



New York City College of Technology
The City University of New York
Department of Communication Design

COMD 3507 Creative Project Management

Course Description

Measurable objectives, financial considerations, and creative business practices are studied in the context of realistic cross-media projects. Using workflow analysis models and project management principles, students analyze and apply strategic methods to projects.
COMD Strategy Course. Writing Intensive Course.

2 cl hrs, 2 lab hrs, 3 cr
Writing Intensive

Prerequisites

COMD 2400

Course Objectives

INSTRUCTIONAL OBJECTIVES	INSTRUCTIONAL OUTCOMES
<ul style="list-style-type: none">• Define and explain the changing roles of communication media, in contemporary contexts.• Demonstrate an understanding of the purpose, use and proper methods of project research with respect to accuracy, budget and quality.• Demonstrate the ability to bring multilayered projects to completion balancing time, quality and budgetary expectations with creative objectives.• Presentation of original material.• Mastering presentation skills	<ul style="list-style-type: none">• Use of appropriate & accurate terminology in written and verbal communication;• Use of and adherence to appropriate & accurate specifications and practices• Demonstrate the ability to plan and interface with creative colleagues on projects.• Citation & documentation of supporting material.• Students will be required to present professional quality reports, verbally and written, in both digital and written formats.

General Education Outcomes

General Education Outcome:	How the outcome is covered:
Information Literacy Research and evaluate information sources.	Assess through class critique to determine how well students synthesize and apply research to their project concepts and subsequent development.
Teamwork Demonstrate the capacity to collaborate on teams of diverse composition.	Evaluate the collaboration and integration of the team with a rubric for creative and critical team performance and project outcomes with sensitivity to inclusive media.
Critical Thinking Think creatively to combine or synthesize existing ideas or images in original ways to solve visual communication problems.	Evaluate through class discussion and written tests if students are able to discern the veracity of conclusions through provided information.

Teaching/Learning Method

Students are expected to explore, construct and demonstrate knowledge of the technology, terminology, skills, tools, policies and procedures to understand the applied theory and management of project management and project work flows. This includes the fundamentals of social media strategy, digital production, schedule creation and analysis, editing, media storage and access, digital print output and distribution technologies. Emphasis is placed on the development of refined written and verbal presentation skills.

Students are expected to work individually to document, analyze and apply learning about key project management topics and concepts. Each student is required to demonstrate an understanding of the topics from reading resource material and completing written assignments prior to the class sessions. Students are expected to articulate their thoughts during class sessions in the form of written reports, discussions and presentations.

A written mid-term project will cover subject matter and presentations covered in class.

The Open Lab/Blackboard internet application is used to provide access to course materials, keep current with course developments and allow students to communicate, collaborate and submit course assignments inside and outside the classroom.

Suggested Texts:

The Mind of the Strategist: The Art of Japanese Business. Kenichi Ohmae or free download:
http://www.green-ebook-shop.com/get_book.php?file=0070479046-d2637163037 Or

<http://www.pdfbooksx.com/books-PDF-1804936/>

And study guide:

http://www.economist.com/media/globalexecutive/books/mind_of_the_strategist_e_03.pdf

Attendance (College) and Lateness (Department) Policies:

The COMD BFA and AAS degrees are design studio programs. In-class laboratory activities and engagement with other students is a significant portion of the courses. Absences more than 10% of the total class hours may result in a 10% drop in a grade due to an inability to meet the deliverables of participation. This may be in addition to other penalties that will be imposed for failure to complete in-class academic requirements. Missing more than 25% of total class meetings will not be permitted. Any two 'lates' (15 minutes or more) will be equal to 1 absence.

Academic Integrity Standards

Students and all others who work with information, ideas, texts, images, music, inventions and other intellectual property owe their audience and sources accuracy and honesty in using, crediting and citation of sources. As a community of intellectual and professional workers, the college recognizes its responsibility for providing instruction in information literacy and academic integrity, offering models of good practice, and responding vigilantly and appropriately to infractions of academic integrity. Accordingly, academic dishonesty is prohibited in The City University of New York and is punishable by penalties, including failing grades, suspension and expulsion. More information about the College's policy on Academic Integrity may be found in the College Catalog.

