

# **Tutorial Letter 101/0/2023**

## **Software Project Management INF3708**

### **Year Module**

### **Department of Information Systems**

#### **IMPORTANT INFORMATION**

Please register on myUnisa, activate your myLife e-mail account and make sure that you have regular access to the myUnisa module website, INF3708-2023-0, as well as your group website.

Note: This is a fully online module. It is, therefore, only available on myUnisa.

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# 1 INTRODUCTION

Dear Student

Unisa is a comprehensive open distance e-learning (CODEL) higher education institution. The comprehensiveness of our curricula encapsulates a range of offerings, from strictly vocational to strictly academic certificates, diplomas and degrees. Unisa's "openness" and its distance eLearning character result in many students registering at Unisa who may not have had an opportunity to enrol in higher education. Our CODEL character implies that our programmes are carefully planned and structured to ensure success for students ranging from the under-prepared but with potential to the sufficiently prepared.

Teaching and learning in a CODEL context involve multiple modes of delivery ranging from blended learning to fully online. As a default position, all post graduate programmes are offered fully online with no printed study materials, while undergraduate programmes are offered in a blended mode of delivery where printed study materials are augmented with online teaching and learning via the learner management system – myUnisa. In some instances, undergraduate programmes are offered fully online as well.

Furthermore, our programmes are aligned with the vision, mission and values of the University. Unisa's commitment to serve humanity and shape futures combined with a clear appreciation of our location on the African continent, Unisa's graduates have distinctive graduate qualities which include

- independent, resilient, responsible and caring citizens who are able to fulfil and serve in multiple roles in their immediate and future local, national and global communities
- having a critical understanding of their location on the African continent with its histories, challenges and potential in relation to globally diverse contexts
- the ability to critically analyse and evaluate the credibility and usefulness of information and data from multiple sources in a globalised world with its ever-increasing information and data flows and competing worldviews
- how to apply their discipline-specific knowledges competently, ethically and creatively to solve real-life problems
- an awareness of their own learning and developmental needs and future potential

Please note that INF3708 is currently being offered online

Whether a module is offered either as blended (meaning that we use a combination of printed and online material to engage with you) or online (all information is available via the internet), we use myUnisa as our virtual campus. This is an online system that is used to administer, document and deliver educational material to you and support engagement with you. Look out for information from your lecturer as well as other Unisa platforms to determine how to access the virtual myUnisa module site. Information on the tools that will be available to engage with the lecturer and fellow students to support your learning will also be communicated via various platforms.

Because this is a fully online module, you will need to use myUnisa to study and complete the learning activities for this module. You are encouraged to log into the module site on myUnisa regularly (that is, at least twice per week). The website for your module is INF7308-23-Y.

We wish you every success with your studies!

## 2 MODULE OVERVIEW

### 2.1 Purpose

INF3708 deals with the fundamental concepts of software project management with the aim of enabling you to accomplish unique outcomes with limited resources under critical time constraints. The continually increasing importance placed upon this subject by industry makes it an essential part of any undergraduate course.

Thus, the aim of this module is to equip you with the necessary knowledge to evaluate a prospective project successfully and to provide information on methods to initiate, plan, estimate, schedule, manage, control and report on projects.

Skills and competencies must be acquired to successfully initiate, evaluate, plan, manage and control real-world information technology projects according to industry-approved processes within African, South-African and global context. This module is intended for competent programmers and prospective managers.

The student will be able to develop evaluation and planning skills and could extend this knowledge to manage, monitor and control an information technology project.

Qualified students will be able to express their logical evaluation and planning skills to society through the development of information technology projects in industry, conforming to specific standards and requirements.

Students are required to purchase their own prescribed books and required software packages as well as to have the following resources available:

- a computer
- access to the internet;

This module is delivered using myUnisa and the internet as well as peer group interaction; community engagement may also be included in some of the activities. Your lecturers will interact with you on myUnisa and via e-mail.

### 2.2 Outcomes

For this module, you will have to master several outcomes:

For this module, you will have to master several outcomes:

- **Specific outcome 1:**

Evaluate and initiate a proposed information technology project based on appropriate scientific enquiry.

Range:

An evaluation includes defining steps to initiate a project, define the scope, purpose and context, and to utilize cost benefit feasibility analysis techniques.

