个项目被抓住时，就像塞恩斯伯里最终一样，显然他们需要一块滑板，他们最终责怪你们。你们就像一份工作。你本来应该制作软件，但你把它搞砸了。

But we were telling you from the beginning itself, we have issues. We are not ready to go live and apparently they took it to the court. I don't know who born ultimately, but you can look it up. So there was this huge miscommunication between Sainsbury and the Accenture, so.

但我们从一开始就告诉你，我们有问题。我们还没有准备好上线，显然他们把它带到了法庭上。我不知道最终是谁出生的，但你可以查一下。因此，塞恩斯伯里和埃森哲之间存在着巨大的沟通不畅。

The parent company and the outsourcing who did the software part of it. So another project management issue.

母公司和负责软件部分的外包商。所以另一个项目管理问题。

Poor communication and.

沟通不畅。

Connected to what? We've been talking so fast, not addressing the issues found early on SO.

与什么有关？我们一直在谈论得太快，没有解决 SO 早期发现的问题。

The barcode scanner issues, they were reported, but they were ignored.

条码扫描器问题，他们被报告了，但他们被忽略了。

They say it's very clean, that we have everything is fine and just pressed on and released the project in a full-fledged manner. But had they spent some extra time to actually fix the issues and make sure the scanners and all the whole logistics system is working perfectly, Even not if it's perfectly at least.

他们说它非常干净，我们一切都很好，只是继续以成熟的方式发布项目。但是，如果他们花了一些额外的时间来实际解决问题，并确保扫描仪和整个物流系统都运行良好，即使它至少是完美的。

In an acceptable way.

以可接受的方式。

This happened and finally.

这终于发生了。

They lacked a proper contingency plan, so we saw that when the project was scrapped they had to like order.

他们缺乏适当的应急计划，所以我们看到当项目被取消时，他们必须喜欢秩序。

War basis, they had to hire freaking 3000 warehouse staff and cost a lot of money. So this 260,000,000 that doesn't include the extra staff

that they had to hire and stuff like that. So if they had a proper contingency plans if they had.

在战争的基础上，他们不得不雇用**的 3000 名仓库员工并花费大量资金。所以这 260,000,000 还不包括他们必须雇用的额外员工和类似的东西。因此，如果他们有适当的应急计划，如果他们有的话。

Envision that know there's always a chance that this automation project would go haywire. They would have had a proper batch of land, but they didn't have that. Ended up hiring like 3000 people like maybe like a month span or so. And that was back. So this is one of the.

想象一下，这个自动化项目总是有可能失控的。他们本来会有一批合适的土地，但他们没有。最终雇佣了大约 3000 人，大概一个月左右。那又回来了。所以这是其中之一。

Many failed project management cases will be going through.

许多失败的项目管理案例将会经历。

This gives you an example of why we need good project management in.

这为您提供了一个示例，说明为什么我们需要良好的项目管理。

Specifically in software development project but.

特别是在软件开发项目中，但是。

It's just.

只是。

1.

1.

Use case and one use case is just one data points. One data point doesn't tell you.

用例，一个用例只是一个数据点。一个数据点不能告诉你。

The whole picture so.

整个画面是这样。

That's where studies are relevant. Data from studies are boring, but.

这就是研究的意义所在。研究数据很无聊，但是。

Tata doesn't like so.

塔塔不喜欢这样。

Moving on to the Chaos report, so make a note of the name the Chaos Report. That's going to be tutorial based on this, which is going to be a sustain some way or another.

继续讨论混沌报告，所以记下混沌报告的名称。这将是基于此的教程，这将是某种方式的维持。

So what the Chaos Report does. So it was done by.

那么混沌报告是做什么的。所以它是由完成的。

Group called Standish. They are a research group who researches software development projects.

名为 Standish 的小组。他们是一个研究软件开发项目的研究小组。

So it's ancient, I'll tell you that. I guess many of you weren't even born when it was done. So it was done back in 1994.

所以它很古老，我会告诉你的。我想你们中的许多人在完成时甚至还没

有出生。所以它是在 1994 年完成的。

So what they did was it was a study of the success of IT projects. They did it in the States, so they analyzed over 8000 projects. So they interviewed and surveyed.

因此，他们所做的是对IT项目成功的研究。他们在美国做到了这一点，所以他们分析了 8000 多个项目。于是他们进行了采访和调查。

365.

365.

IT project managers who were working on, who were leading, who were managing over 8000.

IT项目经理正在工作，他们正在领导，他们管理着8000多人。

Projects and what the study found was that the overall success rate.

项目和研究发现的整体成功率。

Of those project was 16%.

其中16%的项目。

Scary numbers, right? So imagine some construction projects or some like governments, Rd. projects that you have out there. Out of 100 buildings that you built, only sixteen of those projects are a success. That would be scary, right? So similarly, this was apparently the first project that was first survey that was done analyzing you the state of.

可怕的数字，对吧？所以想象一下一些建设项目，或者一些像政府这样的项目，你在那里。在你建造的 100 座建筑中，只有 16 座是成功的。那会很可怕，对吧？同样，这显然是第一个项目，是第一个调查，它分析了你的状态。

Software development projects that's been going on, so software development back in 1994, what did we have back there so?

软件开发项目一直在进行，所以软件开发早在 1994 年，我们在那里有什么？

I guess graphical user interface based operating systems were just starting to come. Did we have anything before Windows 95? I mean, I know that this is like very historical information for you, but sorry.

我猜基于图形用户界面的操作系统才刚刚开始出现。在 Windows 95 之前，我们有什么东西吗？我的意思是，我知道这对你来说就像是非常历史的信息，但对不起。

Those didn't have the UI, right? PCQ. Oh yeah. When did that come out? Before that? Excellent. So yeah.

那些没有用户界面，对吧？PCQ。哦，是的。什么时候出来的？在那之前？非常好。所以是的。

Yes, you get the idea. Ancient times. So if the project software projects back then that also like infant state, but yeah, and then the success rate was 16.2 percentage. So that was a wake up call for many of the software development companies and multinationals like you know we need to put some.

是的，你明白了。古代。所以如果项目软件项目当时也像婴儿状态，但是是的，然后成功率是16.2%。因此，这对许多软件开发公司和跨国公司来说是一个警钟，就像你知道我们需要投入一些一样。

Effort into it to making sure that.

努力确保这一点。

Our projects don't go haywire, but the Scales project, they have a lot of issues and there are a lot of criticism about Edge out there now.

我们的项目不会失控，但 Scales 项目，他们有很多问题，现在有很多关于 Edge 的批评。

We don't really consider their definition of what successes the success of a project is to be a good parameter of.

我们并没有真正考虑他们对项目成功的定义是一个好的参数。

A good way of defining success. So that's something we'll be looking at in one of the tutorials, where you will be looking at in one of the tutorials and will be assessed in a way. We'll get to that in a while, so.

定义成功的好方法。因此，我们将在其中一个教程中查看内容，您将在其中一个教程中查看，并以某种方式进行评估。我们一会儿会谈到这一点，所以。

What the report quoted was that software development projects.

报告引用的是软件开发项目。

Are in chaos. And that's how the report came to be known as the Chaos Report. Like very, very strong choice of word, they called it chaos, but.

处于混乱之中。这就是这份报告被称为"混沌报告"的原因。就像非常非常强烈的词语选择一样，他们称之为混乱，但是。

Success rate is freaking 16%. Know it's not an understatement to call it chaos. It is chaotic. It was chaotic. So starting from then people are started paying more attention to.

成功率高达16%。要知道，称其为混乱并不是轻描淡写的。这是混乱的。很混乱。因此，从那时起，人们开始更加关注。

Making sure that just like the other mature fields of engineering, like construction, like manufacturing, just because it's all software and

you're not visually seeing it, doesn't mean that you can overshoot the budget and things like that. These need to be managed better. They realize that. So from a generic point of view, from a company's point of view, you see in that.

