

Creative Industries

at The Creative School

Course Number	Course Title	Semester	Year
CRI500	Project Management	Fall	2021
Section	Day of Week	Time	Classroom
1	Thursday	19:30 – 21:30	ENG-LG02
Professor	Ryerson Email	Phone	Office & Office Hours
Louis Marrone	Louis.marrone@ryerson.ca	Emails preferred	TBD
GA/TA	GA/TA Email	GA/GA Phone	Office Hours
n/a	n/a	not required	n/a
<i>Only Ryerson emails are to be used for communication between faculty, staff, and students. All news (announcements) posted on class D2L.</i>			

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

This will be an in-person, three-hour weekly class. Each class will follow roughly the same format, with breaks as appropriate:

- 10-Minute Project (class activity)
- Questions Regarding Previous Module
- Guest Speaker / Assignment Work
- Review Next Module
- Creative Projects in the News

Students will be required to do a weekly multiple choice quiz through the D2L platform and to complete 1 Individual assignment and 3 Group assignments. Both midterm and final exams will be multiple choice.

Plagiarism Detection and Virtual Proctoring

- All course work is either
- 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

Course Materials

Information about textbooks, course readings, and other course materials or equipment, and how to access them. Specific details on any instructional technology requirements in course work, assignments or exams.






Required readings:






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

Resources:






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

Weekly Schedule (Subject to change)






WEEK ONE		
SEPTEMBER 9, 2021 – 6:30 to 9:30		
	TOPICS	Introduction to Project Management
	WORKSHOP	10-Minute Project Course Overview Assignments Overview Intro to Project Management 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
	DUE	Week 1 Quiz






WEEK TWO		
SEPTEMBER 16, 2021 – 6:30 to 9:30		
	TOPICS	Project Selection & Initiation
	WORKSHOP	10-Minute Project Guest Speaker Questions Regarding Previous Module Project Selection & Initiation Creative Projects in the News
	DISCUSS	Project Selection <ul style="list-style-type: none"> • SWOT, Four Stage Planning Process • Financial Projections • Expected Monetary Value • Weighted Scoring Models Organizational Influences • Project client and context Project Methodologies Initiation Process <ul style="list-style-type: none"> • Identify Stakeholders • Develop a Project Charter
	READINGS	IPM Chapter 2: Project, Program and Portfolio Selection IPM Chapter 3: Initiating Projects
	DUE	Week 2 Quiz

WEEK THREE **SEPTEMBER 23, 2021 – 6:30 to 9:30**




	TOPICS	Planning Part 1: Project Integration & Scope
	WORKSHOP	10-Minute Project Assignment #1 Questions Regarding Previous Module Planning Part 1: Project Integration & Scope Creative Projects in the News
	DISCUSS	Project Integration Project Management Plan Planning Processes Plan Scope Management <ul style="list-style-type: none"> • Collect Requirements • Define Scope • Create WBS
	READINGS	IPM Chapter 4: Planning Projects: Part 1 IPM Chapter 4: Project Integration and Scope Management
	DUE	Assignment 1: Project Brief (Individual) Week 3 Quiz



WEEK FOUR **SEPTEMBER 30, 2021 – 6:30 to 9:30**

	TOPICS	Planning Part 2: Schedule & Cost
	WORKSHOP	10-Minute Project Guest Speaker – tbd Questions Regarding Previous Module Planning Part 2: Schedule & Cost Assignment Group Selection Creative Projects in the News
	DISCUSS	Project Schedule Management <ul style="list-style-type: none"> • Plan Schedule Management • Define Activities • Sequence Activities • Estimate Activity Durations Develop Schedule Project Cost Management <ul style="list-style-type: none"> • Plan Cost Management • Estimate Costs • Develop Budget
	READINGS	IPM Chapter 5: Planning Projects: Part 2 IPM Chapter 4: Project Schedule and Cost Management
	DUE	Week 4 Quiz



WEEK FIVE OCTOBER 7 – 6:30 to 9:30		
	TOPICS	Planning Part 3: Quality, Resources, Communications & Stakeholders
	WORKSHOP	10-Minute Project Assignment #2 – Group Work Questions Regarding Previous Module Planning Part 3: Quality, Resources, Communications & Stakeholders Creative Projects in the News
	DISCUSS	Project Quality Management <ul style="list-style-type: none"> • Quality and Project Management • Organization and Enterprise Factors • Cost of Quality, Quality Types Project Resource Management <ul style="list-style-type: none"> • Organization Theories, Attributes of Leadership • Responsibility Assignment Matrix (RAM), RACIs Project Communications Management <ul style="list-style-type: none"> • Communication Models, Communication Links • Communication Methods, Meetings • Communication Management Model Project Stakeholder Management <ul style="list-style-type: none"> • Stakeholder Needs
	READINGS	IPM Chapter 6: Planning Projects, Part 3: IPM Chapter 6: Project Quality, Resource Management, Communications and Stakeholder Management
	DUE	Assignment 2: Project Selection, Work Breakdown, Schedule & Budget (Group) Week 5 Quiz

