MPPR-PROJECT MANAGEMENT AND BUDGETING FOR COMMUNICATIONS
GEORGETOWN UNIVERSITY: MPS-Public Relations and Corporate Communications
Thursday 5:20 – 7:50 pm Fall 2016

Instructor: Eileen Marcus
Downtown campus, room C220
- Office hours are by appointment.

COURSE OVERVIEW
This course teaches students to manage all phases of a communication project and provides practical information on managing project scope, teams, schedule, resources and contracts. Students learn how to translate a communication project plan into a budget. Concepts such as the definition of a project, the makeup of a project team and the role and function of the project manager, are presented. Students gain experience with spreadsheets, Gantt charts and S curves, and apply techniques and tools to a project simulation of their own, from initiation to close. Guest lecturers offer insights on real-world management issues, costs (e.g. with respect to professional staff, opinion research and advertising).

Note: As proficiency with Microsoft Excel (or another spreadsheet program) is essential to completing course assignments, you will need to access online training modules available through Georgetown University's Lynda training portal via the university library.

COURSE OBJECTIVES
By the end of the semester, students will:

1. Understand the Project Life Cycle and the language of project management and budgeting
2. Define the scope of a project and effectively manage changes in scope
3. Establish and track schedules
4. Form, lead and serve on effective communication project teams
5. Develop accurate, comprehensive budgets
6. Negotiate and manage contracts
7. Evaluate and achieve project success
8. Apply techniques and tools to a communication project simulation

REQUIRED READING
Title: Fundamentals of Project Management, Fourth Edition
Author(s): Joseph Heagney
ISBN: -13:978-0-8144-1748-5; 10: 0-8144-1748-5
Publisher: American Management Association

Price: $16.95

You may also be assigned specific articles to read as part of the homework. Students must be prepared

to discuss any of those assigned readings in class.

ATTENDANCE

In-class discussion and practice are essential to mastering the content of this course. Students are expected to attend every class and arrive on time. If you are detained from attending a class or arriving before it begins, you are responsible for notifying me via email prior to the start of class and for making up whatever work you will miss. *Missing more than two classes will result in a final grade reduction of one level (for example, an A will be converted to an A-).* Absences from classes, beyond the initial two, will result in further reduction of the final grade. If you are absent for more than four classes, you will be in danger of failing this course.

Exceptions will be made only in extraordinary circumstances.

COURSE POLICIES

A successful class depends on the active engagement of all students. Students should turn off all cell phones, pagers or other communication devices while in class. Class discussions should be respectful and considerate of others' views and opinions. What happens in class stays in class unless you receive permission from the instructor to share something.

Assignments are expected to be of professional, client-ready quality and submitted on time. All assignments will be completed individually with grades individually awarded (i.e. no group grades); however peer input will be used to help provide a real-world and human component to the simulation. Assignments will be evaluated for content and presentation; given that project management demands clear communication with all project stakeholders. Assignments should be emailed to me prior to the start of class on the day of class. Work will be graded based on accuracy, clarity and professionalism. **Late work will lose one letter grade per day late.** If you are to miss a class, you must still turn in your assignments due that day. Extenuating circumstances should be discussed with me ahead of time to receive consideration; however **job demands will not warrant extensions**.

WORK SUBMITTED
For the most part, you will be working from templates I provide you. Otherwise, a font like 12 point Calibri is preferred on all word documents. Please do not send in PDF format.

ASSIGNMENTS
This course is designed around a project management simulation – a two-month single-city-focused public affairs or communications campaign – where students will apply information from the lectures and readings through all project phases, from initiation to close. In the simulation, students will experience the major facets of process execution and, within certain parameters, experience "results" that will inform the next stage of decision making, execution and/or interaction with your client. The assignments are below"

1. Project Plan/Client-ready Summary Proposal of Your Simulation
2. Work Breakdown Structure
3. Project Timeline/Gantt Chart
4. Draft Project Budget and S Curve
5. Risk Management Plan (risk analysis)
6. Quality Management Plan
7. Managing client change orders
8. **Final Project Budget and Profitability Projection**
9. Project Evaluation and Case Study of Your Project

GRADING
Below are the assignments and their point value with respect to your course grade, which is based on a total of 200 points.