确保就像其他成熟的工程领域一样，比如建筑，比如制造业，仅仅因为它都是软件，而你没有直观地看到它，并不意味着你可以超支预算和类似的东西。这些需要得到更好的管理。他们意识到了这一点。因此，从一般的角度来看，从公司的角度来看，您会看到这一点。

Why do we need project management? Why do we specifically need project management in software development projects?

为什么我们需要项目管理？为什么我们在软件开发项目中特别需要项目管理？

Now we will look at why you guys.

现在我们来看看你们为什么。

As future programmers and future.

作为未来的程序员和未来。

People in other technical roles as well. So the first time that I took this module, it was all students from.

担任其他技术角色的人员也是如此。所以我第一次上这个模块时，都是来自的学生。

The computer science and I know that there are people from the media side of things here as well, so.

计算机科学和我知道这里也有来自媒体方面的人，所以。

But I'm talking about this example. Just imagine a very technical role in

your own domain.

但我说的是这个例子。想象一下，在你自己的领域中，一个非常技术性的角色。

So.

所以。

There is this widespread stereotype about programmers. You know that they're all very anti social. They are.

关于程序员有一种普遍的刻板印象。你知道他们都非常反社会。他们是。

Not good at interacting with each other.

不善于相互交流。

Prefers to be lonely, Prefers to board in a dancing like where the sun never comes. Kind of a thing. Have you seen the series called Mr. Robert?

喜欢寂寞，喜欢跳舞，就像太阳永远不会来的地方一样。有点像。你看过《罗伯特先生》系列吗？

Any of you. So the what's the guy's name? I think so, yeah. Imagine Elliott. Yeah.

你们中的任何一个人。那么这家伙叫什么名字呢？我想是的，是的。想象一下艾略特。是的。

So.

所以。

I think I have a slide for this one, So before we go into that, I'll just open

up another whole.

我想我有一张幻灯片，所以在我们开始之前，我将打开另一个整体。

By the question itself, it's gonna be kind of evident that you know what's being expected answer. You know that I'm looking for, but it's not about the right or wrong answer.

从问题本身来看，很明显你知道预期的答案是什么。你知道我在寻找，但这与正确或错误的答案无关。

But yeah.

但是是的。

Anyway, I have no way of seeing.

反正我看不见。

Who was?

谁是？

Answering, you are being brutally honest, OK?

回答，你说得很诚实，好吗？

OK, this is.

好的，这是。

OK.

还行。

So I'm not asking if so if some of you already might have a vision of getting into management, like being a project manager in some

software engineering company. Because I know that there are people from masters courses here like software engineering, so you might have already had experience as a developer and so your next.

因此，我不是在问你们中的一些人是否已经有进入管理层的愿景，比如在某个软件工程公司担任项目经理。因为我知道这里有一些人来自软件工程等硕士课程，所以你可能已经有过开发人员的经验，所以你的下一个。

Project manager, but for a second like imagine that.

项目经理，但想象一下。

You are what you want to be. Is the developer a coder like Mr. Elliot from Mr. Robot and.

你就是你想成为的样子。开发人员是像 Mr. Robot 中的 Mr. Elliot 一样的编码员吗？

I don't want to get into management at any point of my career. All I want to do is code. Code, code, right. Programs. That's it. So if that's the case.

我不想在我职业生涯的任何时候进入管理层。我只想写代码。代码，代码，对。程序。就是这样。所以如果是这样的话。

Do you need project management skills? Are they relevant to you or you know? Should you be? Shouldn't you be spending more time?

您需要项目管理技能吗？它们与您相关还是您知道？你应该吗？你不应该花更多的时间吗？

Sharpening your technical skills, like coding skills. So I mean if you have, even if you have hopes of becoming, I mean moving into management at some point.

提高你的技术技能，比如编码技能。所以我的意思是，如果你有，即使你有希望成为，我的意思是在某个时候进入管理层。

For the sake of this question, imagine that you just wanna stick to body.

为了这个问题，想象一下你只想坚持身体。

Alright, so.

好吧，所以。

Somebody who voted for I don't need like, show fans who voted for I don't need to learn breast management skills.

投票给我的人不需要，向投票给我的粉丝展示我不需要学习**管理技能。

That, that's not 10%.

那，那不是10%。

That's not freaking 10%.

这还不是可怕的 10%。

Come on.

加油。

I think you kind of saw that. I'm going to ask you a question, but yeah, it's.

我想你大概看到了。我要问你一个问题，但是的，是的。

10 percentage is at least six people.

10%是至少六个人。

All right. OK. Sorry, man. You gotta do it. So why do you think? Why do you think you wouldn't be needing?

好吧。好吧，对不起，伙计。你必须去做。那你为什么这么认为呢？为什么你认为你不需要？

I would rather sharpen skills.

我宁愿提高技能。

So somebody who voted for the other one.

所以有人投票给另一个人。

Can you tell me like even if you are going to be a programmer all your life, how was project management going to be relevant for you? Yeah, it's really good skills to have. Even if you're not a project manager yourself, it's just good to know how the whole system works so you can just have an input to have sensitive. Thank you.

你能告诉我，即使你一辈子都要成为一名程序员，项目管理与你有什么关系吗？是的，这真的是很好的技能。即使你自己不是项目经理，了解整个系统是如何工作的也很好，这样你就可以有一个敏感的输入。谢谢。

Specific instructions on what you what you're supposed to go like this is the output that is expected from you. So even if you're given clear instructions, do you reckon that would still need these you know, managerial skills?

关于你做什么，你应该做什么的具体说明，这是你期望的输出。因此，即使你得到了明确的指示，你认为这仍然需要这些你知道的管理技能吗？

Probably like at some point in your life you're going to be promoted, so you're going to have to take multiple people to your little bit to work on

the measurement at some point.

可能就像在你生命中的某个时刻，你会被提升，所以你将不得不在某个时候带上多个人来做测量。

Makes sense. So thank you so much for these answers. So we'll go back to.

意义。因此，非常感谢您的这些回答。所以我们会回到。

Elliot from Mr. Robot now so.

《机器人先生》中的艾略特现在是这样。

Imagine if you don't know Elliot. Imagine somebody like we've been describing so far. Mysterious looking programmer in a cootie alone from his.

想象一下，如果你不认识艾略特。想象一下，像我们到目前为止所描述的那样的人。看起来很神秘的程序员，独自一人。

Tension. Very poor social skills. Hates talking to people they hates his.

张力。社交能力很差。讨厌和他们讨厌他的人说话。

Daily stand up meetings, he's communicating with the clients.

每天的站立会议，他都在与客户沟通。

But technically brilliant. He's an amazing programmer. He's a freaking full stack developer. He does everything.

但技术上非常出色。他是一个了不起的程序员。他是一个**的全栈开发人员。他无所不能。

So.

所以。

You already gave bit of the answer so.

你已经给出了一些答案。

If this guy was working on a project.

如果这个人正在做一个项目。

What do you think on a software development project? What do you think this week points will be that will eventually affect the whole success of the project?

你对软件开发项目有什么看法？你认为本周的哪些点最终会影响项目的整体成功？

Communication would be the most basic thing, so.

沟通是最基本的事情，所以。

Like I.

像我一样。

Said even if you are given so that's a very well managed project. As a programmer you will be given clear instructions on most of the time. OK, this is what you are supposed to do. So it's the project managers role to you know do the communication. The requirements engineer might give you the requirements so.

说，即使你得到了，那也是一个管理得很好的项目。作为一名程序员，大多数时候你都会得到明确的指示。好的，这是你应该做的。所以这是项目经理的角色，你知道做沟通。需求工程师可能会给你这样的要求。

Most of the time.

大多数时候。

The As until you become a lead engineer. Most of the time you are.

直到您成为首席工程师。大多数时候你是。

Priority will be on the coding but there will be communication. So even if you are a junior dev, you are not facing the client, it's just the team and you are reporting manager that you talk to. You have to communicate with them right? So without proper communication skills and proper medium of communication.