Recommended Texts

- *Interactive Project Management* by Nancy Lyons & Meghan Wilker, Peachpit Press, (2012) •
- Lectures, reference and supplemental materials will also be provided on Blackboard/OpenLab

Grading

- In-class productivity 10%
- Assignments 30%
- Quizzes 10%
- Mid-term project 20%
- Final project 30%

Topics

WEEK	Lecture Topic	Laboratory Exercise	Homework Assignment
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1	<p>Overview of the semester; The Five Project Management</p> <p>Principles: Plan the Work, and Work the Plan : 1. Choosing the right project and knowing the goals; 2. Planning the work before beginning; 3. Assembling the proper team; 4. Tracking progress; 5. Closing the project.</p>	<p>Visit the website of a small consumer goods company e.i.: clothing, appliances, cosmetics, etc. Other than making a profit, what are the company's goals, what's their mission? What is their standpoint? Identify how they accomplish their objectives based on their public relations news items on their ABOUT US page.</p> <p>Assemble in a document and upload.</p> <p>Make a note of images, links interviews, etc.</p>	<p>1) Expanding the Lab Exercise, back up your opinions with facts from news-related items: research and cite according to date.</p> <p>2) How would you implement the five project management principles simple design-to release collaborative project with COMD 4701 (or another design project-centered class). [design of the Commencement Cover or another department project]. Document the list of requirements. Upload.</p> <p>3) Reading TBD: project planning phases.</p>
2	<p>The Five Project Management Principles (continued) and the Plan B.</p> <p>Avoiding planning mistakes before they happen: Working on projects with clear objectives, team responsibilities and deadlines.</p> <p>ISO: what it is, how it's used effectively.</p>	<p>Discussion about Contingencies: ordering tasks so seamless workflow can continue.</p> <p>Draw a flow chart of the steps needed to create a crowd funding campaign (Indie Go-go, Kickstarter, GoFundMe, etc)</p>	<p>1) Project-manage a job interview or evening with someone you want to impress. Take into account the Five Project Management principles for its success. Account for unexpected changes. Specific data is required. Upload.</p> <p>2) Reading TBD: Developing the Work Breakdown Structure.</p>

3	Mapping projects: Gannts and WBS charts. The purpose and difference of time-based and hierarchy-based organization of projects and staff.	Meet and greet COMD 4701 (or another design project-centered class). Project managers are paired off with designers. Each speaks for two minutes uninterrupted about a topic of their choice. Purpose: to learn how to listen to the needs and experience of a [new; unknown] colleague with the ultimate goal of developing trust.	1) Make a WBS (Wireframe) from one item of the navigation bar of a non-profit organization (The GSA, HfH, American Red Cross or the United Nations, GMHC, etc). 2) Reading TBD: Leading a Project.
4	The 3-C's Model (The Strategic Triangle) and the Golden Triangle The key factors for project success: the company's mission, its customers (even internal clients) and competitors and its sustainable model: Capability, Consistency and Cultivation. Balancing the Quality-Budget Schedule equation.	Using the assigned About-Us web pages of two different companies, compare how each uses the 3-Cs to accomplish one specific project or task. Assemble comparatives in a two column spreadsheet. Transfer to a designed slide doc application and present Midterm Project is assigned: Write the management plan for a phone app.	1) Finish the spreadsheet begun in lab and transfer to a designed slide document presentation and prepare for in-class presentation next week.
5	The Strategic Planning Dividing tasks and analyzing the cause and effects of a project's components: The Ishikawa [Fish] Diagram.	After the individual class presentations, divide the components of one of the companies from the previous week according to the categories described by Ishikawa.	1) Finish the Fishbone Diagram. Create a fishbone diagram for the app. 2) Reading TBD: Keys to Better Team Performance.

