Creative Industries
Faculty of Communication & Design

Course Number	Course Title	Semester	Year
CRI 500	Project Management	Fall	2020
Section	**Day of Week**	**Time**	**Classroom**
011	Wednesday	15:00 to 18:00	Virtual
Professor	**Ryerson Email**	**Phone**	**Office & Office Hours**
Douglas Bower Matt Farrell	dbower@ryerson.ca mfarrell@ryerson.ca	647-967-6898 416-995-6395	Online, by appointment
Only Ryerson emails are to be used for communication between faculty, staff, and students. All news (announcements) will be posted on the class D2L site.			

Course Description

Creative Industries typically organize their work into discrete projects to produce shows, films, books, exhibitions, etc. This course introduces students to the diverse aspects of project management including project planning, budgeting, financing, scheduling, cost control, procurement and contracting, and provides practical tools and techniques that apply to any creative project. Through hands‑on exercises, students will learn how to effectively manage all phases of a project; how to develop a breakdown schedule, identify task relationships, employ estimating techniques, and develop a procurement strategy; and how to report results to ensure that the project progress is clearly identified and communicated to stakeholders.

Course Details

Teaching Methods

Due to the current pandemic, this will be delivered as a virtual (online) course, with both synchronous and asynchronous components. The content that would normally be covered in the classroom environment will be delivered as follows during this term:

Webinar: A weekly webinar will be conducted by one or both instructors at the beginning of the scheduled class period noted above. This webinar will be delivered through a video conferencing platform (such as Zoom) and could take about 90 minutes. Webinars will be recorded for the benefit of

students who are absent that day, or for those who want to review the content later. Each webinar will include engaged discussions on:

- Topics from the previous module or the readings
- News in the creative industries
- Requirements for quizzes, assignments and exams
- Demonstrations of project management tools
- Examples of Real Life Project Management situations
- Project management as a profession and career
- Other topics

Quizzes: Students will be required to complete these each week, except for weeks that include the Midterm and Final Examination. These quizzes will be delivered online through D2L and will typically take about 20 to 30 minutes. Students can complete these online quizzes after the webinar, or later in the week.

Lecture Videos: The content and topics normally covered in a classroom lecture will be conveyed through a series of pre-recorded Lecture Videos prepared by the instructors and available on D2L. Students should watch these videos prior to the Webinar, but can also watch them afterwards if necessary.

Supplementary Videos: The instructors will select a range of videos that further explain or expand on the topics that are covered in the module. Links to those videos will be provided on D2L. Some of these videos might be presented and/or discussed during the weekly webinar.

Group Meetings: Students will be given the opportunity to hold meetings in breakout sessions at the end of the webinar, or will be encouraged to set up separate sessions using Zoom or Meet.

Office Hours

Both instructors are available to students for private discussion sessions. Timing is flexible. Students who want to schedule a meeting should email one of the instructors and provide a list of preferred dates and times.

Plagiarism Detection and Virtual Proctoring

Turnitin.com is a plagiarism prevention and detection service to which Ryerson subscribes. It is a tool to assist instructors in determining the similarity between students' work and the work of other students who have submitted papers to the site (at any university), internet sources, and a wide range of books, journals and other publications. Students agree by taking this course that their written work will be subject to submission for textual similarity review to Turnitin.com. Students who do not want their work submitted to this plagiarism detection service must, by the end of the second week of class, consult with their instructor to make alternate arrangements.

Even when an instructor has not indicated that a plagiarism detection service will be used, or when a student has opted out of the plagiarism detection service, if the instructor has reason to suspect that an individual piece of work has been plagiarized, the instructor is permitted to submit that work in a non-identifying way to any plagiarism detection service.

Required Readings, Resources & Materials

Required Readings:

❏ Kathy Schwalbe, (2017) *An Introduction to Project Management, 6th Edition*, Publisher: Schwalbe Publishing. www.pmtexts.com ISBN: 978-1-54470189-9.
  o Available from Amazon.ca and other sources.

Recommended Readings:

❏ PMI, (2013) *A Guide to the Project Management Body of Knowledge, 5th Edition*, Publisher: Project Management Institute ISBN: 978-1-935589-67-9.
  o Students can download the 5th Edition of this guide as an e-book from Ryerson Library.
  o Students can purchase the 6th Edition from PMI and other sources.

Required Resources:

As this course is being delivered online, it is important that students have access to suitable resources. Those include a **computer or tablet** running current operating system and office software, reliable and adequate Internet access, and a suitable workplace.

