

## Urban Project Management

Title	Urban Project Management
Semester	E2023
Master programme in	Nordic Urban Planning Studies
Type of activity	Course
Teaching language	English
Study regulation	Read about the Master Programme and find the Study Regulations at <a href="http://ruc.dk">ruc.dk</a>

### REGISTRATION AND STUDY ADMINISTRATIVE

Registration	<p>Registration is through <a href="#">stads selvbetjening</a> within the announced registration period, as you can see on the <a href="#">Studyadministration homepage</a>.</p> <p>When registering for study activities, please be aware of the potential conflicts between study activities or exam dates. The planning of activities at Roskilde University is based on the recommended study programs which do not overlap. However, if you choose optional courses and/or study plans that goes beyond the recommended study programs, an overlap of lectures or exam dates may occur depending on which courses you choose.</p>
Number of participants	
ECTS	5
Responsible for the activity	Lasse Martin Koefoed ( <a href="mailto:lmartin@ruc.dk">lmartin@ruc.dk</a> ) Søren Smidt-Jensen ( <a href="mailto:soesm@ruc.dk">soesm@ruc.dk</a> )
Head of study	Lasse Martin Koefoed ( <a href="mailto:lmartin@ruc.dk">lmartin@ruc.dk</a> )
Teachers	
Study administration	IMT Registration & Exams ( <a href="mailto:imt-exams@ruc.dk">imt-exams@ruc.dk</a> )
Exam code(s)	U60336

### ACADEMIC CONTENT

Overall objective	In this course students develop abilities to analyse and critically reflect on urban project management and urban development initiatives. The course consists of workshops focusing on various aspects of project
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	<p>management for sustainable urban development, which includes an integrated and cross-disciplinary approach.</p> <p>Sessions are related to empirical cases that may be in Denmark or international. Where possible during the course, real cases will be used, i.e., meeting with representatives of the case to allow direct discussion of urban challenges.</p>
Detailed description of content	<p>Different models for managing large-scale and complex urban development projects will be analyzed, including various forms of collaboration between the public sector and private investors. A topic of particular attention will be how diverging interests of public and private actors can be mediated and aligned. The challenges of keeping political ambitions during several years is another topic of interest. Concrete management tools will be trained in the workshops, including milestone-plans, multi-stakeholder analysis and risk analysis. The main components in leading and coordinating project management teams will be identified through a particular case. Where possible during the course, real cases will be used, i.e., meeting with representatives of the case to allow direct discussion of urban challenges. Site visits to recent and ongoing urban development projects in the Copenhagen region is included in the course (site visits considered: Nærheden, Carlsberg, Tingbjerg, Ørestad, Musicon).</p>
Course material and Reading list	<p>Key references</p> <p>Bibri, S. (2018) Managing Urban Complexity: Project and Risk Management and Polycentric and Participatory Governance. In Bibri, S. (Ed.) Smart Sustainable Cities of the Future. Springer. Bruns-Berentelg, J., Noring, L. &amp; A. Grydehøj (2020) Developing urban growth and urban quality: Entrepreneurial governance and urban redevelopment projects in Copenhagen and Hamburg. Urban Studies. Flyvbjerg, B. (2015) More on the dark side of planning: Response to Richard Bolan. CITIES, 42. Loufrani-Fedida, S., &amp; Missonier, S. (2015). The project manager cannot be a hero anymore! Understanding critical competencies in project-based organizations from a multilevel approach. International Journal of Project Management, 33(6), 1220-1235. Majoor, S. (2018) Coping with ambiguity: An urban megaproject ethnography. Progress in Planning, vol. 120, pages 1-28. Majoor, S. (2015) Urban Megaprojects in Crisis? Ørestad Copenhagen Revisited. European Planning Studies, vol. 23, issue 12. Moore, M. H., &amp; Khagram, S. (2004). On creating public value. What Businesses Might Learn from Government about Strategic Management. Corporate Social Responsibility Initiative Working Paper, (3). Parker, P., &amp; Madureira, A. M. (2016). Housing context and legitimacy in the transformation of a stigmatized estate: the case of Rosengård. Journal of Housing and the Built Environment, 1- 16. Savini, F., Majoor, S., &amp; Salet, W. (2017). Dilemmas of Planning: Intervention, Regulation and Investment. In F. Savini, &amp; W. Salet (Eds.), Planning Projects in Transition: Interventions, Regulations and Investments (pp. 26-43). Jovis. Yang, R. J. (2014) An investigation of stakeholder analysis in urban development projects: Empirical or rationalistic perspectives. International Journal of Project Management, 31. 838-849.</p>
Overall plan and expected work effort	<p>5 ECTS = 135 Hours</p> <p>The proposed study intensity for a student in this activity: 135 hours</p>

