



# Project Charter

February 17, 2013

|                         |  |
|-------------------------|--|
| <b>Project Name:</b>    | Agile Project Management at Harvard Business School (Project 5040) |
| <b>Project Manager:</b> | Sam Dowd   |
| <b>Class:</b>           | MGMT-5040: Project Management of Information Technology            |
| <b>Semester:</b>        | Spring 2013  |

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HARVARD EXTENSION SCHOOL

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# Project Identification

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The project will be known as “Project 5040”, in reference to the class number for which it is being prepared.

## Project Stakeholders

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Project Sponsor: Jeff Francis and the Spring 2013 MGMT 5040- Project Management of Information Technology class  
Project Manager: Sam Dowd

## Project Description

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As part of the MGMT 5040- Project Management of Information Technology class students are responsible for presenting on a topic of their choice as part of a midterm evaluation. This project is the process by which the midterm paper and midterm presentation will be developed and delivered. The class aims to teach the core elements of project management in an information technology environment. Therefore, this project in particular will explore how the Harvard Business School (HBS) Information Technology Group (ITG) uses Agile Project Management. The purpose will be to understand why they chose to become an Agile Project Management Office (PMO), the process by which they became agile, how it has worked for them, how it has not worked for them, and what lessons they have learned as an Agile department. In the end, the paper and presentation will answer each of these items and educate the class as to the benefits, drawbacks, and lessons learned in HBS ITG’s particular experience.

## Measurable Organizational Value

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Success in Project 5040 means a final grade of an A for both the paper, the one-page handout, and the presentation as defined and set forth on page 3 of the Spring 2013 Syllabus<sup>1</sup>

The following are the critical criteria:

- A paper of no more than 10 pages in sans-serif font, double spaced that explains the topic of Agile Project Management at Harvard Business School in

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<sup>1</sup> See Attachment I- Page 3 of “Spring 2013 Syllabus”

<sup>2</sup> The Communications Plan is in development and is not included as part of the

a way that assumes that members of the class have no prior in-depth knowledge.

- A one-page handout for the class that presents a summary of the aforementioned paper
- A brief (5-minute maximum) presentation that will explain the main points of the paper to the class with appropriate visuals.

Alternatives:

While all components above must be prepared, the presentation may not actually be given. However, it should be prepared as if it will be. Similarly, the 1-page summary may not get handed out to the class, but must be prepared as if it will be. The actual occurrence, or lack thereof, of either the presentation or handing out of the paper will not have an effect on the final grade for Project 5040, and is at the discretion of the Project Sponsor.

## Project Scope

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| Goals and Objectives of Project 5040   |  |
|--|--|
| Goal   | Objective  |
| To educate the class about Agile Project Management and Harvard Business School's Information Technology Group | By the end of the presentation, the class should understand the following: <ul style="list-style-type: none"><li>• What Agile Project Management is</li><li>• What HBS ITG is<ul style="list-style-type: none"><li>○ Its organization structure</li><li>○ Its role in the overall HBS organization</li><li>○ The role and structure of the PMO in HBS ITG</li></ul></li></ul>          |
| To understand the Agile Project Management method as it is implemented at Harvard Business School              | The paper, project, and handout will combine to provide a holistic view of Agile Project Management at Harvard Business School. Specifically: <ul style="list-style-type: none"><li>• How HBS became an Agile shop</li><li>• The benefits/drawbacks of Agile in HBS ITG</li><li>• How HBS uses Agile Project Management to deliver quality projects to its business partners</li></ul> |

| Project 5040 Deliverables |                                |                   |
|---------------------------|--------------------------------|-------------------|
| Milestone                 | Deliverable                    | Due Date          |
| Pre-Planning              | Project Proposal               | February 11, 2013 |
|                           | Project Charter                | February 25, 2013 |
|                           | Project Scope Definition       | March 4, 2013     |
| Data Collection           | Survey to HBS ITG PMO          | February 28, 2013 |
|                           | Interview with Director of PMO | February 28, 2013 |
| Final Products            | One-Page Summary Handout       | March 11, 2013    |
|                           | Presentation                   | March 25, 2013    |
|                           | Paper                          | March 25, 2013    |

## Project Schedule

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The project begins on February 4, 2013 with the selection of a topic. Following the selection of a topic, the Deliverables in the *Project 5040 Deliverables* table above will serve as the guidelines for the project schedule. Note that the Project Completion date is March 25, 2013 when the Presentation and Paper are due.

## Project Budget

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The financial budget for this project is \$0.

The hourly budget for the Project Manager is calculated as 5 hours per week from February 4, 2013 to March 25, 2013, with the exception of the week of March 4, 2013. That is a total of 6 weeks, which means an hourly budget of 30 hours is in place.

