Team D: Completed Project Plan

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St. Edward's University

DMBA 6225: Project Management

Professor Louden

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Executive Summary

This report details a short video project initiated and managed by John Warren, with team members Lauren Boyd, Jonathan Cohen, Bonnie Khandpur, Mike Metzler, and Todd Simmons. The goal of the project is to create a short video to be used by the Digital Media Management program at St. Edward's University (DMBA program) as a humorous marketing tool for new and prospective students. The project manager selected roles for each team member based on past work experiences and interests.

Deliverables for the project include a completed script, a three-minute prototype video, a five-minute final video, and various pieces of marketing collateral. The faculty, staff, and students of St. Edward's University will provide customer reviews of the final product. The project is being funded by a grant of $50,000 and will include local talent. The final video will be released in a range for formats.

The report also features a full work breakdown structure and Gantt chart mapping out specific task durations and deadlines. The project has a hard deadline of February 28, 2011 to ensure submission to local festivals as well as beat the deadline for DMBA program applications. The project's communication plan is detailed to explain how information will be disseminated between members on the team.

Our budget, based on templates of similar projects, is detailed in this report. Bottom-up techniques of estimation were used to develop the budget – ultimately set at $48,500. Risk assessment is explained in this report as generally something the group is concerned about, but does not believe major-impact risks are likely.

Project Charter

John Warren is hereby granted authorization to initiate and lead "Team D" in the completion of this project. The project's goal is to create a short film for new and prospective students of the St. Edward's University DMBA program.

Team Composition:

- John Warren (Project Manager / Producer)
- Lauren Boyd (Video Director)
- Jonathan Cohen (Lead Writer / Video Tech)
- Bonnie Khandpur (Music Licensing / Progress Monitor)
- Michael Metzler (Video Editor / Marketing)
- Todd Simmons (Sound Designer / Budget Master)

Project Scope Statement

Project Objective

The objective of Team D is to produce a high-quality short film that provides an introduction to the St. Edward's University DMBA program. This short, humorous film will market and promote the DMBA program to potential applicants. In addition, it will help introduce the DMBA program to newly accepted students. This film will be 5 minutes in length and feature a combination of actual DMBA students and professional actors. The production will be managed by the members of Team D, along with assistance from hired professionals.

Deliverables

- Completed script
- Prototype video – 3 minutes long
- Finished film – 5 minutes long
- Marketing collateral (posters, flyers, social networking posts, websites, blogs)

Milestones

- Pre-Production Completed – October 31.
  This milestone includes brainstorming, script writing, the approval meeting, developing the budget, shooting the prototype video, casting the actors, hiring the crew, selecting the location, obtaining the props, and obtaining the equipment.

- Production Completed – November 10
  This milestone includes shooting the final film and shooting the production stills.
- Post-Production Completed – January 3
  This milestone includes licensing the music, editing the video, editing the sound, screening the final film for St. Edward's staff, and conducting marketing activities.

Technical Requirements

- The primary delivery format will be NTSC HD Quicktime.
- From there, the video will be converted into a range of file formats, resolutions, and codecs for different uses (streaming, TV, DVD, film screenings, etc.)
- Video must be in color with a 16:9 aspect ratio

Limits and Exclusions

- Funding for the project will come from $50,000 in grant funding.
- Will be a short, 5 minute video – not be a feature length film.
- Film will only promote the DMBA program and not St. Edward's as a whole.
- Film will feature only local talent and not A-list actors.
- Work on project will be limited to Monday-Friday 8am-5pm.
- Team will be responsible for overseeing all work on project.

