

University of Waterloo – Stratford Campus
MDEI 623 - Fall 2017 V2.1
DIGITAL MEDIA SOLUTIONS 2: PROJECT MANAGEMENT

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Office Hours: Wednesday 3 – 4pm OR By Appointment

Lecture: DMS 3129 – Wed. 4-7pm*

Description:

This is an introductory course that guides students through fundamental project management concepts and skills needed to successfully launch, lead, and realize benefits from projects in business. Project management has become an integral part of most every firm's business models. This course will take a holistic and integrated approach to discussing the management of projects. Successful project managers skillfully manage their resources, schedules, risks, and scope to produce a desired outcome. In this course, students explore project management with a practical, hands-on approach through in class exercises, and business case studies. Project management has evolved to include technology, people, culture, stakeholders, resource utilization factors and other elements to be successful at creating and sustaining a competitive advantage in the marketplace.

Course Objectives

In this course, we will examine issues, problems and challenges faced by individuals and organizations in the field of project management. The principal objectives of this course are to:

1. To provide an understanding of all major elements of project management and the responsibilities of the Project Manager
2. To use project management tools, techniques and skills
3. To align critical resources for effective project implementation
4. To understand the implications, challenges and opportunities for projects to drive competitive advantages in the marketplace
5. To understand what key success factors are in business, and how they relate to project success
6. To understand how to manage project cost, quality and delivery

Required Material and Text:

- Pinto, Jeffrey K., *Project Management: Achieving Competitive Advantage*; Fourth Edition, Pearson Education Inc. 2016
- Additional cases, articles, documents & information will be required throughout the term and where possible will be posted on LEARN. Students are responsible for registering and purchasing cases online (individually) where case codes are indicated on the schedule. Cases can be purchased through the Ivey website.

Evaluation:

Requirement	Nature of Work	Percent of Final Grade
Class Participation	Individual	15
Midterm Exam (In Class)	Individual	30
Interview Report	Team	15
Final Group Project Report	Team	25
Final Group Project Presentation	Team	15
TOTAL		100

Method of Instruction, materials etc.:

It is expected that all students will actively participate in classroom discussions. In addition, students are expected to have prepared the text and other readings, and have read/analyzed the case, if assigned, for that class. The class session will be interactive, driven by student discussion, debate, critique and exchange of ideas. Each class will be partly devoted to the theoretical/conceptual readings assigned for that day, and partly to a discussion of the cases or articles associated with the applicable chapter. Students should be prepared to state their reasoned opinions about the project concepts, both from a theoretical and practical view, and to debate differences of opinion with their colleagues.

Deliverables:

1. Class Participation

Each student is expected to prepare, before class, any assigned course material and come ready to contribute to weekly topics. Regular attendance in class is required, as is participation in class discussions. Marks will be based on overall day-to-day preparedness in class discussions. Consistent, meaningful, insightful class contributions are required to achieve a top grade. Contributions generally fall into three broad categories: marginal/clarification, analysis/conclusions, or integration/synthesis. The instructor has the discretion for determining the value of your contributions to class. Greater weight will be given for exceptional commentary rather than increased volume of lower value contributions. To maximize the credit you can receive, you can also help the instructor by displaying your name in every class.

2. Midterm Exam

The mid term exam is designed to demonstrate student's learning and understanding of concepts and tools covered during the term. It will be a closed book test, using multiple choice and short answer questions and delivered during class time. **All students must complete the mid term exam to receive a final grade.** Please ensure you are not booking travel time or other optional activities during the exam as noted on the schedule.

An exemption to take the scheduled mid term exam is only allowed if it is supported by a doctor's note. Students who miss the scheduled mid term exam will need a doctor's note to write a make up test. A "Verification of Illness" form will be needed if this is the case. In these cases, students can contact the instructor to schedule a deferred time. In the event that a student is sick on the makeup test date, a subsequent make up test date can be scheduled only if the student has a valid doctors note for the mid term exam date and the missed make up scheduled day.

3. Interview Report

As a graduate course, DEI623 blends concepts, theory with practical applications of the material learned. Students, in groups of 4-5 people, will be conducting an interview of a Project Manager to further their understanding of practical applications and operational challenges in ongoing business environments. Students are able to select a Project Manager (of their choice) in any field, however all selections should be submitted, for approval, to the instructor by Class 4. The report should be a maximum of 6 pages in length, double-spaced, with 1" margins, in 11pt Arial font. Students should include a brief discussion of the business operations as well as the expected fit of the project and contributions to the overall vision of the firm. In addition, the report will discuss the project details, objectives, and processes, project duration and complexity, stakeholders, reporting methodologies and expected outcomes as well as key takeaways from your group. Reports will be graded on the ability of the group to make relevant connections to the material from the course, to the project selected for the assignment.

4. Final Group Project - Report

All teams will prepare a final report that analyzes and comments on a current or recent project failure faced by a firm, organization, government or industry. The project failure should be selected from the last five years and should be presented as an assessment and debrief on the issues faced, and recommendations for the future, for the stakeholders involved.

The report should include all aspects of the project; from how it was setup, the process, how individuals/team addressed and completed objectives, the lessons learned, and recommendations for the future. The assessment should include connections to the course concepts. It should reflect an understanding of the course readings and develop an independent point of view (supported by justified arguments). There will be NO extension of the deadline.

Proposal: Teams should write a brief (half page maximum) proposal and bring it to the instructor, for approval, before the start of Class #7. Proposals should include the course code, all team members names, student ID, group number from LEARN, the topic title including a very brief overview. Topics will be approved on a first come first served basis and cannot be duplicated with other groups.

