DigiPen Spring 2016

MGT451: Product Management

Instructor: Christin Overton

Class Hours: Monday, 6:00-8:50PM

Class Room: Plato

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Office Hours/Location: Pending

Course Description

This course provides an in-depth examination of theories, techniques and issues impacting Game Projects while considering the impact of real-world challenges. Lectures will cover various aspects of product management aspects including leadership, marketing, budgeting, project planning, contract and legal, people management, and many others. The course will include weekly exercises and interactions that explore challenges of dealing with the realities of game project management.

Welcome to Reality Games and running your first project. The course is taught through a combination of lectures, discussions, and assignments that incorporates peer feedback cycles with a focus on increasing awareness of how game projects evolve and come to fruition.

Each week a topic will be discussed or presented via guest lecture that will be reinforced with activities that reinforce the topic or integrated into the Wheel of Reality events covering game impacting scenarios in areas of Money, People, Tech, Logistics and Wild Card. Each Wheel of Reality event assignment comes from real-world events gathered from experienced game and industry professionals.

Each class will be divided into 4 segments:

- Class Housekeeping and Updates
- Wheel of Reality Events or Activity with Discussion
- Topic Presentation and/or Guest Lecture
- Wheel of Reality Event/Activity Overview & WoR Assignments

Learning Objectives

By the end of this course, students will:

- 1. Gain a broad overview of the game development lifecycle and the events that can influence the outcome of a project.
- 2. Understand concepts such as project planning, managing risk, budgets, leadership and more.
- 3. Awareness of the initial "pitch process" and the elements that should be explored as part of creating a pitch and basic project plan.
- 4. Gain insight into the legal issues that can impact a project including managing Intellectual Property, licensing, contracts, software, and contractors.

- 5. Recognize different types of production processes and "tools" and understand their impact and value.
- 6. Gain an understanding of how studios and teams are organized and nurtured, communications within and without the production team and "externals", and learn what are some of the common problems that teams engaged in the development of entertainment products may face.
- 7. Develop an understanding of elements "outside" the development process than impact project success including community, events, localization, marketing, PR and monetization.
- Provide awareness of the impact of a broad variety of events that can impact your project –
 positively and negatively and provide tools for evaluation and support of the path beyond
 them.
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 them.
- 10. Explore the project "post-mortem" process and how it can help improve future projects based on lessons learned.

Class Requirements: Attendance and Participation

Attendance is mandatory and each class has a participation element that can equal up to 25% of each week's assignment points. If a student is not in class to participate in the peer feedback element, the maximum point value for the assignment will be reduced to reflect that even if the student notified the instructor that they would be absent. The participation points cannot be made up.

The presentation, supporting handouts, and Wheel of Reality event assignments will be posted to Moodle after the conclusion of class.

See the Late Policy & Participation Points section for additional information on submitting assignments after the due date.

Class Working Agreements

Class working agreements guide our class time to allow the maximum use and productivity of our classroom time.

- Arrive and get settled before the start of class.
- No cell phone use during class devices are put away and not accessed until a class break or after class.
- Laptops can be open/used for note taking only unless otherwise discussed with the instructor. This is considered a privilege and if a laptop is discovered being used for other than notetaking, the student will lose the privilege.
- If you do not know, you will ask AKA No question is a dumb question.
- Other working agreements to be decided as needed by the instructor and class.

Class Calendar

* May change to accommodate guest presenter or school/student need.

Week	Date	Торіс	Phase	Assignment Due	Assignment
1	1/9	Class Intro & Project Kick-off	Intro/Kick-off	N/A	Project Kick-off
2	1/16	No Class – MLK Holiday	Pre-production	Project Kick-off	N/A
3	1/23	Studio Structure, Leadership, & Vision	Pre-production	N/A	Wheel of Reality Event #1
4	1/30	Planning, Risks, & Processes	Production	Wheel of Reality #1 & Peer Discussions	Wheel of Reality #2 Risk Assessment
5	2/6	Status & Reporting – Guest Lecture	Production	Wheel of Reality #2 Risk Assessment	Wheel of Reality #3 Status Report
6	2/13	Demos, Shows, & Meetings	Production	Wheel of Reality #3 Status Report	Wheel of Reality Event #4 Activity
7	2/20	No Class – President's Day	Production	Wheel of Reality #4 Activity	Wheel of Reality Event #5
8	2/27	No Class – Spring Break	N/A	N/A	N/A
9	3/6	People & Social Awareness – Guest Lecture	Production	Wheel of Reality Event #5 & Peer Discussions	Wheel of Reality Event #6
10	3/13	Budgets, Funding, & Contractors	Production	Wheel of Reality Event #6 & Peer Discussions	Resource Pitch Presentations
11	3/20	Resource Pitch Presentations	Production	Resource Pitch Presentations	Wheel of Reality Event #7
12	3/27	Metrics & Analytics – Guest Lecture	Production	Wheel of Reality Event #7 & Peer Discussions	Wheel of Reality Event #8 Activity
13	4/3	Legal, Contracts & Business Relationships	Production	Wheel of Reality Event #8 Activity	Wheel of Reality Event #9
14	4/10	Executive Perspective: Guest Lecture	Launch/Live	Wheel of Reality Event #9 & Peer Discussions	Wheel of Reality Event #10 Activity
15	4/17	We're Live Now What?	Live	Wheel of Reality Event #10 Activity	Post Mortem Presentations
16	4/24	Final Exam – Project Post- Mortem Presentations	Finals	Post Mortem Presentations	N/A

