

Environmental DESIGN

architecture + landscape architecture + planning

University of Calgary / Faculty of Environmental Design

Project Management

EVDP 634 Q (3-1)

W 8:40am – 12:50pm, PF2165

Fall 2018

John W. Hall

hours by appointment – email at john.hall1@ucalgary.ca

Gerrit Scheffel (Teaching Assistant)

Introduction

Principles, techniques and tools of project management, development, administration, monitoring and evaluation of project plans, including scheduling and budgeting, are discussed. Project risk analysis and management are also addressed. The course will teach modern techniques for project management, including the use of the priority triangle, Gantt charts, project charters and project plans.

Objectives

The course provides an introduction of the theory and practice of project management for urban planners, and will be targeted specifically towards the planning profession. 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 contributing factors necessary to achieve a successful outcome.

A goal of this course will be to introduce tools useful in managing any project. The course will focus on the importance of project management techniques in achieving positive outcomes for urban planning projects. The importance of planning for and reacting to risks and opportunities will also be covered, as well as scheduling and budgeting. As part of the course students will also be introduced to the common tools used by project managers in scheduling and allocating resources, and developing a project plan.

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 use both software and conventional charting methods to allocate resources, identify risks and produce budget estimates and timelines.

Content

The course will cover the various facets to consider in running a major project, including how to identify, prepare for and manage risks. Project management skills will be built through 3 group projects that will culminate in a completed project plan, which will be presented to the broader group. Students will gain skills in

project planning and preparation, resource allocation, identifying and managing risks, scheduling and budgeting, and completing a project charter and project plan.

The following software will be used:

- Excel for creating spreadsheets and preparing project timelines
- presentation software, such as PowerPoint

The topics that will be covered and the skills that will be acquired include:

October 24	Class 1:	Introduction to Project Management; overview of concepts; why is Project Management important?
October 31:	Class 2:	Scoping the project and resource allocation; Identifying your stakeholders Exercise 1: Project Charter - Commencing a project and building a team (due at beginning of Class 3)
November 7:	Class 3:	Evaluating risks, opportunities, on ramps and off ramps Managing change Exercise 2: Risk and opportunity identification exercise (due at beginning of Class 4)
November 14:	Class 4:	Building the project schedule
November 21:	Class 5:	Developing the Project Plan
November 28:	Class 6:	Exercise 3: Completed Project Plan due Measuring success: Project wrap-up and reflection
December 5:	Class 7:	Final Exam

Means of Evaluation

Evaluation will be based on the project assignments, completed during the term, and on the final examination. Assessment will be done on the basis of day-to-day performance as well as on the quality of work presented at reviews. Students are expected to be in attendance for the entirety of each class/studio period, and are required to attend all project and assignment reviews.

Each component of the course must be completed, and a passing grade (i.e. minimum B-) achieved, in order to pass the course as a whole. (NOTE: students may be given an opportunity to remediate failing grades, and must satisfy expectations and due dates as per each remedial assignment.) Because the studio work is evaluated during the interim and final reviews, all work must be completed on time, and all students must take part in the presentations and reviews. Late pinning up/submission of material to be presented in studio reviews is not acceptable (grades will be deducted for work pinned up or submitted later than the deadline specified in the course/project brief or as discussed in class). Work will be completed individually or in groups. Students will receive a common grade for work done in groups, unless it is clear to the instructors the balance of work has been unfairly distributed between team members. In this case, the distribution of work and grades will be discussed with the students.

1. Project 1: Project Charter 20% (completed in groups)

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| 2. Project 2: Risk & Opportunity Exercise | 20% (completed in groups) |
| 3. Project 3: Project Plan | 20% (completed in groups) |
| 4. Final Exam | 40% (completed individually) |
| Total | 100% |

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.

Special Budgetary Requirements

There are no special budget requirements. The materials required for the course will be provided.

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 (jtaillef@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/
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. Appeals: If a student has a concern about the course, academic matter, or a grade that they have been assigned, they must first communicate this concern with the instructor. If the concern cannot be resolved with the instructor, the student can proceed with an academic appeal, which normally begins with the Faculty: <http://www.ucalgary.ca/provost/students/ombuds/appeals>
5. Information regarding the Freedom of Information and Protection of Privacy Act (<https://www.ucalgary.ca/legalservices/foip>)
6. Emergency Evacuation/Assembly Points (<http://www.ucalgary.ca/emergencyplan/assemblypoints>)
7. Safewalk information (<http://www.ucalgary.ca/security/safewalk>)
8. Contact Info for: Student Union (<https://www.su.ucalgary.ca/contact/>); Graduate Student representative(<https://gsa.ucalgary.ca/about-the-gsa/gsa-executive-board/>) Student Union Wellness Centre: <https://www.ucalgary.ca/wellnesscentre/>; Library Resources: <http://library.ucalgary.ca/> and Student Ombudsman's Office (<http://www.ucalgary.ca/ombuds/>).