1. Project Plan/Client-ready Summary Proposal of Your Simulation (10 points): Projects are designed around solving a problem, and excellent execution begins with a strong project plan. However, this is not a planning course, but an implementation-phase course, so I will provide you with a template proposal during the first class. You will identify a single-city-oriented public affairs or communications need and, within the confines of the template, endeavor to solve it over the next two months through media relations, events, social media, advertising and so on. This plan and summary proposal, with your client's acceptance, will serve as a foundation for the balance of the course. Submit in Microsoft Word and bring a printed copy to class.

2. Work Breakdown Structure (10 points): This assignment will deal with the scope of your project simulation. Content, organization and presentation will be graded. Submit in Microsoft Word and bring a printed copy to class.

3. Project Timeline/Gantt Chart (20 points): This assignment will deal with the scheduling and sequencing of your project simulation—essentially, who's doing what and when and what comes after that? For this assignment, both content and presentation is key, as this is the document that keeps the entire project team's work synchronized. Submit in Microsoft Word or Excel format, and bring a printed copy to class.

4. Draft Project Budget and S Curve (20 points): This assignment will communicate to your client the level of financial resources required, what your proposed allocation is and at what rate resources will be consumed. Content and presentation will be graded, alongside the underlying formulae you use. Therefore, only submissions in Microsoft Excel format will be accepted. Bring a printed copy to class.

5. Risk management and Quality Management Plans (10 points each): These two assignments serve both the client and internal teams allowing for the realities of swift changes, agile client conversations and budgeting reserves.

6. Managing client changes (10 points) – Utilizing a template, track changes requested by your client and add to budget to prevent scope creep and over servicing.   Will be important add on to your final project presentation.

7. Final Project Budget and Profitability Projection (20 points): This will not only be your final submission of the draft budget above, but it will also analyze your firm's anticipated profitability on this project, given what your client is willing to pay, the outside costs associated with this project and your firm's internal costs. Again, content and presentation will be graded, alongside the underlying formulae you use. Therefore, only submissions in Microsoft Excel will be accepted. Bring a printed copy to class and email a version for editing and grading.

8. Project Evaluation and Case Study of Your Project (40 points): As important as implementation is evaluation. For this two-part assignment, 1) you will be honestly and comprehensively evaluate your project processes and "results" for your client and for your team and 2) you will write-up your project as a case study for generating future business for your firm, identifying what the problem was and what solution you offered and the results you achieved.

9. Oral presentation (30 points): Oral version of final written document presented to class as your "client audience" and as a wrap on all work done and lessons learned. Bring a copy to class.

10. Class Participation (20 points): As stated above, because this is a hands on course, your active and engaged participation is essential. Class participation will be evaluated based on your questions and insights in class, as well as the peer feedback you offer in one-on-one settings with fellow students.

Grading:

Graduate course grades include A, A-, B+, B, B-, C and F. **There are no grades of C+, C- or D**

A:	180-200 points	B-:	150-159 points
A-:	170-179 points	C:	140 - 149 points
B+:	160 - 169 points	F:	139 points and below
B:	142 -149 points		

Total	200 points

The instructors will provide a warning by mid-semester to any student who appears to be on track for a poor final grade.

UNIVERSITY RESOURCES
Georgetown offers a variety of support systems for students that can be accessed on main campus or at the downtown location:

- MPS Writing Resource Program
  202-687-4246
  http://writingcenter.georgetown.edu/

- Academic Resource Center
  202-687-8354 | arc@georgetown.edu
  http://ldss.georgetown.edu/

- Counseling and Psychiatric Services
  202-687-6985
  http://caps.georgetown.edu/

STUDENTS WITH DISABILITIES POLICY
Students with documented disabilities have the right to specific accommodations that do not fundamentally alter the nature of the course. Students with disabilities should contact the Academic Resource Center (202-687-8354; arc@georgetown.edu; http://ldss.georgetown.edu/index.cfm) before the start of classes to allow time to review the documentation and make recommendations for appropriate accommodations. If accommodations are recommended, you will be given a letter from ARC to share with your professors. You are personally responsible for completing this process officially and in a timely manner. Neither accommodations nor exceptions to policies can be permitted to students who have not completed this process in advance.

