CREATIVE PROJECT MANAGEMENT

IE University
Professor: **DANIEL LOPEZ LEBOREIRO**

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Academic year: 22-23
Degree course: FOURTH
Semester: 2º
Category: COMPULSORY
Number of credits: 6.0
Language: English

PREREQUISITES
SUBJECT DESCRIPTION
CONTEXT

Over the course of the past three years, students have been trained to understand markets, look into the structures of companies and organizations and craft effective messages for audiences in the context of markets and organizations. Global Challenge, followed by Project Management, will by the culmination of these past three and a half years, as the integrative core of the Bachelor experience by putting all the courses taken by students into practice.

HOW

Students will develop and produce a project on "Storytelling for Social Impact". By doing this we are putting together two very important components of the program: (1) the focus on content production, and (2) relating the program to real life challenges by creating content that can have an impact on the lives of real people through carefully crafted messages.

The project is a team-based creative project developed over the course of two courses: Global Challenges and Project Management, with sixty sessions in total. Both courses will be very practical, so that students can apply everything they have learned throughout the program. In each block of 30 sessions, students will work in teams to focus on specific practical areas and phases of the development and production of a communication strategy, creating narrative content for social impact.

IE partnered with the Ashoka Foundation to jointly develop this project. The Foundation has identified 5 Clients in need of content to make their social impact projects visible in the African Continent. The Ashoka Fellows will act as clients and students will create content that will generate visibility for their social impact projects.

STRUCTURE

In the **Global Challenges** portion of the course, students will inform themselves about the social-political background of the countries in which the Fellows operate, identify the client's needs within the social cause embraced by each of them, find the story behind it and the audience to which the story will be conveyed.

Once the above goals are accomplished, students will develop a creative brief, pitch their proposal to the Fellows and, once the strategy receives the Fellow's Green Light, the groups will map out the plan for execution of the project which will be produced during the Project Management portion of the course. The focus of Global Challenge sessions will be on identifying the audience and finding the story and, once the greenlight is received, scripting the storytelling. This will be the "research and development" phase of the overall experience with the two courses.

During the **Creative Project Management** portion of the course, students will produce the creative materials. They will implement all the audiovisual pieces for the campaign: mainly a video, that maybe supported with photographs, infographics, graphic elements, etc. These are the necessary elements to put a future campaign into practice. The focus of the course will be on crafting the message, that is: content pre-production, production and post-production.

OBJECTIVES AND SKILLS
LEARNING OBJECTIVES

In this course, students will learn to:

- Generate creative content production skills for a specific communication campaign.
- Go through the phases of research, development, production, and post-production interfacing with real clients.
- Develop and produce creative project management skills.
- Learn to carry out social impact projects.
- Work under pressure in an agency/production company-like setting.
- Apply the key concepts, models, skills, and theoretical frameworks learned throughout the program.

METHODOLOGY

This course will be developed through workshops, feedback, and lectures.

The students are expected to:

- Participate actively and meaningfully in the sessions.
- Do the readings and activities assigned to each of the sessions.
- Develop all the assignments and produce the deliverables expected for each class.
- Present in class the results of each of the phases of the project.
- Produce materials for external use in English.

The professors in charge of sessions will:

- Lead lectures, workshops and activities designed to help in developing the project.
- Provide feedback during the sessions scheduled for this purpose.
- Evaluate the projects in their different phases.
- Give guidance to the teams.
- Facilitate group discussions about the process of developing the projects and solving problems.
- Help students to define and develop the building blocks of the project.
- Supervise assignments, briefs, reports, deliverables.
- Support students with identifying resources and managing contacts.
- Not make decisions for the students or act as members of the team.
- Coordinate the evaluations of the projects in their different phases.

Teaching methodology	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	4.0 %	6 hours
Discussions	22.67 %	34 hours
Exercises	36.67 %	55 hours
Group work	36.67 %	55 hours
Other individual studying	0.0 %	0 hours
TOTAL	100.0 %	150 hours

PROGRAM

SESSION 1 (LIVE IN-PERSON)

Overview of the course. Explanation of the final deliverables.

Students will do a follow up of their projects developed in the Global Challenges Course and analyze the necessities for producing them.

Professor will explain the final deliverables, including the "making of" videos demanded by the client. Examples will be screened, analyzed and discussed in class.

SESSIONS 2 - 3 (LIVE IN-PERSON)

Traditional projects vs Creative projects

During these sessions students will learn:

- How does creative differ to traditional project management?

- The Core Principles of Creative Project Management.

- Best practices to manage a team.

- Challenges in creative project management.

- Facilitating collaboration: the use of collaborative software and how to develop a creative-friendly environment.

SESSIONS 4 - 5 (LIVE IN-PERSON)

Creative Project Strategies. First production meetings.

During session 4, students will learn some of the most common and effective strategies and tools in Creative Project Management.

