



ARC 5942 – Project Management for Architecture

Course Description:

The knowledge and skills required to navigate an architectural project from conception to completion are the focus of this course. Topics include project delivery methods, the design and delivery process, project team organization /roles and management, discipline coordination, client and contractor communication, project financial management, time management, conflict resolution, project manual development, construction administration and cost estimating.

Text Needed:

Ramroth, Jr., William G. (2006) *Project Management for Design Professionals*. Chicago: AEC Education. ISBN-13: 978-1-4195-2812-5, ISBN-10: 1-4195-2812-5.

This is currently available from Amazon.com: <http://www.amazon.com> , and at the LTU Bookstore

Instructor:

Your instructor for this course is David Rose, AIA, LEED AP. Contact information for inquiries can be found via the "Instructor Info" button on your ARC 5942 Project Management for Architecture home page.

Course Timeline:

This Spring Semester course will begin *January 21, 2008* and run through *May 10, 2008*. Module 0 orientation will be available starting January 14, 2008.

There will be activities and exercises to accomplish each week. This is not a self-paced course, so students need to commit time each week. Assignments are given via a weekly "Module". Each Module will be available, in sequence, at *12:01 AM (EST) Monday, and must be completed by 11:59 PM (EST) on Sunday.*

Time Management:

It is essential that you manage your time as needed to participate regularly through the week in this course, both to get your work done and to participate in Discussion Boards. Leaving work to the final day or two will short change you and other students, most significantly you.

Be sure to check for Announcements on Mondays, and start getting into the material as quickly as possible.

Expect that for a three-credit course, at least nine hours per week is a typical time commitment required. That may or may not allow for needed work on the class term paper and all regular class work, depending on the student, so watch your time and make allowances accordingly.

Assignments:

The assignments inside each Module are ordered numerically, and are intended to be completed in sequence. Any Discussion Boards inside an assignment will call upon you to start in on the discussion, and grading is based in part on continued participation. See "Discussion Board Participation" below for grading criteria.

Instructions for each element in a week's assignment are specified. You may be called upon to download and upload information, move about within the course, indicate that you have completed a task, etc. as directed.

Readings each week will normally include one or more "lectures", a chapter from the textbook, articles from a professional journal titled "PM Tactics", and/or PowerPoint presentations. Additional materials for reference in PDF format may be included, along with some specific exercises.

If you have any questions about how to accomplish anything, be sure to ask! The Course Questions Board is the best place to start. It can be accessed via the "Discussion Board" tab on your class home page.

Weekly Course Outline:

- Module 0: Course Orientation; overview of course structure; teacher and student introductions; teaching methods; textbook and reading material introduction; assignments and evaluation; grading criteria
- Module 1: What is a project? What is a project manager? Various (potential) roles of PM's; PM responsibility and authority; Five components of project management
- Module 2: Project management goals; project goals; tactics for success and failure; office types and their relation to project management; the structure and components of offices; five standard project phases and the basics of fees/hours
- Module 3: Project initiation; how projects come to offices; opportunities and proposals; stakeholders; project sponsor; referent vs. expert authority; moving toward a Statement of Work; project understanding vs. scope
- Module 4: Project planning; components of a statement of work; kickoff meeting; budget development; schedule development; the role of change in a project; basics of risk management; criteria for effective project goals
- Module 5: Project execution; planning for quality; review and approvals; coordination between disciplines; owner and contractor communications; team meetings (and how to conduct effective meetings)
- Module 6: Project monitoring and control; monitoring hours and costs; team communication; conflict management; change in projects
- Module 7: Project closeout; team reassignment; team evaluation; closeout documentation; record drawings; marketing materials development; client satisfaction surveys
- Module 8: Spring break readings and extra credit exercise
- Module 9: Mid-Term exam
- Module 10: Project budget development; top down vs. bottom up budgeting; reimbursables and consultants; relation to invoicing; comparison tools

- Module 11: Project schedule development; WBS to network diagram to Gantt Chart; personal time management
- Module 12: Project construction cost; role in projects, estimating methods; the role of contingencies; cost control methods
- Module 13: The AIA standard contract between architect and owner; project manual development, general requirements and key issues
- Module 14: Construction administration – the PM's role in CA, management challenges in CA, and use of AIA forms
- Module 15: Rules of the game in project management; how to be an effective project manager; leadership in project management
- Module 16: Final Exam

Grading:

Graded points are assigned to elements of the course where indicated inside the course materials. Total accumulated points for the semester will be converted to overall percentages, and final grades will be determined based on the following scale:

Class Percentage	Letter Grade
96 and above	A
90 – 95	A-
87 – 89	B+
83 – 86	B
80 – 82	B-
77 – 79	C+
73 – 76	C
70 – 72	C-
61 – 70	D
60 and below	E

Points are awarded for activities in the course including:

- Participation (discussion board contributions, and feedback to other students, etc.)
- Learning Activities, like quizzes, reports, exercises
- Mid Term and Final
- Term Paper

Discussion Board Participation:

Most weeks, there will be one or more discussion boards for you to participate in. When boards are listed amongst the assignments, each student is expected to post in the designated board at least 3 out of 7 days each week. This standard is a minimum. Simply logging on does not contribute to the class nor count as "participation".