Assessment criteria:

Evidence demonstrates that students can evaluate a real-life information technology project.

Case studies present real-life scenarios and students are required to apply appropriate concepts to evaluate and initiate a project.

- **Specific outcome 2:**

Apply fundamental planning principles to develop a proposed software project using different approaches and techniques.

Range:

Planning includes at least knowledge of the stepwise phases, life-cycle approaches and activity planning methods.

Assessment criteria:

Evidence demonstrates that students can apply fundamental planning principles to develop a software project using appropriate techniques and methods, including product breakdown diagrams, product flow diagrams and activity networks.

Evidence shows that students can determine project task infrastructure and interactions using a real-life information technology project.

Demonstration to illustrate that students are able to select an appropriate project approach and process model.

- **Specific outcome 3:**

Evaluate the feasibility of a proposed information technology project.

Range:

Feasibility analysis includes assessment, technical assessment, cost-benefit analysis, cash-flow forecasting, software estimation techniques and risk evaluation.

Assessment criteria:

Evidence demonstrates that students can do cost-benefit analysis by applying appropriate methods, such as cash flow forecasting, including calculation of net profit, payback period, return on investment, net present value and internal rate of return.

Evidence shows that students can apply software effort estimation techniques, such as parametric models and function point analysis methods.

Evidence shows that students are able to do risk evaluation on a real-life information technology project, using risk analysis methods.

- **Specific outcome 4:**

Schedule, monitor and manage resources in an Information Technology project.

Range:

Schedule, monitor and manage includes resource management, change control, configuration management and risk management.

Assessment criteria:

Evidence shows that students can schedule, monitor and manage project resources in an Information Technology project.

Evidence shows that students can compile an activity plan, defining activities, interaction of activities and schedule these activities using network planning models, namely precedence networks and activity-on-arrow networks, with time dimension added, utilising specific methods such as CPM, forward and backward pass and activity float for each activity.

Demonstration shows that students can visualise project progress using various diagrammatic methods, such as Gantt charts, slip charts, ball charts and timeline diagrams.

### 3 CURRICULUM TRANSFORMATION

Unisa has implemented a transformation charter, in terms of which the university has placed curriculum transformation high on the teaching and learning agenda. Curriculum transformation includes student-centred scholarship, the pedagogical renewal of teaching and assessment practices, the scholarship of teaching and learning, and the infusion of African epistemologies and philosophies. All of these will be phased in at both programme and module levels, and as a result of this you will notice a marked change in the teaching and learning strategy implemented by Unisa, together with the way in which the content is conceptualised in your modules. We encourage you to embrace these changes during your studies at Unisa in a responsive way within the framework of transformation

### 4 LECTURER(S) AND CONTACT DETAILS

#### 4.1 Lecturer(s)

The details of the lecturers for this module are available on myUnisa welcome page and were also sent to you via a tutorial letter. We do not include this information in this tutorial letter as this information changes on a regular basis.

Nonetheless, a number of communication channels are at students' disposal to communicate with lecturers, namely **myUnisa, e-mail, telephone, and face-to-face contact**. E-mail is the preferred channel for normal queries as it provides a guarantee for a quick response. When contacting your lecturers via e-mail, please make sure that you quote your **student number** and compose your e-mail with a clear and specific subject related to your query. You may expect your lecturer to respond to your query at least within **48 hours**. Please take note when calling the lecturers that they are usually available in their offices from **08:30 to 13:00**. You also

need to make an appointment with the lecturer concerned either via e-mail or telephone should you prefer to meet the lecturer face-to-face.

## **4.2 Department**

You can contact the Department of Information systems:

E-mail: [vdpolae@unisa.ac.za](mailto:vdpolae@unisa.ac.za)

## **4.3 University**

To contact the University, follow the instructions on the Contact us page on the Unisa website. Remember to have your student number available whenever you contact the University.

Whenever you contact a lecturer via e-mail, please include your student number in the subject line to enable the lecturer to help you more effectively.

Contact addresses of the various administrative departments appear on the Unisa website: <http://www.unisa.ac.za/sites/corporate/default/Contact-us/Student-enquiries>.

