COURSE TITLE BLACKBOARD SITE	ARC6912 Practice Management Spring 2012 – **http://my.ltu.edu** and select CRN 3491
INSTRUCTOR	Matthew J. Bohde, AIA Phone: 248-514-4946 mbohde@ltu.edu, bohde@att.net Office hours by appointment
SCHEDULE	16 On-line modules, including exams, plus one break week: January 16th thru May 12th See **http://www.ltu.edu/registrars_office/calendar_final_exam.index.asp** for LTU academic calendar information.
LEVEL / HOURS PREREQUISITE	Graduate Level / 2 credit hours
REQUIRED TEXT (See Blackboard for additional resources)	1. James Cramer & Scott Simpson, "How Firms Succeed: A Field Guide to Design Management", 2nd Edition, Greenway Communications, ISBN 0967547784. Available for online purchase through LTU Bookstore at: **http://lawrence-tech1.bkstore.com/bkstore/TextbookSelection.do?st=489** or Amazon.com 2. AIA Compensation Report (Posted on Blackboard) 3. AIA Firm Survey (Posted on Blackboard)
ADDENDA	LTU Online student resources **http://www.ltu.edu/ltuonline/currentonline.asp** Course-specific information is provided in the "Course Information" area
TECHNICAL SUPPORT	Technical support for using Blackboard is provided by the Helpdesk, 248.204.2330 or helpdesk@ltu.edu. Send the Help Desk a form detailing any issues by clicking here http://tinyurl.com/3yqrvne. .

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 phone with your instructor. Each subsequent week starts on a Monday and ends on a Sunday.

Dates	Modules	Topics / Readings	Assignments Due
Week of Jan 16– Jan 22	Module 0	**Course Orientation** AIA Firm Survey pp.5-24	Student Bio Bb Forum
Week of Jan 23 – Jan 29	Module 1	**Architect's Role** AIA Firm Survey pp.32-36, 37-45	Bb Forum
Week of Jan 30 – Feb 5	Module 2	**Practice Types & Sizes** AIA Firm Survey pp.80-86, 52-56	Bb Forum
Week of Feb 6 – Feb 12	Module 3	Practice Management Systems: **Leadership** Text pp.200-269	Bb Forum Submit Assignment #1 Info
Week of Feb 13 – Feb 19	Module 4	Practice Management Systems: **Marketing** Text pp.16-44, AIA Firm Survey pp.46-50	Bb Forum
Week of Feb 20 – Feb 26	Module 5	Practice Management Systems: **Operations** Text pp.50-108, Firm Survey pp.64-74	Bb Forums
Week of Feb 27 – Mar 4	Module 6	Practice Management Systems: **Quality** Text pp.114-146	Bb Forum Assignment #1 DUE
Week of Mar 5 – Mar 11	Module 7	**Midterm Exam**	None
Mar 12 - Mar 18 --------------------**Semester Break** ---			
Week of Mar 19 – Mar 25	Module 8	Practice Management Systems: **Legal Issues** AIA Firm Survey pp.76-78	Bb Forums
Week of Mar 26 – Apr 1	Module 9	**Compensation** Text pp.152-192 AIA Compensation Report pp.5-35 AIA Firm Survey pp.26-30, 58-62	Bb Forums

Week of Apr 2 – Apr 8	Module10	**Preparing for a Project**	Bb Forums
Week of Apr 9 – Apr 15	Module 11	**Project Budgets**	Bb Forums
Week of Apr 16 – Apr 22	Module 12	**Planning the Work**	Bb Forums
Week of Apr 23 – Apr 29	Module 13	**Project Monitoring & Communication**	Bb Forums Assignment #2 DUE Final Course Evaluation
Week of Apr 30 – May 6	Module 14	**Course Review**	Bb Forums
Week of May 7 – May 12	Module 15	**Final Exam**	None

Student Evaluation

The course has the following assignments/exams totaling 100 points (left column). Letter grades are awarded based on the total number of points achieved (right column). Points are deducted for late assignments.

Assignments	Points
Discussion Forums (14 @ 2 each)	28
Assignments (2 @ 10 each)	20
Midterm Exam	26
Final Exam	26
Total Points	100

Class Points	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	Fail
60 and below	Fail

Note: Grades lower than "B" fall below the LTU graduate standard

Educational Goals & Objectives

This course is intended to prepare the student to understand and perform in professional practice and professional practice management, by providing a thorough understanding of how an architectural practice is organized and operates. Emphasis will be placed on the shared experience of leading practitioners and on the planning, organizational and communication skills necessary for the challenges of management.

