

# Introduction to Construction Management

## BCN 3027C

T, Period 7-8 (1:55 PM - 3:50 PM), 238 Rinker Hall  
 F, Period 6-7 (12:50 PM - 2:45 PM), 238 Rinker Hall

*Fall 2018*

**Instructor:**                **Bryan Franz, Ph.D.**  
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Office hours are M/W between 1:00 - 3:00 PM, and by appointment.

**Course Description:**

This course examines the role of various players involved in the construction and the administration of a construction project, the importance of ethical conduct in all aspects of construction business and operations, and development of advanced writing and presentation skills for construction professionals.

**Course Learning Outcomes:**

Upon completion of the course, students will demonstrate their ability to:

1. Recognize the nature of the building process, risk, project life cycle, the construction industry and its professional organizations.
2. Describe the roles of the professional constructor, owner, developer, architects, engineer, construction manager, general contractor, subcontractor, and suppliers.
3. Understand the administration of a commercial construction project, including the use of scheduling, estimating and other project controls.
4. Recognize the skills necessary to maximize the effectiveness of their summer internship.
5. Prepare an understanding and awareness of ethical issues in the construction industry.
6. Compose and present on topics related to construction industry and professionalism.
7. Recognize the importance of conflict resolution and negotiations.

Additional information on the BCN undergraduate learning outcomes is available at: <https://catalog.ufl.edu/ugrad/current/construction/ALC/building-construction.aspx>. For this course, the CLOs will be evaluated according to the table below.

Course Learning Outcomes (CLOs)	Assignment(s)	Student Learning Outcome (SLO)		Percent students passing with a 70% or higher
		SACS	ACCE	
1. Recognize nature of building process	Mid-term exam 1	4	13	70%
2. Describe roles of project professionals	Mid-term exam 1	4	12	70%
3. Demonstrate jobsite administration	Mid-term exam 2	1	4, 5, 16	70%
4. Recognize internship skills		5		
5. Prepare for ethical issues	Ethics essay paper	4	6	70%
6. Compose and present	HBR presentation	1	2	70%
7. Recognize importance of negotiation	Final exam	4	17	70%

*SACS = Southern Association of Colleges and Schools, ACCE = American Council for Construction Education*

### **Required Texts:**

Two textbooks are required for this course. Both are readily available at the UF bookstore or online retailers, and should be obtained prior to the second week of class.

- (1) *Construction Project Management: A Complete Introduction*. Alison Dykstra, AIA, CSI. Copyright 2011. ISBN-13: 978-0982703496, Kirshner Publishing Company.
- (2) *HBR's 10 Must Reads on Managing People*. Copyright 2011. ISBN-13: 978-1422158012, Harvard Business Review Press.

### **Recommended Materials:**

An *optional*, written reflection on **one** of the books listed below may be completed for up to 15 extra credit points applied to your final grade. Reflections should be a maximum of four pages, single spaced and should cover how your personality, values and approach to conflict compare to those of the authors.

- (3) *Getting to Yes: Negotiating Agreement without Giving In*. Roger Fisher, William Ury and Bruce Patton. Copyright 2011. ISBN-13: 978-0143118756. "It is to change the way we deal with our differences: from destructive, adversarial battling to hard-headed, side-by-side problem-solving."
- (4) *The Death of Common Sense*. Philip K. Howard. Copyright 2011. ISBN-13: 978-0812982749. "But law cannot save us from ourselves. Waking up every morning, we have to go out and try to accomplish our goals and resolve disagreements by doing what we think is right."

### **Course Schedule:**

A detailed course schedule, with a week-by-week topic list and due dates for readings, quizzes and assignments, is provided on the **e-Learning** course website: [elearning.ufl.edu](http://elearning.ufl.edu).

