

**Faculty of Environmental Design****Course Title:** Project Management for Planners**Course No:** EVDP 633**Instructor:** Dr. Richard M. Levy, RPP, MCIP, [rmlevy@ucalgary.ca](mailto:rmlevy@ucalgary.ca)**TA:** : Maha Al-Zu'bi [malzubi@ucalgary.ca](mailto:malzubi@ucalgary.ca)**Session:** Fall 2015**Time:** Monday, 9:30-13:20**Location:** PF 2165**Office Hours and Location:** PF 4182, TBA**Introduction****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.

**Objectives**

The course provides an introduction to the theory and practice of project management for urban planners. The course will begin by considering the stages of a project and the determinants of success. 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 project failure.

A goal of this course 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. Consideration will be given to financial analysis and other evaluation tools.

**Teaching Approach:**

In addition to lectures, there will be discussions on a wide range of topics including: team building, stakeholder management, project control, evaluation and risk management. Many of the lectures and class discussions will serve as an introduction to the study of the theory and practice of project management. During the semester students will have the opportunity to work with project management software used in cost estimation, budgeting and resource management. Tools used to produce budgets, Pert and Gantt charts will be a focus of software instruction. A group project will provide students with an opportunity to apply project management principles to problems encountered in professional practice.

## **Course Topics**

- What is Project Management
- The Organizational Structure
- 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

**Schedule:**

Day	N	Class Topics and Exercises		
		Part 1	Part 2	Part 3
14-Sep-15	1	Introduction to Project Management, Team Building and Negotiation	Class exercise	Class exercise
21-Sep-15	2	Organizational Structure. What do Project Mangers do? Project Charter	Class exercise	Class exercise
28-Sep-15	3	Cost Estimation and Budgeting	Class exercise	Guest Lecturer
5-Oct-15	4	Cost Estimation and Budgeting Part 2	Class exercise	Project Scheduling Part 1
12-Oct-15		Thanksgiving Day - No classes		
19-Oct-15	5	Project Scheduling Part 2	Lab: Open Project	Lab: Open Project
26-Oct-15	6	Lab: MS Project	Lab: MS Project	Lab: MS Project
2-Nov-15	7	Resource Management	Lab: Resource Management	Group Project Time
9-Nov-15	8	Project Control and Evaluation, Risk Management	Class exercise	Project Control and Evaluation, Risk Management
16-Nov-15	9	Student Presentations	Student Presentations	Student Presentations
23-Nov-15	10	Exam Review	Exam Review	Exam Review
30-Nov-15	11	Exam	Exam	Exam

## Means of Evaluations:

During the semester students will be assigned a group project which will be due on Nov. 9. An exam given in class on Nov 2 will also be part of a student's evaluation.

## Assignments:

Group project, - Project Management Plan Report, Due Nov. 9	61%
In class exam Nov. 2	39%
Total	100%

## Required Textbook

Mulchay, Rita, PM Crash Course, [A Revolutionary Guide to What Really Matters when Managing Projects](#), Second Edition, RMC Publications Inc.

<http://shop.rmcls.com/product/crash-course.aspx>

Used first or second edition of this book can be purchase on-line from Amazon or Abe Books.

## Suggested Readings

Pinto, Jeffrey, [Project Management: Achieving Competitive Advantage](#), Uppers Saddle River, NJ, Pearson, (Division of Prentice Hall), 2012, 2013, 2014, 2015.

