

## **COURSE SYLLABUS**

### **PROJECT MANAGEMENT**

**SPRING 2017**

**COURSE NUMBER: PLA6280**

**1.5 CREDITS**

**WEDNESDAYS, 6:00 - 8:00 PM**

**ROOM: 200 SOUTH FAYERWEATHER**

**Instructor:** Leeza Springer, PMP  
LeezaSpringer@gmail.com  
917.837.5967

**Teaching Assistant:** Alastair Boucaut  
ab4044@columbia.edu

### **I. COURSE DESCRIPTION**

The tools and techniques of project management are taught with respect to the overarching management of development projects including during the phases of envisioning, planning approvals, design, construction documentation, building, and delivery of the completed project on time and within budget. Taking into account the disparate objectives of the many constituents in the process, a rigorous method for optimizing decision-making and resolving challenges is learnt. The general theory and methods of project management are tailored to the complex area of real estate such that the developer retains control and management of the process to achieve the most successful outcome.

### **II. COURSE REQUIREMENTS AND ASSIGNMENTS**

Students are expected to take detailed notes during all lectures. If absent, students are responsible for obtaining class notes from fellow classmates. The distributed Powerpoint presentations will not be enough to obtain a full understanding of the information presented during class. Students will also be required to ask questions and participate in in-class discussions. Completion of short readings, assignments and a final project is required.

### **III. COURSE GRADING CRITERIA**

Course grading criteria are as follows:

- Attendance and In-class Participation: 20%
- Completion of Readings & Assignments: 40%
- Final Project: 40%

### **IV. READINGS**

There is no one text describing the project management process as it pertains specifically to real estate development projects. The material presented in this course will be based on the best practices as outlined in *The Project Management Body of Knowledge (PMBok)*, issued by the Project Management Institute (PMI) and how these relate to real estate development projects.

Students will not be required to read the PMBoK. Instead the collection of required and recommended readings below will attempt to supplement the information taught in this course. Students will be expected to complete required readings in advance of class. Please note that while recommended texts are not required readings they will help students get the most out of this course.

**Required text(s) / reading(s):**

- “Real Estate Development Project Management” Course Pack  
(to be provided via Google Drive)

**Recommended text(s) / reading(s):**

- “Real Estate Development Project Management” Course Pack  
(to be provided via Google Drive)
- Allen, David. *Getting Things Done: The Art of Stress-Free Productivity*. Penguin Books, 2015.
- Alessandra, Dr. Tony and Michael J. O’Connor. *The Platinum Rule*. Grand Central Publishing, 1996.
- Covey, Stephen R. *The 7 Habits of Highly Effective People*. Simon & Schuster, 2013.

**V. COURSE OUTLINE**

**Class 1: 03.08.2017 : Introduction to Project Management**

Students will be introduced to the project management process and how it relates to the various kinds of real estate development projects they may undertake / encounter in their careers (i.e. acquisitions, change of use / repositioning efforts, interior renovations, ground-up developments, etc).

In-Class Exercise: A Project Charter, including Statement of Work, will be distributed and reviewed in class. Students will be asked to work in groups to develop questions that will help clarify the Project’s Scope of Work.

Required Readings due 03.22.2017:

- Udo, Nathalie. “Starting Right”. *2009 PMI Global Congress Proceedings*, 2009. (See Course Pack)
- Walker, Dr. Loran W. “The Scope Crept, The Risks Leapt!”, *2012 PMI North American Congress Proceedings*, 2012. (See Course Pack)
- Burek, Paul. “Influence of the Scope Statement on the WBS”. *2011 PMI Global Congress Proceedings*, 2011. (See Course Pack)

Recommended Readings due 03.22.2017:

- Sliger, Michele. “Goodbye Scope Creep - Hello Agile”. *2010 PMI Global Congress Proceedings*, 2010. (See Course Pack)
- Brown, Karen A. and Nancy Lea Hyer. “Mind Mapping as a WBS Development Tool”. *Proceedings of the Project Management Institute Annual Seminars & Symposium*, Nov. 2001.

**Class 2: 03.22.2017 : Scope Management**

The importance of scope management will be discussed. Students will be taught the tools and techniques necessary to define and manage the scope for any development project.

Responses to the questions submitted at the end of Class #1 will be reviewed in class to clarify the Statement of Work.

Guest Speaker (tentative): Owner’s Project Manager

In-Class Exercise:

1. Students will be asked to form groups for completion of the Final Project.
2. Groups will be asked to prepare a Project Organization Chart to further their understanding the project team.
3. Groups will be asked to begin to outline their “Work Breakdown Structure (WBS)” based on the clarified project scope to further their understanding of the steps required to complete the project.

Required Readings due 03.29.2016:

- Popescu, Calin and Anamaria Popescu. “Strategies for Project Duration Reduction”. *Project Management Institute 26th Annual Seminar / Symposium*, 1995. (See Course Pack)

Assignment No.1 due 03.29.2017:

“Project WBS” - Prepare a Work Breakdown Structure (WBS) using the guidelines provided in class. This must be submitted in written form by Wednesday 03.29.2017.

**Class 3: 03.29.2017 : Time Management**

The importance of time management will be discussed. Students will be taught the tools and techniques necessary to define and manage the project schedule for any development project.

