

**DEI 623: Digital Media Solutions 2: Project Management**  
**University of Waterloo Masters of Digital Experience Innovation (MDEI)**  
**Winter Term 2015**

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**Office Hours: By appointment**

**Course Overview:**

This course will focus on managing the processes and resources needed to move a project forward. You will learn how initial planning and budgeting through the management of milestones, tasks, personnel and technical resources can affect project delivery. You will discuss how to:

- 1) Initiate and track individual tasks within the overall structure of your team project.
- 2) Learn how to adjust for changes in project needs and available resources and,
- 3) Practice approaches that will assist you navigate through all the stages of the team project.

This practical knowledge will be combined with an ongoing understanding of general management and project management concepts and techniques.

**Course Objectives:**

The major objectives of the course are to:

1. Provide an understanding of all major subject matter elements of project management.
2. Provide an understanding of the responsibilities of the Project manager and the various team members when moving a group project forward.
3. Gain an understanding of the importance of stakeholders and how the project team should interface and work with them.
4. Examine systematic approaches that will positively engage all major stakeholders.
5. Examine systematic approaches to their group project that will result in the project's successful conclusion.
6. Provide an understanding of the basis of ethics in business and its importance in everyday operations.
7. Initiate and complete a group project.

The format of the course will be lecture/discussion. There will be seminars presented by student groups and guest speakers, with some discussion. The PMP/PMI course book will be used as a course resource. It will be expected that reading the pertinent chapters will have been completed prior to each class.

**Suggested Learning Materials:**

Appelo Jurgen; “Management 3.0; Leading Agile Developers, Developing Agile Leaders” and Phillips, Joseph; “Project Management Professional Study Guide,” Third Edition (2011): Osborne, or equivalent (e.g. PMP/PMI course book). Note the knowledge and practices described in these books are applicable to most projects most of the time. Both books identify what is generally recognized as good practice. Good practice means that there is general agreement that the correct application of these skills, tools and techniques can enhance the chances of success over a wide range of different projects.

### **Proposed Weekly Schedule:**

#### **Week 1:**

Topic: Introductions. What is a Project?  
Activity 1: How to complete a case analysis – a brief overview (PowerPoint presentation)  
Activity 2: Mini case (to be provided in class)  
Activity 3: Details of course project provided and discussed in class

#### **Week 2:**

Topic: Project Management, Agile Project Management and Agile Management  
Reading: “Agile Project Management: Steering from the Edges”, Augustine S., Communications of the ACM, December 2005/Vol. 48, No 12, Project Management website.  
Activity 1: Guest Speaker - "interactive introduction" to an "agile" methodology that can be used to "manage and control" software and product development.  
Activity 2: Group activity

#### **Week 3:**

Topic: Who/what is a Project Manager?  
Reading: “Alignment at the Top: A Case Study Investigating This Critical Factor in Project Implementation,” Engineering Management Journal, March 2007  
Activity 1: Review a project outline (TBD) from a project sponsor. Discuss the project outline. Form groups and prepare short bios of each team member.  
Activity 2: Prepare a Project Plan for the project sponsor.  
Activity 3: Initiate/launch the Project Plan that has been agreed with the project sponsor. Produce a weekly progress report scheme for the sponsor.

#### **Week 4:**

Topic: What is Strategy? (PowerPoint presentation).  
Reading: Paper/Case: details to be provided.  
Activity: Work on the Project Plan that has been agreed with the project sponsor. Produce a weekly progress report for the sponsor.

#### **Week 5:**

Topic: Who are the Stakeholders? (PowerPoint presentation). Managing Social, Economic and Environmental project influences.  
Reading: Case exercise in class (details to be provided).  
Activity: Work on the Project Plan that has been agreed with the project sponsor. Produce a weekly progress report for the sponsor.

**Week 6:**

Topic: Managing Project Scope?

Reading: Paper/case: details to be provided

Activity 1: Work on the Project Plan that has been agreed with the project sponsor. Produce a weekly progress report for the sponsor.

Activity 2: Mid Term Examination

**Week 7:**

Topic: Ethical behavior.

Reading: Interactive case: details to be provided in class.

Activity: Work on the Project Plan that has been agreed with the project sponsor. Produce a weekly progress report for the sponsor.