On session 5 professor will meet separately with each group (breakout rooms) in a Production Meeting fashion, so teams can brainstorm about their strategies and tools required for their specific projects.

SESSION 6 (ASYNCHRONOUS)

Putting the Creative Project Management theory into practice.

Each Team will meet and decide the collaborative tools, strategies and tools they will be using for producing their projects. Team managers will share with the professor the links and will give access to him to the collaborative software chosen, so he can follow your work remotely.

By the end of the session a team representative will send the professor a report explaining the tools chosen and decisions taken.

SESSION 7 (ASYNCHRONOUS)

Making of script: feedback session

Students will work in the script for their making of video.

Professor will give a detailed feedback to the Teams on the Making of scripts (email / Zoom)

SESSION 8 (ASYNCHRONOUS)

The importance of a Plan B

Teams will work in back-up plans for their projects to solve the problems that may occur during the production.

SESSION 9 (ASYNCHRONOUS)

Back-up plans: feedback session.

Professor will give a detailed feedback to the Teams on their back up plans (email / Zoom)

SESSIONS 10 - 11 (LIVE IN-PERSON)

Production meetings. Producing the Final Project 1

Professor will meet separately with each group (breakout rooms) in a Production Meeting fashion. Teams will update the professor with the final feedbacks from Global Challenges class as well as with the identified production necessities for their projects. Teams will discuss with the professor the different back-up plans for their projects to solve de problems that may occur during the production.

SESSIONS 12 - 13 (LIVE IN-PERSON)

Producing the Final Project 2

Hands on session. Breakout rooms. Teams will do a follow up on the production of their projects to the professor and will receive feedback on their WIPs.

SESSION 14 (ASYNCHRONOUS)

Implementing the feedback in the production stage.

Teams will keep on working on the feedback given by professor on sessions 10, 11, 12 & 13. All materials will be uploaded to their collaborative platforms / tools so the professor can follow their work remotely.

SESSIONS 15 - 16 (LIVE IN-PERSON)

Finalizing the production and getting ready for *post*

How to post-produce every project according to the specific necessities of each Team. For video projects, how to organize the Dailies in Premiere Pro. Film Editing with Premiere Pro recap.

For graphic projects, recap on Adobe Photoshop applied to the necessities of the project.

In the second session, the production team will focus on clearances, the chain of title and the music cue sheet, if applicable.

SESSION 17 (ASYNCHRONOUS)

Implementing the last feedback of the production stage.

Teams will work on the feedback given by professor on sessions 15 & 16. All materials will be uploaded to their collaborative platforms / tools so the professor can follow their work remotely.

SESSION 18 (ASYNCHRONOUS)

Feedback session: Individual Assignment

Students will send a WIP for their individual assignment to receive professor's feedback.

SESSIONS 19 - 20 (LIVE IN-PERSON)

In the post-production room

Individual meetings with the Teams to work on their projects (breakout rooms). Professor will give feedback and guidance on how to finalize the production of the projects in order to meet the client's deadline.

SESSIONS 21 - 22 (LIVE IN-PERSON)

In the post-production room 2

Individual meetings with the Teams (breakout rooms). Professor will give feedback to each team's WIPs.

SESSIONS 23 - 24 (LIVE IN-PERSON)

Finalizing the projects

Teams will work on the feedback given by professor on the last sessions in order to finalize the projects on time. Professor will supervise the last changes remotely and will give feedback prior the final presentations

SESSION 25 (ASYNCHRONOUS)

Feedback session on the *Making of*

Professor will give feedback to each team on their Making of projects, that should be ready for next synchronous session.

SESSIONS 26 - 27 (LIVE IN-PERSON)

Final meetings

Individual meetings with the Teams to work on their projects (breakout rooms). Each Team will do a short presentation of the project to the Professor, who will give feedback and guidance on how to finalize the production of the projects due to the final presentation to the clients & class mates on sessions 29 & 30.

SESSION 28 (ASYNCHRONOUS)

Implementing the last feedback prior to the final presentation.

Teams will work on the feedback from the final meeting and will prepare the final presentation.

SESSIONS 29 - 30 (LIVE IN-PERSON)

Final presentations

Students will present their final work to the clients, their professors and their class mates.

EVALUATION CRITERIA

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Criteria for the final documents and deliverables:

- Creativity of the project
- Quality and thoroughness of the research
- Explanation of the project's design, resources, methods, and results.
- Quality of documents, actions, or products
- Application of Client's feedback and limitations in creating a strategy
- Criteria for the presentations:
- Creativity of the project.
- Explanation of the project's design and methods,.
- Coherence and clarity of visual and oral presentation.
- Ability to defend arguments during Q&A.
- Overall impression

General structure for the reports and presentations:

- Project Design: What problem or need does the project respond to?
- Methods: What approach did you take to solving this problem or meeting this need?
- Results: Show what you did: script, pre-ppm memo and final video.

