

**The University of Calgary**  
**Faculty of Environmental Design**  
**EVDP 633 - Fall 2012**  
**Time: Wed. 5:00-8:00 PM**

**Course Title:** Project Management for Planners  
**Instructors:** Dr. Richard M. Levy, RPP, MCIP  
Jamal Ramjohn RPP, MCIP  
**Time:** Wed, 17:00-20:50  
**Location:** PF 2165

### **Course Calendar Description**

Principles, techniques and tools of project management. Development, administration, monitoring and evaluation of implementation plans, including financial aspects are discussed. Project risk analysis and management are also addressed.

This course may not be repeated for credit.

### **Introduction**

The course provides an introduction to the theory and practice of project management for urban planners. The course will begin by considering the stages in a project and the determinants of any successful project. As part of this discussion, the course will consider issues of leadership, stakeholders, organizational structure and culture in developing a successful plan. Specific attention will focus on the qualities of an effective leader in building teams and creating systems for producing successful outcomes. In particular, the course will consider why some projects fail and others succeed. Finally techniques will be presented for minimizing risk and the project failure.

A goal of this course on project management will be to introduce tools useful in managing any project. Budgeting and cost estimation are both critical components of project planning. In this course, specific attention will focus on tools and techniques used for cost estimation and budgeting, as part of the course students will also be introduced to tools used by project managers in scheduling and allocating resources. As part of this discussion, consideration will be given to financial analysis and other evaluation tools.

**Format:** Lectures, Labs, student presentations, invited guest lecturers

## **Course Topics**

- What is a Project Management
- The Organizational Context
- Stakeholder Management
- Leadership and the Project Manager
- Scope Management
- Team Building – Conflict and Negotiation
- Risk Management
- Cost Estimation and Budgeting
- Project Scheduling
- Gantt Charts
- Resource Management
- Project Evaluation and Control
- Project Termination
- Database Management

*Students should have a basic understanding of EXCEL for this course. If you have any questions about this course please contact the instructor at [rmlevy@ucalgary.ca](mailto:rmlevy@ucalgary.ca)*

## **Required Readings (Available at the Bookstore)**

Pinto, Jeffrey, Project Management: Achieving Competitive Advantage, Uppers Saddle River, NJ, Pearson, (Division of Prentice Hall), 2012.

## **Suggested Readings**

Available from Blackboard

## **Software:**

EXCEL

ACCESS

Project Management Software

Microsoft Project Management (Available from Microsoft for \$9.95)

## **Assignments:**

- 1) Midterm 30%
- 2) Project 30%
- 3) Final 40%

### **Grading Scale**

<b>Letter Grade</b>	<b>4-Point Scale</b>	<b>4-Point Range</b>	<b>Percent</b>	<b>Description</b>
<b>A+</b>	<b>4.00</b>	<b>4.00</b>	<b>92.5-100</b>	<b>Outstanding - evaluated by instructor</b>
<b>A</b>	<b>4.00</b>	<b>3.85-4.00</b>	<b>85-92.49</b>	<b>Excellent - superior performance showing comprehensive understanding of the subject matter</b>
<b>A-</b>	<b>3.70</b>	<b>3.50-3.84</b>	<b>80-84.99</b>	<b>Very good performance</b>
<b>B+</b>	<b>3.30</b>	<b>3.15-3.49</b>	<b>76-79.99</b>	<b>Good performance</b>
<b>B</b>	<b>3.00</b>	<b>2.85-3.14</b>	<b>73-75.99</b>	<b>Satisfactory performance</b>
<b>B-</b>	<b>2.70</b>	<b>2.50-2.84</b>	<b>70-72.99</b>	<b>Minimum pass for students in the Faculty of Graduate Studies</b>
<b>C+</b>	<b>2.30</b>	<b>2.15-2.49</b>	<b>66-69.99</b>	<b>All final grades below B- are indicative of failure at the graduate level and cannot be counted toward Faculty of Graduate Studies course requirements.</b>
<b>C</b>	<b>2.00</b>	<b>1.85-2.14</b>	<b>63-65.99</b>	
<b>C-</b>	<b>1.70</b>	<b>1.50-1.84</b>	<b>60-62.99</b>	
<b>D+</b>	<b>1.30</b>	<b>1.15-1.49</b>	<b>56-59.99</b>	
<b>D</b>	<b>1.00</b>	<b>0.50-1.14</b>	<b>50-55.99</b>	
<b>F</b>	<b>0.00</b>	<b>0-0.49</b>	<b>0-49.99</b>	

**Note: A student who receives a B- or lower in two or more courses will be required to withdraw regardless of their grade point average unless the program**

## **SCHEDULE**

### **Week 1: Sept 12 – JR/RML**

#### **Introduction**

- What is Project Management?
- Definition of Project
- Project Life Cycles
- Determinants of Success
- Urban Planning and Project Management: Case Studies

#### **Readings**

Pinto, Jeffrey, Chapter 1.