	<p>The proposed distribution of hours on teaching and learning activities  Lectures (include discussions, student presentations): 24 Preparation for lectures and discussions: 66 Course essay: 45</p> <p>Teaching and learning activities</p> <p>The workshops combine lectures with class discussions based around readings and lecture materials. Participants are also asked to present materials during the classes. Further details will be discussed with participants at the start of the course and uploaded to Moodle.</p>
Format	<p>Teaching activities takes place on campus.</p> <p>1-2 site visits in the Copenhagen region will be conducted.</p>
Evaluation and feedback	<p>Evaluation is via an anonymous online survey distributed to all participants. The course will also be discussed with participants in the final session and reviewed at the NUPS Education Committee with input from student representatives.</p>
Programme	<p>Dates for the workshops to be added. Also the date of portfolio submission after the last lecture</p>
<b>ASSESSMENT</b>	
Overall learning outcomes	<p>By the end of the course, students should be able to:</p> <ul style="list-style-type: none"> <li>• Independently reflect on different aspects of urban development processes in terms of their impact on human well-being, the local economy and the environment</li> <li>• Analyse urban leadership and managerial challenges in urban development initiatives</li> <li>• Jointly explore and analyse concrete urban projects in relation to overall urban development strategies</li> <li>• Critically assess and advise on the management of urban development initiatives.</li> </ul>
Form of examination	<p>Group portfolio exam</p> <p>Permitted group size: 2-5 students. Examples of written products are exercise responses, talking points for presentations, written feedback, reflections, written assignments. The preparation of the products may be subject to time limits.</p> <p>Assignments written by a group must be individualised.</p> <p>The portfolio is written partially during the course.</p> <p>The character limit of the portfolio is:  For 2 students: maximum 12,000 characters, including spaces.  For 3 students: maximum 16,800 characters, including spaces.  For 4 students: maximum 19,200 characters, including spaces.  For 5 students: maximum 24,000 characters, including spaces.  The character limits include the cover, table of contents, bibliography, figures and other illustrations, but exclude any appendices.</p> <p>The entire portfolio must be handed in at the same time.</p>

	Assessment: Pass/Fail. Moderation: Internal co-assessor.
Form of Re-examination	Samme som ordinær eksamen / same form as ordinary exam
Type of examination in special cases	
Examination and assessment criteria	<p>Assessment criteria</p> <p>It will be assessed to which degree the student demonstrates the ability to:</p> <ul style="list-style-type: none"> <li>• Critically analyze and reflect on various aspects of urban project management for sustainable urban development.</li> <li>• Critically analyze and reflect on different models for managing complex urban development projects.</li> <li>• Suggest relevant project management tools for different types of challenges related to urban projects.</li> </ul> <p>It will also be assessed to whether the portfolio/exam fulfills all formal requirements.</p>
Exam code(s)	Exam code(s) : U60336

Course days:

Hold: 1

## Urban Project Management (NUPS)

time	08-09-2023 08:15 til 08-09-2023 14:00
location	02.1-005 - lille teorirum (30)
Teacher	Søren Smidt-Jensen ( soesm@ruc.dk ) Lasse Martin Koefoed ( lmartin@ruc.dk )

## Urban Project Management (NUPS)

time	15-09-2023 08:15 til 15-09-2023 14:00
location	02.1-031 - geofagsal 02 (70)
Teacher	Lasse Martin Koefoed ( lmartin@ruc.dk ) Søren Smidt-Jensen ( soesm@ruc.dk )

## Urban Project Management (NUPS)

time 22-09-2023 08:15 til  
22-09-2023 14:00

location 28b.0-01 - store teorirum (30)

Teacher Søren Smidt-Jensen ( soesm@ruc.dk )  
Lasse Martin Koefoed ( lmartin@ruc.dk )

## Urban Project Management (NUPS)

time 29-09-2023 08:15 til  
29-09-2023 14:00

location 02.1-005 - lille teorirum (30)

Teacher Søren Smidt-Jensen ( soesm@ruc.dk )  
Lasse Martin Koefoed ( lmartin@ruc.dk )

## Urban Project Management (NUPS)

time 06-10-2023 08:15 til  
06-10-2023 14:00

location 08.1-032 - teorilokale (96)

Teacher Søren Smidt-Jensen ( soesm@ruc.dk )  
Lasse Martin Koefoed ( lmartin@ruc.dk )

## Urban Project Management (NUPS)

time 13-10-2023 08:15 til  
13-10-2023 14:00

location 28b.0-01 - store teorirum (30)

Teacher Søren Smidt-Jensen ( soesm@ruc.dk )  
Lasse Martin Koefoed ( lmartin@ruc.dk )

## Urban Project Management - Portfolio hand-in (NUPS)

time 27-10-2023 10:00 til  
27-10-2023 10:00

forberedelsesnorm ikke valgt

forberedelsesnorm D-VIP ikke valgt

## Urban Project Management - Reexam portfolio hand-in (NUPS)

time	02-01-2024 10:00 til 02-01-2024 10:00
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forberedelsesnorm	ikke valgt
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forberedelsesnorm D-VIP	ikke valgt
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