Late Policy & Participation Points

Assignments will be accepted late if the student has contacted the instructor in advance of the class in which the assignment is due. The highest achievable grade for a late submission is dependent on the assignment type:

- The Project Kick-off assignment has a maximum of 100 points with a one-time opportunity to resubmit after review by professor to address issues. If a student misses the first class and does not get the project detail and/or a student misses the Project Kick-Off submission deadline, the total points achievable will be reduced by 25% per week.
- Wheel of Reality assignments will have a maximum available 15 of 25 points due to lack of participating in the peer feedback segment (10 points).
- Activity assignments will have a maximum available 20 of 25 points due to lack of participating in the peer feedback segment (5 points).
- The Resource Pitch will have a maximum available 35 of 50 points due to lack of the class presentation element (15 points) unless the student takes the initiative to schedule a make-up presentation.
- The Project Postmortem Presentation assignment will have a maximum available 50 of 100 points due to lack of participating in the peer feedback segment (50 points).

Grading Policy

The grading scale is based standard A – F range and students can successfully pass the class by completing and submitting assignments that meet the base requirements and participating in assignment peer reviews. Participations elements such as peer feedback, presentations, and discussion are required to successfully pass the class. During each class the instructor can grant bonuses from 0-5 points based upon awareness, insights, participation, focusing feedback on the issue not the person giving it, constructive criticism, and class engagement.

Grade	Percentage	Point Range
Α	90%	450-500
В	80%	400-449
С	70%	350-399
D	60%	300-349
F	50%	0-299

Point Breakdown

Item	Assignment	%	Points
Kick-Off	Project Kick-off – Pitch & Plan	20%	100
WoR	Wheel of Reality Event & Peer Feedback (25 points each -	25%	(15 + 10) x 5
Events	Event 15 points /Participation 10 points)		
WoR	Wheel of Reality Activity (25 points each - Activity 20 points	25%	(20 + 5) x 5
Activities	/Participation 5 points)		
Mid-Term	Project Resource Pitch Presentation & Peer Feedback	10%	35 + 15
Final	Project Postmortem Presentation & Peer Feedback	20%	75 + 25
Bonuses	Participation & Interactions	?	TBD

Project Kick-off – Pitch & Plan consists of two section based on the project detail provided by the instructor:

- Project Pitch: 1 pager a game project overview that fits on 1 side of 1 page and includes:
 - 2-3 short paragraphs about the game and target audience
 - o 3-5 bullet points about the game features & systems
 - o 1-2 pictures that captures the idea/mechanic of the game
- Project Plan Total of 3 pages, one side of one page covering each section listed below:
 - Money section no longer than 1 side of 1 page
 - o People section no longer than 1 side of 1 page
 - o Tech section no longer than 1 side of 1 page
 - Logistics section no longer than 1 side of 1 page
 - Roadmap section no longer than 1 side of 1 page

Wheel of Reality Event Assignments are 5 assignments (starting in week 3/class 2) submitted in electronic form using the Wheel of Reality (WoR) form (on Moodle) before the start of the class it is due via Moodle. Students are expected to bring a hard copy to class to gather feedback as part of the participation and structured peer feedback segment. Peer feedback will be provided using the WoR Peer Feedback form (see Moodle). WoR assignments are to be handed in at the completion of the first segment of the class along with the notes the feedback segment and the WoR peer feedback from the WoR event group.

Activity Assignments are 5 assignments (starting in week 4/class 3) submitted in electronic form **before** the start of class via Moodle. Students are expected to bring a hard copy to class to gather feedback as part of the participation and structured peer feedback segment. The Activity Assignments will reinforce elements of the project management process and will supplement the project plan throughout the course of the class.

Resource Pitches take place during the week of March 20th and consist of a 3-minute resource request pitch presentation and 2 minutes of feedback from the Review Panel. Resource Pitches will follow the same format as all assignments with presentation and with peer-feedback segments contributing to the final grade.