GEORGETOWN HONOR SYSTEM
All students are expected to maintain the highest standards of academic and personal integrity in pursuit of their education at Georgetown. Academic dishonesty in any form is a serious offense, and students found in violation are subject to academic penalties that include, but are not limited to, failure of the course, termination from the program, and revocation of degrees already conferred. All students are held to the Honor Code. The Honor Code pledge follows:

In the pursuit of the high ideals and rigorous standards of academic life, I commit myself to respect and uphold the Georgetown University Honor System: To be honest in any academic endeavor, and To conduct myself honorably, as a responsible member of the Georgetown community, as we live and work together.

PLAGIARISM

Stealing someone else's work is a terminal offense in journalism, and it will wreck your career in academia, too. Students are expected to work with integrity and honesty in all their assignments. The Georgetown University Honor System defines plagiarism as "the act of passing off as one's own the ideas or writings of another." More guidance is available through the Gervase Programs at http://gervaseprograms.georgetown.edu/honor/system/53377.html. If you have any doubts about plagiarism, paraphrasing and the need to credit, check out http://www.plagiarism.org.

SYLLABUS MODIFICATION
The syllabus may change to accommodate discussion of emerging topics. Also, the schedules of guest speakers may require some shifting of the agenda. The instructors will make every effort to provide as much advance notice as possible for any alterations.

COURSE SCHEDULE

DATE/TOPIC	READING DUE	ASSIGNMENT DUE	IN-CLASS ACTIVITIES
WEEK 1 Sept. 1	Read "Fundamentals" 1-54	Create a project plan for your simulations in class and class discussion	Introduction of simulation Group discussion on types of projects i.e. RFQ, RFP, government and commercial Discussions: What is a project PMBOK What is a project manager Assembling a Team Defining problems & planning projects Identifying stakeholders
Week 2 Sept. 8	Read "Fundamentals" 55-92	Project plan homework due	Discussion: Reasons for project failure Using the Work Breakdown Structure (WBS) Sequencing tasks and estimating time Producing a workable schedule
WEEK 3 Sept. 15	Read "Fundamentals" 156-179	WBS due	Class presentations on simulations and WBS Discussion: GANTT charts Audience insights

			Stakeholder mapping Stakeholder communications
WEEK 4 **Sept. 22**	No reading assigned	GANTT homework due	Class presentations on GANTT, budgets **Discussion:** Speaker - TBD
WEEK 5 **Sept. 29**	Read "Fundamentals" 125-155	revised GANTT and budgets homework due	Discussion: Allocating resources Estimating v. budgeting Real-world opinion research, advertising, event, etc. costs
Week 6 **Oct. 6**	Read "Fundamentals" 156-179	Revised budgets due	Discussion: Defining quality Establishing quality targets Attitudes toward risk Managing risks How to shift risks Risk management plans Add risks to simulation Profitability and Quality Management discussions

			Begin S curve discussion
WEEK 7 **Oct. 13**	No reading due	S curve, Risk Register and QM plan due	Class presentations on S curve, risk register and QM plan Discussion on change management, scope of work
WEEK 8 Oct. 20	No reading due	Redo of S curve, Risk Register and QM plan; Change tracker	Class presentations on reworked documents, class critiques and peer advisement
WEEK 9 **Oct. 27**	"Fundamentals" 156-179		Managing and planning events: Campaigns, public affairs and site specific Speaker - TBD
WEEK 10 **Nov. 3**	http://blog.ubmcanon.com/bid/310696/Digital-Media-Buying-101-What-you-need-to-know http://www.youtube.com/watch?v=xxU0SIxKlNE	Redo of S curve, Risk Register, QM plan, change tracker	Advertising: an in-depth look Real –world ad negotiation Frequency and placement
WEEK 11 **Nov. 10**	http://iq.govwin.com/corp/downloads/GW-Types-Govt-Contracts-2012.pdf		Procurement overview Types of contracts, advantages and disadvantages Managing contracts

	http://www.nolo.com/legal-encyclopedia/contract-negotiation-11-strategies-33340.html		Negotiating 101 Bidding systems and procedures8888888
Nov. 17 **No class Nov. 24**	No reading due	Final written plan due due	Discussion on oral presentation expectations, skills
WEEK 13 **Dec. 1** **No class Dec. 8**		Make up class per academic calendar to be scheduled	Discussion on leadership vs. management Discussion on negotiating
WEEK 14	No reading due		Class oral presentations
WEEK 15	**No reading due**		Class oral presentations