Criteria	Percentage	Comments
Individual Work	20 %	Individual Memo on student's participation on his/her project: deep analysis on achievements and challenges
Final project	40 %	Deliverable + Final presentation
Class Participation	20 %	(10% Peer review + 10% professor grade)
Making of	20 %	

RE-SIT / RE-TAKE POLICY

Each student has four (4) chances to pass any given course distributed over two (2) consecutive academic years. Each academic year consists of two calls: one (1) ordinary call (during the semester when the course is taking place); and one (1) extraordinary call (or "re-sit") in June/July.

Students who do not comply with the 70% attendance requirement in each subject during the semester will automatically fail both calls (ordinary and extraordinary) for that Academic Year and have to re-take the course (i.e., re-enroll) during the next Academic Year.

Regarding to the newly implemented ´liquid learning´ model, all students must still abide by the same IEU attendance policy, including those students who are connecting remotely to class sessions and not physically in the classroom because they are unable to be physically in Spain, on campus. During the sessions, students connecting remotely are required to fully connect their camera and microphone at all times, and must actively participate during the sessions (using all necessary audiovisual equipment), just as their fellow peers who are physically present in the classroom on campus.

The Extraordinary Call Evaluation criteria will be subject to the following rules:

- Students failing the course in the ordinary call (during the semester) will have to re-sit evaluation for the course in June / July (except those students who do not comply with the attendance rule, and therefore will not have that opportunity, since they will fail both calls and must directly re-enroll in the course during the next Academic Year).

- It is not permitted to change the format nor the date of the extraordinary call exams or deadlines under any circumstance. All extraordinary call evaluation dates will be announced in advance and must be taken into consideration before planning the summer (e.g. internships, trips, holidays, etc.)

- The June/July re-sit will consist of a comprehensive evaluation of the course. Your final grade for the course will depend on the performance in this exam or evaluation only. I.e., continuous evaluation over the semester (e.g. participation, quizzes, projects and/or other grade components over the semester) will not be taken into consideration on the extraordinary call. Students will have to achieve the minimum passing grade of 5 and the maximum grade will be capped at 8.0 (out of 10.0) – i.e., "notable" in the extraordinary call.

- Re-takers: Students who failed the subject on a previous Academic Year and are now re-enrolled as re-takers in a course will need to check the syllabus of the assigned professor, as well as contact the professor individually, regarding the specific evaluation criteria for them as re-takers in the course during that semester (ordinary call of that Academic Year). The maximum grade that may be obtained as a retaker during the ordinary call (i.e., the 3rd call) is 10.0 (out of 10.0).

After exams and other assessments are graded by the professor (on either the ordinary or extraordinary call), students will have a possibility to attend a review session (whether it be a final exam, a final project, or the final overall grade in a given course). Please be available to attend the session in order to clarify any concerns you might have regarding your grade. Your professor will inform you about the time and place of the review session.

- Students failing more than 18 ECTS credits after the June/July re-sits will be asked to leave the Program. Please, make sure to prepare yourself well for the exams in order to pass your failed subjects.

- In case you decide to skip the opportunity to re-sit for an exam or evaluation during the June/July extraordinary call, you will need to enroll in that course again for the next Academic Year as a re-taker, and pay the corresponding tuition fees. As you know, students have a total of four (4) allowed calls to pass a given subject or course, in order to remain in the program.

PROFESSOR BIO

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Professor in Creative Project Management, Photography and Video Production and Visual Storytelling.

Ph.D. in Visual Communication at Universidad Complutense de Madrid.

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Daniel is a film editor and a documentary filmmaker. He received his PhD in Visual Communication from the Complutense University in 2008. Since then, he has alternated his professional activity as a film editor and filmmaker with his lectures at IE and U-TAD Universities and an active research work. He has written more than a hundred articles in both scientific and non-scientific publications and has contributed to four edited collections on Film History: "Cien miradas de cine" ("One Hundred Cinema Glances"), "Listas negras en Hollywood" ("Hollywood Blacklists"), "Los mensajeros del miedo" ("Fear Messengers") and "Las películas de Almodóvar" ("The Films of Pedro Almodóvar").

As a film editor, Daniel has edited hundreds of international advertising campaigns for brands such as Coca Cola, Red Bull, Toyota, Nestlé, BWIN, AXA, ING Direct, BBVA, Nationale Nederlanden, Vodafone, Vueling and William Hill, among many others. He has also been senior editor for many Spanish TV Shows broadcast by the four leading Spanish TV private Networks: Antena 3, Cuatro, Telecinco and LaSexta. He has worked as assistant film editor, post-producer and trailer editor for the film "Temporal", directed by José Luis López González "Catxo". He currently collaborates with Condé Nast Publications, editing fashion films.

As a documentary filmmaker, Daniel has filmed some TV documentaries including "Los rostros del olvido" ("The Faces of Oblivion"), produced by Mediaset, and "El precio de los alimentos" ("The Food Price"), produced by Atresmedia.

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OTHER INFORMATION