<b>Wk.</b>	<b>Date</b>	<b>Topic</b>	<b>Reading/Assignment*</b>
1	8/24 (F)	Introduction: The construction industry Resume workshop	
2	8/28 (T)	Lecture 1: Project players	Dykstra: Ch. 1, 3 HBR: "The Discipline of Teams" Canvas Quiz #1
	8/31 (F)	Lecture 2: Sustainability in construction	Dykstra: Ch. 2
3	1/23 (T)	Lecture 3: Stages of a project / Risk management	Dykstra: Ch. 4 HBR: "Leadership That Gets Results"
	1/25 (F)	Lecture 4: Feasibility, programming and design	Dykstra: Ch. 5, 7 HBR: "One More Time..." Canvas Quiz #2
4	1/30 (T)	Lecture 5: Project delivery	Dykstra: Ch. 6
	2/1 (F)	Lecture 6: Bidding and award	Dykstra: Ch. 8, 9 HBR: "What Great Managers Do" Canvas Quiz #3
5	2/6 (T)	Lecture 7: Estimating, Part 1	Dykstra: Ch. 10
	2/8 (F)	Lecture 8: Estimating, Part 2	Dykstra: Ch. 11 HBR: "How (Un)ethical Are You" Canvas Quiz #4
6	2/13 (T)	Career fair company presentations	
	2/15 (F)	Career fair company presentations	

7	2/20 (T)	Lecture 9: Jobsite administration / Midterm exam review	
	2/22 (F)	<b>Midterm exam #1</b>	Covers Dykstra Ch. 1-11
8	2/27 (T)	Lecture 10: Construction contracts	Dykstra: Ch. 12, 13 HBR: "The Set Up to Fail Syndrome" Canvas Quiz #5
	3/1 (F)	Lecture 11: Contract documents	Dykstra: Ch. 14, 15, 16 HBR: "Managing Your Boss"
9	3/6 (T)	Spring Break (No Class)	
	3/8 (F)	Spring Break (No Class)	
10	3/13 (T)	Lecture 12: Precon, mobilization and construction	Dykstra: Ch. 17, 18 HBR: "Saving Your Rookie Managers..." Canvas Quiz #6
	3/15 (F)	Lecture 13: Creating and using schedules	Dykstra: Ch. 19, 20 Extra credit paper due
11	3/20 (T)	Lecture 14: Buying out the job	Dykstra: Ch. 21 HBR: "Teaching Smart People How to Learn" Canvas Quiz #7
	3/22 (F)	Lecture 15: Business ethics	
12	3/27 (T)	Lecture 16: Changes in the work / Midterm exam review	Dykstra: Ch. 22 HBR: "Fair Process..." Canvas Quiz #8
	3/29 (F)	<b>Midterm exam #2</b>	Covers Dykstra Ch. 12-22
13	4/3 (T)	<i>HBR presentations</i>	
	4/5 (F)	<i>HBR presentations</i>	
14	4/10 (T)	Lecture 17: Getting paid	Dykstra: Ch. 23 Canvas Quiz #9
	4/12 (F)	Lecture 18: Claims and disputes	Dykstra: Ch. 24 Canvas Quiz #10
15	4/17 (T)	Lecture 19: Close-out and occupancy	Dykstra: Ch. 25
	4/19 (F)	Closing thoughts / Final exam review	Ethics essay paper due
16	4/24 (T)	Guest Speaker	

\* Due at the start of class. Schedule is subject to change.

### **Evaluation of Grades:**

One, 2-hour lecture period and one, 2-hour combined lecture and lab session will be held each week. Text readings and graded e-Learning quizzes should be done before the lecture in which they are discussed. See the detailed course schedule for due dates. Students are responsible for the content of all reading materials, whether or not the material is covered in class. We will also discuss current issues and articles may be posted to the class website for review. During weekly lab sessions, graded in-class assignments will be given to reinforce topics from lecture and guest speakers may be invited to share their perspectives on the construction industry. The lowest score for quizzes and in-class assignments will be dropped.

Becoming comfortable presenting your ideas is a key objective for this course. Each student will prepare and give two presentations during the semester: one as a brief overview of a company attending the Rinker Career Fair (3-4 minutes) and another more detailed discussion of an assigned HBR article (4-6 minutes). Should public speaking be a concern, please contact the instructor as early as possible.