Customer Reviews

Faculty and staff of St. Edward's University

Communication Plan

What Information	***Target Audience***	***When?***	***Method of Communication***	***Provider***
Milestone report	St. Edward's administration	On completion of production phase	Meeting and hardcopy	Project manager
Project status report	Project team	Weekly	Email attachment	Project manager

Team member status report	Project manager	Weekly	Email	Each team member
Film shoot overview	Film crew, Prod. office (contractors)	Once before shooting begins	Meeting and hardcopy	Project manager
Daily shoot updates	Project team	Daily during shooting	Email and video	Production office (contractors)
Post-production overview	Post house (contractors)	Once before post-production begins	Meeting and hardcopy	Project manager
Weekly post updates	Project team	Weekly during post-production	Email and video/audio	Post house (contractors)

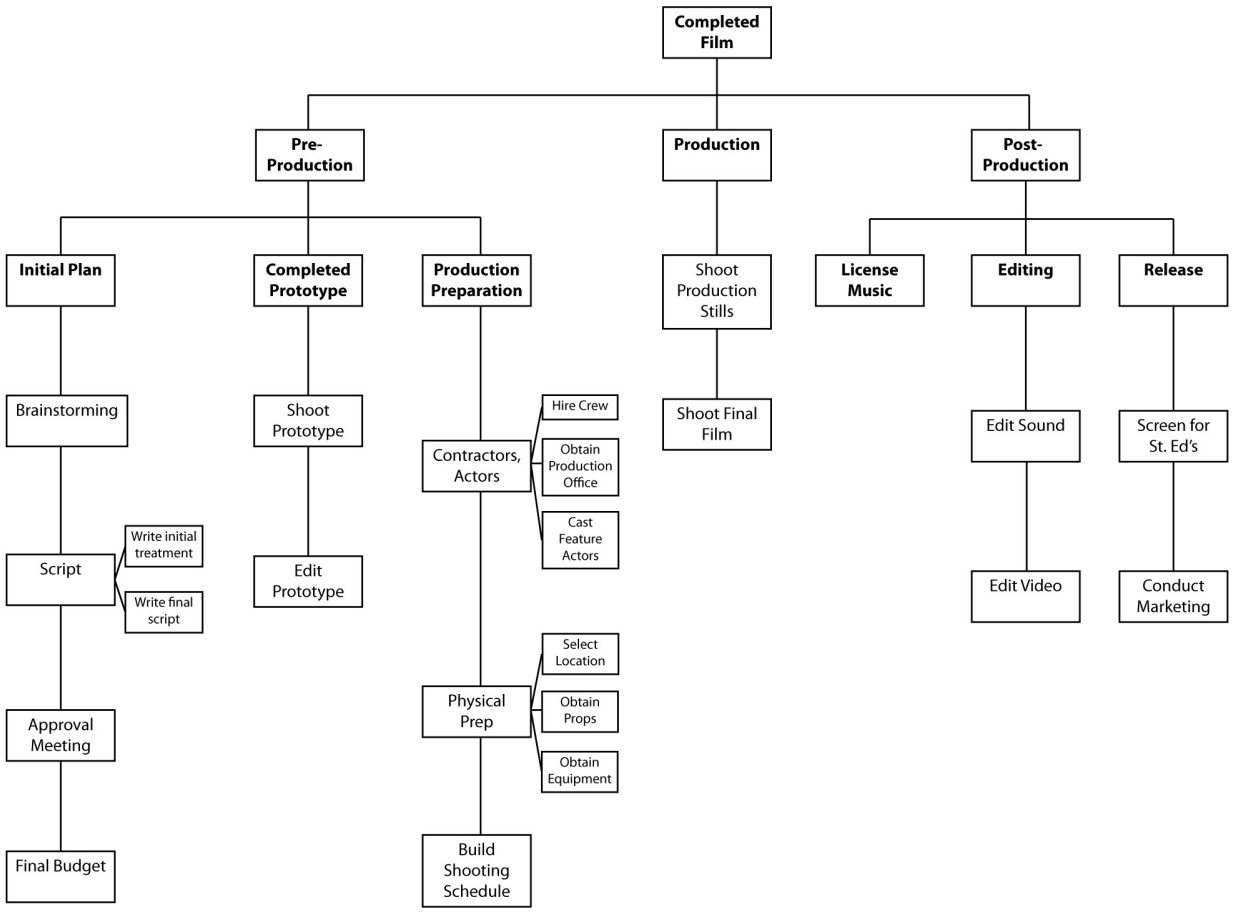
Cost and Time Estimates

Time Estimate

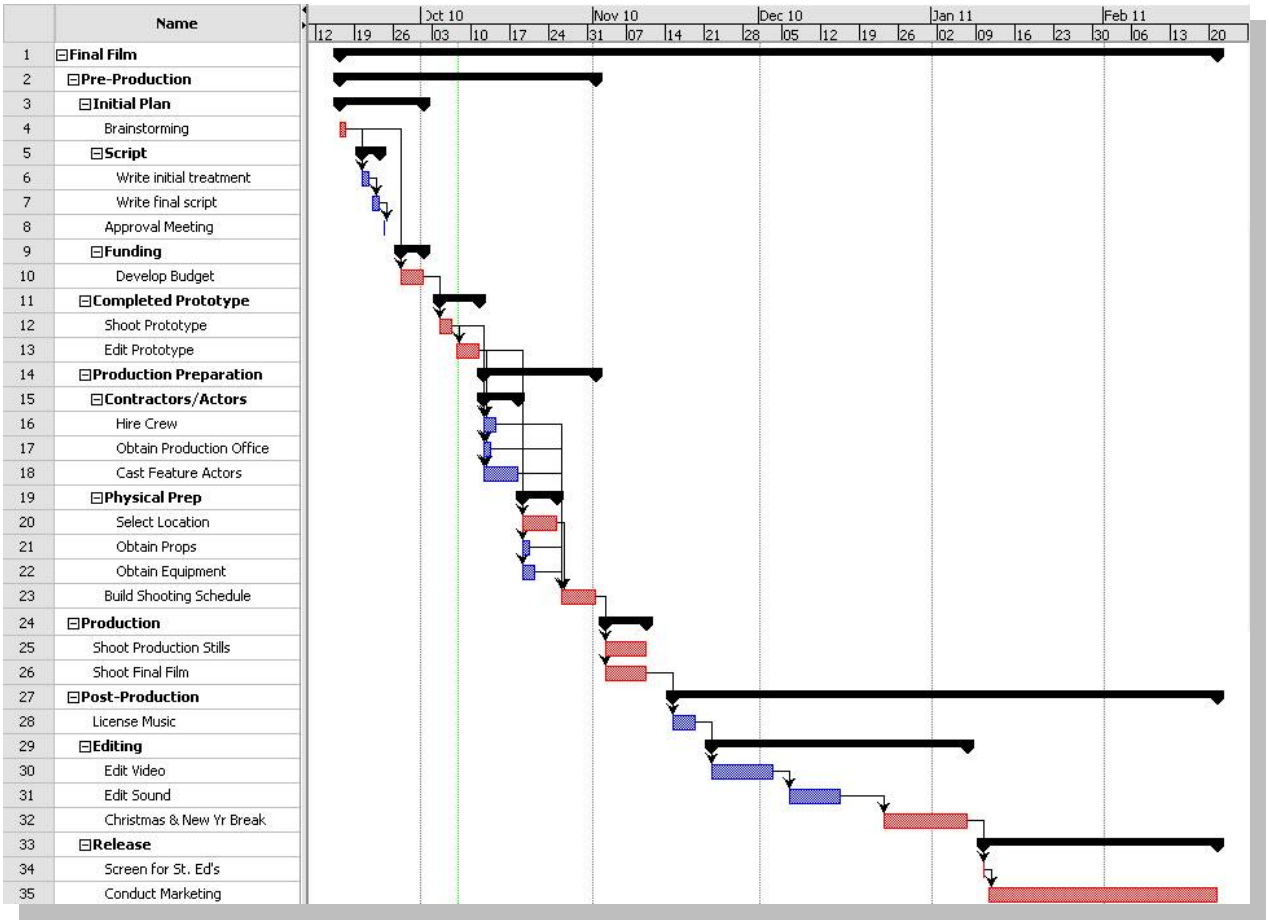
Our group used the consensus method, a top-down approach, to estimate the amount of time we would need to finish our short video project. The reason we used this technique on the front end is that we had an established desired end date (late February) so we could market the finished product before the St. Edward's application deadlines and SXSW Interactive Conference.