优先权在编码上，但会有沟通。因此，即使你是一名初级开发人员，你面对的也不是客户，而只是团队和你所与报告经理交谈。你必须和他们沟通，对吧？因此，没有适当的沟通技巧和适当的沟通媒介。

Gonna be lot of misunderstanding and also the technically brilliant guys if they don't have.

会有很多误解，如果他们没有的话，也会有技术上的聪明人。

This proper communication skill to convey the technical stuff they are working on 'cause they tend to overcome like stuff they might scare away the client talking about all this technical jargon what? So when the client is asking you what's happening in the project, there is always a chance that this kind of people might may not be able to convey properly what's going on and.

这种适当的沟通技巧来传达他们正在从事的技术工作，因为他们往往会克服一些东西，比如他们可能会吓跑客户谈论所有这些技术术语的东西，什么？因此，当客户问你项目中发生了什么时，这类人总是有可能无法正确传达正在发生的事情。

To come to the level of somebody who's not as technically proficient as them, so communication is important.

要达到技术不如他们精通的人的水平，所以沟通很重要。

And what about collaboration, like?

那么合作呢？

Would guys like this be? Would I collaborating and would collaboration be important in such projects?

伙计们会喜欢吗？我是否会合作，在此类项目中合作是否重要？

So yeah.

所以是的。

Some tend to be like even if we look at academic projects.

有些人往往就像即使我们看学术项目一样。

Personally, I always prefer to do my I hated group projects and I prefer to have migrates and I really depend on my own work, and I know that's not a good thing and I'm definitely giving you group projects, so.

就我个人而言，我总是喜欢做我讨厌的小组项目，我更喜欢迁移，我真的依赖我自己的工作，我知道这不是一件好事，我肯定会给你小组项目，所以。

But yeah, this reluctance to collaborate with others not gonna work in a software development company. So you're gonna be put in a team you no matter how good a programmer you are, you won't be given up like a multi million visas project to like work on by yourself.

但是，是的，这种不愿意与其他人合作，不会在软件开发公司工作。因此，无论你是一个多么优秀的程序员，你都会被安排在一个团队中，你不会像一个数百万签证的项目一样被放弃，喜欢自己工作。

Forget multinational companies, even if you are.

忘记跨国公司，即使你是。

A full stack developer who is a freelancer and you are working on the entire stack. The front end, the back end, you know the DevOps site, everything you are working on by yourself. Even then you know you can't decide you need a designer. Even so, think that you design the visual part as well.

一个全栈开发人员，他是一个自由职业者，而你正在处理整个栈。前端，后端，你知道DevOps网站，你自己做的一切。即便如此，您也知道您不能决定需要设计师。即便如此，也要考虑你也设计了视觉部分。

You have a client. You need to collaborate with the client to get the requirements. You know what what's required in the project. So some level of collaboration is required in any software development projects which this.

你有一个客户。您需要与客户合作才能获得要求。您知道项目中需要什么。因此，在任何软件开发项目中都需要一定程度的协作。

Kind of A guy might lack.

有点 A 家伙可能缺乏。

And there's this issue of.

还有这个问题。

Limited perspective and over complicating technical solution like these technically brilliant guys might get over fixated on the.

像这些技术才华横溢的家伙这样有限的视角和过于复杂的技术解决方案可能会过度关注。

Technical side of things like they might forget what they actually needed. Something very simple. They might fail to see what the user actually wants.

技术方面的事情，比如他们可能会忘记他们真正需要的东西。很简单的东西。他们可能看不到用户实际想要什么。

A new SDK for a programming language comes out.

一种新的编程语言SDK问世了。

A new encryption algorithm comes out and this.

一种新的加密算法问世了。

Is going to the manager saying that oh, this is so fancy, this is like this new thing. Is there, this is there. We need to implement this in our project as soon as possible. But when it comes to the user and the overall success of the project itself, know that may not be a priority but.

就是要对经理说，哦，这太花哨了，这就像这个新东西。在那里，这在那里。我们需要尽快在我们的项目中实现这一点。但是当涉及到用户和项目本身的整体成功时，要知道这可能不是优先事项，而是。

Mr. Elliot might get his ego boost or his pleasure from solving complex technical stuff, implementing complex technical stuff. But.

艾略特先生可能会从解决复杂的技术问题、实施复杂的技术问题中获得自我提升或乐趣。但。

They might get fixated on that and fail to see the whole picture. So that's another thing that might.

他们可能会专注于此，而看不到全貌。所以这是另一件事。

Badly affect such software development projects when people like

these are involved so.

当这样的人参与其中时，会严重影响此类软件开发项目。

I know that I made use of these stupid stereotypes called the stereotype for a reason.

我知道我利用这些愚蠢的刻板印象，称为刻板印象是有原因的。

So, but you get the idea. So we were using that just to.

所以，但你明白了。所以我们用它来。

Send the message across. So I'm in no way saying that the guy on the left is going to be a bad developer and the guy on the right is what, you know, what everyone thinks. That's a good development and it's in no way the intention of this module to turn you from, like, you know, a nerdy *****.

发送消息。因此，我绝不是说左边的那个人会是一个糟糕的开发人员，而右边的那个人就是每个人的想法。这是一个很好的发展，这个模块绝不是要让你从一个书的中解脱出来。

Developer into a corporate friendly suited up.

开发商成为企业友好的西装。

Developer No, that's not it at all. And this module is not about soft skills at all. We I've been talking about communication a lot, but no that's we are looking at communication but not from.

开发人员：不，根本不是这样。这个模块根本不是关于软技能的。我们我一直在谈论沟通，但不，我们正在寻找沟通，但不是来自。

That level. That level of a personal soft skill level, but.

那个级别。个人软技能水平的那个水平，但是。

On a project manning serial level on what are the methods of communication? What are the channels of communication? Things like that so.

在一个项目中，在系列级别上配备人员，通信方法是什么？沟通渠道有哪些？诸如此类的事情。

You don't need to be sociable.

你不需要善于交际。

Happy all the time, smiling all the time. Kind of a person to be a good developer or a good.

一直快乐，一直微笑。那种人是一个好的开发人员或一个好的人。

Team Player, but you need to be aware of certain project management processes for that, so that's what we will be looking at.

团队合作者，但您需要了解某些项目管理流程，这就是我们将要研究的内容。

In this module.

在本模块中。

So not going through the entire thing, so.

所以没有经历整个事情，所以。

Again, specifically on why, as students of Computer Systems, Software Engineering and other related modules, why do you need a project management module so?

再次，具体来说，为什么作为计算机系统、软件工程和其他相关模块的学生，为什么需要项目管理模块？

How many of you have already have work experience?

你们中有多少人已经有工作经验？

Work experience in software phones.

有软件电话工作经验。

Excellent. Alright, so when you first interviewed for a technical role as a pressure.

非常好。好吧，所以当你第一次面试技术职位时，这是一种压力。

So I asked that to somebody who finished your bachelor's in a technical course and when you interviewed for the first time as a fresher.

因此，我向在技术课程中完成学士学位的人以及您作为新生第一次面试的人提出了这个问题。

What were you asked?

你被问了什么？

Somebody tell me, so you just finished your course? You don't have any relevant experience so far in tech. This is your first time you are applying for a grad role.

有人告诉我，所以你刚刚完成了你的课程？到目前为止，您还没有任何相关的技术经验。这是您第一次申请研究生职位。

What do you think if you are or if you haven't attended such an interview? I know many of you are both years of your.

如果你参加过或没有参加过这样的面试，你会怎么看？我知道你们中的许多人都是你们的岁月。

Undergrad computer systems course but we have some masters students here. May be some of you could answer. So attending an interview as a fresher How many of the questions you asked where like?

本科计算机系统课程，但我们这里有一些硕士生。也许你们中的一些人可以回答。那么，作为应届生参加面试 你问了多少个问题？

About programming languages, like what kind of experience you have in Java or things like that.

关于编程语言，比如你在 Java 方面有什么样的经验或类似的东西。

And can somebody from the Masters course answer that?

硕士课程的某个人可以回答这个问题吗？

Come on.