Report: The report will be a maximum of 8 double-spaced pages (excluding Cover Page, Executive Summary, Table of Contents and Bibliography) plus a maximum of 4 pages of exhibits. Teams are expected to research the assigned project and a minimum of ten sources is to be cited (excluding the textbook) relating to issues the firm experienced and the approaches examined. The report is due at the beginning of Class #11 and must be submitted both electronically through LEARN and in hard copy. In addition, optional peer evaluations can be submitted in hard copy with the report.

5. Final Group Project - Presentation

In addition the written report, each team is required to present their major findings to the class. The final presentation will allow each team to introduce the project findings and the group's recommendations for the future. The presentation must include how the team evaluated the issue and it's relevance to both the course concepts and modern practice in the field of project management. There will be six groups presenting in the last class, and the presentations should have the following timed components:

- 1) A 15 minute formal summary of the facts, issues and the group's analysis to provide others with the information needed for a discussion
- 2) A 10 minute Q&A session for questions from the class to the group

The instructor and students will evaluate each presentation on the basis of clarity, relevance to course materials, the depth of understanding of the project management issue and its value to business, and class engagement. Each element will be graded equally. The student grading will be input for the instructor who is solely responsible for assigning the grade.

Peer Evaluations

Teams are expected to manage all of its organizational and work assignment tasks with fairness and respect. Peer evaluation forms are optional, however in some cases a peer evaluation form may be preferred. The template form for Peer Evaluation will be provided on LEARN. If a team chooses to submit a peer evaluation form, then one sheet from every member is required with a brief explanation of any discrepancies OR the group should meet to submit one form with all group members in agreement. At the discretion of the instructor, a group meeting may be required with all group members to resolve any issues. Please note that an individual's mark for the Group Assignment, and/or Team Presentation may be adjusted below the team mark based on the peer evaluations and is at the discretion of the instructor.

Accommodations for Missed Assessments: Students are expected to complete all assignments as regularly scheduled; however, there may be circumstances where accommodating a missed deadline/assessment is approved. Accommodation is not automatic upon the presentation of documentation. Instructors will use the documentation along with all information available to them, when determining whether accommodation is warranted.

Based on an approved absence, the weighting of the course requirements may be adjusted to make up for an excused absence from an assignment or any other similar component of the course and is at the discretion of the instructor.

Assignment Collection: Unclaimed assignments will be retained for one month after term grades become official in quest. After that time, they will be destroyed in compliance with Waterloo's confidential shredding procedures.

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/

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. 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/] 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. For typical penalties check Guidelines for the Assessment of Penalties, 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.

Note for Students with Disabilities: AccessAbility Services, located in the new addition to Needles Hall, Room 1401, 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 office at the beginning of each academic term.

Turnitin.com: Text matching software (Turnitin®) will be used to screen assignments in this course. This is being done to verify that use of all materials and sources in assignments is documented. Students will be given an option if they do not want to have their assignment screened by Turnitin®. In the first week of the term, details will be provided about arrangements and alternatives for the use of Turnitin® in this course. Note: students must be given a reasonable option if they do not want to have their assignment screened by Turnitin.

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

MDEI 623 –Fall 2017 - Course Schedule

The following is a draft outline of the course for the coming term with assignments. At the end of each class additional assignments and/or content changes may be provided.

DATE	TOPIC	READINGS / ASSIGNMENTS
Class #1 Sept 13	Introduction to Project Management Course overview	Chapter 1 – Introduction: Why Project Management?
Class #2 Sept 20	The Business Relevance of Project Management	Teams (self-selected) to be established Chapter 2 – The Organizational Context: Strategy, Structure, and Culture Chapter 4 – Leadership and the Project Manager Article: Catmull, E. “How Pixar Fosters Collective Creativity” Harvard Business Review, September 2008
Class #3 Sept 27	Project Initiation	Chapter 3 – Project Selection and Portfolio Management Case: “Hola-Kola – The Capital Budgeting Decision” (Ivey Publishing – Product # A06130013)
Class #4 Oct 4	Project Planning	Interview Selections DUE (in class) – Short Brief Chapter 5 – Scope Management Article: Druskat, V, & Wolff, S. “Building the Emotional Intelligence of Groups” Harvard Business Review, March 2001
Monday Oct 9 Thanksgiving / Oct 10-11 are study days / Wed classes run on Friday		
Class #5 FRIDAY Oct 13		Chapter 6 – Project Team Building, Conflict, and Negotiation Chapter 7 – Risk Management Article: Green, S. “Is the Rookie Ready?” Harvard Business Review, December 2009
Class #6 Oct 18	Project Execution	Interview Report DUE (in class) – 15% Chapter 8 – Cost Estimation and Budgeting Guest Speaker
Class #7 Oct 25		Proposals for Final Project DUE (in class) – Half page Chapters 9 – Project Scheduling: Networks, Duration, Estimation, and Critical Path Chapter 10 – Project Scheduling: Lagging, Crashing, and Activity Networks

Class #8 Nov 1		Chapter 12 – Resource Management Article: Christensen, C. “Using Aggregate Project Planning to Link Strategy, Innovation, and the Resource Allocation Process” (Ivey Publishing – Product # 301041)
Class #9 Nov 8		Midterm Exam – 30% Final Project - Bring materials to class for after the exam
Class #10 Nov 15	Project Evaluation	Chapter 13 – Project Evaluation and Control Textbook Assignment: Page 461 – Question 13.8
Class #11 Nov 22		Final Project DUE (in class) – 25% Chapter 14 – Project Closeout and Termination
Class #12 Nov 29	Team Presentations	Presentation Day – 15% Start Times will start strictly at 4pm and every 30 minutes following. Groups will have 5 min to setup, 15 min to present, plus 10 min for Q&A.