

Syllabus

Project Management

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Department of media
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Course Description

Project management is the most effective method to achieve a great result on time, budget and with minimal risk in any industry, including media. Diversity of approaches inside it can be a key driver for success in the specific conditions of different countries, cultures, companies because it allows to mix and match best practices with appropriate soft and digital-instruments and raise many important questions from work-life balance to the impossibility of multitasking.

This course develops skills and competencies for planning, resource allocation, controlling, budgeting, effective communication and motivation, project leadership and working with difficult people from beginning to end. The course covers several labor organization methodologies: Waterfall, Agile, Scrum, LD (Lean Development), SAFe, Kanban. The course introduces students to the main digital instruments such as Trello, Jira, Confluence etc.

Learning Objectives

- to initiate a project and plan (schedule)
- to choose soft, digital, other instruments
- to choose method of management
- to create and control a project budget
- to develop and manage resources
- to speak with stakeholders, teams, contractors
- to control and performance measurement
- to know international standards in project management
- to know risk management
- to overcome challenges

Learning Outcomes

- Students know how to achieve success and be effective in project management
- Students know how to manage global teams and set up efficient global collaboration

Course Plan

1. Course Overview. Assignments. Grading System. Test. Expectations. Project cases.
2. Definitions. Project. Project Manager and his roles. Project Management. Stakeholder. Scope. Product scope. Project scope. Constraints: time, quality, cost. Discussions and explanation.
3. Standards in project management. Professional associations. International project management standards system. PMI standards. Project-based company. Process-based company. Roles and responsibilities in project. Role of Sponsor. Role and characteristics of Project Manager. Role of Project Office. Role of Project User Manager. Role of Project IT Manager. Role of Team Leader. Role of Team Member. Discussions and explanation.
4. Problems in projects, according to PMBOK: undefined scope, unclear objectives, unclear roles and responsibilities, vague requirements, lack of leadership from stakeholder or sponsor, lack of user involvement, inadequate planning, scope creep, uncontrolled change, inadequate monitoring and reporting, team know it's impossible but management believe it will be done, ignoring reality, wishful thinking, inadequate communication. Discussions and explanation.
5. The Nine Belbin Team Roles and their strengths, allowable weaknesses. Resource investigator. Teamworker. Co-ordinator. Plant. Monitor Evaluator. Specialist. Shaper. Team role test. Discussions and explanation.
6. Soft skills for project managers. Emotional intelligence. How to have fun at work. Cases from the projects. Discussions and explanation.

7. Well-being. Work and life balance. Diversity. Conflicts. How to deal with difficult people. Discussions and explanation.

8. Agile. Cases. Waterfall. Agile vs Waterfall. How to choose the effective system of management for project. Discussions and explanation.

9. Planning. Creative brief. Budget. Schedule. Discussions and explanation.

Reading and watching list

Required

Books

1. A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Sixth Edition by Project Management Institute. Project Management Institute © 2017 (589 pages) Citation. ISBN:9781628251845. URL: <https://library.books24x7.com/toc.aspx?bookid=132589>

Journals

1. Harvard Business Review. Harvard Business School Publication Corp. URL:

<http://web.b.ebscohost.com/bsi/command/detail?vid=0&sid=50633b82-b370-40d9-bcfa-6d6e8259755a%40sessionmgr102&bdata=JnNpdGU9YnNpLWxpdmU%3d#jid=HBR&db=buh>

2. Project Management Journal. Sage Publications Inc. URL:

<http://web.a.ebscohost.com/ehost/command/detail?vid=0&sid=fab8ea63-66cb-408f-b68f-7bc2cece07b%40sdc-v-sessmgr01&bdata=#jid=1NR&db=bsu>

Web

1. PMI. Project Management Institute. URL: www.pmi.org
2. ProjectManagement.com. URL: www.projectmanagement.com
3. IPMA International Project Management Association. URL: www.ipma.world

Articles and videos

1. A sixth sense for project management | Tres Roeder | TEDxCWRU. URL: <https://www.youtube.com/watch?v=3zqwlr8sp2Y>
2. How to Deal with Difficult People | Jay Johnson | TEDxLivoniaCCLibrary. URL: <https://www.youtube.com/watch?v=kARkOdRHaj8>
3. The voices in my head | Eleanor Longden. URL: <https://www.youtube.com/watch?v=syjEN3peCJw>
4. 6 Questions to Ask Before Launching a Moon Shot Project. URL: <https://hbr.org/2019/08/6-questions-to-ask-before-launching-a-moon-shot-project>
5. The 4 Types of Project Manager. URL: <https://hbr.org/2017/07/the-4-types-of-project-manager>
6. Who are Project Managers? URL: <https://www.pmi.org/about/learn-about-pmi/who-are-project-managers>
7. Conflicts in the project environment. URL: <https://www.pmi.org/learning/library/project-environment-eleven-project-conflicts-7348>
8. Project management from the middle. URL: <https://www.pmi.org/learning/library/project-management-middle-five-stages-6969>

Optional

1. Sutherland J. Scrum: The Art of Doing Twice the Work in Half the Time. Periodical In: Publishers Weekly. 2014, Vol. 261, Issue 28, pages. 1; PWxyz, LLC, 2014. Language: English, Database: Business Insights Global. URL: <http://eds.a.ebscohost.com/eds/pdfviewer/pdfviewer?vid=1&sid=3d91e9c5-d30c-4e65-803b-6d6c82db3d64%40sdc-v-sessmgr02>
2. Foot P. The Problem of Abortion and the Doctrine of the Double Effect // Virtues and Vices and Other Essays in Moral Philosophy. URL: <http://www2.econ.iastate.edu/classes/econ362/hallam/Readings/FootDoubleEffect.pdf>

Grading System

$$O_{\text{final}} = O_{\text{test}} * 0,12 + O_{\text{group work}} * 0,24 + O_{\text{workshops}} * 0,24 + O_{\text{media project}} * 0,4$$

Detailed information about grade calculation framework:

O_{final} is a cumulative assessment based on activities in I and II modules. It consists of O_{test} in I module and $O_{\text{group work}}$ in I module and $O_{\text{workshops}}$ in II module and $O_{\text{media project}}$ in II module.

O_{test} is a test on the last seminar of the I module. It will be deeply connected with themes of our seminars and lectures in I module. Types of questions etc. will be shown before test (during seminars). It will use a 10-point scale for the assessment.

$O_{\text{group work}}$ is an assessment of students' work during the seminars in I module. It will use a 10-point scale for the assessment.

$O_{\text{media project}}$ is an assessment of students' work during the seminars in II module. It will use a 10-point scale for the assessment.

$O_{\text{workshops}}$ is an assessment of students' work during the seminars in II module. It will use a 10-point scale for the assessment.

Blocking ratings are not provided.

The final grade is rounded up by arithmetic rules.

Examination Type

Examples of seminars' themes

Seminar 1. To be a project manager: myth and reality. Well-being and work-life balance. Diversity. Conflicts

Seminar 2. From creative brief to creative deliverables

Seminar 3. Waterfall vs Agile

Methods of Instruction

Lectures, case studies, class assignments, individual and group project work.

Study Assistants for Students with Disabilities

Students with disabilities at HSE may receive help from a study assistant. Study assistants are HSE students who provide assistance to disabled and quota degree students on a voluntary basis (this may be both a paid or unpaid position). To receive the assistance, a student with a disability must contact their Programme Office.

For more information, please, use [Study Assistants for Students with Disabilities Guide](#).

Special Equipment and Software Support

A personal computer with the Office suite, a sound system and a monitor for demonstration purposes.