加油。

So in my case, of course mostly technical 'cause they had HR on separately, so they ask me quite technical questions and most of them work from the projects that I have mentioned on the alright, so technical on what level?

所以就我而言，当然主要是技术性的，因为他们有人力资源部门单独负责，所以他们问我很多技术性的问题，他们中的大多数人都从我提到的项目中工作，所以技术水平如何？

They were kind of basic 'cause if you have done a project in some technology like I had a project on basically. So they asked about that stack and then basics of that whole stack that what you have done and how. So this was this project was listed in your scene. Yeah alright, so if something is you, if you claim that you worked on something, definitely they will ask you questions regarding that. But where the questions like

deeply technical or?

它们是一种基本的，因为如果你在某些技术上做过一个项目，就像我基本上有一个项目一样。所以他们问了那个堆栈，然后是整个堆栈的基础知识，你做了什么以及如何做。所以这个项目被列在你的场景中。是的，好吧，所以如果某件事是你，如果你声称你做了某件事，他们肯定会问你有关的问题。但是，像深度技术或?

No, if you have actually worked on the project, you would be easily able to answer that. Alright, yeah so most of the time as pressure, there are people who are actually like.

不，如果你真的参与过这个项目，你可以很容易地回答这个问题。好吧，是的，所以大多数时候作为压力，有些人实际上是喜欢的。

Who enjoys it? The entire process of programming, coding the pleasure of finding a bug and fixing it but.

谁喜欢它？编程的整个过程，编码的乐趣是发现错误并修复它。

You can't expect all the students of a computer science course or a computer system course to be like Mr. Elliot, so that's definitely not the case. But there are people during their Academy course itself who work on very impressive projects. But.

你不能指望计算机科学课程或计算机系统课程的所有学生都像艾略特先生一样，所以绝对不是这样。但是有些人在他们的学院课程中从事非常令人印象深刻的项目。但。

Those are those doesn't count the 100% so for that reason.

这些是那些不算 100% 所以出于这个原因。

The company is looking for.

该公司正在寻找。

A pressure they are hiring.

他们正在招聘的压力。

A first time.

第一次。

Software developer who doesn't have any professional relevant experience so far. They will definitely ask you technical questions. They will definitely ask you about the stuff that you worked on, the projects that you worked on. They'll definitely ask you Java questions. They'll definitely ask you know stuff that you learned during your technical stuff that you learned during their course.

到目前为止没有任何专业相关经验的软件开发人员。他们肯定会问你技术问题。他们肯定会问你关于你做过的事情，你做过的项目。他们肯定会问你 Java 问题。他们肯定会问你知道你在技术课程中学到的东西。

But what folks found out when they did a survey on?

但是人们在进行调查时发现了什么？

What employers are looking for in graduates like freshly graduated people whom they are hiring for.

雇主在毕业生中寻找什么，比如他们正在招聘的刚毕业的人。

Graduate roles. There were technical stuff in there, point #7, technical knowledge related to the job and point #8, proficiency that computer software programs. But the rest were all things like.

毕业生角色。那里有技术的东西，#7 点，与工作相关的技术知识，#8 点，计算机软件程序的熟练程度。但其余的都是这样。

Ability to work in a team structure to obligated, ability to communicate

verbally, plan, organize, prioritize, analyze quantitative variability to create an edit, return report. So these are all non-technical skills like project management related skills that are.

能够在团队结构中工作，能够口头沟通，计划，组织，确定优先级，分析定量可变性以创建编辑，返回报告。所以这些都是非技术技能，比如项目管理相关技能。

Companies actually looking for in a graduate, so they know that just by being a super easy programmer.

公司实际上在寻找毕业生，所以他们知道只要成为一个超级容易的程序员。

You may not make a good software developer in a company. So another reason why you need this module and why you need to like even if you don't become like a great project manager, why you need to be aware of you know what are the different processes and what actually goes on in a the project management side of a software development project.

在一家公司里，你可能不会成为一名优秀的软件开发人员。因此，你需要这个模块的另一个原因，以及为什么即使你不像一个伟大的项目经理，你也需要喜欢，为什么你需要意识到你知道什么是不同的过程，以及软件开发项目的项目管理方面实际发生了什么。

All right, so.

好吧，所以。

So I think you're all looked into the book of modules for this one, I hope.

所以我想你们都看过这本模块的书，我希望。

So we'll be looking at the different concepts of project management throughout the modules. It's like what is the success and the failure of

a project, stakeholders, communication, risk and all of this. We look at it from a general perspective and we'll try to connect that to information technology or software development context.

因此，我们将在整个模块中研究项目管理的不同概念。这就像一个项目的成功和失败、利益相关者、沟通、风险等等。我们从一般的角度来看待它，我们将尝试将其与信息技术或软件开发环境联系起来。

And you will get to practice.

你将开始练习。

Presenting on how you sell your project. We will get to the assessments part soon and also you will get a chance to.

介绍您如何销售您的项目。我们将很快进入评估部分，您也将有机会。

Produce project plan. So all that we will be learning in each of the weeks, we will eliminate in a project report and the presentation.

制定项目计划。因此，我们将在每几周内学习的所有内容，都将在项目报告和演示文稿中消除。

At some point of the model.

在模型的某个点。

And again, assessments will go through them in detail soon, so.

同样，评估将很快详细介绍它们，所以。

The core concepts each of these highlighted stuff each week. I think we will be dedicating each week for one of those, but.

核心概念，这些中的每一个每周都会突出显示内容。我想我们每周都会为其中之一奉献，但是。

So I won't be defining them formally at this point, but just to give a vague idea on what these key terms or concepts are, imagine that this motive is CS4457 module that we are doing here right now is a project, consider it a project. So we will try to define each of these term terms in the context of our project. So CS4457 was.

因此，我不会在这一点上正式定义它们，而只是为了对这些关键术语或概念给出一个模糊的想法，想象一下这个动机是我们现在在这里做的 CS4457 模块是一个项目，把它看作一个项目。因此，我们将尝试在项目的上下文中定义这些术语中的每一个。所以 CS4457 是。

Project what? As a student, what would you call a successful outcome of that project?

项目是什么？作为一名学生，您如何称呼该项目的成功成果？

Sorry, it works. It actually works.

对不起，它有效。它确实有效。

Alright, but specifically as a student, what would be your ultimate goal?

好吧，但具体来说，作为一名学生，你的最终目标是什么？

Come on, A for the A1 guys. Come on.

来吧，A1 的家伙。加油。

Yeah, so A1 is gonna be reality made goal, of course.

是的，所以 A1 当然会成为现实目标。

And.

和。

As the teacher, like my success of the board, you wouldn't be giving

everyone of you even. I hope that you, Lord, put the effort to get an event. But if I give you all an even, I would have to report to the deal and I don't want to do that. So apparently if everyone gets any a one that's also everyone actually gets.

作为老师，就像我在董事会上的成功一样，你不会给你们每个人甚至。主啊，我希望你努力举办一场活动。但是，如果我给你们所有人一个平衡，我就必须向交易报告，我不想那样做。所以显然，如果每个人都得到一个，那也是每个人实际得到的。

The average two PV is around more than 3.3 or something. That's an indicator of that something is wrong.

平均两个 PV 大约超过 3.3 左右。这表明出了问题。

But sometimes the students might be like the average corporate might be that good and that's also acceptable. It's just that I might have to report, give a detailed report to the deal. You know why is why is everyone so brilliant in the class. Alright, moving on. So stakeholders, it's a very project management specific term. So who so The Who question itself kind of answers what stakeholders are.

但有时学生可能会像普通公司一样好，这也是可以接受的。只是我可能不得不报告，给交易一份详细的报告。你知道为什么是为什么班上每个人都如此出色。好了，继续。所以利益相关者，这是一个非常特定于项目管理的术语。那么，谁所以谁的问题本身就回答了什么是利益相关者。

Basically people who are involved in the project and people who are affected by the project. So this module as a project who are the stakeholders.