Study Week – No classes OCTOBER 14






WEEK SIX OCTOBER 21 – 6:30 to 9:30		
	TOPICS	Planning Part 4: Risk & Procurement
	WORKSHOP	10-Minute Project Guest Speaker – tbd Questions Regarding Previous Module Planning Part 4: Risk & Procurement Creative Projects in the News
	DISCUSS	Project Risk Management <ul style="list-style-type: none"> • Identify Risks • Risk Categories • Risk Register • Plan for Risk, Contingency • Risk Value • Probability Impact Matrix • Risk Strategies Project Procurement Management <ul style="list-style-type: none"> • Make or Buy






		<ul style="list-style-type: none"> Contract Types
	READINGS	IPM Chapter 6: Planning Projects, Part 4: IPM Chapter 6: Project Risk and Procurement Management
	DUE	Week 6 Quiz






WEEK SEVEN **OCTOBER 28 – 6:30 to 9:30**



	TOPICS	Midterm Examination
	WORKSHOP	Review of Project Baselines for Assignment 3




WEEK EIGHT **NOVEMBER 4 – 6:30 to 9:30**

	TOPICS	Execution and Monitoring Part 1: Integration & Resources
	WORKSHOP	10-Minute Project Assignment 3: Group Work Questions Regarding Previous Module Planning Part 4: Execution and Monitoring Part 1: Integration & Resources Creative Projects in the News
	DISCUSS	Project Execution <ul style="list-style-type: none"> Direct and Manage Work Monitor and Control Work Manage Project Knowledge Perform Integrated Change Control Resource Management <ul style="list-style-type: none"> Acquire Project Team Develop Project Team Manage Project Team
	READINGS	IPM Chapter 7: Executing Projects, Part 1 IPM Chapter 7: Project Integration, Resources
	DUE	Assignment 3: Completed Project Plan (Group) Week 8 Quiz





WEEK NINE		NOVEMBER 11 – 6:30 to 9:30
	TOPICS	Execution and Monitoring Part 2: Quality, Risk & Procurement
	WORKSHOP	10-Minute Project Guest Speaker – tbd Questions Regarding Previous Module Execution and Monitoring Part 2: Quality, Risk & Procurement Resources Creative Projects in the News
	DISCUSS	<ul style="list-style-type: none"> • Perform Quality Assurance • Control Quality and Quality Tools • Implement Risk Responses • Monitor and Control Risks • Conduct and Control Procurement
	READINGS	IPM Chapter 8: Monitoring and Controlling Projects IPM Chapter 8: Part 1 Project Scope, Schedule and Cost
	DUE	Week 9 Quiz

WEEK TEN		INDICATE DATES
	TOPICS	Execution and Monitoring Part 3: Scope, Schedule & Cost
	WORKSHOP	10-Minute Project Assignment 4: Group Work Questions Regarding Previous Module Execution and Monitoring Part 3: Scope, Schedule & Cost Creative Projects in the News
	DISCUSS	<ul style="list-style-type: none"> • Validate Scope • Control Scope • Control Schedule • Control Costs • Cost Baseline • Earned Value Management
	READINGS	IPM Chapter 8: Monitoring and Controlling Projects IPM Chapter 8: Part 1 Project Scope, Schedule and Cost
	DUE	Week 10 Quiz

WEEK ELEVEN		INDICATE DATES
	TOPICS	Execution and Monitoring Part 4: Communications and Stakeholders
	WORKSHOP	10-Minute Project Assignment 4: Group Work Questions Regarding Previous Module

		Execution and Monitoring Part 4: Communications and Stakeholders Creative Projects in the News
	DISCUSS	<ul style="list-style-type: none"> • Manage and Control Communications • Engage and Monitor Stakeholders
	READINGS	IPM Chapter 8: Monitoring and Controlling Projects IPM Chapter 8: Part 2 Project Communication and Stakeholders
	DUE	Assignment 4: Project Plan (Group) Week 11 Quiz

WEEK TWELVE *INDICATE DATES*

	TOPICS	Closure, Best Practices & Course Review
	WORKSHOP	10-Minute Project Questions Regarding Previous Module Closure, Best Practices Review for Final Exam
	DISCUSS	Project Closure <ul style="list-style-type: none"> • Terminating or Closing a Project or Phase • Closure Activities • Best Practices
	READINGS	IPM Chapter 9: Closing Projects

Final Exam	<i>Scheduled during the Final Exam period.</i>
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Student Evaluation

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

Description of Assignments

Please note that additional details / 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.)