Students must obtain a **microphone** (or use the one in their computer) so that they can participate in discussions over videoconferencing and teleconferencing platforms such as Zoom and Meet. Students should also obtain a **webcam** (or use the one in their computer) so that they can engage more effectively with other students, particularly in group meetings. However, use of webcams will not be strictly required at all times during course webinars.

The University has issued a minimum technology requirement for remote learning. Details can be found at: https://www.ryerson.ca/covid-19/students/minimum-technology-requirements-remote-learning/

Weekly Schedule
(Subject to change)
Note: Online quizzes are due at the end of weeks 1 to 6 and 8 to 12; see D2L.

WEEK ONE	September 9, 2020	
📁	TOPICS	Introduction to Project Management
⚙️	WORKSHOP	❏ Review Course Outline, Assignments and Evaluation ❏ Creative projects in the news
📡	DISCUSS	● What is a Project? ● What is Project Management? ● Project, Program, and Portfolio Management ● Project Management as a Profession ● Project Management in Creative Industries

	READINGS	Introduction to Project Management (IPM) 6th Edition, 2017 Kathy Schwalbe Chapter 1: An Introduction to Project, Program and Portfolio Management

WEEK TWO		September 16, 2020

	TOPICS	Project Selection & Initiation
	WORKSHOP	❏ Creative projects in the news ❏ Real Life Project Management ❏ Form groups for assignments
	DISCUSS	Project Selection ● SWOT, Four Stage Planning Process ● Financial Projections ● Expected Monetary Value ● Weighted Scoring Models Organizational Influences ● Project client and context Project Methodologies Initiation Process ● Identify Stakeholders ● Develop a Project Charter
	READINGS	IPM Chapter 2: Project, Program and Portfolio Selection IPM Chapter 3: Initiating Projects

WEEK THREE		September 23, 2020

	TOPICS	Planning Part 1: Project Integration & Scope
	WORKSHOP	❏ Creative projects in the news ❏ Real Life Project Management ❏ Creating a work breakdown structure (WBS) in Word, Excel or MS Project
	DISCUSS	Project Integration Project Management Plan Planning Processes Plan Scope Management ● Collect Requirements ● Define Scope ● Create WBS
	READINGS	IPM Chapter 4: Planning Projects: Part 1 Project Integration and Scope Management
	DUE	Assignment 1: Project Proposal (Individual)

WEEK FOUR	September 30, 2020	
	TOPICS	Planning Part 2: Schedule & Cost
	WORKSHOP	❏ Creative projects in the news ❏ Real Life Project Management ❏ Developing a project schedule (MS Project)

	DISCUSS	Project Schedule Management
		  ● Plan Schedule Management
		  ● Define Activities
		  ● Sequence Activities
		  ● Estimate Activity Durations
		  ● Develop Schedule
		Project Cost Management
		  ● Plan Cost Management
		  ● Estimate Costs
		  ● Develop Budget

	READINGS	IPM Chapter 5: Planning Projects: Part 2 Project Schedule and Cost Management

WEEK FIVE	October 7, 2020	
	TOPICS	Planning Part 3: Quality, Resources, Communications & Stakeholders
	WORKSHOP	❏ Creative projects in the news ❏ Real Life Project Management ❏ Tracking project schedule and resources (MS Project)

	DISCUSS	Project Quality Management
		  ● Quality and Project Management
		  ● Organization and Enterprise Factors
		  ● Cost of Quality, Quality Types
		Project Resource Management
		  ● Organization Theories, Attributes of Leadership
		  ● Responsibility Assignment Matrix (RAM), RACIs
		Project Communications Management
		  ● Communication Models, Communication Links
		  ● Communication Methods, Meetings
		  ● Communication Management Model
		Project Stakeholder Management
		  ● Stakeholder Needs

	READINGS	IPM Chapter 6: Planning Projects, Part 3: Project Quality, Resource Management, Communications and Stakeholder Management

🔔	DUE	Assignment 2: Project Charter (Group)

Study Week – No classes - *week of 12 October*

WEEK SIX	*October 21, 2020*	

📁	TOPICS	## Planning Part 4: Risk & Procurement
⚙️	WORKSHOP	❏ Creative projects in the news ❏ Real Life Project Management ❏ Using the Risk Register to prioritise risks
📡	DISCUSS	Project Risk Management ● Identify Risks ● Risk Categories ● Risk Register ● Plan for Risk, Contingency ● Risk Value ● Probability Impact Matrix ● Risk Strategies Project Procurement Management ● Make or Buy ● Contract Types
📕	READINGS	IPM Chapter 6: Planning Projects, Part 4: Project Risk and Procurement Management

