

University of Waterloo – Stratford School of Interaction and Business
MDEI 623 - Fall 2020 V4.2
DIGITAL MEDIA SOLUTIONS 2: PROJECT MANAGEMENT

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Office Hours: Thursdays (drop in via links on Learn) or By Appointment on WebEx
Delivery: Online course

Description:

This is an introductory course that guides students through fundamental agile 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 an agile approach to project management focusing on scrum methodology. Successful project managers skillfully lead autonomous teams, engage in transparent project artifacts, and prioritize customer and user feedback to produce a desired outcome. In this course, students explore project management with a practical, hands-on approach through weekly exercises, and assignments to manage outside development teams.

Course Objectives

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

1. To describe knowledge of major elements of agile project management and the roles and responsibilities of project teams
2. To evaluate project management methods, techniques and skills in the context of various practical scenarios using scrum methodologies
3. To identify the implications, challenges and opportunities in projects to evaluate how to achieve a successful conclusion
4. To articulate what iterations and sprints are, and to explain in project based terms, how they relate to business success
5. To evaluate scrum methodology and techniques related to engaging project teams, quality outcomes and efficient and effective delivery

Recommended Readings:

- Articles, documents, cases & information will be required throughout the term and where possible will be posted on LEARN. Additional materials can be found on course reserves through the library or as indicated on the course schedule.

Evaluation:

Requirement	Nature of Work	Percent of Final Grade
Assignment #1: Project Planning Part A - Project Proposal (5%) Part B – Revised Project Proposal (10%)	Pairs (PO/SM)	15
Weekly Activities (graded monthly)	Individual	15
Online Quizzes x5 (3% each)	Individual	15
Development Team Contribution (Reflection on Week’s Work)	Individual	5
Role Reflections (Overall Project) – Reports x2 1. Development Team member Report 2. Project Leader (PO or SM) Report	Individual (10% each)	20
Assignment #2: Project Delivery Part A - Final Project Assessment (20%) Part B – Presentation (10%)	Pairs (PO/SM)	30
TOTAL		100

Method of Instruction, materials etc.:

Course Materials: All materials will be accessible online and worked on asynchronously. Students are expected to follow the course schedule and obtain the necessary materials to prepare for class work. Students are expected to check in online at a minimum of three times weekly for announcements and updates on the Learn site. Students are expected to have prepared any assigned materials, for each module, including readings, videos, and assignments independently. Materials are all mandatory and accessible online. Where materials are outside of the Learn website, students will be expected to access materials individually.

Online Classes and Instructor Access – There will be online live drop in office hours on Thursday’s with students to discuss progress on assignments and get feedback or answer questions. These synchronous meetings are not mandatory. Any additional synchronous online classes that may be necessary through the course will be scheduled as needed and are not mandatory. Any students who will not be able to attend drop in office hours can send an email to the instructor with any questions they may have.

Students attending any group live sessions where six or more participants have joined, will be expected to keep videos off and audio muted unless speaking to minimize background noise for participants. This course uses Webex and Bongo for drop in sessions. Links will be on the Learn website.

Assignment #1: Project Planning

Part A: Project Proposal

Students will be asked, **in pairs**, to provide a project proposal that will be implemented in the course. Students will participate in online activities, to get to know other students in the course. You will choose a company with an issue that could be solved by a digital solution. You will state the problem in the

format learned in the course, and work toward formulating how to solve the issue with a defined project. Please note, that it is recommended that students solve the problem using technology that they are familiar with, in order to provide direction to the development team that you will manage. For example, this means that students should not propose project deliverables that require specific programming skills if you cannot program. Keep in mind that you will be providing direction to the development team to implement this proposal.

Early on in the course, this pair will be joined with another pair of two students, from the course. Your new team of four people will come together to execute each other's projects. For example, your proposal will be implemented by another two people where you are the project leader, and then you will implement their project as their development team.

Part B: Revised Project Proposal with specific outcomes -

The student pair holding the role of "Project Managers (PM)" will build on to the original project proposal with feedback from the assigned "Development Team (DT)" pair. The goals of this part of the project proposal is to select the items to be implemented in the scrum methodology and terminology that will be learned in the course. Students will gain confidence using agile terms and scrum processes by starting to develop and outline the specifics of this proposal. Students are expected to use the template provided as the basis for this assignment.

Weekly Activities

Students will be assigned weekly activities for each module online. There will be various tasks, discussion board activities and mini assignments for most modules throughout the course and all are mandatory to complete. Students will receive full grades, for this assessment, if all weekly activities are submitted as complete and on time. This includes weekly activities that are associated with the course project and are listed on the schedule. All are mandatory and must be complete and submitted on time for full grades.

Students will be expected to meaningfully participate in all weekly activities to receive a grade. Students, who do not participate and submit weekly activities cannot receive a grade and those activities cannot be made up or reallocated to other deliverables.