Once we knew the desired end date and the basic milestones to be completed, we were then able to use previous experience to construct a detailed work plan. This fleshing out process was achieved using the bottom-up template method. Our team members were able to look at actual projects of similar scope to figure out the time estimates needed to get the work done before the end of February. One of our team members was previously a part of several film projects, so this member was able to use past experience to detail the steps needed to complete our short film. Therefore, our time estimate was ultimately a hybrid of consensus and template methods.

Work Breakdown Structure



Estimated Schedule



Cost Estimate

Our cost estimates were again a mix of top-down and bottom-up approaches. Our team members used the template method to look at other projects of similar scope to decide the projected costs of each component. Once we had this template cost estimate nailed down, we more or less used the apportion method to calculate the breakdown of each component. We compared this breakdown to our template method figures to ensure accuracy. There were definitely parts of a main film production project that would not be a part of ours (major feature actors, etc.), so using the apportion method with our specific needs allowed us to get a snapshot of the kind of breakdown with the kind of budget we needed to meet. For our group, using hybrid methods allowed us to get the "30,000 feet" view while ensuring our greatest chance for estimate accuracy for time and for budget. The result can be seen in our final budget.

Budget

Pre-Production		
	Script Writing	$500
	Prototype	
	Shooting, editing	$500
	Casting	$2,000
	Location	$1,000
	Props	$500
	Equipment	
	Camera, lighting, sound equipment, computers, software, cranes, dollies, steady cams, tripods, phones, headsets	$3,500
	Pre-Production Total	$8,000
Production		
	Actors	
	10 Feature Actors, 100 Extra, stand-ins	$10,000
	Crew	
	Director, Producer, Cinematographer, screenwriter, Key grips, teamsters, lighting, assistants, still photographer	$10,000
	Production Office	
	Supplies, catering, copiers, computers, phones, headsets	$5,000
	Production Total	$25,000
Post-Production		
	License Music	
	5 songs @ 1000 each	$5,000
	Editing	
	Video Editing, Motion, Sound, Chroma	$7,500
	Marketing	
	Print, broadcast, social media, radio	$3,000
	Post-Production Total	$15,500
Project Total		**$48,500**

