1. **CONTACT INFORMATION**

Instructors: Curtis Slife & Kenn Sullivan  
Meeting Time: Tues 4:20 – 7:30 PM  
Office: ECGG 315  
Phone: 480-965-4273  
Email: Cslife@fmsolutions.net  
Email: Kenn.Sullivan@asu.edu  
Office Hours: Email to setup an appointment

2. **COURSE DESCRIPTION**

This curriculum will allow students to understand and learn project management techniques in Facilities Management, including identifying who is on the project team, and understanding of the project components of the required process. The course will cover development of project scope, schedules, budgets and communication plans from a facility manager’s perspective. This curriculum also covers techniques most Facilities Organizations initiate to maximize effectiveness in managing different contract types along with the processes they require. Pre-requisite courses: None

3. **STUDENT OBJECTIVES**

a. Obtain an understanding of Project Management techniques and applications  
b. Optimizing tools used to accommodate the various tasks required by a Project Manager  
c. Use the concepts learned in class to develop Scope of Work, Budget Estimates, Project Schedules, Communication Plans, RFP’s fill out Change Orders, Administrate Payment Applications, and perform Life Cycle Cost Analysis.  
d. Understand how to increase value for the owner and building  
e. Discover techniques for managing design and construction contracts and projects.

4. **ATTENDANCE**

Class attendance will be in accordance with the schedule shown below. Should it be necessary for a student to miss a class, they are fully responsible for the lesson assignment and any supplemental material that may have been issued or graded material assigned that day. The instructor reserves the right to adjust the schedule during the semester and will issue revised schedules as appropriate. Class attendance will be factored into the participation score.

5. **TEXT**

a. *As Provided on a CD.*

6. **ASSIGNMENTS**

a. Assignments will be due at the beginning of class on the date specified.  
b. Late homework will be penalized 10% for each day or part thereof.  
c. All writing requirements must be completed using a word processor or as specified by the instructor.  
d. All assignments must have proper spelling and grammar. It is expected that all assignments will be clean, professional, and written with a logical flow of thought.
e. There will be a quiz at the beginning of each class during the semester! Missed quizzes cannot be made up.

f. There is a final Project Managers Handbook due at end of class

g. To receive credit for your work, it is imperative the work be organized and readable.

7. GRADING SCALE

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<thead>
<tr>
<th>Percentage</th>
<th>Component</th>
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<tr>
<td>10%</td>
<td>Participation</td>
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<tr>
<td>15%</td>
<td>Quizzes</td>
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<tr>
<td>50%</td>
<td>Assignments</td>
</tr>
<tr>
<td>25%</td>
<td>Project Managers Handbook</td>
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8. CLASSROOM PROCEDURES

a. Cell phone usage is not allowed in the classroom. This includes text messaging.
b. No hats are to be worn in the classroom
c. No food or drink are allowed in the classroom
d. Laptop usage is not allowed in the classroom (unless you have received prior approval)

9. ACADEMIC INTEGRITY

While discussions between students are encouraged, cheating will not be tolerated. Any student found cheating on an exam, a quiz, or assignment may be given a failing grade for the course and flagrant violations can result in additional consequences. You are cheating if you represent someone else's work as your own or if someone else represents your work as theirs. All graded work (quizzes, assignments, as well as any written exercises) in this class must represent your own individual work only. Students may discuss the conceptual aspects of an assignment, but students must turn in their own, independently developed solutions. Grading will include comparing the structure and content of your solution with that of other students.

By registration in this class, you are assumed to have read, understand and agreed to this policy, as well as to the procedures conveyed at the web sites below.

- http://www.asu.edu/studentlife/judicial/integrity.html
- http://www.eas.asu.edu/sas/cheat.html

