COURSE SYLLABUS

Bren School of Environmental Science and Management

Introduction to Project Management for the Environmental Professional

INSTRUCTOR:  Craig S. Whan, PMP  
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DATE and TIME:  Ten weeks: 1.5 hrs per class, schedule on GauchoSpace site  

LOCATION:  Bren Hall, Rm 1424  

PREREQUISITE:  None

Course Description

•  Introduce the emerging Bren environmental professional to the theory, concepts, techniques, vocabulary and practical knowledge of project management practice.
•  Provide the Bren student with a framework for conducting their own group projects using acquired project management principles.
•  Acquaint students with the process groups and knowledge areas comprising PMI’s Project Management Body of Knowledge (PMBOK).
•  Provide Bren Students with a "first day" working ability for applying their scientific knowledge as functioning project managers within the operational processes of their successor organizations.

What this course will provide:

•  A project management “boot camp;”
•  Practical approach to projects;
•  Useful tips & guidelines for managing projects;
•  Enable the Bren Grad to be more effective in engaging their technical skills;
•  Emphasis will be made on “pre-project” activities and considerations– more planning than managing. (if you “fail to plan – you are planning to fail”)

GRADING:

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<th>Point Value breakdown</th>
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<tr>
<td>In-class Participation/attendance</td>
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<tr>
<td>Written Assignments:</td>
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<tr>
<td>Final Exam (take home):</td>
<td>40</td>
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Module 1 – Project Management Introduction

•  Define the characteristics of a project
•  The project lifecycle
•  Introduce the project management process groups
•  The need for project management in organizations (focus on environmental organizations)
•  The purpose of projects in an organization (client deliverables on funded budget revenue & profit)
•  The line manager vs. the project manager
•  Roles of the Project manager
•  Introduce the triple constraints of project management (scope, schedule and cost)
•  Managing the social, financial and technical aspects of the project arena.
• Introduce the Project Management Institute (PMI),

Module 2 Before the project – business management considerations:

• The client as your customer
• About the “RFP” (Request for Proposal)
• About “Proposals:”

OK – you’ve won the project with your proposal - now what??

Module 3 Project initiation & Project planning:

• Project Scope – what is to be accomplished
• Defining what your client wants accomplished
• The “SOW” (“Statement of Work” or “Scope of Work”)
• Dissecting the project Scope; - where project management begins
• Scheduling
• The Gantt Chart
• The Work Breakdown Structure (WBS) and the schedule of activities (or tasks)
• Critical Path

Module 4 Estimating costs and determining your project budget

• Business concepts and strategies for project budgeting
• The meaning of the “Multiplier” where it comes from and why (More hours? More profit?)
• Time & Materials (T&M) vs. Firm Fixed Price (FFP) pricing models
• Tools and tips for constructing your project budget.
• Other direct costs (“ODCs”)

Module 5 Getting your project started

• The Project Management Plan – the sum of your project planning efforts
• The Project Kick-off Meeting:

Module 6 Project Communications

• Knowing all your project stakeholders and keeping them informed
• Managing expectations
• The cost of communications – effective communications
• Effective meetings (conf calls and in person meetings)
• Some guidelines about emails
• Project Status Reports.
• Build a project website/project blog

Module 7 Project Quality & Risk Management

• QA & QC
• Identifying Risks (Qualitatively & Quantitatively) – the art of preemptive thinking
• Monitoring and controlling risks; Risk response

Module 8 Project Monitoring and Controlling and Project Closing

• Tracking your project progress:
• Schedule vs. budget
• The Earned Value method
• The dangers of Scope Creep
• Project Closing
• Process improvement

Module 9 (if possible) A short intro to MS Project as a Project Management tool

Reading assignments: tbd