Participation includes questions or comments about the weekly material, responses to posts made by your professor, or posts that you make as part of a learning activity. Participation does not include e-mails, or posts to the Virtual Office area.

Discussion Board Teams: to facilitate dialogue in the discussion boards, the class will be broken down into teams which, depending on class size, will have up to five members each. A designated team leader will help guide the discussion each week, as practice in the skills of project management. Each week, the leader role will rotate through the team so that all may participate.

Make sure to logon often to stay in touch with the discussions and to avoid becoming overwhelmed by the number of posts. Weekly participation points are awarded based on the quantity and quality of your posts. The quality of your postings will be evaluated by the following rubric:

15 Participation Points

- The participant consistently posted insightful comments and questions that prompted on-topic discussion.
- The participant consistently helped clarify or synthesize other class members' ideas.
- The participant stated his or her disagreement or objections clearly, yet politely.
- The participant posted 3 out of 7 days in the appropriate board.

10 Participation Points

- The participant was notably lacking in one of the items listed above.
- The participant usually, but not always, expressed herself or himself clearly.
- The participant posted 2 out of 7 days in the appropriate board.

5 Participation Points

- The participant was consistently lacking in two or more of the items listed above.
- The participant had to be prompted or coaxed to participate.
- The participant posted 1 out of 7 days in the appropriate board.

0 Participation Points

- The participant was rude or abusive to other course participants.
- The participant consistently failed or refused to participate at all, even when specifically prompted or questioned.
- The participant 0 out of 7 days in the appropriate board.

Attendance & Participation:

Even though this is an online experience, and there is no “classroom” as such, regular attendance and participation is essential for learning. Each student is expected to attend the course each week. Attendance is measured by each student’s presence in the discussion board, as well as the submission of assessments or other assigned homework. Attendance is not the same as participation. Simply logging on (and, say, just reading others’ posts) does not contribute to the class, nor to your grade.

Class Policies and Expectations

To facilitate making this as valuable a learning experience as possible, here are some general guidelines and expectations regarding this course:

- Each student has a LTU e-mail account. If you wish to use a different e-mail address for this course, *please change your e-mail address in Blackboard under “Student Tools”* and send an e-mail to me so I can store your address in my e-mail directory.
- Readings, discussion board participation, and written assignments must be completed according to the class schedule. If business travel will take you away from regular participation, please clear these dates with me in advance.
- It is essential that all students actively contribute to the course objectives through their experiences and working knowledge.
- All assignments must be submitted on schedule, via Blackboard, and using Microsoft Office-compatible software. If you need to submit an assignment via e-mail, contact the instructor in advance. Late work will be reduced in value.
- Assignments must be completed to an adequate standard to obtain a passing grade. Please ask questions if you are unclear about the requirements for each assignment.
- At midterm and at the end of the course, you will be invited to participate in a University evaluation of this course. Your feedback is important to the University, to LTU Online, and to me as an instructor, and I encourage you to participate in the evaluation process.

Here are a few things you can expect from me as your instructor:

- I will be available to you via e-mail and phone, and will reply to your messages as promptly as practicable.
- Relative to day-to-day course work, I will be checking in on the course at regular intervals, which includes my comments inside Discussion Boards. Please do not expect “live” responses to your Discussion posts, or immediate responses to your questions, but know that I will address both as quickly as possible
- I will be available to you for face-to-face appointments if requested, on a mutually agreed-upon schedule.
- I will maintain the Blackboard web site with current materials, and will resolve any content-related problems as they are reported to me.
- I will send out a weekly e-mail update to all class members to notify you of availability of each new class module, and will remind you of assignment due dates.
- I will return all assignments to you as promptly as possible, and will include individualized comments and suggestions with each assignment.
- I will hold any personal written or verbal communications in confidence. No posting of any contents of your assignments will happen without advance permission from you.
- I will treat all members of the class fairly, and will do my best to accommodate individual learning styles and special needs.

If any of these points need clarification, or when special circumstances arise that require my assistance, please contact me so that we can discuss the matter personally.

Addenda:

Please see the LTU Online “Current Students” web site:

<http://www.ltu.edu/ltuonline/currentonline.asp>

for comprehensive information about Lawrence Tech’s academic services, library services, student services, and academic integrity standards.

Course-specific information is provided in the “Course Information” area.

Technical Support:

Technical support for using Blackboard is provided by VITRC, 248-204-3750 or vitrc@ltu.edu