基本上是参与项目的人和受项目影响的人。所以这个模块作为一个项目，谁是利益相关者。

You guys as students? We ask the instructor. Who else?

你们是学生吗？我们问教练。还有谁?

So it may not be the people who are directly involved on a daily basis as well. So the people who are affected as well. There are classifications as primary, secondary, tertiary stakeholders. So who are affected by it are also actually comes under the classification of stakeholders. So the university, the department, your course director they overcome under the classification of stakeholders.

因此，每天直接参与其中的人可能也不行。所以受影响的人也是如此。分为一级、二级、三级利益攸关方。因此，受其影响的人实际上也属于利益相关者的分类。因此，大学，部门，您的课程主任，他们在利益相关者的分类下克服了。

So the communication, what's the communication protocol that we are using here?

那么通信，我们在这里使用的通信协议是什么?

How do you communicate so Lectures, of course in person classes other than that.

你如何沟通 讲座，当然是面对面的课程。

We have space, forums, emails. Yeah, we made.

我们有空间、论坛、电子邮件。是的，我们做到了。

And I have tried to set up set up like.

我试着设置设置。

Put it put a practice out there like I've asked you to use the forum when it comes to generate queries. I don't know you know how efficient

that's gonna be. I hope it's gonna be efficient. But yeah we're trying to like know set up communication methodology here. Like this is the medium of communication this is so if it's a personal thing, we gonna use an e-mail. If it's a generic query, you're gonna use the forum. So for the project, we are setting a communication plan so.

把它放在那里，放一个练习，就像我要求你在生成查询时使用论坛一样。我不知道你知道那会有多高效。我希望它会很有效率。但是，是的，我们试图在这里了解建立沟通方法。就像这是沟通的媒介一样，如果这是个人的事情，我们将使用电子邮件。如果是通用查询，您将使用论坛。因此，对于这个项目，我们正在制定一个沟通计划。

Moving on, what's the score?

继续前进，分数是多少?

So opus.

所以作品。

Let's have a colloquial meaning, but it does have a formal definition as well. But yeah, I'll ask you first, what do you think is the scope of this module as a project?

让我们有一个口语的含义，但它也有一个正式的定义。但是，是的，我首先要问你，你认为这个模块作为一个项目的范围是什么?

That's kind of, yeah, the success, but.

是的，这就是成功，但是。

That defines the success. That's the successful outcome, yeah.

这决定了成功。这就是成功的结果，是的。

So the content of the course, so the syllabus, defines what's the

expected outcome of the modulus. So when you're talking about a scope, it's important to talk about you. This is what is expected from the project. It's important to define.

因此，课程的内容，即教学大纲，定义了模数的预期结果。因此，当您谈论范围时，谈论您很重要。这是对该项目的期望。定义很重要。

The whites on the other side of the boundary as well. OK, this is expected, but this is not included like for example in this module.

边界另一边的白人也是如此。好的，这是意料之中的，但这不包括在本模块中。

The textbook that I am going to prescribe goes into details of post analysis with lots of complicated mathematical calculations which went over my head. So I am not going to be teaching you that. So that's out of the scope you that specific.

我将要开的教科书详细介绍了后期分析，其中有许多复杂的数学计算超出了我的脑海。所以我不打算教你这些。所以这超出了你的具体范围。

Financial.

财力。

Jargons and that calculations are not included in this module. We won't be learning that. So that's also important when defining a scope like along with telling this is included. It's important that to say that this is not included. Alright. So what is going to happen in the project and what is not going to happen in the project and what is the schedule that will be speaking to?

行话和计算不包括在本模块中。我们不会学习这一点。因此，在定义范围时，这一点也很重要，例如，包括在内。重要的是要说这不包括在内。好。那么，项目中将发生什么，项目中不会发生什么，以及将要与之交谈的时间表是什么？

This module as a project.

此模块作为一个项目。

So 12 weeks of tour classes and then exams. So that's the basic idea. You have a start date and an end date, so 12 weeks of classes. Then you have a reading week studying weekend, two weeks of exams. So for a project it usually has a start date and an end date. It has a schedule and it's well defined what happens.

所以 12 周的旅游课程，然后是考试。这就是基本思想。你有一个开始日期和一个结束日期，所以有 12 周的课程。然后你有一个阅读周，周末学习，两周的考试。因此，对于一个项目，它通常有一个开始日期和一个结束日期。它有一个时间表，并且明确定义了会发生什么。

At this period of time and when a certain thing is expected to end, for example in this case after 12 weeks, our lectures and all in Person classes will be done.

在这段时间里，当某件事预计结束时，例如在这种情况下，12 周后，我们的讲座和所有面对面的课程都将完成。

What risk may interrupt your outcome? So getting an A1 is the goal. What are the risks that might come in your way?

哪些风险可能会打断您的结果？因此，获得 A1 是目标。您可能会面临哪些风险?

The staples.

订书钉。

Very very relevant answer.

非常非常相关的答案。

Are the modules. Of course. You will always try to weigh in which is more important for me. I mean, we already tried answering is this relevant to you? But you are gonna be still asking yourself that question. This is the important thing for me. Or a software architecture more relevant for me.

是模块。答案是肯定的。你总是会试着权衡哪个对我来说更重要。我的意思是，我们已经试过回答这与你有关吗？但你仍然会问自己这个问题。这对我来说很重要。或者一个与我更相关的软件架构。

So there are other modules, there are personal stuff and there could be you might get sick. Those are this that you may not over anticipate. So similarly projects have risks and.

所以还有其他模块，有个人的东西，你可能会生病。这些是你可能不会过度期待的。因此，同样，项目也有风险。

A good project manager and everyone who is involved in a project should be able to anticipate even the wildest possibilities.

一个好的项目经理和参与项目的每个人都应该能够预测到最疯狂的可能性。

Have a contingency plan. So if I get sick and I should go to the doctor, but other than that would I be able to manage my assessments? So if I put everything for the last week and I get sick on the last week, would I be able to manage? So having a contingency plans and what constraints are you working with?

制定应急计划。因此，如果我生病了，我应该去看医生，但除此之外，我还能管理我的评估吗？因此，如果我把所有东西都放在最后一周，而我在最后一周生病了，我能做到吗？那么，制定应急计划以及您正在处理哪些限制？

I think kind of connected to.

我认为有点联系。

The risk itself.

风险本身。

What's limiting you from putting everything for this? You have you have a life, first of all, and you have other modules that you have to study for and things like that, so constraints will look formally into it soon.

是什么限制了你为此付出一切？首先，你有生活，你有其他模块需要学习，诸如此类，所以限制很快就会正式研究它。

So.

所以。

Going on for definition. So there are gonna be a few very formal sounding definitions, unfortunately, throughout this module. But I promise you this, when it comes to the exams, I'll never ask you to, you know, write down definitions word by word. There won't be questions asking you that, but definitions are there for a reason, I mean.

继续定义。因此，不幸的是，在整个模块中，将有一些非常正式的定义。但我向你保证，当涉及到考试时，我永远不会要求你，你知道，一个字一个字地写下定义。不会有问题问你，但我的意思是，定义是有原因的。

One sentence. It's explaining a very complex idea, so we will go through.

一句话。它解释了一个非常复杂的想法，所以我们将介绍。

Definitions.

定义。

For all our core concepts, but again.

对于我们所有的核心概念，但同样如此。

Absolutely no one need of learning them word by word or by hearting them.

绝对没有人需要逐字逐句地学习它们，也不需要通过心来学习它们。

So what is the project formally? So the highlighted stuff in there, the bold stuff in there are the important attributes. So project is a temporary endeavor.

那么这个项目正式是什么呢？所以里面突出显示的东西，里面的粗体东西是重要的属性。因此，项目是一项临时工作。

Undertaken to create a unique product, service or result. So dissecting it into the main attributes we can see there. So it's a temporary endeavor like it doesn't go on till the end of time. So it has a start date and an end date just like our module.