### **Week 2: Sept 19 – JR**

#### **The Organizational Context**

- Projects and Organizational Strategy
- Stakeholder Management
- Organizational Structure
  - Types of Organizations
- Organizational Culture

**Guest Lecturer:** To be announced

#### **Readings**

Pinto, Jeffrey, Chapter 2.

### **Week 3: Sept 26 – JR**

#### **Leadership and the Project Manager**

- Leaders vs. Managers
- Role of the Project Manager
- Effective Traits of an Effective Project Leader
- Case Studies

#### **Readings**

Pinto, Jeffrey, Chapter 4

### **Week 4: Oct 3 - JR**

#### **Scope Management**

- Conceptual Development
- Scope Statement
- Project Profile
- Work Authorization
- Scope Reporting
- Control Systems
- Project Closeout

#### **Readings**

Pinto, Jeffrey, Chapter 5.

**Guest Lecturer:** To be announced

**Week 5: October 17 – JR**

**Project Team Building Conflict and Negotiation**

- Building the Project Team
- Characteristics of Effective Project Teams
- Reasons Why Teams Fail
- Stages in Group Development
- Achieving Cooperation

**Readings**

Pinto, Jeffrey, Chapter 6.

**Block Week October 10-14**

**Readings**

**Week 6: October 31 – JR**

**Risk Management / Communication Strategies**

- Risk Management: A Four Stage Process
- Project Risk Management: An integrated Approach

**Readings**

Pinto, Jeffrey, Chapter 7.

**Week 7: October 24 - RML**

**Cost Estimation and Budgeting**

- Cost Management
  - Balance Sheets and Cash Flow Statements
- Cost Management
  - Direct vs. Indirect Costs
  - Fixed vs. Variable Costs
- Cost Estimation
  - Top-Down and Bottom-Up Budgeting
  - Introduction to Cost Estimation Software
- Developing Budget Contingencies
- Financial Models
- Approaches to Project Selection
- Project Portfolio Management

**Readings**

Pinto, Jeffrey, Chapter 3, 8

**In Class Lab**

- Using Excel and MS Project as a tools for Budgeting
- Estimating and Developing a Budget

**Week 8: November 7 – JR**

**Project Scheduling**

Project Scheduling Terminology  
Duration Estimation  
Constructing the Critical Path

**Readings**

Pinto, Jeffrey, Chapter 9.

**In Class Lab**

Scheduling with EXCEL  
Microsoft Project Management

**Readings**

**Week 9: November 14 - RML**

**Project Scheduling (Cont.)**

Gantt Charts  
Crashing Projects  
Networks and Project Management  
Constraints and Critical Chain Project Scheduling  
Causes of Project Delay  
Critical Chain Activity Network

**Readings**

Pinto, Jeffrey, Chapter 10, 11

**In Class Lab**

Microsoft Project Management

**Week 10: November 21 - RML**

**Resource Management**

Introduction to Resource Management  
Constraints in Resource Management  
Resource Leveling  
Resource Loading Charts  
Managing Resources in a Multi-project Environment

**Readings**

Pinto, Jeffrey, Chapter 12.

**In Class Lab**

Microsoft Project Management

**Week 11: November 28 – RML**

**Project Evaluation and Control**

Control Cycles  
Monitoring Project Performance  
Earned Value  
Human Factors in Project Evaluation and Control

**Project Closeout and Termination**

The Closeout Process  
Early Termination

**Project Closeout**

Pinto, Jeffrey, Chapter 13, 14

**Week 12: December 5 - RML**

**Topics:**

Data Base Management

**In Class Lab**

Using EXCEL for Cost Benefit Topics:

Database Management: Tools for managing clients and projects data

Database Structures

Relational Databases

Access Analysis

**Week 13: Week of December 12 FINAL - TBA**