Guest Speaker (tentative): Architect

In-Class Exercise:

1. Groups will be asked to use their WBS to begin a preliminary project schedule in Gantt Chart format using the guidelines provided in class.

Required Readings due 04.05.2017:

- Ming, Eric Goh-Swee. "A Systematic Approach to Effective Project Cost Management". *2005 PMI Global Congress Proceedings*, 2005. (See Course Pack)
- Sievert, Jr. Richard W. "A Review of Value Engineering as an Effective System for Planning Building Projects". *PMI*.

Recommended Readings due 04.05.2017:

- Durrenberger, Mark. "You Can't Negotiate Cost". *PM Network*, Sep. 2000.

Assignment No. 2 due 04.05.2017:

"Project Schedule" - Use the WBS (Assignment No.1) to generate a preliminary project schedule in Gantt Chart format using the guidelines provided in class. This must be submitted in written form by Wednesday 04.05.2017.

**Class 4: 04.05.2017 : Cost Management**

The importance of cost management will be discussed. Students will be taught the tools and techniques necessary to define and manage a project budget for any development project.

Guest Speaker (tentative): Expeditior

In-Class Exercise:

1. Groups will be asked to start a project budget in Excel using the WBS (Assignment No.1) and Project Schedule (Assignment No.2) they previously prepared.

Required Readings due 04.12.2017:

- Knutson, Joan. "You Owe Your Project Players A Communication Infrastructure - Part 1". *PM Network*, Nov. 1999.
- Knutson, Joan. "You Owe Your Project Players A Communication Infrastructure - Part 2". *PM Network*, Dec. 1999.

Recommended Readings due 04.12.2017:

- Alessandra, Tony and Michael J. O'Connor. *The Platinum Rule*. Grand Central Publishing, 1996. Print (p.11-67)
- Cabanis-Brewin, Jeannette. "Hiring, Training, Developing, Rewarding, and Measuring Project Personnel". *Proceedings PMI Global Congress 2007*, 2007.
- Butorac, Dino. "Non-Written Communication in Project Management". *2006 PMI Global Congress Proceedings*, 2006. (See Course Pack)

Assignment No. 3 due 04.12.2017:

“Project Budget” - Use the WBS (Assignment No.1) and Project Schedule (Assignment No.2) to generate a preliminary project budget in Excel using the guidelines provided in class. This must be submitted in written form by Wednesday 04.12.2017.

**Class 5: 04.12.2017 : HR and Communication Management**

The keys to successful people management will be discussed. Students will be taught how to achieve employee satisfaction and foster growth as well as understand patterns of team formation and how to guide team development. These concepts will then be related to the tools and techniques necessary to develop a project-specific Human Resource Plan.

Students will also be taught how to establish and maintain clear communication lines and produce clear, proactive and appropriate forms of documentation so that they may successfully manage the project and its stakeholders.

Project Status Updates will be distributed and reviewed for use in preparation of the Final Project.

Guest Speaker (tentative): MEP Engineer

In-Class Exercise:

1. Groups will be permitted to work on the Final Project in class.

Required Readings due 04.19.2017:

- Forman, James B. and Richard Discenza. “Got Stake?”. *2012 PMI Global Congress Proceedings*, 2012. (See Course Pack)
- Lavanya, N. and T. Malarvizhi. “Risk Analysis and Management - A Vital Key to Effective Project Management”. *2008 PMI Global Congress Proceedings*, 2008. (See Course Pack)
- Guckert, Donald and Jeri Ripley King. “Who Pays for the Architect’s Mistakes?” *Facilities Manager*, Sep/Oct 2002.

Recommended Readings due 04.19.2017:

- Pym, D.V. and R. Max Wideman. “Risk Management”. *PM Network*, Aug. 1987.

**Class 6: 04.19.2017 : Stakeholder and Risk Management**

The importance of identifying all internal and external project stakeholders will be discussed along with how to identify their needs and manage their expectations throughout the project to keep their involvement in the project aligned with its successful completion.

Students will be taught how to anticipate and identify areas of risk, how to quantify and qualify those risks, and how to plan for them.

Guest Speaker (tentative): Structural Engineer

### Final Project due 04.25.2017

See Final Project Description on next page.

### **Class 7: 04.25.2017 : Quality and Procurement Management**

The importance of quality management will be discussed. Students will be taught the tools and techniques necessary to define quality parameters for any development project and manage them as the project scope evolves in order to bring the project to completion within scope, on time, within budget and at the agreed upon quality.

Students will also be taught how to procure products and services that may be necessary as part of a real estate development project. They will be introduced to the types of services typically required, what to expect of those service providers and how to contract with them.

### In-Class Exercise:

1. Groups will be permitted to work on the Final Project in class.

### **VI. FINAL PROJECT**

Students will be assigned a sample development project. The project's Statement of Work will be provided. Using this document they will be asked to generate an Organizational Chart, Work Breakdown Structure (WBS), Schedule and Budget. Once these items are generated they will be provided with a series of project status updates, which they will need to use to make and track changes to the initial documents they have prepared. A narrative accompanying the revised Project Deliverables (WBS, Schedule and Budget) describing the "iterative" process carried out to realign the project in response to the project updates provided will be required to illustrate the decision-making processes that were used to respond to changes in the project's scope. More detailed Assignment Descriptions will be provided.