**Week 8:**

Topic: Managing Project Constraints.

Reading: Paper/Case: details to be provided in class

Activity: Work on the Project Plan that has been agreed with the project sponsor. Produce a weekly progress report for the sponsor.

**Week 9:**

Topic: Project Risk Management.

Reading: Paper/case: details to be provided in class

Activity: Work on the Project Plan that has been agreed with the project sponsor. Produce a weekly progress report for the sponsor.

**Week 10:**

Topic: Managing Project Teams.

Reading: "Project Teams, How Good Are They?" Guttman, H.M., Longman A, Quality Progress, February 2006.

Activity: Work on the Project Plan that has been agreed with the project sponsor. Produce a weekly progress report for the sponsor.

**Week 11:**

Topic: No lecture – Preparation of final report

Activity: Prepare a final report for the Project Sponsor that summarizes how the MDEI team addressed and completed the project objectives. Prepare your group presentation.

**Week 12:**

Topic: Student Project Presentations.

**Evaluation:**

The overall grade for this course will be a composite of performance on a number of evaluation items summarized in the table below:

**Evaluation Requirements:**

**Grading:**

**Evaluation Item Weight**

Participation/Individual Contribution	25%
Business Case Analysis (Group)	20%
Midterm	15%
Project Review Presentation (Group)	20%
Project report (group)	20%
<b>TOTAL</b>	<b>100%</b>

Broad specifications for each of the required evaluation items are highlighted in this outline. Students are encouraged to talk to the instructor if they have any questions or are in need of further clarification.

(1) **Individual contribution/participation** (25% of the final grade) – Each student is expected to read supporting material and other designated papers/cases and to be able to discuss topic questions. Regular attendance in class is required, as is participation in the discussions. Participation marks will be based on the overall preparedness of the student for each class and the quality of contributions to class discussions. Each student will be graded on the following: (1) participation in class discussion and participation in the question period for presentations; (2) quality of feedback on presentations using the forms provided; (3) quality of the class reflections related to the course objectives. A class contribution assessment form, or equivalent, will be provided to keep track of all three component of the individual contribution/participation grade. Both quantity and quality affect participation grades, i.e. one particularly insightful question or comment counts the same as many “marginally constructive” questions or comments. Daily participation is calculated using the following scale:

5 = Exceptional contribution

4 = Good contribution

3 = Fair contribution

2 = Minimal contribution

1 = Present but no contribution

(2) **Business Case Analysis** (20% of the final grade) – this is a team/group project. The assignment is for an article analysis and should deal with a practical project management issue and should be related to

one of the course topics in the digital media space. It should reflect an understanding of the course readings and develop an independent point of view (supported by arguments). The report will be a maximum of 10 pages (excluding Cover Page, Executive Summary, Table of Contents and Bibliography) plus a maximum of 4 pages of exhibits. By week 3, the following must be submitted to the instructor via e-mail; (1) title, date and source of proposed article; (2) time and date of request; (3) group members; (4) the article and/or summary of the article. The article or editorial should be less than six months old and must involve a project management issue experienced by an organization. The article to be analyzed must be approved by the professor. The report is due at the beginning of class 11 and must be submitted both electronically and in hard copy.

(3) **Midterm** (15% of the final grade) – A midterm will be conducted during class 6. It will consist of multiple-choice and short-answer questions covering the material up to and including the material assigned for the class in which the mid-term is held.

(4) **Project Review Presentation** (20% of the final grade) - This is a team/group exercise and will be based on an assessment of the project undertaken throughout the course. The project review must include how the team approached and implemented the project. Groups will be asked to deliver the project review presentation in class. Each team is expected to make a maximum 20 minute presentation (plus 10 minutes for questions and answers). The presentations will be delivered in the last two classes of the course. The professor, project sponsor and students will evaluate each presentation on the basis of clarity, relevance and class engagement. The student ratings will be input for the professor who is solely responsible for assigning the grade.

(5) **Project Report** (20% of the final grade) – this is a group assignment. The report should discuss all aspects of the project; from how it was set up, the process, how individuals/the team addressed and completed objectives, the lessons learned and recommendations for the future. Note: It is recommended that the project report reviews some of the following five areas of interest: (1) Planning the project; (2) Organizing a project; (3) Motivating teams/communications strategies; (4) Directing/controlling a project and (5) Project results and recommendations.

