

COURSE TITLE BLACKBOARD SITE	ARC 5942 01 and 02 - Project Management Spring 2011 – http://my.ltu.edu CRN: 3433 and 3434
INSTRUCTOR	Ron Herzog, AIA, LEED AP, EDAC, CSI & NCARB Associate, Harley Ellis Devereaux Office: 248-262-1519 Office Fax: 248-262-1515 Cell: 248-396-6908 rwhertzog@hedev.com, Office hours by appointment
SCHEDULE	January 10, 2011 to May 7, 2011 (College of Architecture schedule) See http://www.ltu.edu/registrars_office/calendar_final_exam.index.asp for LTU academic calendar information.
LEVEL/ HOURS PREREQUISITE	Graduate Degree / 2 credit hours Admission / prerequisite requirements
REQUIRED TEXT (See Blackboard for additional resources)	Author: William G Ramroth, Jr., AIA Title: Project Management for Design Professionals Edition: 2006 Publisher: Kaplan AEC Education ISBN-13: 978-1-4195-2812-5 ISBN-10: 1-4195-2812-2 Available for online purchase through LTU Bookstore at: http://lawrence-tech1.bkstore.com/bkstore/TextbookSelection.do?st=489
ADDITIONAL RESOURCES	LTU Online student resources: http://www.ltu.edu/ltuonline/
TECHNICAL SUPPORT	Technical support for using Blackboard is provided by the Helpdesk. Visit www.ltu.edu/ehelp or 248.204.2330 or helpdesk@ltu.edu

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> , I am not sure if the LTU Bookstore will have the book this semester

Instructor:

Your instructor for this course is Ron Herzog, 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 10, 2011* and run through *May 7, 2011*. Module 0 orientation will be available starting January 10, 2011. Please note: Modules 0 and 1 are to be completed in the first week of class.

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 this two-credit course, at least six 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.

<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 vitr@ltu.edu

COURSE SCHEDULE:

This fully online course begins with a partial week online course orientation period to familiarize yourself with the online learning environment and to meet online or via the phone with your instructor. Each subsequent week starts on a Monday and ends on a Sunday.

Dates	Modules	Topics / Readings	Assignments Due
Prior to Semester Start and Jan 10 – Jan 16	Module 0	Overview of textbook Online Learning Orientation Course Orientation and group formation	Course orientation Instructor conversation Individual pre-assessment Teacher and Student Introductions
Week of Jan 10 – Jan 16	Module 1	Chapter 1 What is a Project What is a Project Manager Lectures A & B Professional Journal Articles	Bb Discussion Board Forums Describe Personal Project

Dates	Modules	Topics / Readings	Assignments Due
Week of Jan 17 – Jan 23	Module 2	Chapter 3 Project Management Goals Lectures A & B Professional Journal Articles	Bb Discussion Board Forums Quiz # 1
Week of Jan 24 – Jan 30	Module 3	Chapter 2 Project Initiation Lectures A , B & C Professional Journal Articles	Bb Discussion Board Forums Write a Proposal
Week of Jan 31 – Feb 6	Module 4	Chapter 5 Project Planning Lectures A & B Professional Journal Articles	Bb Discussion Board Forums Quiz # 2
Week of Feb 7 – Feb 13	Module 5	Chapter 12 Project Execution Lectures A & B Professional Journal Articles	Bb Discussion Board Forums
Week of Feb 14 – Feb 20	Module 6	Chapter 10 Project monitoring & Control Lectures A , B & C Professional Journal Articles	Bb Discussion Board Forums Quiz # 3
Week of Feb 21 – Feb 27	Module 7	Chapter Project Closeout Lecture A Professional Journal Articles	Bb Discussion Board Forums
Week of Feb 28 – Mar 6	Module 8	Chapter 13 & Ch 6 for extra credit Lecture A	Bb Discussion Board Forums Extra Credit Quiz Term Paper Outline
Week of Mar 7 – Mar 13	Mid-Semester Break		Study for Midterm Exam
Week of Mar 14 – Mar 20	Module 9	Midterm	Bb Discussion Board Forums Midterm Exam
Week of Mar 21 – Mar 27	Module 10	Chapter 8 Project Budget Development Lecture A Professional Journal Articles	Bb Discussion Board Forums Excel spreadsheets Budget report Quiz # 4
Week of Mar 28 – Apr 3	Module 11	Chapter 9 Project Schedule Development Lecture A Professional Journal Articles	Bb Discussion Board Forums
Week of Apr 4 – Apr 10	Module 12	Chapter 7 Project Construction Cost Lectures A,B & C Professional Journal Articles	Bb Discussion Board Forums Quiz # 5
Week of Apr 11 – Apr 17	Module 13	Chapter 11 The AIA Standard Contract Lectures A & B Professional Journal Articles	Bb Discussion Board Forums

Dates	Modules	Topics / Readings	Assignments Due
Week of Apr 18 – Apr 24	Module 14	Construction Administration Lectures A , B & C Professional Journal Articles	Bb Discussion Board Forums
Week of Apr 25 – May 1	Module 15	Chapter 4 Rules of the game in Project Management Lecture A Professional Journal Articles	Bb Discussion Board Forums Term Paper Due Quiz # 6
Week of May 2 – May 7	Final Exams	Course Summary End of Course	Final Exam

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-
69 and below	E

Note: Grades lower than a “B” fall below the LTU graduate standard

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

See the Grade Point Distribution chart in Module 0 for the point values for the discussions, assignments, quizzes, and tests.

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:

STUDENT EVALUATION:

The course has many assignments. Letter grades are awarded based on the total number of points achieved. Points are deducted for late assignments.