Please include the student number in all correspondence

# **5 RESOURCES**

## **5.1 Prescribed book(s)**

**The following chapters of the textbook would be covered in this module**

<b>Syllabus</b>	<b>Chapters</b>	<b>Assignment and Exam</b>
Introduction to Project Management	Chapter 1	01 and exam
Project Management and Information Technology Context	Chapter 2	01 and exam
Project Management Process Groups	Chapter 3	01 and exam
Project Integration Management	Chapter 4	01, 02 and exam
Project Scope Management	Chapter 5	01 and exam
Project Schedule Management	Chapter 6	01, 03 and exam
Project Cost Management	Chapter 7	01, 03 and exam
Project Resource Management	Chapter 9	01, 03 and exam
Project Risk Management	Chapter 11	01,03 and exam
Project Stakeholder Management	Chapter 13	01 and exam

## **5.2 Recommended book(s)**

The recommend textbook for this module includes any good IT or software project management that can assist you with additional learning.



### 5.3 Electronic reserves (e-reserves)

There are no electronic reserves for this module in this year.

E-reserves can be downloaded from the library catalogue. More information is available at: <http://libguides.unisa.ac.za/request/request>

### 5.4 Library services and resources

The Unisa library offers a range of information services and resources:

- For brief information, go to <https://www.unisa.ac.za/library/libatglance>
- For more detailed library information, go to <http://www.unisa.ac.za/sites/corporate/default/Library>
- For research support and services (e.g. the services offered by personal librarians and the request a literature search service offered by the information search librarians), go to <http://www.unisa.ac.za/sites/corporate/default/Library/Library-services/Research-support>
- For library training for undergraduate students, go to <https://www.unisa.ac.za/sites/corporate/default/Library/Library-services/Training>

The library has created numerous library guides, available at <http://libguides.unisa.ac.za>

Recommended guides:

- Request and find library material/download recommended material: <http://libguides.unisa.ac.za/request/request>
- Postgraduate information services: <http://libguides.unisa.ac.za/request/postgrad>
- Finding and using library resources and tools: [http://libguides.unisa.ac.za/Research\\_skills](http://libguides.unisa.ac.za/Research_skills)
- Frequently asked questions about the library: <http://libguides.unisa.ac.za/ask>
- Services to students living with disabilities: <http://libguides.unisa.ac.za/disability>
- A–Z of library databases: <https://libguides.unisa.ac.za/az.php>

Important contact information:

- Ask a librarian: <https://libguides.unisa.ac.za/ask>
- Technical problems encountered in accessing library online services: [Lib-help@unisa.ac.za](mailto:Lib-help@unisa.ac.za)
- General library-related queries: [Library-enquiries@unisa.ac.za](mailto:Library-enquiries@unisa.ac.za)
- Queries related to library fines and payments: [Library-fines@unisa.ac.za](mailto:Library-fines@unisa.ac.za)
- Social media channels: Facebook: UnisaLibrary and Twitter: @UnisaLibrary

## 6 STUDENT SUPPORT SERVICES

The *Study @ Unisa* brochure is available on myUnisa: [www.unisa.ac.za/brochures/studies](http://www.unisa.ac.za/brochures/studies)

This brochure contains important information and guidelines for successful studies through Unisa.

If you need assistance with regard to the myModules system, you are welcome to use the following contact details:

- Toll-free landline: 0800 00 1870 (Select option 07 for myModules)
- E-mail: [mymodules23@unisa.ac.za](mailto:mymodules23@unisa.ac.za) or [myUnisaHelp@unisa.ac.za](mailto:myUnisaHelp@unisa.ac.za)

You can access and view short videos on topics such as how to view your calendar, how to access module content, how to view announcements for modules, how to submit assessment and how to participate in forum activities via the following link: <https://dtls-ga.unisa.ac.za/course/view.php?id=32130>

Registered Unisa students get a free myLife e-mail account. Important information, notices and updates are sent exclusively to this account. Please note that it can take up to 24 hours for your account to be activated after you have claimed it. Please do this immediately after registering at Unisa, by following this link: [myLifeHelp@unisa.ac.za](mailto:myLifeHelp@unisa.ac.za)

Your myLife account is the **only** e-mail account recognised by Unisa for official correspondence with the university, and will remain the official primary e-mail address on record at Unisa. You remain responsible for the management of this e-mail account.