Risk Management Plan

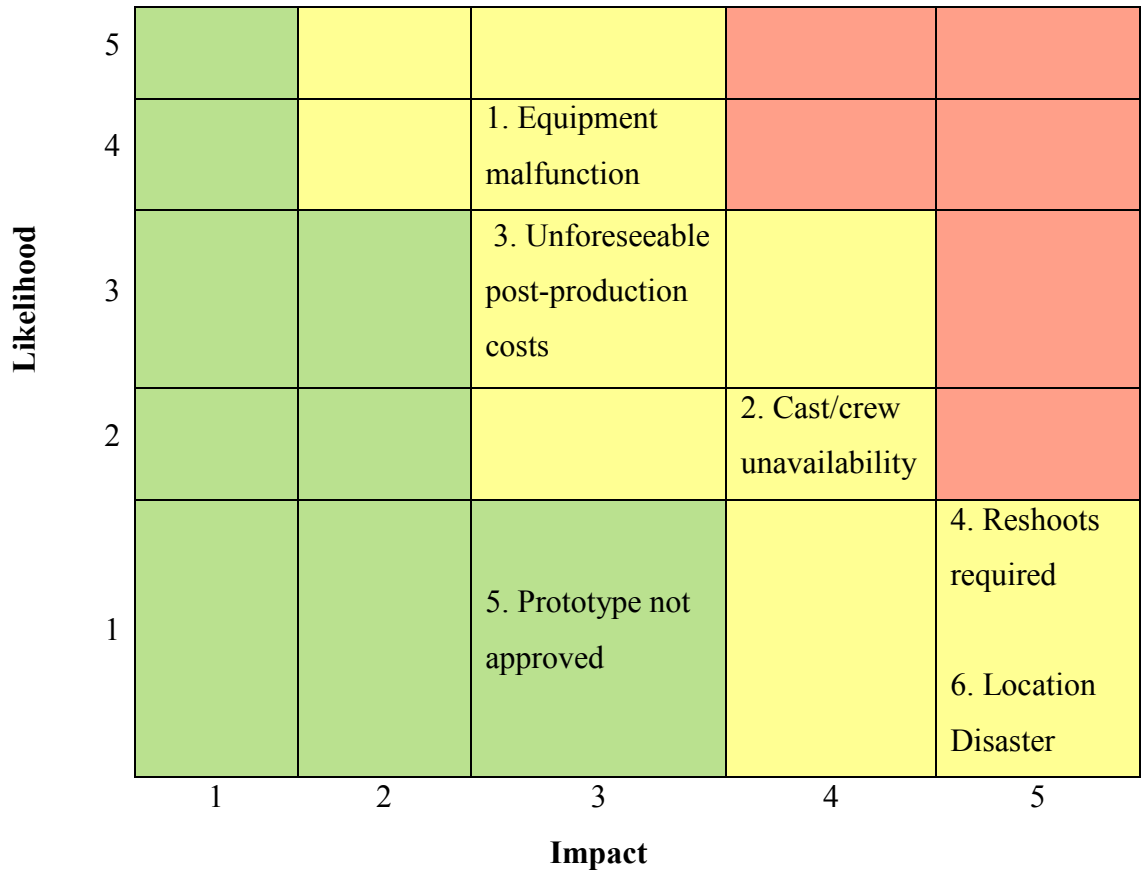
Potential Risks

Risk	*Details*	*When it Would Occur*
1. Equipment malfunction	Camera, lighting, sound, or other equipment being used in the video shoot may malfunction.	Production phase, while shooting the video
2. Cast/crew injury, sickness, or unavailability	A cast or crew member may get sick or injured before or during the shoot, thus causing them to be unavailable. Also, they may simply fail to show up at the shoot.	Production phase, while shooting the video
3. Unforeseeable post-production costs	Video and audio editing during post-production may prove to be more difficult than we planned for, thus causing schedule or cost overruns.	Post-Production phase, while editing the video
4. Reshoots required	We may have bad footage from our original video shoot or continuity errors, thus requiring us to call back the original cast and crew for a partial reshoot.	Post-Production phase, while editing the video
5. Prototype not approved	St. Edward's administration may not give approval to our prototype video thus requiring us to rework the script and reshoot it, and pushing back our schedule.	Pre-Production phase, after finishing prototype
6. Location disaster	Our chosen locations for shooting the video may be impacted by a disaster, such as extreme weather, fire, flooding, etc.	Production phase, while shooting the video

Risk Assessment

Risk	Likelihood	Impact	Ease of Detection	Score
Equipment malfunction	4	3	3	36
Cast/crew unavailability	2	4	4	32
Unforeseeable post-production costs	3	3	4	36
Reshoots required	1	5	4	20
Prototype not approved	1	3	3	9
Location Disaster	1	5	5	25

Risk Severity Matrix



Risk Mitigation Plan

1. Equipment malfunction	This risk could be mitigated by ensuring that we identify a source for a backup camera, sound, and lighting equipment, in case issues arise with the primary equipment. Also, we should ensure that all the technical crew members at the video shoot are competent and reputable with quality equipment.
2. Cast/crew injury, sickness, or unavailability	This risk could be mitigated in several ways. First, we should lock down actors' schedules far in advance, to reduce the likelihood of conflicts arising. Also, we should include some extra days in the shooting schedule, so specific actors can be rescheduled if necessary. If some cast members are not present, we should prioritize shooting the script in the order of available cast. In terms of the crew, we should have sources identified for possible back up crew prior to shooting.
3. Unforeseeable post-production costs	This risk can be mitigated by sticking tightly to the shooting script, using bottom up budgeting to get accurate estimates, finalizing all revisions to the script prior to shooting, and carefully examining dailies (the unedited video shot each day).
4. Reshoots required	Some methods for mitigating this risk include making sure that the cast and crew are available for two weeks after filming (in case a reshoot is necessary) and ensuring that quality control methods are in place before shooting (for example, have someone check for continuity issues).
5. Prototype not approved	The best way to mitigate this risk is to show St. Edward's staff the script before filming the prototype. If the script is approved, it's unlikely that the prototype would be rejected.
6. Location disaster	There are several ways to mitigate this risk. First, we should get insurance for "acts of god". Also, we should develop a contingency plan to shoot in a different location, in case a disaster occurs at our selected location. And finally, if necessary, we could re-write the script, to have it take place in a totally different setting.