WEEK SEVEN	*October 28, 2020*	

📁	TOPICS	## Midterm Examination
⚙️	WORKSHOP	❏ Review of Project Baselines for Assignment 3

WEEK EIGHT	*November 4, 2020*	

📁	TOPICS	## Execution and Monitoring Part 1: Integration & Resources
⚙️	WORKSHOP	❏ Creative projects in the news ❏ Real Life Project Management

((•))	DISCUSS	Project Execution ● Direct and Manage Work ● Monitor and Control Work ● Manage Project Knowledge ● Perform Integrated Change Control Resource Management ● Acquire Project Team ● Develop Project Team ● Manage Project Team
📕	READINGS	IPM Chapter 7: Executing Projects, Part 1: Project Integration, Resources
🔔	DUE	Assignment 3: Project Baselines (Group)

WEEK NINE	*November 11, 2020*	
📁	TOPICS	Execution and Monitoring Part 2: Quality, Risk & Procurement
⚙️	WORKSHOP	❏ Creative projects in the news ❏ Real Life Project Management
((•))	DISCUSS	● Perform Quality Assurance ● Control Quality and Quality Tools ● Implement Risk Responses ● Monitor and Control Risks ● Conduct and Control Procurement
📕	READINGS	IPM Chapter 7: Executing Projects, Part 2: Project Quality, Risk and Procurement

WEEK TEN	*November 18, 2020*	
📁	TOPICS	Execution and Monitoring Part 3: Scope, Schedule & Cost
⚙️	WORKSHOP	❏ Creative projects in the news ❏ Tracking project progress (MS Project) ❏ Real Life Project Management
((•))	DISCUSS	● Validate Scope ● Control Scope ● Control Schedule ● Control Costs ● Cost Baseline ● Earned Value Management
📕	READINGS	IPM Chapter 8: Monitoring and Controlling Projects: Part 1 Project Scope, Schedule and Cost

WEEK ELEVEN		*November 25, 2020*
📁	TOPICS	Execution and Monitoring Part 4: Communications and Stakeholders
⚙️	WORKSHOP	❏ Creative projects in the news ❏ Real Life PM
📡	DISCUSS	● Manage and Control Communications ● Engage and Monitor Stakeholders
📖	READINGS	IPM Chapter 8: Monitoring and Controlling Projects: Part 2 Project Communication and Stakeholders
🔔	DUE	Assignment 4: Project Plan (Group)

WEEK TWELVE		*December 2, 2020*
📁	TOPICS	Closure, Best Practices & Course Review
⚙️	WORKSHOP	❏ Creative projects in the news ❏ Lessons Learned ❏ Review for Final Exam
📡	DISCUSS	Project Closure ● Terminating or Closing a Project or Phase ● Closure Activities ● Best Practices
📖	READINGS	IPM Chapter 9: Closing Projects

Final Examination	*Scheduled during the Final Exam period.*

Student Evaluation

Students will be graded on the basis of the assignments, quizzes and examinations identified in the table below. Group assignments represent 30% of the total evaluation for each student.

Evaluation Item	Brief Description	Due Date Start of class unless noted	% of Final Grade
1	**Individual Assignment:** Propose and describe a creative project	Class 3	5
2	**Group Assignment:** Prepare a Project Charter based on one of the proposed creative projects.	Class 5	5
3	**Group Assignment:** Provide the project work breakdown, time schedule and cost budget	Class 8	10
4	**Group Assignment:** Provide the completed project plan	Class 11	15
5	**Weekly Quizzes:** Complete online quizzes on D2L that cover Modules 1 to 6 and 8 to 12.	End of each week	10
6	**Midterm Examination:** Covers Modules 1-6 inclusive. .	Class 7	25
7	**Final Examination:** Covers entire course.	Examination Period	30

Description of Assignments

Please note that additional details and information on assignments may be posted on the Course D2L. Different sections may assign students for team projects in different ways. Professors reserve the right to (re)assign students to balance numbers and skills.

Students will form groups (teams) early in the course, for the purpose of completing the three group assignments. One of their first tasks will be to review the various projects proposed by their group members for Assignment 1, and to select one proposal as the basis for Assignments 2, 3 and 4.

