

# **EVDP 633 F2014 (3-0)**

## **Project Management for Planners**

### **Melbourne Section**

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### **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.

### **Objectives**

1. Develop a working knowledge of the theory and practice of project management.
2. Acquire the ability to apply project management tools to urban planning problems.
3. Gain the skills/knowledge to be able to build/lead/be part of successful project teams.

### **Format and Content**

The Melbourne section of EVDP 633 Project Management will be integrated with the studio project. Through the studio project, students will learn how to structure and complete a complex urban planning project. This will include:

- understanding the project and the appropriate scope of work
- developing a vision and outcomes that respond to the issues
- proposing and understanding objectives, approach, methods and deliverables
- developing a schedule and time/work allocation, based on studio target dates
- cost estimating and budgeting tools for projects

Through discussions with the studio instructors and others involved in the Melbourne program, as well as exercises and readings integrated with the studio project, the following topics may be explored:

- the stages in a project
- determinants of a successful project
- leadership and other roles of the team
- the role of various stakeholders
- the impact of various organizational structures and cultures in developing a successful plan
- why some projects fail and others succeed
- techniques for minimizing risk and avoiding project failure.

Students will be expected to integrate the work of the studio and other courses in the Melbourne program, and will be responsible for some self-directed learning.

## **Requirements and Evaluation:**

### **1. Project Proposal, worth 30% of course grade**

**DUE DATE Monday 6 October (submit electronically to Course Managers as pdf)**

Each student will prepare a proposal (maximum 3 pages) that outlines the project to be undertaken in the EVDP 635 Melbourne studio, to include:

- project understanding
- objectives
- approach, methods and deliverables
- schedule including target dates and time/work allocation (chart form)
- cost estimate for planning project, based on hypothetical team and hourly fees

NOTE: this proposal will be based on the studio schedule, and will include the studio exercises. Students are also expected to frame the studio work in terms of a hypothetical urban planning project that they could be undertaking as a professional planning consultant. The proposal will be evaluated in terms of completeness, clarity and organization, demonstration of understanding of the project, and ability to develop an appropriate and practical schedule and cost estimate.

### **2. Evaluative Paper, worth 70% of course grade**

**DUE DATE Monday 8 December 2014 (submit electronically to Course Managers as pdf)**

Each student will prepare a paper (maximum 10 pages) discussing the following aspects of Project Management, and critically evaluating their application in the studio project. Note that this is not an evaluation of the course; it is an evaluation of the project that you and your classmates complete in the studio, and should include reflections on your experience in managing various aspects of the work, making reference to the literature on project management and to your in-class and other discussions. To include:

- scope management
- time management
- human resource management
- cost management
- communications management
- risk management
- leadership, innovation and quality

The paper will be evaluated according to completeness, understanding of basic principles of project management (demonstrated through reference to the literature), demonstration of critical reflection, organization and clarity. Graphics may be included where appropriate. Referencing should conform to an acceptable style (e.g. APA, Chicago, Harvard).

Late submissions will have ½ of a letter grade deducted per day late.

## Some Useful References

- Project Management Institute 2012. *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition*
- R. Mulcahy 2006. *PM Crash Course*. RM Publications.
- H.R. Kerzner. 2013. 11<sup>th</sup> ed., *Project Management: A Systems Approach to Planning, Scheduling and Controlling*. Wiley.
- J.K. Pinto. 2010. 2<sup>nd</sup> ed. *Project Management*. Pentice Hall. or  
 J.K. Pinto. 2013. 3<sup>rd</sup> ed., *Project Management: Achieving Competitive Advantage*,  
 (same book)

## Grading Scale

Final grades will be reported as letter grades, with the final grade calculated according to the 4-point range.

Grade	Grade Point Value	4-Point Range	Percent	Description
A+	4.00	4.00	92.5-100	Outstanding - evaluated by instructor
A	4.00	3.85-4.00	85-92.49	Excellent - superior performance showing comprehensive understanding of the subject matter
A-	3.70	3.50-3.84	80-84.99	Very good performance
B+	3.30	3.15-3.49	76-79.99	Good performance
B	3.00	2.85-3.14	73-75.99	Satisfactory performance
B-	2.70	2.50-2.84	70-72.99	Minimum pass for students in the Faculty of Graduate Studies
C+	2.30	2.15-2.49	66-69.99	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	63-65.99	
C-	1.70	1.50-1.84	60-62.99	
D+	1.30	1.15-1.49	56-59.99	
D	1.00	0.50-1.14	50-55.99	
F	0.00	0-0.49	0-49.99	

### 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.

## Other Relevant Course Related Policies and Procedures

Course requirements are to be submitted electronically to the email addresses of the course managers. Due dates are 5:00 pm, Calgary time.

It is the student's responsibility to request academic accommodations. If you are a student with a documented disability who may require academic accommodation and have not registered with the Disability Resource Centre, please contact their office at 220-8237. (<http://www.ucalgary.ca/drc/node/46>) Students who have not registered with the Disability Resource Centre are not eligible for formal academic accommodation. You are also required to discuss your needs with your instructor no later than fourteen (14) days after the start of this course.

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.

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

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>).