Change Control Management Plan

Process for Change Request/Review/Approval

For any changes to scope, time-line, and budget, one must fill out a change request form which will answer specific quantitative questions as well as qualitative questions. Quantitative questions could include items pertaining to the length of time-line change, how much the budget will change, and how a scope change could affect everything else. Qualitative questions include reasons for the change – the requestor must have a clear reason to change anything before approval is given.

The completed request form is reviewed by one of the two sub-managers (described in section II). If approved by the sub-manager, the request will move to the main project manager who can then either deny or approve the request. The main manager will then meet with the sub-managers to plot the changes on specific scope, time, and budget charts to help decide whether the change is worth making. Upon the main manager's approval, the change will be implemented. A thorough request log will be produced on a monthly basis for communicating changes with the rest of the staff.

Personnel Responsible for Managing Change Control Process

Two people are responsible for managing the change control process. Lauren Boyd will be responsible for managing changes in the film production section (preparation, shooting, and editing the prototype and the final film). Mike Metzler will approve any changes in the marketing section (marketing, distributing, press releases, etc.). Those two section managers will answer to the main project manager, John Warren, who will have final say in every change control matter. John Warren, along with both sub-managers, will be responsible for presenting these changes to the stakeholders.

The Role of Change Control Management

The change control management process is quite important for our project specifically because we have a firm completion deadline. Any changes that will be made must *not* affect the final possible end date. The changes in the project will be essentially minimal and will allow for more budget wiggle room than time wiggle room. Any requests for change regarding the timeline will be *closely* scrutinized before approval. If the timeline is affected in such a way that seriously puts the completion date in jeopardy, the change request will be denied. Budget

change requests will be considered less significant and scope changes will also be less significant as long as it does not impact the final timeline.

Assembling, Developing, and Managing the Team

Assembling the Team

There were several stages that occurred when assembling the team for this project. The first step was "forming". During this stage, which lasted approximately one week, the members became acquainted with each other and discussed the scope of the project. The next step was "storming". During this step, there is theoretically a conflict over who will control the group and how decisions will be made. For our team, the "storming" stage was a relatively smooth process, since each group member easily and quickly fit into a distinct role.

The next step in team formation is "norming". This step is complete when the group structure solidifies and the group establishes a common set of expectations. Due to the short nature of this project, our team completed this stage very quickly as well. During the next step, the team is "performing" at full force. This is the stage that our group is currently operating in. The last step in team development is "adjourning". During this stage, the team prepares for its own disbandment.

Managing the Team

There are several techniques a project manager can use to manage a team more effectively. First, it is important to establish ground rules early so group members know what to expect throughout the project. Our group successfully accomplished this, since we defined our project objectives and roles very early in the process. A project manager should also decide early how all planning, tracking, managing change, and relationship decisions will be made. This will reduce conflict later on in the project when decisions need to be made. Our group established these guidelines over the past several weeks as we have defined our project plan, so we are well-prepared to resolve conflicts if they arise later in the project.

It is also important to have frequent project meetings to ensure that everyone is communicating effectively. Meetings should stay on topic in order to maximize their effectiveness. Our group has held a meeting at least once per week since the beginning of the project and intends to continue this practice. If conflicts or problems do arise, simple steps can be taken to resolve them. The first step would be to identify the problem, followed by generating

alternatives. After an alternative is decided on and a decision is reached, a follow-up should be conducted to see how well the decision was executed. So far, our team has not encountered any significant conflicts, but we will utilize these methods if issues arise in the future.