致力于创造独特的产品、服务或结果。因此，将其分解为我们可以在那里看到的主要属性。所以这是一个暂时的努力，就像它不会持续到时间的尽头一样。所以它有一个开始日期和一个结束日期，就像我们的模块一样。

Week 1 to week 12, then three more weeks and the module is done. If you get an upgrade you'll have to repeat. Hope it doesn't come to that. But yeah, this is the expected duration for the project of our module and.

第 1 周到第 12 周，然后再过三周，模块就完成了。如果您获得升级，则必须重复。希望它不会到那个地步。但是，是的，这是我们模块项目的预期持续时间。

It creates value so there is an output.

它创造价值，所以有输出。

Of value that comes as the final result of that project. Again, going back to our module, it's expected that you will learn some relevant project management skills as an outcome and looking at in another way, the outcome is that you get a good grade and clear the module and that value that you create is unique.

作为该项目的最终结果而具有的价值。同样，回到我们的模块，预计您将学习一些相关的项目管理技能作为结果，并以另一种方式查看，结果是您获得好成绩并通过模块，并且您创造的价值是独一无二的。

Alright, so each project creates a unique value. It's not something that is repeated, but it's unique.

好吧，所以每个项目都创造了一个独特的价值。这不是重复的东西，但它是独一无二的。

But.

但。

We looked at the formal definition, but doesn't mean that you can use the term project only for very, very formal something that happens in a multinational corporate kind of a thing. So anything that appears to these attributes can be a project. So developing a software for a business that can be a product.

我们研究了正式的定义，但这并不意味着你只能使用"项目"一词来形容发生在跨国公司这种事情中的非常非常正式的事情。因此，出现在这些属性中的任何内容都可以是一个项目。因此，为企业开发可以成为产品的软件。

But even something as a community event to raise money for a charity that can be a project.

但即使是作为社区活动，为慈善机构筹集资金，也可以是一个项目。

Upgrading.

升级。

A machinery in a manufacturing facility that can also be a project, but just to.

制造工厂中的机器也可以是一个项目，但只是为了。

Make it more relevant for us. We're gonna be sticking to the software side of things, but again, we won't be talking about anything technical or any technical tools that are used in software development, project management. We'll be looking at the core concepts.

让它与我们更相关。我们将坚持软件方面的事情，但同样，我们不会谈论任何技术或任何用于软件开发、项目管理的技术工具。我们将研究核心概念。

In a general POV, and we tried to link that to the software development. Alright, so.

在一般的 POV 中，我们试图将其与软件开发联系起来。好吧，所以。

Question.

问题。

It's a very trivial thing, and you some of you like to argue you might.

这是一件非常微不足道的事情，你们中的一些人喜欢争辩说你可能会。

Get a chance to actually argue and debate the expected answer to it. But this is just to put the point across so.

有机会实际争论和辩论预期的答案。但这只是为了说明这一点。

Two things, making a cake for a birthday party and making a burger at the fast food joint based on the definition that we sold just now.

两件事，为生日派对做蛋糕，根据我们刚才卖的定义在快餐店做汉堡。

These three attributes of being temporarily unique and that creates value.

这三个属性暂时独一无二，创造价值。

Which of these is a project?

以下哪一项是项目？

Or are both of the projects? Are both of them not projects?

还是两个项目？他们俩都不是项目吗？

Or proliferates? What are projects? What are projects? All right, Any other languages?

还是扩散？什么是项目？什么是项目？好吧，还有其他语言吗？

Only if the cake is not mass produced.

只有当蛋糕不是批量生产时。

I was expecting that, but why do you think it's both of them are for this? All of them are temporary.

我本来以为会这样，但你为什么认为他们俩都是为了这个？所有这些都是暂时的。

And then the burger, if you're waiting too long for the burger because OK And so yeah, that's definitely picked at what they're both temporary. Do they both create something unique? Yeah, you're getting the cake. Yeah. You could argue that you know on a molecular level,

No2 burgers are the same. But if you go to make tea and.

然后是汉堡，如果你等汉堡太久了，因为好吧，是的，这绝对是临时选择的。他们都创造了一些独特的东西吗？是的，你得到了蛋糕。是的。你可以争辩说，你知道在分子水平上，No2 汉堡是一样的。但是如果你去泡茶和。

Order something on their menu.

在他们的菜单上点点东西。

So if you ordered, you ordered Once you ordered the second time, you are kind of expecting to get the same thing, right? Something similar. So is that you mean?

所以如果你订购了，你就订购了 一旦你第二次订购，你就会期待得到同样的东西，对吧？类似的东西。所以你是这个意思吗？

I know if you there is a possibility to get into in the depth of tips in a very philosophical way or a scientific way, saying that again on a molecular level, no to ******* burgers are the same, but you get the idea. So on the menu there is a bug there you order, somebody else orders that same burger. It's not unique. You're expecting baby sets.

我知道，如果你有可能以一种非常哲学的方式或科学的方式深入到技巧的深处，再次在分子水平上说，不，**的汉堡是一样的，但你明白了。所以在菜单上有一个错误，你点了，其他人点了同样的汉堡。这并非独一无二。你期待婴儿套装。

Baby.

婴儿。

What do you say? Menu based video fixed. Kind of an output from that so it's not unique?

你说什么？基于菜单的视频已修复。有点输出，所以它不是唯一的？

So that's why.

所以这就是原因。

Making a birthday cake for a party. So even if the cake is factory produced, so you're using that for a birthday party, so you might have like text on top of it, but I think for that specific birthday party, like with that person's name on it, so and.

为派对制作生日蛋糕。所以即使蛋糕是工厂生产的，所以你用它来举办生日派对，所以你可能会在它上面有喜欢的文字，但我认为对于那个特定的生日派对，比如上面有那个人的名字，所以和。

In that case, that kind of becomes more unique as compared to the burger, right? So again.

在那种情况下，与汉堡相比，这种东西变得更加独特，对吧？所以又来了。

We need to be like sample but hope you get the idea. So if the cake is called the project, what's the name that we have for the burger?

我们需要像样品一样，但希望你能明白。那么，如果蛋糕被称为项目，那么我们给汉堡起的名字是什么？

They are called operations, so that the three attributes that we had for projects, we have a counterpart for that for the operation side of things. So projects where temporary but operations are like ongoing stuff that so they do not have a specific end date or a start date, they are meant to sustain the business so.

它们被称为操作，因此，我们为项目所拥有的三个属性，在操作方面，我们有一个对应的属性。因此，临时但运营的项目就像正在进行的东西，因此它们没有特定的结束日期或开始日期，它们旨在维持业务。

That is gonna make.

这将使。

Burgers on their menu every single day, unless they change, until they change their menu or a different thing.

汉堡每天都在他们的菜单上，除非他们改变，直到他们改变菜单或其他东西。

Down. So it sustains the business, It just goes on.

下。所以它维持着业务，它继续下去。

But projects have a clear start date and an end date and once the projects objectives are achieved, that's it, the project is closed and project creates a unique value. The output is unique and somewhere the other, but when it comes to an operation the output is just keeps repeating itself.

但是项目有明确的开始日期和结束日期，一旦实现了项目目标，就是这样，项目就结束了，项目创造了一个独特的价值。输出是唯一的，并且是其他的，但是当涉及到操作时，输出只是不断重复。

So if the output is unique, of course the process also has to be adaptive according to that, right? So you're not making the same thing over and over again. So each project is different. So the process also has to be adaptive. It has to change according to what they expected unique outcome is. But operations no same thing over and over and again. So it's a fixed routine process that just keeps on repeating itself.

因此，如果输出是唯一的，那么该过程当然也必须根据该输出进行自适应，对吗？所以你不会一遍又一遍地做同样的事情。所以每个项目都是不同的。因此，该过程也必须具有适应性。它必须根据他们期望的独特结果而改变。但是一遍又一遍地操作不一样。所以这是一个固定的例行程序，只是不断重复。

So that's project and operation. I hope the idea is clear and I again I promise you in the exam I wouldn't ask.