### 6.1 First-Year Experience Programme

Many students find the transition from school education to tertiary education stressful. This is also true in the case of students enrolling at Unisa for the first time. Unisa is a dedicated open distance and e-learning institution, and it is very different from face-to-face/contact institutions. It is a mega university, and all our programmes are offered through either blended learning or fully online learning. It is for this reason that we thought it necessary to offer first-time students additional/extended support to help them seamlessly navigate the Unisa teaching and learning journey with little difficulty and few barriers. We therefore offer a specialised student support programme to students enrolling at Unisa for the first time – this is Unisa's First-Year Experience (FYE) Programme, designed to provide you with prompt and helpful information about services that the institution offers and how you can access information. The following FYE services are currently offered:

- FYE website: All the guides and resources you need in order to navigate through your first year at Unisa can be accessed using the following link: [www.unisa.ac.za/FYE](http://www.unisa.ac.za/FYE)
- FYE e-mails: You will receive regular e-mails to help you stay focused and motivated.

- FYE broadcasts: You will receive e-mails with links to broadcasts on various topics related to your first-year studies (e.g. videos on how to submit assessments online).
- FYE mailbox: For assistance with queries related to your first year of study, send an e-mail to [fye@unisa.ac.za](mailto:fye@unisa.ac.za).

## 7. STUDY PLAN

Week	Date	INF3708
1	6 March 2023	Understand the module site
2	13 March 2023	Initial reading of chapter 1 and 2
3	20 March 2023	Initial reading of chapter 3 and 4
4	27 March 2023	Initial reading of chapters 5 and 6
5	3 April 2023	Initial reading of chapters 7 and 9
6	10 April 2023	Initial reading of chapter 11 and 13
7	17 April 2023	Preparation and completion of assignment 01 for INF3708 (all the prescribed Chapters)
8	24 April 2023	Detail studying of chapters 4
9	1 May 2023	Cont. chapter 4 and start preparing for assignment 02
10	8 May 2023	Completion and submission of assignment 02
11	15 May 2023	Revisit chapters 1 and 2
12 - 19	22 May 2023	Revisit chapters 5
13	29 May 2023	Detail studying of chapters 6
14	5 June 2023	Detail studying of chapters 7
15	12 June 2023	Detail studying of chapters 9
16	19 June 2023	Detail studying of chapters 11
17	26 June 2023	Start preparing for assignment 03
18	3 July 2023 – 31 July 2023	Completion of assignment 03
23	7 August 2023	Submission of assignment 03
24	14 August 2023	Attend to administration issues
25	21 August 2023	Detail studying of chapters 5

26	28 August 2023	Detail studying of chapters 1 and 2
27	4 September 2023	Revision
28	11 September 2023	Revision
29	18 September 2023	Visit assignment 03 solution
30	25 September 2023 to exam	Revision

## 8 HOW TO STUDY ONLINE

### 8.1 What does it mean to study fully online?

Studying fully online modules differs completely from studying some of your other modules at Unisa.

- **All your study material and learning activities for online modules are designed to be delivered online on myUnisa.**
- **All your assignments must be submitted online.** This means that you will do all your activities and submit all your assignments on myUnisa. In other words, you may **NOT** post your assignments to Unisa using the South African Post Office.
- **All communication between you and the University happens online.** Lecturers will communicate with you via e-mail and SMS, and use the **Announcements**, the **Discussion Forums** and the **Questions and Answers** tools. You can also use all of these platforms to ask questions and contact your lecturers.

## 9. ASSESSMENT

### 9.1 Assessment criteria

Assessment criteria is covered in section 2 with the learning outcomes.

### 9.2 Assessment plan

- To complete this module, you will be required to submit THREE (formative) assessments.
- All information about when and where to submit your assessments will be made available to you via the myModules site for your module.
- Due dates for assessments, as well as the actual assessments are available on the myModules site for this module.
- To gain admission to the examination, you will be required to submit ALL assignments.
- To gain admission to the examination, you need to obtain a year mark average of 45% for the assignments.
- **The assignment weighting for the module is 20%.**

- You will receive examination information via the myModules sites. Please watch out for announcements on how examinations for the modules for which you are registered will be conducted.
- **The examination will count 80% towards the final module mark.**

### 9.3 Assessment due dates

- There are no assignment **due dates** included in this tutorial letter.
- Assignment due dates will be made available to you on the myUnisa landing page for this module. We envisage that the due dates will be available to you upon registration.
- Please start working on your assessments as soon as you register for the module.
- Log on to the myUnisa site for this module to obtain more information on the due dates for the submission of the assessments.