INSTRUCTIONAL METHODS AND COURSE ORGANIZATION

List the specific instructional methods used in your course and describe how you will use them, which may include but are not limited to:

Blackboard Learning Environment – Blackboard at my.ltu.edu contains the syllabus, all assignments, reading materials, streaming videos, narrated PowerPoint mini-lectures, podcasts, written lecture notes, chapter quizzes, links to Web resources, and discussion forums. You will submit all assignments via Blackboard, and are expected to participate regularly in discussion topics. Please take time to familiarize yourself with the organization of the Blackboard site. You will want to check the site frequently for announcements reminding you of new resources and upcoming assignments.

Student/Instructor Conversations – Students keep in touch with the instructor via e-mail messages, telephone conference calls, and IM conversations.

Self-Assessments – Pre- and post- self-assessment tools will help students measure their entering skills and progress during the course.

Required Reading – Textbook chapters should be read according to the schedule outlined in the syllabus. Chapters will be discussed online.

Assignments – Each module identifies and outlines the assignments, including due dates..

CLASS POLICIES AND EXPECTATIONS

I plan to offer you a valuable learning experience, and expect us to work together to achieve this goal. Here are some general expectations regarding this course:

Each student has a LTU email account. If you wish to use a different email address for this course, please **change your email address in Blackboard under “Blackboard Tools”, then “Personal Information”** and send an email to me so I can store your address in my email directory.

Readings, discussion forum participation, and written assignments must be completed according to the class schedule. If business travel will take you away from regular participation, please clear the 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 email, 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. Requirements for each assignment are detailed in this syllabus.

Be prepared to log into Blackboard at least once each day. Please focus your online correspondence within the appropriate Blackboard discussion forums so that your colleagues can learn from you.

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.

It is important for you as students to know what to expect from me as your instructor:

- I will be available to you via e-mail and phone, and will promptly reply to your messages.
- I will be available to you for face-to-face appointments as requested.
- I will maintain the Blackboard web site with current materials, and will resolve any content-related problems promptly as they are reported to me.

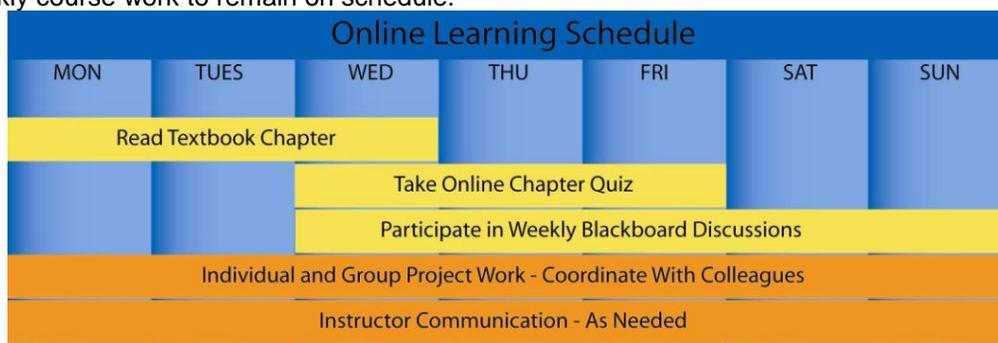
- I will send out a weekly e-mail update to all class members to guide upcoming work and remind you of assignment due dates.
- I will return all assignments to you promptly, and will include individualized comments and suggestions with each assignment.
- I will hold our personal written or verbal communications in confidence. I will not post any of your assignments for viewing by the class without requesting your approval in advance.
- 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.

PRACTICAL GUIDELINES FOR CLASS LOAD EXPECTATIONS

A three-credit course generally requires at least nine hours per week of time commitment. Here are some practical guidelines to help schedule your time commitments for this online course:

- A 14-week semester (the Summer semester is compressed into 10 weeks) would require at least 126 hours of time commitment to successfully complete all readings, activities, assignments, and texts as described in this syllabus.
- You should reserve at least 6 hours per week to read the required textbook chapters and resources, participate in online discussions, review presentation materials, and work through online quizzes. This effort will total at least 84 hours over the course of the semester.
- You should organize your remaining time to roughly correspond with the point value of each major assignment. This means that you should plan to spend at least:
 - 8-9 hours preparing your case study review;
 - 24-40 hours working with your group on the three parts of your semester-long project;
 - 8-9 hours working on the various components of your reflective consolidation (final exam).

These guidelines may not reflect the actual amount of outside time that you – as a unique individual with your own learning style – will need to complete the course requirements. The number of hours each week will vary based on assignment due dates, so please plan ahead to insure that you schedule your academic, work, and personal time effectively. The following graphic can be used to guide you in planning your weekly course work to remain on schedule:



ASSIGNMENT DETAILS

Course assignments and evaluation criteria are detailed in this document and in the individual modules. Please review these requirements carefully. See the section Academic Resources / Assessment Guidelines for information about assessment of written and oral presentations.

Details for all assignments are shown below. Please note that you should not submit any assignments to the Blackboard “Digital Drop Box.” All assignments are submitted using the Blackboard “Assignments” or “SafeAssign” function. Some assignments may be posted to the Blackboard Discussion Forum for student comments.

Each student is expected to actively participate in online activities. Class participation is evaluated to a maximum of 15 points each week based on:

Reading the required text chapters and working through the online practice quizzes according to the class schedule; and actively participating in Blackboard discussion forums, responding to questions posted by the instructor, and interacting positively with other students.

SYLLABUS 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. The content of this web site is explicitly included as syllabus requirements.

The LTU Online “Current Students” web site also includes grading rubrics used by your instructor to evaluate written assignments, discussion forum participation, and group assignments. Please note that the SafeAssign anti-plagiarism product will be used for written assignments submitted for this course. Please see the instructions included on the LTU Online web site regarding the use of the SafeAssign product.