6	<p>Staff and Personnel/Client and Supplier Communications: How the right team communication ensures project success.</p> <p>Job descriptions and reporting structure of different creative enterprises.</p> <p>How to read a resume for a prospective team member.</p>	<p>Writing exercise:</p> <p>1) Should a project manager be paid for performance or the number of people s/he manages?</p> <p>2) Should a project manager try to upgrade her/his personnel?</p> <p>3) Should a project manager be promoted to lead a project or assigned to lead it?</p> <p>Communication Exercise with COMD 4701 (or another design project-centered class)</p>	<p>1) Compile a list of personnel for a multi-faceted project (web, ad, identity or phone app development for Midterm) Find the job description and salary schedule for each of the members of the team. Make a reporting structure using a wireframe.</p> <p>2) Reading: TBD.</p> <p>3) Finish their midterm projects and prepare for presentation via projected designed slide document.</p>
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7	Field Trip to view industry-specific project management implementations		Finish their midterm projects and prepare for presentation via projected designed slide document.
8	Midterm Presentations		Midterm Presentations
9	<p>Visualizing Data: The purpose and methods of organizing data into visual presentations. Historical overview of this process from the Bauhaus to present, with and without design considerations.</p>	<p>Study of data diagram chart (assigned from the NYT, WSJ or other publication); what is being expressed, methods, data comparison.</p> <p>Typical data streams: demographics for a product; a media kit; news-related statics.</p>	<p>1) Using any of the visualization methods and charts discussed in class, create visual charts for a set of given data (A time chart, media placement, personnel assignment, R&D data.</p> <p>2) Reading: TBD. Developing Project Schedule.</p>

10	<p>Strategic Approaches: Time Management. The 100% Rule</p> <p>Risk management and planning for errors/mistakes in projects and time costliness; contingencies.</p>	<p>Based on the lecture, write the 100% rule document for a project in another class. Remember to take into consideration the time it takes for revisions, critiques and output.</p> <p>Final is assigned. From the Midterm, project manage the phone app's social media marketing plan.</p>	<p>Add contingencies to your documents, listing any needed suppliers, budget considerations and future self investment, specific with dollar amounts and dates.</p>
11	<p>Strategic Approaches:</p> <p>How to prepare and present an effective oral presentation.</p> <p>A) Design of material</p> <p>B) Timing the presentation for maximum impact</p> <p>C) Navigating the question and answer periods before and after.</p>	<p>Students are assigned a research topic and they are to design a 6- minute Pecha Kucha presentation, complete with illustrations and data in a screen presentation</p>	<p>Finish and practice your 6- minute slide presentation.</p>
12	<p>Strategic Approaches:</p> <p>Lecture on the data and planning for the social media campaign for a small business venture.</p>	<p>In-class presentation of the Strategic Approach Doc from previous week.</p> <p>Understanding and using metrics to judge the effectiveness of a</p>	<p>1) Create an ad or identity for the midterm app and research the best options for its marketing on a social media. 2) Reading TBD: Ending a</p>
	<p>Discuss two social media outlets' business models; explore their advertising sites.</p> <p>The ethics of social media usage: damage control, language, presentation case studies</p>	<p>material or method and quickly changing course to minimize time and money loss on social media</p>	<p>Project</p> <p>3) Bring Final Project research this far, organized into a 3-6 - minute presentation.</p>

13	<p>Business Documents:</p> <p>The SOW, the Estimate, the Work Contract, the Purchase Order, the Invoice: how to read and interpret each. And, Navigating the Media Kit (reviewed). The DBA, the Sole Proprietorship, the Partnership, the Limited Partnership, small business owners documents.</p> <p>Freelancing know-how, Copyrights, Trademarks, Patents, Non-disclosure agreements, Work-for-hire, Transmittals, Reading Employment Applications.</p>	<p>Make a spreadsheet of the different types of business documents covered in the lecture noting whether they are in house, out-of-house, payable, receivable or contractual.</p> <p>Present preliminary data for Final Project. Critique of presentation and data. [Required presentation]</p>	<p>1) For your app's marketing campaign, which of the documents in your spreadsheet are pertinent? Make a note of which and why in your spreadsheet.</p> <p>2) Study the media kits of the three publications to be on next week's quiz.</p> <p>3) Reading TBD</p>
14	<p>Project Management Software packages, advantages and disadvantages.</p>	<p>Quiz: From the assigned media kit, answer the 20 questions given</p>	<p>Finishing details on Final Project.</p>
15	<p>Students present their final projects</p>	<p>N/A</p>	<p>N/A</p>

Bibliography

Project Management: A Systems Approach to Planning, Scheduling and Controlling, Harold Kerzner, PhD.