

## **DEI 623: Digital Media Solutions 2: Project Management**

**University of Waterloo Masters of Digital Experience Innovation (MDEI)**

**Winter Term 2013**

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**Office Hours: By appointment**

**Brief Course Overview:** This course focuses 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
- 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 project management concepts and techniques, to inform and guide the project undertaken in Digital Media Solutions 1: Design Principles and Practice.

### **Course Objectives:**

The major objectives of the Project Management 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 course book (PMBOK guide or equivalent, (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, or equivalent. Please note that 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 may enhance the chances of success over a wide range of different projects.

## **Proposed Weekly Schedule:**

### **Week 1:**

Topic: Introduction. What is a Project? What is the difference between “Traditional” and “Agile” project management?

Activity 1: Business case analysis (PowerPoint presentation)

Activity 2: Review a project outline (TBD) from a project sponsor. Discuss the project outline. Form groups and prepare short bios of each team member.

### **Week 2:**

Topic: Agile Environments and Behaviours

Reading: “Agile Project Management: Steering from the Edges”, Augustine S., Communications of the ACM, December 2005/Vol. 48, No 12, Project Management website.

Activity: Prepare a Project Plan for the project sponsor.

### **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: Initiate/launch the Project Plan that has been agreed with the project sponsor. Produce a weekly progress report 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: Work on the Project Plan that has been agreed with the project sponsor. Produce a weekly progress report for the sponsor.

**Week 7:**

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 8:**

Topic: Ethical behavior in Project Management.

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 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: Building the Foundation: Recruiting /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: Review of concepts – final report Preparation

Activity: Prepare a final report for the "Project Sponsor(s)" that summarizes how your 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	30%
Business Case Analysis (Group)	20%
Project Review Presentation (Group)	25%
Project Review “report/summary”	25%
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 relevant chapters in the PMBOK book 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 – this is a team/group project. The assignment is for an article analysis (1,500 words minimum) that 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). 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.

(3) Project Review Presentation - this is a team/group exercise and will be based on an assessment of the project undertaken in the course. The project review must be on how the team approached and implemented the project. 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." 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 business case analysis is 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/](http://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/](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 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](http://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](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).

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.

Avoiding 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 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 academic integrity.