Instructional Methods and Course Organization

A variety of instructional methodologies are used in this course.

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 calls.

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

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 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 forum participation, and written assignments must be completed according to the class schedule. If business travel or personal situations 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.

Requirements for each assignment are detailed in this syllabus and on the LTU Online web site.

Be prepared to log into Blackboard at least once each day. Please focus your on-line 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, if requested in advance.

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. However, remembering due dates is the student's responsibility. 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 graduate course generally requires <u>at least</u> 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 "E" semester is compressed into 11 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.

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 below. 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 <u>should not</u> submit any assignments to the Blackboard "Digital Drop Box." All assignments are submitted using the Blackboard "Assignments" function.

Assignment #1 (10 Points)

Due Date: See Schedule below for due date.

Assignment Summary: Produce a research paper that profiles <u>two</u> architecture firms. At least one of the two firms should be multidisciplinary, with allied professionals (engineers, interior designers, landscape architects, etc.) working within the firm as employees or consultants. At least most, if not all, of the profile information should be obtained through interview(s) with a management representative of the profiled firm. Profiles should include, at minimum, information in the areas defined below. The firms should be different in size, with one firm having a total staff ranging between 10 and 50 and the other having a total staff of over 50. The student is encouraged to select firms that have a significant difference in size. Selected firms may be firms that you have (or do) work for.

Learning Objective: To understand the variety of architectural practices that exist and how they are organized and operate.

Resources: AIA 2006 Firm Survey / Local chapter or component of the AIA.

Length & Format of Paper: Produce 4 pages minimum, with a format at the discretion of the student. The student is, however, urged to be as thorough as possible.

Suggested Methodology:
- Research and contact firms. Describe your purpose and get permission to proceed. Provide your instructor's contact information to the individuals at the firms to be interviewed. You should interview someone in a firm management or ownership position.
- Submit the firms' representative contact information to your instructor in advance of interviews.
- Schedule the interview and submit written questions to the interviewee in advance.
- Avoid potentially proprietary or sensitive information about fees & compensation. Assure the individual that the information will not be used outside of the class
- If you run into problems, contact the Instructor.

Minimal Topics to be Covered:
- Staff composition by discipline/support role, sex and age
- Type of projects by percentage of billings (actual billing dollars not necessary)
- Breakdown of new vs. remodel projects
- Services offered

- Geographic areas covered
- Firm structure and organization (an organizational chart is ideal)
- Use of technology
- Continuing education and training programs
- Years in business and historical growth information
- Type of succession plan
- Use of consultants
- The firm representative's predictions for trends in the profession over the next ten years
- Where does the firm plan to go in the next ten years?
- What has the firm done to survive the recession of 2008-2009?
- How did the recession of 2008-2009 affect the topics above?

Schedule
<u>By Friday Midnight Module 3 Week</u>: Submit firm names, representative contact info and confirmation of permission to Instructor
<u>By Friday Midnight Module 6 Week</u>: Submit final assignment to instructor for grading

Assignment #2 (10 Points)

Due Date: Friday Midnight of Module 13

Submit the Project Planning Exercise, described in the Module 10, 11 and 12 lectures.

Online Participation (28 points)

Each student is expected to actively participate in online activities. Class participation is evaluated to a maximum of 28 points (2 points per session, Modules 1-14) based on actively participating in Blackboard discussion forums, responding to questions posted by the instructor, and interacting positively with other students. Please view Module "0". As a minimum, you must submit <u>one original post</u> responding to the Professor's topic and <u>two posts responding</u> to each other (unless specifically instructed otherwise). Posts should be QUALITY responses – on topic, supported by learning materials and a paragraph or two in length, minimum. Please don't write a paper.

Required posts (1 original plus 2 responses) to Discussion Board should be made before Sunday and ideally be submitted over several days, beginning with the original post no later than Thursday or Friday. The idea is to have time enough for your posts to be read and responded to, prior to the last day of the module. You will have points subtracted by waiting until Sunday.

Syllabus Addenda

If required, Syllabus addenda will be announced in Blackboard announcement area and simultaneously e-mailed to students.

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.