### 9.4 Submission of assessments

- Unisa, as a comprehensive open distance e-learning institution (CODeL), is moving towards becoming an online institution. You will therefore see that all your study material, assessments and engagements with your lecturer and fellow students will take place online. We use myUnisa as our virtual campus.
- The myUnisa virtual campus will offer students access to the myModules site, where learning material will be available online and where assessments should be completed. This is an online system that is used to administer, document, and deliver educational material to students and support engagement between academics and students.
- The myUnisa platform can be accessed via <https://my.unisa.ac.za>. Click on the myModules 2023 button to access the online sites for the modules that you are registered for.
- The university undertakes to communicate clearly and as frequently as is necessary to ensure that you obtain the greatest benefit from the use of the myModules learning management system. Please access the announcements on your myModules site regularly, as this is where your lecturer will post important information to be shared with you.
- When you access your myModules site for the module/s you are registered for, you will see a welcome message posted by your lecturer. Below the welcome message you will see the assessment shells for the assessments that you need to complete. Some assessments may be multiple choice, some tests, others written assessments, some forum discussions, and so on. All assessments must be completed on the assessment shells available on the respective module platforms.
- To complete quiz assessments, please log on to the module site where you need to complete the assessment. Click on the relevant assessment shell (Assessment 1, Assessment 2, etc.). There will be a date on which the assessment will open for you.

When the assessment is open, access the quiz online and complete it within the time available to you. Quiz assessment questions are not included in this tutorial letter (Tutorial Letter 101) and are only made available online. You must therefore access the quiz online and complete it online where the quiz has been created.

- It is not advisable to use a cell phone to complete the quiz. Please use a desktop computer, tablet or laptop when completing the quiz. Students who use a cell phone find it difficult to navigate the **Online Assessment** tool on the small screen and often struggle to navigate between questions and successfully complete the quizzes. In addition, cell phones are more vulnerable to dropped internet connections than other devices. **If at all possible, please do not use a cell phone for this assessment type.**
- For written assessments, please note the due date by which the assessment must be submitted. Ensure that you follow the guidelines given by your lecturer to complete the assessment. Click on the submission button on the relevant assessment shell on myModules. You will then be able to upload your written assessment on the myModules site of the modules that you are registered for. Before you finalise the upload, double check that you have selected the correct file for upload. Remember, no marks can be allocated for incorrectly submitted assessments.

## 9.5 The assessments

As indicated in section 9.2, you need to complete THREE (formative) assessments for this module. Details on the assessments....

Because INF3708 is an online module, **there are no assignments included in this tutorial letter.** Assignments and due dates will be made available to you on myModules for this module. We envisage that the due dates will be available to you upon registration.

### 9.5.1 Assignment 01

- **Assignment 01**, which is **only available on myUnisa**, is a multiple-choice assignment covering all **chapters. This assignment is to help students gain a general knowledge of basic module concepts. This assignment will contribute 25% towards the year mark.**
- **Assignment 02**, which is **only available on myUnisa**, covers chapters 4 (See section 6 above). This assignment will also contribute 25% towards the year mark.
- **Assignment 03**, which is **only available on myUnisa**, covers chapters 6, 7, 9 and 11. This assignment is a written and more detailed assignment. You will need to down the assignment document answer and upload the answer script as a pdf on myUnisa. This assignment will contribute 50% towards the year mark.

These assessments are meant to help you prepare for the final examination, so please give them the attention they deserve.

## 9.6 Other assessment methods

Summative assessment (*exam mark*)

- **Examination** to be written at the end of the year. This will be a two-hour examination covering **all the examinable chapters in the table of section 5.**

## 9.7 The examination

Examination information and details on the format of the examination will be made available to you online via the myUnisa site. Look out for information that will be shared with you by your lecturer and e-tutors (where relevant) and for communication from the university.