Post-Mortem Presentations will take place during Finals Week on April 24th and consist of a 3-minute postmortem presentation and 2 minutes of discussion from the Review Panel and class. Postmortem Presentations will follow the same format as the all assignments with assignment presentation and peer feedback segments contributing to the final grade.

Recommended Resources

- Collaboration Explained by Jean Tabaka https://www.amazon.com/Collaboration-Explained-Facilitation-Software-Project/dp/0321268776
- Adapt: Why Success Always Starts with Failure by Tim Harford http://www.amazon.com/Adapt-Success-Always-Starts-Failure/dp/B0085RZFAU
- The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations by James M. Kouzes & Barry Z. Posner http://www.amazon.com/Leadership-Challenge-Extraordinary-Things-Organizations/dp/0470651725

- Please Understand Me II: Temperament, Character, Intelligence by David Keirsey http://www.amazon.com/Please-Understand-Temperament-Character-Intelligence/dp/1885705026
- So What?: How to Communicate What Really Matters to Your Audience by Mark Magnacca http://www.amazon.com/So-What-Communicate-Matters-Audience/dp/0137158262
- Running Lean: Iterate from Plan A to a Plan That Works by Ash Maurya http://www.amazon.com/Running-Lean-Iterate-Works-Series/dp/1449305172
- Human Factors in Project Management: Concepts, Tools, and Techniques for Inspiring
 Teamwork and Motivation by Zachary Wong PhD http://www.amazon.com/Human-Factors-Project-Management-Techniques/dp/0787996297
- Effective Project Management: Traditional, Agile, Extreme 7th Edition by Robert K. Wysocki http://www.amazon.com/Effective-Project-Management-Traditional-Extreme/dp/1118729161
- Identifying and Managing Project Risk: Essential Tools for Failure-Proofing Your Project by Tom Kendrick http://www.amazon.com/Identifying-Managing-Project-Risk-Failure-Proofing/dp/0814436080
- **Principles of Contracting for Project Management** by Yamping Chen & J. Davison Frame http://www.amazon.com/Principles-Contracting-Project-Management-2nd/dp/0972672990
- **Project Quality Management: Why, What and How 2**nd **Edition** by Kenneth H. Rose http://www.amazon.com/Project-Quality-Management-What-Second/dp/1604271027
- Constructing Effective Criticism: How to Give, Receive, and Seek Productive and Constructive
 Criticism in Our Lives by Randy Garner PhD http://www.amazon.com/Constructing-Effective-Criticism-Productive-Constructive/dp/0977499715
- Executing Data Quality Projects: Ten Steps to Quality Data and Trusted Information by Danette McGilvray http://www.amazon.com/Executing-Data-Quality-Projects- Information/dp/0123743699

Additional Resources

- Taking Constructive Criticism Like a Champ
 http://www.forbes.com/sites/dailymuse/2012/11/07/taking-constructive-criticism-like-a-champ/
- Agile Purpose http://agilepurpose.com/resources/

Instructor Bio

Christin Overton has spent almost 20 years working on software development projects as a project manager and producer. With 10 years as a producer building teams and video games with credits on 18 games from casual titles such as *Geometry War: Retro Evolved* and *Jewel Quest II* to *Marvel Super Hero Squad* to Motiga's *Gigantic*, her focus is on improving the processes and sanity around video game production. As a Producer, she has provided support at all levels and disciplines covering art, user interface, game systems, design, platforms and live services while fulfilling roles in system design, architecture, web design, content creation, legal, and user experience - responsibilities that provide her a boarder awareness of what it takes to successfully release a product. Christin currently works as a Manager, Scrum Master, and Agile Coach for the Agile Operations organization as part of Concur's Agile transformation.

Christin attended the University of Alaska Fairbanks as a dual-degree Honors Program student focusing on International Business and History. She as a degree in History with a focus on the Pacific Rim and minor in Japanese, holds multiple Agile certifications, and has been practicing Agile development methods and principles for 10 years. Christin also serves as a Senior Lecturer at Digipen Institute of Technology.

Academic Integrity Policy

Academic dishonesty in any form will not be tolerated in this course. Cheating, copying, plagiarizing, or any other form of academic dishonesty (including doing someone else's individual assignments) will result in, at the extreme minimum, a zero on the assignment in question, and could result in a failing grade in the course or even expulsion from DigiPen.

Disabled Student Services

If students have disabilities and will need formal accommodations in order to fully participate or effectively demonstrate learning in this class, program, or activities, they should contact the Disability Support Services Office at (425)629-5015 or dss@digipen.edu. The DSS Office welcomes the opportunity to meet with students to discuss how the accommodations will be implemented. Also, if you may need assistance in the event of an evacuation, please let the instructor know.