这就是项目和运营。我希望这个想法是明确的，我再次向你保证，在考试中我不会问。

Confusing philosophical questions like whether a birthday cake is a project or not. It will be more concrete and concise and less confusing.

令人困惑的哲学问题，例如生日蛋糕是否是一个项目。它将更加具体和简洁，不那么令人困惑。

So.

所以。

I think we are almost at the end, but at this point I think we will take a quick 5 minute break will be.

我认为我们快要结束了，但在这一点上，我认为我们会快速休息 5 分钟。

Back by.

回来。

10 No. It will give you a bit more than 5 minutes, so be back by 10:35, yeah.

10 不可以。它会给你 5 分钟多一点的时间，所以在 10：35 之前回来，是的。

So if you have any questions not related to the content itself.

因此，如果您有任何与内容本身无关的问题。

Administrative stuff as well.

还有行政工作。

There are some.

有一些。

Aspects to it, but it ever seems the most obvious Cisco.

方面，但它似乎是最明显的思科。

And again, when it comes to your career exams, I'll make sure that there's no space for ambiguity anymore.

再说一次，当涉及到你的职业考试时，我会确保不再有模棱两可的空间。

You wanna argue where this is a project?

你想争论这是一个项目在哪里吗?

I can kind of give a point there, 'cause no model of a smartphone would be like.

我可以在那里给出一个观点，因为没有智能手机型号会像这样。

Even if it's a successful model, no company expects, you know, iPhone doesn't expect to like keep on manufacturing iPhone 15 Pro for you know, the rest of time, you know they'll be expecting, they'll be expecting to roll out. So that element is there. But the expected answer here was that you know that the manufacturing itself, it's a repeated process. It's also an everyday, so it's an operation.

即使这是一个成功的模式，也没有公司期望，你知道，iPhone 不希望继续生产 iPhone 15 Pro，因为你知道，剩下的时间，你知道他们会期待，他们会期待推出。所以这个元素就在那里。但这里预期的答案是，你知道制造本身，这是一个重复的过程。这也是日常工作，所以这是一

项手术。

And they're installing it for them and that's there. So, but I mentioned implementing that, but it's just not the development. So if you're implementing it for a specific client.

他们正在为他们安装它，它就在那里。所以，但我提到了实现它，但这不是开发。因此，如果您要为特定客户端实现它。

That's their operations. I voted projects exactly, yeah.

这就是他们的操作。我准确地投票了项目，是的。

So I guess if the person implementing it is installing it for them and they created the software themselves, that could be operational.

所以我想，如果实现它的人正在为他们安装它，并且他们自己创建了软件，那么它可能是可操作的。

So it's it becomes more of a routine process for them like irrespective of the client they are doing for the implement the same process over and over again. Yeah, you can call that patient. But here we are applying it on a specific company for a specific client. So of course it's a unique outcome and it does have a start date and an end date. So that's the product, right thing. There's more, yeah, this is the final one.

因此，对他们来说，这更像是一个例行程序，就像无论他们为哪个客户所做的那样，一遍又一遍地实施相同的过程。是的，你可以打电话给那个病人。但在这里，我们将其应用于特定客户的特定公司。所以这当然是一个独特的结果，它确实有一个开始日期和一个结束日期。这就是产品，正确的事情。还有更多，是的，这是最后一个。

Organizing a marketing campaign to launch a new product line. Schedule to last for three months.

组织营销活动以推出新产品线。计划持续三个月。

See that I'm missing this coming up on the Q&A and there's a reason that I.

看到我在问答中错过了这一点，这是有原因的。

Stuck to multiple.

坚持多个。

These are not censored in.

这些没有被审查。

I'll go on, do it.

我会继续，去做。

So.

所以。

We have a higher number to operations for the 2nd, so just like how he was brave and argued for the other side.

我们第二次行动的人数更多，所以就像他勇敢地为另一方辩护一样。

If you wanted for operations, or even if you wanted for project and still want to.

如果你想要运营，或者即使你想要项目并且仍然想要。

Debate or argue or convince me why it's not a project but an operation.

辩论、争论或说服我为什么这不是一个项目，而是一个行动。

But 7%, come on, yeah.

但是 7%，来吧，是的。

So it's not something unique. So if I had said I get your point. So if it said like.

所以这不是独特的。所以如果我说过我明白你的意思。所以如果它说像。

A general marketing campaign, yeah, for a marketing company that's a routine, that's what they do to sustain their business. It keeps on going. But here we are specifically saying like for a specific product line that's and the marketing campaign is going to last for specifically for three months as well. So we have that start and end date.

一般的营销活动，是的，对于一家营销公司来说，这是例行公事，这就是他们为维持业务所做的。它一直在继续。但在这里，我们特别说的是，对于特定的产品线，营销活动也将持续三个月。所以我们有开始和结束日期。

And you have mentioned that it's specifically for a unique product as well, which makes the output unique, right. So that's why you know the expected answer. Here is the project again, thank you so much. Who for the people who argued for the other side?

而且你提到它也是专门针对一个独特的产品，这使得输出是独一无二的，对吧。所以这就是为什么你知道预期的答案。又是这个项目了，非常感谢。谁为另一方辩护的人？

I hope for such interactions in the future lectures as well. And again, I fully admit that there is a scope of ambiguity in all these definitions, but you get the idea right? Then again, in the exams, that won't be sets.

我希望在以后的讲座中也能有这样的互动。再说一次，我完全承认所有这些定义都存在歧义，但你明白这个想法对吗？话又说回来，在考试中，这不会是固定的。

I'm beginning, hopefully.

我希望我开始了。

Or if you are able to, if there are such ambiguous questions and you if you come up to me, and just a second, if you have convinced me that there is a scope of the other answer being correct, I will give you the marks for that, yeah.

或者，如果你可以，如果有这样模棱两可的问题，如果你来找我，只要一秒钟，如果你说服我，另一个答案是正确的，我会给你打分，是的。

Would a certain of an operation be itself? Yes, it can be a project, so the so the manufacturing line.

某个操作会是它自己吗？是的，它可以是一个项目，所以所以生产线。

Which produces the same thing over and over again.

它一遍又一遍地产生同样的东西。

So going back to the lecture content. So this is very important concept but.

所以回到讲座内容。所以这是一个非常重要的概念，但是。

Not covering it today. I'm realizing that I still need to work on my time management, but first week I'm not gonna take up the whole 2 hours, so we'll move on to the administrative stuff now.

今天不报道。我意识到我仍然需要在时间管理方面下功夫，但第一周我不会占用整整 2 个小时，所以我们现在继续处理行政工作。

Assessments.

评估。

Important thing, it's your 13-4, so this is how the grade is distributed

across different assessments.

重要的是，这是你的 13-4，所以这就是成绩在不同评估中的分布方式。

You will have two exams. The final exams will be the academic registry time in classroom. You will be sitting in the example that you know other people individual by other people. Kind of an exam for 30% you will have a in class mid term.

您将有两次考试。期末考试将是课堂上的学术注册时间。你将坐在一个例子中，你通过其他人认识其他人。30%的考试，您将在期中上课。

For 15 percentage.

对于15百分比。

And there is a group project.

还有一个小组项目。

For 40 percentage, it will be split into a presentation aspect and a report aspect.

对于 40 百分比，它将分为演示方面和报告方面。

How that goes, how that distribution goes and respect for it and the exact sufficient dates.

这是怎么回事，这种分布是怎么回事，尊重它，以及确切的足够日期。

I'll send one second week, but the return you can expect this somewhere close to.

我会再发一周，但你可以期待这个接近的回报。

Week 6 or 7.

第 6 周或第 7 周。

And something about the active participation on top.

还有关于顶部积极参与的事情。

So we don't have the concept of attendance.

所以我们没有出勤的概念。

So why can't fade your module if you have like attendance less than 50% for the lectures? And that's a stupid system. So where I come from back in India we do have this stupid system, but not enforcing that here.