Students must contribute equally to their groups' efforts. Any group finding that a member is not contributing should advise the Instructor immediately, and confirm by email. The Instructor may require that a student change groups, complete some assignments independently, or another remedy as determined by the Instructor in consultation with the student.

All assignments must be submitted through the appropriate folders **on Brightspace D2L, as PDF files**. Assignments that are emailed to the instructor will NOT be marked. D2L folders will accept multiple submissions; however, only the last (most recent) version will be marked. Assignments will be marked on D2L using rubrics that reflect the assignment requirements.

Assignment 1: Project Proposal (Individual)

Propose a new project related to one of the creative industries. Assume that you are employed in an organisation that requires creative projects, or in a consulting firm that manages such projects, or a company that produces the results of those projects. Your proposal will be written from one of those perspectives, and is intended to obtain approval from your organisation's senior management, or from a client.

At a high level, describe the product, service or result that the proposed project will produce. Think of this section as the executive summary. Answer the five Ws of your proposed project: who, what, when, where and why (but not necessarily the detailed "how").

This assignment will be assessed on the following dimensions:
- Product/service description and characteristics
- Business need or justification
- Team context
- Presentation quality (report format, grammar, spelling, PDF file, etc.)

Assignment 2: Project Charter (Group)

Students will review the various projects proposed by the group members in Assignment 1, and select one proposal as the basis for Assignments 2, 3 and 4. That selected proposal may be further revised and adapted by the group.

Assume that you have been asked to join a project team that will plan and implement a project that has been approved by senior management or a client. Prepare a Project Charter that describes the main elements of the project, as described in the text and course materials.

This assignment will be assessed on the following dimensions:
- Project purpose and objectives
- Product/service description
- Key stakeholders
- Major deliverables and milestones
- Success or acceptance criteria
- Assumptions, constraints, uncertainty
- Presentation quality (report format, grammar, spelling, PDF file, etc.)

Assignment 3: Project Baselines (Group)

After a Project Charter is issued, teams develop a Project Plan that covers all aspects of the project. The first step in planning is to address what is required, when the work will be done, and what resources will be needed.

Assume that your team has been asked to develop the three key project baselines (scope, schedule, and cost) for review by senior management or the client, depending on your team context.

This assignment will be assessed on the following dimensions:
- Description of the project scope, including a scope statement and work breakdown structure
- Presentation of the approved project schedule, including graphical presentation (bar chart) and milestones
- Addressing the project cost in terms of resources needed for implementation, as approved
- Presentation quality (report format, grammar, spelling, PDF file, etc.)

Assignment 4: Project Plan (Group)

Groups will assume that their project baselines have been accepted by management or the client, so they now need to prepare the rest of the project plan. However, those baselines might need to change as the balance of the plan is developed.

Provide any updates to the three baselines, and plans for the remaining project knowledge areas: risk management, quality management, resource management, communication management, procurement management, stakeholder management.

This assignment will be assessed on the following dimensions:
- Updates to the scope, time and cost baselines
- Risk and procurement planning
- Quality and resource planning
- Stakeholder and communication planning
- Presentation quality (report format, grammar, spelling, PDF file, etc.)

Submitting Assignments
Late Policy
Other Relevant Information

Academic Consideration (e.g., extended assignment deadlines, make-up assessments) may be requested on the basis of valid extenuating circumstances (such as health or compassion), and must be supported by a properly completed documentation such as a Ryerson University PDF fileStudent Health Certificate.

Part of the Ryerson University Student Health Certificate must be completed by a Regulated Health Professional (RHP). The instructor and/or the Teaching Department reserve the right to verify the authenticity of any health certificates submitted.

Requests for Academic Consideration must be submitted to the teaching department for verification via the on-line ACR system within 72 hours of the missed deadline. See:
https://www.ryerson.ca/senate/course-outline-policies/academic-consideration-health-policy-134-152/
Religious or cultural observations accommodations must be requested by the end of the second week of the term. https://www.ryerson.ca/humanrights/religious-cultural-observances/

Ryerson expects that all communications by e-mail and in person between students, their colleagues, and instructors will be civil and professional, as per Senate Policy #61.

Grades are posted on the D2L. Not all materials submitted for marking will be returned, so students should retain copies for their records.

Assignments submitted late, without extension, will result in a penalty of (5% deducted per day, 10% for a weekend). Do not wait until the last moment to submit your paper. Allow for potential technical glitches or personal emergencies. Missed presentations without permission will result in a zero mark.