#### **UNIVERSITY POLICIES:**

## **Academic Integrity**

In order to maintain a culture of academic integrity, members of the University of Waterloo community are expected to promote honesty, trust, fairness, respect, and responsibility. Refer to the following for information:

Academic Integrity Office (UW): [www.uwaterloo.ca/academicintegrity/](http://www.uwaterloo.ca/academicintegrity/)

Academic Integrity (Arts): <https://uwaterloo.ca/arts/current-undergraduates/student-support/ethical-behavior>

## **Grievance**

A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. Read Policy 70, Student Petitions and Grievances, Section 4, [www.adm.uwaterloo.ca/infosec/Policies/policy70.htm](http://www.adm.uwaterloo.ca/infosec/Policies/policy70.htm). When in doubt please be certain to contact the department's administrative assistant who will provide further assistance.

## **Discipline**

A student is expected to know what constitutes academic integrity [check [www.uwaterloo.ca/academicintegrity/](http://www.uwaterloo.ca/academicintegrity/)] to avoid committing an academic offence, and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offence, or who needs help in learning how to avoid offences (e.g., plagiarism, cheating) or about "rules" for group work/collaboration should seek guidance from the course instructor, academic advisor, or the undergraduate Associate Dean. For information on categories of offences and types of penalties, students should refer to Policy 71, Student Discipline, [www.adm.uwaterloo.ca/infosec/Policies/policy71.htm](http://www.adm.uwaterloo.ca/infosec/Policies/policy71.htm). For typical penalties check Guidelines for the Assessment of Penalties, [www.adm.uwaterloo.ca/infosec/guidelines/penaltyguidelines.htm](http://www.adm.uwaterloo.ca/infosec/guidelines/penaltyguidelines.htm).

## **Appeals**

A decision made or penalty imposed under Policy 70, Student Petitions and Grievances, (other than a petition) or Policy 71, Student Discipline, may be appealed if there is a ground. A student who believes he/she has a ground for an appeal should refer to Policy 72, Student Appeals, [www.adm.uwaterloo.ca/infosec/Policies/policy72.htm](http://www.adm.uwaterloo.ca/infosec/Policies/policy72.htm).

## **Avoiding Academic Offences**

The Faculty of Arts has prepared a website dealing with ways to avoid academic offences. [http://arts.uwaterloo.ca/arts/ugrad/academic\\_responsibility.html](http://arts.uwaterloo.ca/arts/ugrad/academic_responsibility.html)

## **Accommodation for Students with Disabilities:**

*Note for students with disabilities:* The Access Ability Services office, located in Needles Hall Room 1132, collaborates with all academic departments to arrange appropriate accommodations for students with disabilities without compromising the academic integrity of the curriculum. If you require academic accommodations to lessen the impact of your disability, please register with the AS office at the beginning of each academic term.

## NOTE ON AVOIDANCE OF ACADEMIC OFFENSES

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**Discipline:** A student is expected to know what constitutes academic integrity [check [www.uwaterloo.ca/academicintegrity/](http://www.uwaterloo.ca/academicintegrity/)] to avoid committing an academic offence, and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offence, or who needs help in learning how to avoid offences (e.g., plagiarism, cheating) or about “rules” for group work/collaboration should seek guidance from the course instructor, academic advisor, or the undergraduate Associate Dean. For information on categories of offences and types of penalties, students should refer to Policy 71, Student Discipline, [www.adm.uwaterloo.ca/infosec/Policies/policy71.htm](http://www.adm.uwaterloo.ca/infosec/Policies/policy71.htm). For typical penalties check Guidelines for the Assessment of Penalties, [www.adm.uwaterloo.ca/infosec/guidelines/penaltyguidelines.htm](http://www.adm.uwaterloo.ca/infosec/guidelines/penaltyguidelines.htm).

**Appeals:** A decision made or penalty imposed under Policy 70 (Student Petitions and Grievances) (other than a petition) or Policy 71 (Student Discipline) may be appealed if there is a ground. A student who believes he/she has a ground for an appeal should refer to Policy 72 (Student Appeals) [www.adm.uwaterloo.ca/infosec/Policies/policy72.htm](http://www.adm.uwaterloo.ca/infosec/Policies/policy72.htm).

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