Two midterm exams will be given throughout the semester. These exams will be held during class time, specifically during a weekly lecture period. The format may include short answer, essay, multiple choice,

and/or sketches. A *comprehensive* final exam will be given during finals week as scheduled by the Rinker office. **Note: The final exam does NOT match the University schedule.**

Final grades will be calculated based on the following weighting:

Mid-term exam 1	100
Mid-term exam 2	100
Final exam	100
e-Learning quizzes (HBR/textbook)	100
In-class assignments	100
Company presentations (4-minute)	50
HBR reading presentation (6-minute)	50
Ethics essay paper	100

You are responsible for addressing grades within one week of the grade being posted on the course's e-Learning website. After one week, the grade stands for the class regardless of cause or circumstance.

### **Grading Policy:**

Final grades will be assigned according to the following scale. Divide the total points you earn by the total possible points to obtain your percent. Decimal points will not be rounded.

<b>Percent</b>	<b>Letter Grade</b>	<b>Grade Points</b>
93.0 - 100	A	4.00
90.0 - 92.99	A-	3.67
87.0 - 89.99	B+	3.33
83.0 - 86.99	B	3.00
80.0 - 82.99	B-	2.67
77.0 - 79.99	C+	2.33
73.0 - 76.99	C	2.00
70.0 - 72.99	C-	1.67
67.0 - 69.99	D+	1.33
63.0 - 66.99	D	1.00
60.0 - 62.99	D-	0.67
0 - 59.99	E	0.00

More information on grades and grading policies at UF is available at:

<https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

### **Class Attendance and Make-Up Policy:**

Attendance is strongly encouraged. Extra credit points are occasionally awarded for attendance and participation in the lecture. Late quizzes, in-class assignments and essays will be accepted with 50% reduction of potential points, no later than the start of the next scheduled class. Make-up tests must occur within three days of original exam date. Only one make-up exam is allowed per semester. Requirements for attendance, make-up exams, assignments and other work in this course are consistent with UF policies found at: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

### **Students Requiring Accommodations:**

Students with disabilities requesting accommodations should first register with the Disability Resource Center (352-392-8565, [www.dso.ufl.edu/drc/](http://www.dso.ufl.edu/drc/)) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting

accommodation. Students with disabilities should follow this procedure as early as possible in the semester.

**Course Evaluation:**

Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results/>.

**Class Demeanor:**

It is expected that everything submitted for a grade will be professional, with correct spelling and grammar. The goal is for all work to represent what you would submit to your immediate boss in a job scenario. For in-class assignments and quizzes: 10 points are awarded for going above what is asked, 8-9 points for meeting the minimum of what is expected, and 5-7 points for quality work that may not be correct in scope. When available, use software to produce your work.

**Cell phone use is not allowed during class time.** Set your cell phones to vibrate or silent while in the classroom. Use of cell phones during an exam will result in failing the exam.

**No work will be accepted via an e-mail submission.** All assignments should be uploaded to the appropriate drop box on the course's e-Learning website. *Please try to communicate with me during office hours and before or after class periods.* You are important to me as a student—I am simply overwhelmed with electronic communication and will respond to e-mails at my discretion.

**Materials and Supplies Fees:**

A materials and supply fee of \$7.02 is required for this course.

**University Honesty Policy:**

UF students are bound by The Honor Pledge which states, "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment." The Honor Code specifies a number of behaviors that are in violation of this code and the possible sanctions (<https://www.dso.ufl.edu/sccr/process/student-conducthonor-code/>). Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor or TAs in this class.

**Counseling and Wellness Center**

Contact information for the Counseling and Wellness Center is available on the web at <http://www.counseling.ufl.edu/cwc/Default.aspx> or by phone at (352) 392-1575; and the University Police Department: (352) 392-1111 or 9-1-1 for emergencies.