UNIVERSITY OF WATERLOO MASTERS OF DIGITAL EXPERIENCE INNOVATION (MDEI)

DEI623: Digital Media Solutions 2: Project Management

Tentative Course Outline: Winter 2015

ADMINISTRATIVE INFORMATION

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BACKGROUND RESOURCES

1. *Management 3.0; Leading Agile Developers, Developing Agile Leaders*, by Jurgen Appelo, 2011. Addison-Wesley, NJ.

2. *Project Management Professional Study Guide, 4th Edition*, by Joseph Phillips, 2013. McGraw Hill Education, New York, NY.

COURSE OVERVIEW AND EDUCATIONAL OBJECTIVES

All organizations use projects as the way to translate strategies into actions and objectives into realities. 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:

1. To initiate and track individual tasks within the overall structure of your team project.

2. To adjust for changes in project needs and available resources.

3. To 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. In light of the importance of this field to MDEI, this course is aimed at *the following distinct educational objectives*:

1. To provide an understanding of all major subject matter elements of project management.

2. To provide an understanding of the responsibilities of the Project manager and the various team members when moving a group project forward.

3. To gain an understanding of the importance of stakeholders and how the project team should interface and work with them.

4. To examine systematic approaches that will positively engage all major stakeholders that will result in the project's successful conclusion.

5. To provide an understanding of the basis of ethics in business and its importance in managing projects.

6. To initiate and complete a group project.

COURSE STRUCTURE

To achieve the above objectives, DEI623 is designed around the following six distinctive themes:

1. **Project Management Overview:** Discussion includes areas such as: The project charter; The foundation of a project – objectives; Justifying the project with the business case; Stakeholders, obtaining their commitment early; Project boundaries – assumptions & constraints; The five phases in the project life cycle.

2. **Project Initiation:** Discussion includes areas such as: The key causes of project success and failure; Project relationship to the Strategic Plan; Key principles in project management; The project player names and roles; Attributes of a good project manager.

3. **Project Planning:** Discussion includes areas such as: The core project team; The top-level flow of the planning process; Building a work breakdown structure; Cost and time estimate; How to roll-up the whole project budget; Human resources and resource leveling; Building a risk.

4. **Project Execution:** Discussion includes areas such as: The PM's role –goals, team motivation; Building a team – skills, energy, team temperament; Organization structures – functional, project, matrix; The kick-off meeting; Communication modes; The foundation; Design before build – start cheaply, then spend; When to build internally, when to buy externally.

5. **Project Monitoring & Control:** Discussion includes areas such as: Communications and managing expectations; Monitoring tempo, what to do when off plan; Critical chain management; Managing risk; Project evaluations; The project management plan.

6. **Project Close:** Discussion includes areas such as: The PM's job while everyone else scatters; Contract close; Transition and feedback for the team; Lessons learned, the most valuable step; Personal closeout; Transition to operations; The final report, closing with stakeholders; Team closeout.

These themes represent a comprehensive list of the relevant topics from evaluating the current status of the company through to the analysis of the post implementation issues of any project adoption. They will be the focus of our discussions in each session (see the "Tentative Weekly Schedule" at the end of this outline).

EVALUATION COMPONENTS

The final grade in this course will be determined as follows:

		Point Distribution:
Class Participation	20 marks	$90 - 100 = A+$
Seminar Lead-off	20 marks	$85 - 89 = A$
Mid-term Exam	15 marks	$80 - 84 = A-$
Final Group Project Presentation	15 marks	$77 - 79 = B+$
Final Group Project Report	30 marks	$73 - 76 = B$
		$70 - 72 = B-$

Each of these is briefly described below.

1. Seminar Lead-off and Class Participation (20% & 20%)

As a _graduate course_, DEI623 blends lectures, cases, experiential exercises and learning from industry leaders when possible. Each session includes a number of background readings pertaining to the theme of the session and will focus principally on communicating advanced material and on interactive problem analysis. The class meetings will mainly have a seminar format - that is, group discussions and analyses of problems will generally be the main activity.