Kantor, Jodi and Striefeld, David, Inside Amazon: Wrestling Big Ideas in a Bruising Workplace  
The New York Times, Aug 15, 2015

[http://www.nytimes.com/2015/08/16/technology/inside-amazon-wrestling-big-ideas-in-a-bruising-workplace.html?\\_r=0](http://www.nytimes.com/2015/08/16/technology/inside-amazon-wrestling-big-ideas-in-a-bruising-workplace.html?_r=0)

## Software:

EXCEL

## Project Management Software

Microsoft Project  
Open Project

## Prerequisites:

Students should have a basic knowledge of computing applications. (Word, Excel, PowerPoint).  
For a link to on-line courses see:

<http://www.ucalgary.ca/it/ols>



## Grading Scale

Grade	Grade Point Value	4-Point Range	Percent	Description
A+	4.00	4.00	95-100	Outstanding - evaluated by instructor
A	4.00	3.85-4.00	90-94.99	Excellent - superior performance showing comprehensive understanding of the subject matter
A-	3.70	3.50-3.84	85-89.99	Very good performance
B+	3.30	3.15-3.49	80-84.99	Good performance
B	3.00	2.85-3.14	75-79.99	Satisfactory performance
B-	2.70	2.50-2.84	70-74.99	Minimum pass for students in the Faculty of Graduate Studies
C+	2.30	2.15-2.49	65-69.99	All final grades below B- are indicative of failure at the graduate level and cannot be counted toward Faculty of Graduate Studies course requirements.
C	2.00	1.85-2.14	60-64.99	
C-	1.70	1.50-1.84	55-59.99	
D+	1.30	1.15-1.49	50-54.99	
D	1.00	0.50-1.14	45-49.99	
F	0.00	0-0.49	0-44.99	

### Notes:

- A student who receives a "C+" or lower in any one course will be required to withdraw regardless of their grade point average (GPA) unless the program recommends otherwise. If the program permits the student to retake a failed course, the second grade will replace the initial grade in the calculation of the GPA, and both grades will appear on the transcript.

**Notes:**

1. Written work, term assignments and other course related work may only be submitted by e-mail if prior permission to do so has been obtained from the course instructor. Submissions must come from an official University of Calgary (ucalgary) email account.
2. Academic Accommodations. Students who require an accommodation in relation to their coursework or to fulfil requirements for a graduate degree, based on a protected ground other than disability, should communicate this need, preferably in writing, to their Instructor or the designated contact person in EVDS, Jennifer Taillefer (jtaillefer@ucalgary.ca). Students who require an accommodation unrelated to their coursework or the requirements for a graduate degree, based on a protected ground other than disability, should communicate this need, preferably in writing, to the Vice-Provost (Student Experience). For additional information on support services and accommodations for students with disabilities, visit [www.ucalgary.ca/access/](http://www.ucalgary.ca/access/)
3. Plagiarism - Plagiarism involves submitting or presenting work in a course as if it were the student's own work done expressly for that particular course when, in fact, it is not. Most commonly plagiarism exists when:(a) the work submitted or presented was done, in whole or in part, by an individual other than the one submitting or presenting the work (this includes having another impersonate the student or otherwise substituting the work of another for one's own in an examination or test),(b) parts of the work are taken from another source without reference to the original author,(c) the whole work (e.g., an essay) is copied from another source, and/or,(d) a student submits or presents work in one course which has also been submitted in another course(although it may be completely original with that student) without the knowledge of or prior agreement of the instructor involved. While it is recognized that scholarly work often involves reference to the ideas, data and conclusions of other scholars, intellectual honesty requires that such references be explicitly and clearly noted. Plagiarism is an extremely serious academic offence. It is recognized that clause (d) does not prevent a graduate student incorporating work previously done by him or her in a thesis. Any suspicion of plagiarism will be reported to the Dean, and dealt with as per the regulations in the University of Calgary Graduate Calendar.
4. Information regarding the Freedom of Information and Protection of Privacy Act (<http://www.ucalgary.ca/secretariat/privacy>) and how this impacts the receipt and delivery of course material
5. Emergency Evacuation/Assembly Points (<http://www.ucalgary.ca/emergencyplan/assemblypoints>)
6. Safewalk information (<http://www.ucalgary.ca/security/safewalk>)
7. Contact Info for: Student Union (<http://www.su.ucalgary.ca/page/affordability-accessibility/contact>); Graduate Student representative( <http://www.ucalgary.ca/gsa/>) and Student Ombudsman's Office (<http://www.su.ucalgary.ca/page/quality-education/academic-services/student-rights>).