There will also be hourly requirements from members of HBS ITG's PMO. Each Project Manager will donate one half-hour to the project to answer questions, respond to a survey, and provide information. In addition, the Director of the PMO will provide an hour of time to answer questions and provide details. This is a total of 6 hours.

# Quality Standards

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All deliverables should follow Standard English grammatical rules, and be formatted properly and elegantly. Additionally, any citations or references should be made using APA style.

As a method of ensuring quality, the following revision/iteration standards will be in place for the deliverables:

- The Paper
  - First draft will be written by the Project Manager and then revised to produce a second draft.
  - The second draft will be reviewed by the Project Manager again, revised if necessary, and will then produce the Public Draft.
  - A Project Sponsor will then review the Public Draft, as well as an outside third party and any revisions will be taken into consideration.
  - Once all edits have been made, the Final Draft will be produced.
- The one-page handout
  - The handout will be written by the Project Manager and then reviewed once for grammatical/stylistic errors and then revised.
  - The revised version (second draft) will then be reviewed again by the Project Manager for any content issues, and revised if necessary to produce a Public Draft.
  - A Project Sponsor, as well as an outside third party will then review the Public Draft and any revisions will be taken into consideration.
  - Once all edits have been made, the Final Draft will be produced.
- The presentation
  - The presentation will be written and developed by the Project Manager and then reviewed once for grammatical/stylistic errors and then revised.
  - The revised version (second draft) will then be reviewed again by the Project Manager for content issues and revised if necessary to produce a Public Draft.
  - A Project Sponsor, as well as an outside third party will then review the Public Draft and any revisions will be taken into consideration.
  - Once all edits have been made, the Final Draft will be produced.

## Resources

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The Project Sponsor is responsible for providing the following:

- A space/location in which to present, if necessary.
  - This will be CGIS South S010.

- The technology to present effectively including a screen, projector, and computer as well as a presentation remote, if necessary.
  - This will all be provided in CGIS South S010 on the night of the presentation.

The Project Manager is responsible for the following:

- A computer on which to write and develop the deliverables.
  - The Project Manager will use a MacBook Pro 13" laptop and a Samsung Chromebook.
- A space in which to create the deliverables.
  - The Project Manager will use either his home office, or his desk at work.
- Software on which to create and store the deliverables
  - The Project Manager will use a combination of Microsoft Word, Google Docs, and Box.
- Paper on which to print the handouts
  - The Project Manager will print out 25 handouts for distribution to the class using paper and a printer from HBS ITG.
- Space in which to interview the PMO members in HBS ITG
  - The Project Manager will schedule time in available conference rooms as it is convenient for the PMO members.
- A method by which to collect data and survey members of the PMO
  - The Project Manager will use a Google Form to collect survey data and information from the PMO

## Assumptions and Risks

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- Assumptions
  - That HBS ITG's PMO will be on board with helping with this project
  - That the Project Manager will have the time necessary to dedicate to providing quality deliverables
- Risks
  - That HBS ITG's PMO will not have time or resources to commit to providing quality data to the project

## Project Administration

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This project includes a brief Communications Plan that will detail how outreach will be made to HBS ITG's PMO<sup>2</sup>.

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<sup>2</sup> The Communications Plan is in development and is not included as part of the Project Charter.

# Acceptance and Approval

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Project Manager: \_\_\_\_\_ Date: \_\_\_\_\_

Project Sponsor: \_\_\_\_\_ Date: \_\_\_\_\_

## Terminology

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HBS: Harvard Business School

ITG: Information Technology Group

PMO: Project Management Office

MGMT-5040: The class number for Project Management of Information Technology  
as assigned by the Harvard University Registrar

# Attachment I

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## Midterm Individual Project

The goal of the midterm individual project is to allow you to research a current topic in project management and information technology and to write a paper describing that topic.

The audience for the paper will be the class. You should assume that your fellow students do not have an in-depth knowledge of the topic. You should remember that your audience members' favorite radio station is WIIFM - What's In It For Me?

The paper should be no more than 10 pages, double-spaced in a sans-serif, preferably Calibri, 10-point font.

If you use references, you use APA compliant references (see <http://www.apastyle.org/>).

You must also provide a one-page summary handout and you may be selected to present a short (not to exceed 5 minutes) oral presentation with appropriate visuals.

You will be using the MGMT E-5040 web site to turn in your paper and to store and present your one-page summary and presentation visuals.

You will have the following timeline and deliverables:

| Week | Date              | Deliverable Due                        |
|------|-------------------|--|
| 3    | February 11, 2013 | Project proposal                       |
| 4    | February 25, 2013 | Project charter                        |
| 5    | March 4, 2013     | Project scope definition               |
| 6    | March 11, 2013    | Project one-page summary handout       |
| 7    | March 25, 2013    | Project paper and presentation visuals |