

DEI 623: Digital Media Solutions 2: Project Management
University of Waterloo Masters in Digital Experience Innovation
Winter Term 2011-12

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About Paul Doherty

I am a professional engineer and have a PhD in environmental science from the University of Manchester, Institute of Science and Technology (UMIST), England. I also have a MBA from the School of Business and Economics at Wilfrid Laurier University where I specialized in business operations and organizational strategy. I have extensive project management experience working with firms in Canada and around the globe. My areas of specialization/interest include; business ethics and strategy, project management, commercialization and entrepreneurship.

Brief Course Overview:

This course will focus on managing processes and resources, from initial planning and budgeting through the management of milestones, tasks, personnel, technical resources, and project delivery. You will receive advice on how to initiate and track individual tasks within the overall structure of the project, learn how to adjust for changes in project needs and available resources and learn approaches that will assist you navigate through all the stages of a project. This practical knowledge will be combined with an ongoing understanding of project management concepts and techniques, to inform and guide the project undertaken in Digital Media Solutions 1: Design Principles and Practice.

Course Objectives

The objectives of the course are:

1. To provide an understanding of all major elements of project management and the responsibilities of the Project manager and the various team members.
2. To gain an understanding of how project teams interface with all the levels of their organization.
3. To examine systematic approaches to projects that will satisfy all major stakeholders and result in the project's successful conclusion.
4. To understand the basis of ethics in business and its importance in everyday operations.

The format of the course will be lecture/discussion. There will be seminars presented by student groups, with some discussion. The course book (PMBOB guide, details provided below) will be used as the course text, with sections covering each class. It will be expected that reading the pertinent chapters will have been completed prior to each class.

Learning Materials:

Phillips, Joseph. Project Management Professional Study Guide, Third Edition (2011); Osborne. Note the knowledge and practices described in the book are applicable to most projects most of the time. The book identifies 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.

The course consists of the following sessions:

- Session One: Introductions/Project Management course overview.
- Session Two: Business Case Analysis.
- Session Three: What is a project?
- Session Four: What is a project management?
- Session Five: Who/what is a project manager?
- Session Six: What is strategy? Who are the stakeholders?
- Session Seven: Managing Social, Economic and Environmental project influences.
- Session Eight: The process groups used in project management.
- Session Nine: Managing project constraints.
- Session Ten: Project management frameworks.
- Session Eleven: Integrated approaches to project management.
- Session Twelve: Ethical behavior in project management.
- Session Thirteen: Student presentations.
- Session Fourteen: Student presentations.
- Session Fifteen: Course Summary/Review.
- Session Sixteen: Final Exam

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%
Case Analysis (Group)	20%
Project Review Presentation (Group)	20%
3 x Tests	15% (3 x 5%)
Final exam	20%
TOTAL	100%

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** – each student is expected to read the required chapters in the PMBOK book 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**
- 0 = Absent**

- (2) Case Analysis** – this is a team/group project and involves two parts: (a) a written paper/report and a seminar presentation. The assignment for the article analysis (1,500 words minimum) should deal with a practical project management issue and should be related to one of the course topics. It should reflect an understanding of the course readings and develop an independent point of view (supported by arguments). By class #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.
- (3) Project Review Presentation** - this is a team/group exercise and will be based on an assessment of your team's industry project. The project review must be based on how the team approached a practical project management issue. It should take an independent position on any course topic. The written report should be submitted as a slide deck of up to 20 slides. Each slide should be formatted with an upper portion containing the overhead slide, and bottom portion containing “talking points.” The slide deck is due at the beginning of class #9. A summary of project details must be attached to the slide deck. Groups will be asked to deliver the project review presentation in class.

Note: It is recommended that the case analysis and the final review projects are based on one or more of the following five areas of interest: (1) Planning a project; (2) Organizing a project; (3) Motivating teams/communications strategies; (4) Directing a project and (5) Controlling a project.

NOTE ON AVOIDANCE OF ACADEMIC OFFENSES

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, (please check the following site www.uwaterloo.ca/academicintegrity/ for more information).

Discipline: A student is expected to know what constitutes academic integrity (please check the following site 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 more information on the various 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 please check the Guidelines for the Assessment of Penalties, at the following site; 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.

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.

Avoiding Academic Offences: http://arts.uwaterloo.ca/arts/ugrad/academic_responsibility.html

Accommodation for Students with Disabilities:

Note for students with disabilities: The Office for Persons with Disabilities (OPD), 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 OPD at the beginning of each academic term.