On _selected_ sessions (S04-S08) one of the assigned teams is responsible to provide a lead-off overview of the main points drawing on the related chapter(s) and secondary literature with comments on the readings. This may be followed with an impromptu lecture by me enlarging on the themes of the presentation which broadens out via Q&A into a general discussion. Please note the following:

a. Form 5 teams of approximately 6 students per team.

b. The team who presents for the week must choose and assign all the relevant readings to the class members at least one week in advance of their presentation date. They should also prepare and distribute to the class members a one-page handout for that week which organizes the discussion and proposed exercises appropriately (this could be thematically, moving through the text sequentially, etc.) and must show competence (though not necessarily mastery) with the material. Particularly, I look for a presentation of the central argument of the selected readings, with some comments on them. The presenters are encouraged, but not required, to go over their handouts with me before presenting to the class. _Note: PM Hut (www.pmhut.com) carries many articles in various categories related to project management (all the categories are listed on the right). In addition, you can search in Google "Project Management articles"; "Project Management Time journals", "Project Management Cost journals", "Project Management Quality journals" and so on and you can look at the top links there._

c. Students who are not presenting are responsible to: (a) read all the assigned materials, (b) provide a critical response to the presentation materials, and (c) get involve with "group exercises and discussion questions".

Each student will be graded on the following: (i) participation in class discussion and participation in the question period for presentations; (ii) quality of feedback on presentations using _Presentation Evaluation Form_ provided; (iii) quality of the class reflections related to the course objectives. Daily participation is calculated using the following scale: 5 = Exceptional contribution; 4 = Good contribution; 3 = Fair contribution; 2 = Minimal contribution; and 1 = Present but no contribution.

A Note for Class Preparation

Class participation and group exercises are a key to success in this course. Case discussion and project activities will take place against a background of conceptual material that is acquired through selected readings. Because the readings may not be rehashed in class, it is imperative that you work through them and summarize their insights for you. Remember, a reading is a vehicle to help you formulate your own ideas, which you then must apply to a managerial problem.

The assigned readings are drawn from various academic and professional sources. They refer to bodies of preceding research and perhaps discuss at some length the research methodologies employed. Do not be discouraged by these technicalities. So, skip the technicalities and simply ask yourself what the key

insights and findings of each reading are. Write these down. Try to relate them to the theme for the day. But, more importantly, try to relate them to the key ideas of other readings in the course. Your notes could conveniently help you when doing your individual and group projects.

Class attendance is required. Participation will be evaluated based on ability to present and explain class lecture, assigned discussion questions, and exercises. If you miss a class, you are responsible for the material covered. In the event that you must miss a class please let your team members know and be sure to check with your colleagues to insure you have any changes in schedule, assignments, etc. Failure to attend class whether excused or not, can affect your participation grade.

Finally, the value you derive from this subject will strongly depend on "your own" input both in terms of seminar preparation and effective seminar participation. Therefore, it is your responsibility to engage in the class "discussions" and to participate in developing ideas and frameworks.

Team Learning

One of the core concepts behind the course is the need for different skill sets to come together to successfully understand the challenges of managing projects – scientific, marketing, financial and legal. For your seminar lead-off and final project, you are responsible to form a small team of about six (6) students (depending on the class size). The chemistry of the team must gel, and there must be a mutuality of interest – life sciences versus high technology, versus software versus internet, etc.

2. Mid-term Exam (15%)

There will be an in-class exam tentatively scheduled for Class 9 (Tuesday, March 10, 2015). More information will be provided at a later time.

3. Final Group Project Report and Presentation

a. **Project Report (30% of the final grade)** – The description of the final project, the marking and submission guidelines will be distributed on day two of the class. The report can be captured in any format that you feel will effectively communicate your ideas to a management group and *is due at the beginning of the last class (Tuesday, March 31).* Regardless of the format, 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. *There will be NO extension of this deadline.*

b. **Project Presentation (15% of the final grade)** – In addition to the written report, each team is required to present their major findings to the class. The final presentation will allow each team to showoff their project findings. The presentation must include how the team approached and implemented the project. *Each presentation is expected to take a maximum of 20 minute (plus 10 minutes for Q&A). The presentations will be delivered in our last class (Tuesday, March 31, 2015).* The professor 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*.