### 9.7.1 Invigilation/proctoring

Since 2020 Unisa conducts all its assessments online. Given stringent requirements from professional bodies and increased solicitations of Unisa's students by third parties to unlawfully assist them with the completion of assignments and examinations, the University is obliged to assure its assessment integrity through the utilisation of various proctoring tools: Turnitin, Moodle Proctoring, the Invigilator App and IRIS. These tools will authenticate the student's identity and flag suspicious behaviour to assure credibility of students' responses during assessments. The description below is for your benefit as you may encounter any or all of these in your registered modules:

**Turnitin** is a plagiarism software that facilitates checks for originality in students' submissions against internal and external sources. Turnitin assists in identifying academic fraud and ghost writing. Students are expected to submit **typed** responses for utilisation of the Turnitin software.

The **Moodle Proctoring tool** is a facial recognition software that authenticates students' identity during their Quiz assessments. This tool requires access to a student's **mobile or laptop camera**. Students must ensure their camera is activated in their browser settings prior to their assessments.

The **Invigilator "mobile application-based service** does verification" of the identity of an assessment participant. The Invigilator Mobile Application detects student dishonesty-by-proxy and ensures that the assessment participant is the registered student. This invigilation tool requires students to download the app from their Play Store (Google, Huawei and Apple) on their **mobile devices** (camera enabled) prior to their assessment.

**IRIS Invigilation** software verifies the identity of a student during assessment and provides for both manual and automated facial verification. It has the ability to record and review a student's assessment session. It flags suspicious behaviour by the students for review by an academic administrator. IRIS software requires installation on students' **laptop devices** that are enabled with a webcam.

Students who are identified and flagged for suspicious dishonest behaviour arising from the invigilation and proctoring reports are referred to the disciplinary office for formal proceeding.

**Please note:**

Students must refer to their module assessment information on their myModule sites to determine which proctoring or invigilation tool will be utilised for their formative and summative assessments.

CSET and CTA assessments utilise IRIS software.

**9.8 Supplementary**

The university supplementary requirement is applicable in this module.

**10. ACADEMIC DISHONESTY****10.1 Plagiarism**

Plagiarism is the act of taking the words, ideas and thoughts of others and presenting them as your own. It is a form of theft. Plagiarism includes the following forms of academic dishonesty:

- Copying and pasting from any source without acknowledging the source.
- Not including references or deliberately inserting incorrect bibliographic information.
- Paraphrasing without acknowledging the original source of the information.

**10.2 Cheating**

Cheating includes, but is not limited to, the following:

- Completing assessments on behalf of another student, copying the work of another student during an assessment, or allowing another student to copy your work.
- Using social media (e.g. WhatsApp, Telegram) or other platforms to disseminate assessment information.
- Submitting corrupt or irrelevant files, this forms part of examination guidelines
- Buying completed answers from so-called “tutors” or internet sites (contract cheating).

**10.3** For more information about plagiarism, follow the link below:

<https://www.unisa.ac.za/sites/myunisa/default/Study-@-Unisa/Student-values-and-rules>

**11. STUDENTS LIVING WITH DISABILITIES**

The Advocacy and Resource Centre for Students with Disabilities (ARCSWiD) provides an opportunity for staff to interact with first-time and returning students with disabilities.

If you are a student with a disability and would like additional support or need additional time for assessments, you are invited to contact (name and e-mail address of the lecturer must be inserted) to discuss the assistance that you need.

**12. FREQUENTLY ASKED QUESTIONS**

Consult the **Study @ Unisa** brochure which contains an A-Z guide of the most relevant study information.

**Question Title:**



What can I do if I have not received any study material?

**Answer:**

Note that physical copies of study material are no longer distributed by the University because INF3708 is fully online. The lecturers have made the soft copies available on MODULE MyUnisa site via the "Official Study Material" section.

Assignment questions are posted under each particular assessment on the module site.

**Question Title:**

We will have e-tutor for the module?

**Answer:**

Yes. The tutor coordinator will link every student registered for this module to a e-tutor.

**Question Title:**

How do I communicate with lecturer in this module?

**Answer:**

You can communicate to the lecturer or the module team through the correct discussion forum topic, or by sending email to the module email address available on the module site.

## **13. SOURCES CONSULTED**

Form 3 of the module for the module outcomes.

## **14. IN CLOSING**

Do not hesitate to contact us by e-mail if you are experiencing problems with the content of this tutorial letter or with any academic aspect of the module.

We wish you a fascinating and satisfying journey through the learning material, and trust that you will complete the module successfully.

Enjoy the journey!

Emil Arthur van der Poll –

Lecturer for INF3708

**Department of Information Systems**