

**Course AME6043,
Initiation and planning of construction projects - mgpa**

Winter: Thursdays 9h to 12h
Fall: Tuesdays 18h30 to 21h30

Professor Gonzalo Lizarralde

Website: <http://www.grif.umontreal.ca/pages/Gonzalo/orientationmgpa.htm>
Course en ligne : www.coursenligne.umontreal.ca

This Masters-level course is an introduction to the basic notions of project initiation and management within the context of the building industry. The course clarifies the role of the different actors of the building industry and seeks to explain the most typical characteristics and constraints of construction projects, including architectural, urban and landscape projects. The course permits a clear understanding of the main difficulties frequently found in construction projects (delays, over budgets, inter-organizational conflicts, etc) and the ways to both prevent and mitigate them.

This course is based on scientific research produced over 32 years by the IF research group (www.grif.umontreal.ca), particularly on project management, organizational design, strategic procurement and project performance. It is also based on the structure of analysis of projects proposed by the Project Management Institute – PMI.

The course includes a strategic view of management and a critical view of the building industry, including also a critical view of the role of architects and architecture in that industry. It takes distance from the tactical and operational views of project management favoring, instead, an approach based on **strategic decision-making from the procurement phase to the life-cycle end of the project**.

Part I

This part takes the form of seminars of presentation and discussion. It includes the presentation of the most important notions of project management and some case studies. It includes:

- Introduction and definitions;
- The systems approach to project management;
- Economic and technical feasibility studies;
- Functional programs and determination of quality standards;
- Strategic planning and strategic procurement in project environments;
- Time management;
- Cost management;
- Quality management;
- Human resource management;
- Conflict management and conflict prevention and mitigation;
- Information and communication management;
- Risk management;

- Project procurement in the building industry.

Parts II and III

These parts include presentations by invited lecturers and the students. Case studies are presented and explained in detail to illustrate the basic notions discussed in Part I.

Part I

- lecture 1 Introduction
 Project management
 Systems approach
 Definitions of project, program, planning, initiation, etc.
- lecture 2 Project life-cycle
 Economic feasibility
- lecture 3 Technical feasibility studies and other studies
 Quality management, the concept of quality
 Standards of quality
- lecture 4 Time management
 Cost management
 Human resource management
- lecture 5 Communications and conflicts
 'Partnering' and conflict prevention
- lecture 6 Strategic planning
- lecture 7 Procurement of construction projects
 Organizational design
- lecture 8 Supply management in the building industry
 Risk management.

Part II Conferences and invited lectures

- lecture 9 Case-study (invited lecture from the building industry)
- lecture 10 Case study (invited lecture from a different industry)
- lecture 11 Case study (invited lecture from the building industry) and synthesis.

Part III Synthesis and evaluation

- lecture 12 Exam
- lecture 13 Presentations by the students and discussion
- lecture 14 Presentations by the students and discussion

Evaluation

30%	Exam;
20%	For the 1 st part of the assignment;
40%	For the 2 nd part of the assignment;
10%	For the project presentations.

Marks

excellent :	A+	(4.3)
	A	(4.0)
	A –	(3.7)
good :	B+	(3.3)
	B	(3.0)
	B -	(2.7)
pass :	C +	(2.3)
	C	(2.0)
fail :	C -	(1.99 - 0)

Bibliography

Text-book:

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