

ADDITIONAL CASE 2: PROJECT MANAGEMENT VIDEOS PROJECT1

Part 1: Initiating

You and several classmates are taking a project management class, and your instructor has suggested a project to find or create good video clips to illustrate concepts that are relevant to the class. For example, the Oceans 11, Oceans 12, and Oceans 13 movies include great planning and execution clips. Apollo 13 provides a great example of scope management and creative problem solving when the team must figure out how to keep the astronauts alive. The Office television show includes many examples of poor motivation techniques. In addition to providing the clips on DVD, you will write a summary of the clips, including their length and source; introductions for each clip; discussion questions that you can pose before and after each clip; and suggested answers to the questions. Your instructor has suggested that teams find or create two good clips per team member. If several teams in your class work on this project, you must coordinate with them to share resources and avoid duplicating clips. Everything your team creates for the project should fit on one DVD that runs on your instructor's computer. The DVD will be for educational use only, so you should not face any copyright issues.

Tasks

1. To become more proficient at finding short video clips, do some preliminary research. Go to sites like youtube.com and search for videos related to project management. Search for articles related to project management in the movies, and visit sites such as imdb.com to see movie trailers. Find other sites that have legitimate movie and television clips. Also discuss movies or television shows that you and your teammates could use for this project. Write a short paper that summarizes your findings and cites all references.
2. To become familiar with creating or editing short video clips, research how to transfer short segments of an existing DVD to a computer. Research the devices and software needed to create, edit, and post your own videos. (For example, review Web sites such as theFlip.com and youtube.com.) Summarize at least three options, including price information. Write a short paper that summarizes your findings and cites all references.
3. Prepare a team contract for this project. Use the team_contract.doc template provided on the companion Web site, and review the sample in the text.

4. Prepare a draft project charter for the Project Management Videos Project. Assume that the project will be completed by the last day of class. Assume that costs will include an estimate of hours worked by the team and the cost of necessary hardware and software for the project, such as DVDs, a camcorder, and video editing software. Use the charter.doc template provided on the companion Web site, and review the sample in the text.
5. Prepare a draft schedule for completing all of the tasks for this project. Include columns that list each task by process group, estimated start and end dates for each task, the person with the main responsibility for completing each task, estimated hours for each task by person, and actual hours for each task by person. Complete the schedule as information becomes available.
6. Write a brief summary of your team's MBTI types and how they might affect your team dynamics. You can take a version of the test from www.humanmetrics.com.
7. Prepare a 10-minute presentation that summarizes the results from the preceding initiating tasks. Assume that the presentation is for a review with your class and instructor. Be sure to document notes of any feedback received during the presentation and submit hard copies of everything you produced.

Part 2: Planning

Work with your teammates and instructor to perform several planning activities for this project.

Tasks

1. Develop a scope statement for the project. Use the scope_statement.doc template on the companion Web site and review the sample in the text. Be as specific as possible in describing product characteristics and requirements as well as key deliverables. Determine which video clips your team will provide and the resources you think you will need, such as DVDs and camcorders. Be sure to coordinate the clips with your instructor and other teams and get feedback before handing in your scope statement.
2. Develop a WBS for the project. Use the wbs.doc template on the companion Web site and review the samples in the text. Print the WBS in list form as a

Microsoft Word file. Be sure that the WBS is based on the project charter, scope statement, draft schedule, and other relevant information.

3. Create a milestone list for this project. Include at least 10 milestones and their estimated completion dates. Note that your instructor should have input for several of these milestones and completion dates. Use the milestone_report.doc template.

4. Develop a cost estimate for the project. Estimate the number of hours needed to complete each task, including tasks that are already completed, and estimate the costs of any items you would like to purchase for the project. Assume a rate of \$10 per hour for all labor. Use the cost_estimate.xls template.

5. Use the WBS and milestone list you developed in Tasks 2 and 3 and the draft schedule you created earlier to develop a Gantt chart and network diagram for the project in Project 2010. Estimate task durations and enter dependencies as appropriate. Print the Gantt chart and network diagram. Also update the draft schedule you created for Task 5 in the Initiating section.

6. Create a quality checklist for ensuring that the project is completed successfully. Also define at least two quality metrics for the project.

7. Create a RACI chart for the main tasks and deliverables of the project. 8. Develop a communications management plan for the project. Use the

comm_plan.doc template on the companion Web site and the sample plan provided in the text. Also create part of a stakeholder management plan, focusing on how you will manage relationships with key stakeholders.

9. Create a probability/impact matrix and list of prioritized risks for the project. Include at least 10 risks. Use the prob_impact_matrix.ppt template on the companion Web site and the sample matrix provided in the text.

10. Prepare a 10-minute presentation that you would give to summarize results from the preceding planning tasks. Assume that the presentation is for a review with your class and instructor. Be sure to document notes of any feedback received during the presentation and hand in hard copies of everything you produced. Plan to show one video clip along with the discussion questions to get feedback.

Part 3: Executing

Work with your teammates and instructor to perform several executing activities for this project.

Tasks

1. Find or create your video clips and put them on one DVD. Be sure that the DVD can run on your instructor's computer.
2. Write the clip summaries, introductions, discussion questions, and suggested answers to the questions.
3. Document any change requests you have during project execution and get sponsor approval, if needed.

Part 4: Monitoring and Controlling

Work with your teammates and instructor to perform several monitoring and controlling activities for this project.

Tasks

1. Review the Seven Basic Tools of Quality. Pick one of these tools and create a chart or diagram to help you solve problems you face. Use the available templates and samples provided. Note that the companion Web site has only a template for the Pareto chart, which is called `pareto_chart.xls`.
2. Create and update an issue log as required. Use the `issue_log.doc` template provided on the companion Web site and the sample provided in the text.
3. As described in the final task for the initiating and planning sections, be ready to show progress you made as part of a project review. Also be sure to document actual hours on each task in the draft schedule. You created this schedule as Task 5 in the Initiating section and updated the schedule as part of Task 5 under Planning.

Part 5: Closing

Work with your teammates and instructor to perform several closing activities for this project.

Tasks

1. Prepare a 20-minute final presentation to summarize the results of the project. Describe the initial project goals, planned versus actual scope, time, and cost information, challenges faced, lessons learned, and key products created. Be sure to list all of the clips your team found and show at least two of them along with the discussion questions.
2. Prepare a final project report. Include a cover page and detailed table of contents, and get feedback from your instructor as required. Be sure to include all of the documents and products you have prepared as appendices.
3. Get feedback from your sponsor in the form of a customer acceptance/project completion form. You can use the template called client_acceptance.doc or collect the feedback in some other fashion. Also get feedback from your classmates.
4. If you are comfortable doing so, send a copy of your final project report and feedback on this case to the author of this text at schwalbe@augsborg.edu.