Online Quizzes

Students will complete quizzes for most modules online. Questions will take the form of multiple choice, and true/false, to assess the student's competence and will be based solely on the weekly preparation assigned modules listed on the schedule. Students, who do not participate and submit online quizzes, cannot receive a grade for that quiz and those grades cannot be made up or reallocated to other deliverables.

Development Team Contribution

Students will be adding value to a separate pair of Project Managers to implement a project. In this capacity, students as the "Development Team (DT)" will be credited for their efforts to add value to the completed project of the "Project Managers (PM)". Each PM will submit a peer evaluation form to qualify the DT members contributions to the project. This form will be used as input to the instructor's assessment of this graded item.

Role Reflections x2

Students will be working on two projects in the course and will be expected to take on "roles" with each project and address the learnings in each role. Students will be writing a role reflection for each project.

On one project, a student pair will be assigned the role of “Project Manager” and on the second project, students will be assigned the role of “Development Team”. The role reflections are written from the perspective of each of these two roles. Role reflection reports are to be written individually and based on their contribution to that project, according to the role they held on the team.

Student “role reflection” reports should be able to demonstrate the critical thinking required to evaluate the learning’s gained from each individual’s role in the development process from the perspective of the experience held before the project to what the learner gained after the project was developed. Learners should highlight how this learning will apply to their own lived experiences outside the classroom including any relevant methodology or tools that may be relevant. The purpose of each report is to show, individually, how the student views their own learned experience, from their prospective roles, and explain what was gained from the experience and what can be applied outside the academic constraints. Students should include any insights or recommendations for personal career development.

Assignment #2

Part A: Final Project Assessment –

Students are required to submit, as a “pair” of project leaders, a final project assessment to demonstrate the critical thinking required to evaluate the success or failure of the outcome of the project. The purpose of this report is to show (as a pair), two objectives: 1) how the student Project Manager views and explains the original issues and more importantly the outcome, delivered at the conclusion of the project, as it relates to the original problem statement, and 2) what evidence and methodology has been gathered to measure and arrive at such conclusions about success or failure. The report should also include the set of assumptions that were made throughout the project and the effect and influence of those assumptions on the final outcomes. Finally, the report should include any insights and recommendations for future development work.

Report: The report will be a maximum of eight double-sided pages (four sheets in total), excluding Cover Page, Executive Summary, Table of Contents, Exhibits and Bibliography. Students may include a maximum of four double-sided pages of optional exhibits if necessary. The report must be a pdf submitted electronically through LEARN.

Part B: Presentation –

In addition to the final written report, each student is required to present their projects as a “pair” for the “one” project where they were “Project Managers”. The final presentation will allow each pair to demonstrate the project worked on, as well as share their experience of managing each project with their classmates online. Teams are asked to discuss their key learning’s as it relates to the process of leading and managing the project. Please note, the “development pair” will not be assessed for the final presentations but may provide input to the presenters.

Guidelines for the presentation will be:

1. A 10-15 slide PowerPoint presentation is required to show the development process of the project. The slides should each incorporate either voice overs or narration for viewers to follow the presentation. Students may choose to also include slide notes if necessary. The focus of the presentation is to demonstrate progression of the project and challenges overcome over the duration of the project. Student will post their presentation in the dropbox.
2. Each presentation can be exported as a video and the link will be posted on Learn for shared student feedback, and each pair of “Project Manager’s” will be expected to respond to the Q&A session on the discussion board.

3. The instructor will evaluate each presentation on the basis of clarity, relevance to course materials, creativity, professionalism, and the overall depth of understanding of the project management concepts, tools and its value to the project assignment.

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

MODULES	MDEI 623 – COURSE SCHEDULE – TOPICS
Module #1	Topic: Course Introduction and Deliverable Review
Module #2	Topic: Introduction to Project Management Quiz #1 - includes Module 1-2 content
Module #3	Topic: Problem Definition and Project Leadership
Module #4	Topic: Agile Project Management and Scrum DUE: Assignment #1 Part A – Project Proposal (5%) Quiz #2 - includes Module 3-4 content
Module #5	Topic: Scrum Roles and Responsibilities
Module #6	Topic: Scrum events and Sprint Planning DUE: Assignment #1 Part B – Revised Project Proposal (10%) Quiz #3 - includes Module 5-6 content
Module #7	Topic: Scrum events - Daily Sprints
Module #8	Topic: Scrum events - Sprint Review Quiz #4 - includes Module 7-8 content
Module #9	Topic: Scrum events - Sprint Retrospective
Module #10	Topic: Metrics for Measuring and Tracking Projects DUE: Role Reflection - Development Team Member (10%) Quiz #5 - includes Module 9-10 content
Module #11	Topic: Project Closeout and Managing Multiple Projects DUE: Assignment #2 Part A – Final Report (20%) DUE: Role Reflection – Project Manager (PO or SM) (10%)
Module #12	Topic: Presentation Preparation and Final Debrief DUE: Assignment #2 Part B – Final Presentation (10%)

Weekly Activities = 15%

Quizzes = 5 @ 3% each = 15%

Development Team Contribution (earned through module 7 – 10) = 5%