Handing in Papers Late Policy Other Relevant Information

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

Note: 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.

<https://www.ryerson.ca/senate/course-outline-policies/academic-consideration-health-policy-134-152/>

- Students who miss an assessment due to cold or flu-like symptoms, or due to self-isolation, are currently not required to provide a health certificate. Other absences must follow Senate [Policy 167: Academic Consideration](#).
- 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/>
- We expect 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 make extra copies for your 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 technical glitches. Missed presentations without permission will result in a 0;
- Check with your individual professor to see if they require hard copies or not of the assignments.
- Students are required to retain a copy of all work undertaken as well as *all rough materials, references, sources, and notes* until the marked original has been returned.
- The professors 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 attend our 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 (before 10 minutes after the hour). Be ready to start.
 - Do not indulge in side conversations in class. Disruptive students will be asked to leave. We reserve the right to adjust a student's overall mark if they interfere with their colleagues' learning.
 - **NO** eating in class. Coffee or water are fine.

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 #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](#)
- [Policy #167: Academic Consideration](#)
- And all other course outline policies: <https://www.ryerson.ca/senate/course-outline-policies/>

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](#).
- You can submit an [Academic Consideration Request](#) when an extenuating circumstance has occurred that has significantly impacted your ability to fulfill an academic requirement. You may always visit the Senate website and select the blue radial button on the top right hand side entitled: Academic Consideration Request (ACR) to submit this request).

Please note that the Interim Provost/ Vice President Academic and Dean's approved a COVID-19 statement related to academic consideration. This statement has been built into the Online Academic Consideration System and is also on the Senate website (www.ryerson.ca/senate):

Policy 167: Academic Consideration for COVID-19: Students who miss an assessment due to cold or flu-like symptoms, or due to self-isolation, are currently not required to provide a health certificate. Other absences must follow Senate Policy 167: Academic Consideration.

Also NOTE: Outside of COVID-19 symptoms, the new Policy 167: Academic Consideration does allow for a once per term academic consideration request without supporting documentation if the absence is less than 3 days in duration and is not for a final exam/final assessment. In both of those instances, documentation is required. For more information please see Senate [Policy 167: Academic Consideration](#).

- [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.
- Information on Copyright for [Faculty](#) and [students](#).
- *At Ryerson, we recognize that things can come up throughout the term that affect a student's ability to succeed in their coursework. These circumstances are outside of one's control and can have a serious impact on physical and mental well-being. Seeking help can be a challenge, especially in those times of crisis. Below are resources we encourage all Ryerson community members to access to ensure support is reachable. <https://www.ryerson.ca/mental-health-wellbeing>*

If support is needed immediately, you can access these outside resources at anytime:

Distress Line — 24/7 line for if you are in crisis, feeling suicidal or in need of emotional support (phone: 416-408-4357)

For more information on CI Academic Policies & Procedures and links to resources please see:
<https://www.ryerson.ca/creativeindustries/academic-advising/>

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.	<p>Contribute productively to the Creative Industries</p> <p>LO 1a- critically analyze and synthesize knowledge of the cultural, economic, legal, political, and technological environments in which the Creative Industries function,</p>
R	Understand the need to assess business cases and other justifications for new project proposals.	<p>Facilitate the work of artists, writers, designers and media makers by</p> <p>LO 3b- develop strategies to access funding and investments; to facilitate the work of artists, writers, designers and media makers,</p>
R	Prepare a unique project proposal that addresses a perceived need or opportunity in a specific creative industry.	<p>Demonstrate an entrepreneurial capacity</p> <p>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.</p>
R	Create and present a project charter that outlines the key elements of a new project.	<p>Communicate</p> <p>LO 4a- verbally communicate within and to creative enterprises, academia and industry effectively and persuasively</p>
I	Develop project baselines for scope, schedule and cost that address the project requirements and constraints.	<p>Apply skills and knowledge</p> <p>LO 7b- apply fundamental business and management skills within organizations and as entrepreneurs</p>

I	<p>Work collaboratively in teams to prepare a project plan that addresses all of the project management knowledge areas.</p>	<p>Implement and manage projects</p> <p>LO 6a- problem-solving - implement and manage projects requiring</p> <p>LO 6b- team building - implement and manage projects requiring</p> <p>LO 6c- negotiation - implement and manage projects requiring</p> <p>LO 6d- collaborative work practices - implement and manage projects requiring</p>
P	<p>Understand the role of the project manager and potential career paths available in creative industries.</p>	<p>Autonomy, Professional Capacity, and Social Responsibility</p> <p>LO 8a-Develop a personal plan for continuing development of professional skills and flexible ongoing career paths</p>