那么，如果你的讲座出席率低于50%，为什么不能淡化你的模块呢？这是一个愚蠢的系统。因此，我来自印度，我们确实有这个愚蠢的系统，但在这里没有强制执行。

But.

但。

I.

我。

Need to give you some motivation to come for the lectures 'cause I know it's not easy.

需要给你一些动力来听讲座，因为我知道这并不容易。

I was singing better but coming all the way across here.

我唱得更好，但一路走到这里。

On a Tuesday morning at 9:00 AM so.

周二早上 9：00 所以。

15 percentage of the grade will be based on certain little assessments that we will be doing during our lectures in class.

成绩的 15% 将基于我们将在课堂上讲课时进行的某些小评估。

So.

所以。

I think this kind of mandatory if you want want that want that 15 percentage like if you're quite confident you can score 100% on the rest of the assessments you can still raise that a one so go for it but yeah to be on the safe side if you can actively participate as well so by active participation I'm not saying that know if we randomly noting down your.

我认为这种强制性的，如果你想要想要那 15%，就像如果你很有信心，你可以在其余的评估中获得 100% 的分数，你仍然可以提高一个，所以去吧，但是的，为了安全起见，如果你也能积极参与，所以通过积极参与，我不是说知道我们是否随机记下你的。

Names or student IDs. When you answer my question, my questions like the questions that I asked before this will be I will be specifying This comes towards your grade. It will be something that.

姓名或学生证。当你回答我的问题时，我的问题就像我之前问的问题一样，我将指定这会影响你的成绩。这将是一些东西。

All of you will be given a chance to participate, all right.

你们所有人都将有机会参加，好吧。

So speck of each of these in detail submission dates. View dates will be given on Week 2 but.

因此，这些细节中的每一个都详细提交了日期。观看日期将在第 2 周给出，但是。

Just on this, do you have any questions? Does it add up to 100?

关于这一点，你有什么问题吗？加起来是 100 吗？

Yes it does.

是的，确实如此。

That's what I'm planning, but.

这就是我的计划，但是。

This is weirdly structured classroom and going up and down.

这是结构奇怪的教室，上上下下。

So I am double minded at this point whether to make it online, but the question structure would remain the same anyways. But if it's online I will be making it more practical and.

因此，在这一点上，我三心二意是否要上线，但无论如何问题结构将保持不变。但是，如果它是在线的，我会让它更实用。

Open book wouldn't make much sense to be honest, but let's see. As of now, it's gonna be in person.

老实说，开书没有多大意义，但让我们看看。截至目前，它将是面对面的。

What will be in the tutorial?

教程中将包含哪些内容？

Yeah, we'll so the next item on agenda was that so we have.

是的，我们会的，所以议程上的下一个项目就是这样。

Labs scheduled for this module for some reason, but for the past few years we haven't been doing labs for these, but they are listed as the contact hours, but unless announced.

出于某种原因，为这个模块安排了实验室，但在过去的几年里，我们没有为这些模块做实验室，但它们被列为联系时间，但除非宣布。

Previously.

以前。

Won't be having tutorials overlaps the labs. Particularly we won't be doing anything sitting in front of, you know, the computer in a lab. I don't have anything as such plan for that, but at some point I am planning to introduce you to.

不会有与实验室重叠的教程。特别是，我们不会坐在实验室的电脑前做任何事情。我对此没有任何计划，但在某个时候我打算向您介绍。

JIRA. So the Software Testing module people. You might remember it, but.

吉拉。所以软件测试模块的人。你可能还记得它，但是。

Nothing that will be assessed out of that.

不会从中评估任何内容。

Even if I do that will probably be online. So again.

即使我这样做了，也可能会在线。所以又来了。

Labs.

实验室。

No conventional labs are going to happen, but we need to.

传统的实验室不会发生，但我们需要这样做。

Out of the three laps loads and the three tutorials lots we need to figure out.

在三圈负载和三个教程中，我们需要弄清楚很多。

A slot that if there is a slot that suits us all.

一个插槽，如果有一个适合我们所有人的插槽。

So I think I'll send out a survey for that because first, the tutorial allows for one of these one hour from all these three laps loads and three total slots we gonna be needing that even those most of the time won't be in person, they will be online. So the in class assessments that I mentioned, the active participation assessments, they might be done during one of these tutorial slots, they might be done during the lectures as well.

所以我想我会为此发出一份调查，因为首先，教程允许从所有这三圈负载和三个总共需要的插槽中抽出一个小时，即使那些大部分时间不会亲自到场，他们也会在线。因此，我提到的课堂评估，积极参与评估，它们可能在其中一个辅导时段进行，也可能在讲座期间进行。

Will be you discussing in groups? No topics group, random groups that will be assigned every week, mostly online, and if I remain to be bad in my time management I'll have some extra stuff.

你会分组讨论吗？没有主题小组，每周都会分配随机小组，主要是在线的，如果我的时间管理仍然很糟糕，我会有一些额外的东西。

Content to cover, which I can't cover during the lectures. I might end up using the tutorial hours for that, but.

要涵盖的内容，我在讲座中无法涵盖的内容。我可能最终会为此使用教程时间，但是。

Other than that, no need to come to the.

除此之外，没有必要来。

Lab or tutorials during your assigned time slots according to your timetable. If there are labs or tutorials, I'll announce that in advance.

根据您的时间表，在您指定的时间段内进行实验室或教程。如果有实验或教程，我会提前宣布。

The previously itself. Alright. Is that clear?

以前本身。好。清楚吗?

So please, no more emails asking me to slap your laughs Lords. I've been getting a lot, but yeah, at that point they were relevant questions. So.

所以，拜托，不要再发电子邮件要求我打你的笑声了，领主们。我得到了很多，但是是的，在这一点上，它们是相关的问题。所以。

So any questions regarding tutorials over assessments?

那么，对教程而不是评估有任何疑问吗?

So we are almost there guys. So.

所以我们快到了，伙计们。所以。

We got a prescribed test textbook.

我们得到了一本规定的考试教科书。

It is physical copies are available in the library, but definitely not 100

copy. There are less than 10 I guess.

图书馆里有实体副本，但绝对不是 100 份。我猜不到 10 个。

You can buy it if you want any book, that's totally fine.

如果你想要任何书，你可以买它，这完全没问题。

I'm not.

我不是。

Yeah, where this is going to promote piracy in any way, But let me just tell you, if you look in the right place, you will find it and.

是的，这将以任何方式促进盗版，但让我告诉你，如果你找对地方，你会找到它。

If you want to buy the ebook, go for it.

如果您想购买电子书，那就去买吧。

Or even the physical life itself. Bloody last. Go for it. And it has other versions as well which are pretty similar, only that case studies changed a bit.

甚至是物质生命本身。血腥的最后。去吧。它还有其他版本，它们非常相似，只是案例研究发生了一些变化。

Which doesn't matter much. So exams for the exams, I say that.

这并不重要。所以考试的考试，我这么说。

Along with going through the lecture content, going through the textbook and so forth after each.

除了阅读讲座内容外，还阅读了教科书等。

Like that I'll be putting a suggested reading which relates to which pertains to this specific core textbook. So for example this lecture. The content, the little content has been covered. It comes from chapter one doctors textbook, so.

像这样，我将提出一个建议的阅读，该阅读与这本特定的核心教科书有关。例如，这次讲座。内容，小内容已经涵盖。它来自第一章医生教科书，所以。

The exam questions might not all be directly from the lecture, so it's highly recommended that you go through the suggested reading. This is all from this textbook itself.

考试问题可能并非都直接来自讲座，因此强烈建议您阅读建议的阅读材料。这一切都来自这本教科书本身。

So I guess that's it for the day. Thank you so much. And yeah.

所以我想今天就到这里了。非常感谢。是的。

Specifically to the computer system.

特别是计算机系统。

It was really happy because you guys not wasn't expecting you here and.

这真的很高兴，因为你们没有预料到你们在这里。

What gave me the car is relaxing.

给我这辆车的是放松。

So, yeah, thank you so much for that

所以，是的，非常感谢你