UNIVERSITY POLICIES

You are reminded that representing another person's ideas, writings, etc. as one's own is a serious academic offence. I expect you to write reports, exams, etc., in your own words. Whenever you take an idea or a passage from another author, you must acknowledge your debt by appropriately citing your source(s). We use software to check for plagiarism. You might be required to submit your written work in electronic form for plagiarism checking.

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 (A) Academic Integrity Office (UW), and (B) Academic Integrity (Arts).

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 (see it here). 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 (see it here) 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 (see it here). For typical penalties check Guidelines for the Assessment of Penalties here.

Appeals and Grievance

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 (see it here).

Avoiding Academic Offences

The Faculty of Arts has prepared a website dealing with ways to avoid academic offences (see it here).

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.

TENTATIVE WEEKLY SCHEDULE

S01: Tuesday, Jan. 6, 2015

Topic: Project Management Principles and Practices

Activity 1:   Class Discussion
Activity 2:   Team Building

S02: Tuesday, Jan. 13, 2015

Topic: Project Management Principles and Practices (Cont'd)

Activity 1:   Challenges in Managing a Project (Guest Speaker)
Activity 2:   Details of Final Group Project provided and discussed in class

S03: Tuesday, Jan. 20, 2015

Topic: Project Management Principles and Practices (Cont'd)

Reading: "The New Practice of Global Product Development," by Steven Eppinger and Anil Chitkara. *MIT Sloan Management Review*, Summer 2006, 45(4): 22-30,
Activity 1:   How to complete a case analysis – a brief overview
Activity 2:   Initiate the Project Plan. Produce a weekly progress report scheme and shared with the instructor.

S04: Tuesday, Jan. 27, 2015 (Team Lead-off)

Topic: Project Initiation

Reading: Papers/Case TBD by the presenter team
Activity 1:   TBD by the presenter team
Activity 2:   Work on the Project Plan that has been agreed and produce a weekly progress report for the instructor.

S05: Tuesday, Feb. 3, 2015 (Team Lead-off)

Topic: Project Planning

Reading: Papers/Case TBD by the presenter team
Activity 1:   TBD by the presenter team
Activity 2:   Work on the Project Plan that has been agreed and produce a weekly progress report for the instructor

S06: Tuesday, Feb. 10, 2015 (Team Lead-off)

Topic: Project Execution

Reading: Papers/Case TBD by the presenter team
Activity 1:   TBD by the presenter team
Activity 2:   Work on the Project Plan that has been agreed and produce a weekly progress report for the instructor

S07: Tuesday, Feb. 24, 2015 (Team Lead-off)

Topic: Project Monitoring & Control

Reading: Papers/Case TBD by the presenter team
Activity 1:   TBD by the presenter team
Activity 2:   Work on the Project Plan that has been agreed and produce a weekly progress report for the instructor.

S08: Tuesday, March 3, 2015 (Team Lead-off)

Topic: Project Close

Reading: Papers/Case TBD by the presenter team
Activity 1:   TBD by the presenter team
Activity 2:   Work on the Project Plan that has been agreed and produce a weekly progress report for the instructor.

S09: Tuesday, March 10, 2015

Topic: Midterm Exam

Reading: None!
Activity: Work on the Project Plan that has been agreed and produce a weekly progress report for the instructor

S10: Tuesday, March 17, 2015

Topic: Contemporary issues in Project Management

Reading: TBD
Activity 1:   TBD
Activity 2:   Work on the Project Plan that has been agreed with the project sponsor. Produce a weekly progress report for the sponsor.

S11: Tuesday, March 24, 2015

Topic: No lecture – Preparation of final report

Activity 1:   Prepare a final report for the Project Sponsor that summarizes how the MDEI team addressed and completed the project objectives. Prepare your group presentation.

S12: Tuesday, March 31, 2015

Topic: Student Project Presentations.