Students are required to retain a copy of all work undertaken as well as all rough materials, references, sources, and notes until the submitted assignment has been marked.

The instructors reserve the right to modify the syllabus and assignments as required over the course of the term, but any changes to the course assignments, due dates, and/or grading scheme will be discussed with the class prior to being implemented.

On occasion guest speakers may participate in the class. Students should refrain from contacting these guests after the class, unless invited to do so.

The unauthorized use of intellectual property of others, including your professors', for distribution, sale, or profit is expressly prohibited, in accordance with Policy 60 (Sections 2.8, 2.10). Intellectual property in this context includes, but is not limited to: slides, lecture notes, presentation materials used in and out of class, lab manuals, course packs, and exams.

Students are expected to show respect for their fellow students:
- Arrive on time for all course events. Be prepared and ready to start.
- Do not indulge in side conversations during course events. Disruptive students will be asked to leave. Instructors reserve the right to adjust a student's overall mark if they interfere with their colleagues' learning.

Technology Statement

At the discretion of the instructor, computers, tablets, and other electronic devices are allowed in class to take notes, annotate lecture slides, and do quick internet searches of relevant materials only. All devices should be on silent/mute. Computers and tablets should not be used to email or message during class. Phones are not to be used, including for texting and messaging. Students on Facebook or YouTube, watching the hockey game or texting distract not only themselves but also their colleagues. Any student who gratuitously "multitasks" will not be allowed to use electronic devices in the classroom.

No electronic recording of any segment of lectures / sessions without the express prior agreement of the instructor.

It is expected that assistive technologies as detailed in Ryerson Senate Policy 159 (Academic Accommodation of Students) are to be used in keeping with this technology statement.

This course is conducted in accordance with all relevant University academic policies and procedures and students are expected to familiarize themselves with them and adhere to them. Students should refer online to for specific information with respect to the following policies:
- *Policy #60*: *Academic Integrity*
- *Policy #61*: *Student Code of Non-Academic Conduct*
- *Policy #134*: *Academic Consideration and Appeals*
- *Policy #135*: *Final Examinations*
- *Policy #157*: *Ryerson's E-mail Accounts for Official Communication*
- *Policy #159*: *Academic Accommodation of Students with Disabilities*
- *Policy #166*: *Course Management*

Important Resources Available at Ryerson
- **The Library** provides research workshops and individual assistance. If the University is open, there is a Research Help desk on the second floor of the library, or go to **Workshops**.

- **Student Learning Support** offers group-based and individual help with writing, math, study skills, and transition support, as well as **resources and checklists to support students as online learners.**

- **Ryerson COVID-19 Information and Updates for Students** summarizes the variety of

resources available to students during the pandemic.

● Familiarize yourself with the tools you will need to use for remote learning. The **Continuity of Learning Guide** for students includes guides to completing quizzes or exams in D2L or Respondus, using D2L Brightspace, joining online meetings or lectures, and collaborating with the Google Suite.

Course Objectives

Introduction (I) Reinforcement (R) Proficiency (P)	By the end of this course, students will be able to:	And in doing so will fulfil the following program learning outcome (at least in part):
R	**Understand the context of project management within creative industries, and the link between projects and ongoing operations.**	LO 1a- critically analyze and synthesize knowledge of the cultural, economic, legal, political, and technological environments in which the Creative Industries function
R	**Understand the need to assess business cases and other justifications for new project proposals.**	LO 3b- develop strategies to access funding and investments; to facilitate the work of artists, writers, designers and media makers,
R	**Prepare a unique project proposal that addresses a perceived need or opportunity in a specific creative industry.**	LO 2b- transform creative ideas into commercial products and services through the application of business and management concepts and practices applicable to media and cultural production.
R	**Create and present a project charter that outlines the key elements of a new project.**	LO 4b- in written form, communicate within and to creative enterprises, academia and industry effectively and persuasively
I	**Develop project baselines for scope, schedule and cost that address the project requirements and constraints.**	LO 7b- apply fundamental business and management skills within organizations and as entrepreneurs
I	**Work collaboratively in teams to prepare a project plan that addresses all of the project management knowledge areas.**	LO 6a to 6d- implement and manage projects requiring problem-solving, team building, negotiation and collaborative work practices
P	**Understand the role of the project manager and potential career paths available in creative industries.**	LO 8a- Develop a personal plan for continuing development of professional skills and flexible ongoing career paths