Importance of Project Sponsorship and Leadership

Project Leadership

Strong project leadership is essential to the success of a project for a number of reasons. First, a strong leader provides direction and motivation to the team. A leader should also have the capacity to adapt to any situation that might arise in a project and react efficiently and quickly. A leader is able to envision the big picture and not be focused on one task at a time. This enables the team members to take initiative and responsibility for their actions, thus making them more invested in the project.

Another important role of a project leader is as an example for all the team members. The behavior of the project leader helps to set the tone for the project in a number of key areas, including the setting of priorities, the appropriate level of urgency, an open approach to problem solving, a sense of cooperation with outsiders, personal standards of performance, and methods for responding to ethical dilemmas. Our team leader, John Warren, effectively exhibits these qualities.

Project Sponsorship

Sponsorship of a project by a member of upper management is vital to the success of a project. A "sponsor" is a high-ranking official who helps the champion the project's approval and funding, and therefore whose reputation is closely aligned with the project. It is important for the project manager to cultivate strong ties with a sponsor, because they will help defend the project from attacks within the circles of upper management and shelter it from excessive outside interference. The project manager must also maintain good lines of communication with the sponsor, so they are informed of any problems that may cause embarrassment or disappointment. Our project will be sponsored by a member of the St. Edward's University staff.

Managing Project Execution

The key to ensuring successful project execution is effective group collaboration and communication. A project manager cannot undertake all of the responsibilities alone. Team

members must actively engage and connect with one another throughout the entire project process in order to achieve success. There are several methods that can be used to encourage team collaboration and communication. These include tools such as status reports, tracking project changes, quality assurance, forecasting costs, and measuring progress and performance. Our team will use several of these tools to manage the execution phase of our project.

One practice that is helpful during project execution is attempting to forecast the final project cost. This is accomplished by continually revising estimates of future costs using two methods. Cost forecasting would be valuable on a large or long project, but due to the shorter duration and smaller budget of our project, we will not use forecasting.

Another method for managing the execution phase of a project is to carefully monitor project progress and performance. This allows the project manager to make adjustments as necessary during the project execution. Our team intends to utilize this method for our project, which we will discuss further in the following section. In addition, we will produce regular status report encapsulating our performance measures. More detail about these reports can be found below in the "Reporting Progress" section below.

Measuring and Reporting Progress and Performance

Methods for Measurement

There are many ways to measure project progress and performance. To measure time performance, our team will use Gantt chart tracking. Given the baseline estimates of our current Gantt chart, we can map out the progress of the schedule using different shaded boxes for slack, completed time, and remaining time. Using this information, we can easily measure if we are ahead, on time, or behind schedule.

In addition to the tracking Gantt chart tracking, we will utilize the PCIB method to measure the performance of our budget. This is the most logical measurement technique because our project funding is based on a grant, which is a fixed amount. This fixed amount will not change as the project moves forward, so our original budget estimate is necessarily what we need to measure.

The PCIB method is a "percent complete" index. It compares the to-date progress to the end of the project and is typically used when conditions will not change, there is no improvement, action will be taken, and the information in the database is accurate. This index presents an alternative view of the "real" percent complete. The PCIB deals with the percent of

work complete and is the most reliable measure of project percent complete. Project mangers favor it when there is a high level of confidence in the original budget estimates. Therefore, this method is an excellent choice for tracking progress on our project, since we used reliable templates to estimate our original project budget.

Reporting Progress

Our team will report project progress using regular status reports. Developing a status report provides a snapshot of a specific point in time of a project. Our team's status reports will include data derived from the performance measures described above. We intend to use regular status reports throughout the course of our project in order to maintain open channels of communication and report our progress to the St. Edward's staff who approved the promotional video production that we have proposed to undertake.

Conclusion

As you can see from this project plan, the proposed short film project is achievable within the timeline the group has set. The group as a whole is excited about the project and believes it will bring positive attention to the St. Edward's DMBA program.

Reference

Larson, E. W., & Gray, C. F. (2010). Project Management: The Managerial Process (5th ed.). New York, NY: McGraw-Hill Irwin.