10. PROFESSIONAL RESPONSIBILITIES

The responsibility for learning rests with you. The instructors will assist you by making the classroom environment one conducive to learning but your preparation is essential! This course is designed for 2 hours outside work for every 1 hour in class. Read the assignments, do the problems, and seek assistance if you need it. If you have any questions or concerns please email the instructors to set an appointment for office hours.
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<th>Class Schedule/Description</th>
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| 1  | 8/28/12   | **Introduction - Curtis**  
A high level understanding and discussion on what a Project Manager does, with emphasis of their duties inside of a Facility Management organization. All assignments for the semester will be handed out as well, to allow the student to work at his/her own speed. The assignments are geared to develop information that leads up to the Project Manager Handbook which will be turned in and graded in lieu of a final exam. There will also be weekly quizzes at the beginning of each class. |
| 2  | 9/04/12   | **Industry Process - Curtis**  
Understanding the basic industry process and roles of all parties is of the utmost importance to a Project Manager. AIA A201 will be reviewed and discussed.                                                                 |
| 3  | 9/11/12   | **Delivery Processes Available to the Project Manager**  
Common Delivery Processes shall be discussed along with pros and cons of each. The student should be capable of selecting an appropriate approach they would recommend for a specific deliver method and a given project scope with requirements. |
| 4  | 9/18/12   | **Project Start Up – Curtis**  
The development of a Scope of Work, Budget and schedule shall be discussed along with some specific tools and information that needs to be included. The student shall develop a Work Authorization Form that would typically go to upper management for approval. |
| 5  | 9/25/12   | **Managing the Design Process - Curtis**  
Key pitfalls and tools shall be discussed in acquiring and managing the design of a project. A list of key milestones and criteria shall be developed by the student to be able to hold the designer accountable. |
| 6  | 10/2/12   | **Development of the Request For Proposal and Managing Bid - Curtis**  
The key ingredients of an RFP shall be discussed and given so that the student can develop a simple RFP on their own.                                                                 |
| 7  | 10/9/12   | **Development of a Communication Plan - Curtis**  
The Key ingredients of a Communication Plan shall be discussed. The student will be able to develop their own Communication Plan for a variety of different people at the end of this class. |
| 8  | 10/16/12  | **FALL BREAK**                                                                                                                                                                                                              |
| 9  | 10/23/12  | **Managing the Construction Process – Curtis**  
Key pitfalls and tools shall be discussed in acquiring and managing the Construction Process of a project. A list of key milestones and criteria shall be developed by the student to be able to hold the Contractor and Designer accountable. |
| 10 | 10/30/12  | **Managing the Close Out Process – Curtis**  
Key pitfalls and tools shall be discussed in managing the Close Out Process of a project. A list of key milestones and criteria shall be developed by the student to be able to hold the Contractor/Vendor and Designer accountable. |
| 11 | 11/6/12   | **Managing the Close Out Process – Curtis**  
Key pitfalls and tools shall be discussed in managing the Close Out Process of a project. A list of key milestones and criteria shall be developed by the student to be able to hold the Contractor/Vendor and Designer accountable. |
| 12 | 11/13/12  | **Life Cycle Cost Analysis – Curtis**  
How is it done and for what reasons. The student will go thru a few hands on exercises and learn how to perform for future reference as well as Project Manager’s Handbook. |
| 13 | 11/20/12  | **Panel Discussion – Curtis and other Project Managers answer Student Questions**  
This is an opportunity for the Students to ask different Project Manager’s questions on their viewpoints of all that has been learned to date. |
| 14 | 11/27/12  | **Summary of all aspects along with questions and answers on Project Manual – Curtis**  
A summary of entire semester will be given from a perspective of a Facility Manager’s perspective. A perspective of how the Project Manager can effectively integrate with the Facility Manager will be emphasized. |
| 15 | 12/4/12   | **The Project Manager Handbook Draft Due for Review - Curtis**  
Each Student will bring in for review their Project Manager Handbook for review and comment. The intent is to have a Handbook that can be used as a tool in the future, should the Student become a Project Manager, but also become a tool that the Student can use to interview with for a job. |
| 16 | 12/11/12  | **Final Exam – The Project Manager Handbook Draft will be Due for Review - Curtis**  
Each Student will bring in for review their Project Manager Handbook for review and comment. The intent is to have a Handbook that can be used as a tool in the future, should the Student become a Project Manager, but also become a tool that the Student can use to interview with for a job. |
Assignments and Due Date

1. Due 9/18/12 – Develop a comprehensive checklist to be used to confirm a thorough Owner Boiler Plate and Specification Front End. This will require a review of AIA A201 and Standard Front End both in the CD.

2. Due 9/25/12 – Develop a Work Authorization (WA) form that consist of a general Scope of Work for a project, along with a high level budget estimate and schedule. An example WA is in the CD.

3. Due 10/9/12 - Develop a Bid Form for an RFP to a Contractor based upon the Construction Documents in the CD.

4. Due 11/6/12 - Fill out the following forms based upon the Construction Documents in the CD:
   a. Change Order Form in the CD
   b. Payment Application in the CD
   c. Contractor Qualification Form in the CD

5. Due 11/20/12 - Develop an example of Life Cycle Cost Analysis that you have done on a major System within the Construction Documents in the CD.

Info inside of CD

1. AIA A201 General Conditions of the Contract for Construction
2. AIA A101 Owner Contractor
3. AIA A305 Contractor Qualification Statement
4. AIA B101 Owner Architect
5. AIA D200 Project Checklist
6. AIA G602 Geotechnical
7. AIA G612A Owners Instruction to Architects
8. AIA G612B Owners Instruction to Architects
9. AIA G612C Owners Instruction to Architects
10. AIA G701 Change Order
11. AIA G704 Certificate of Substantial Completion
12. AIA G710 Architect’s Supplemental Instructions
13. AIA G711 Field Report
14. AIA G712 Shop Drawing Log
15. AIA G716 RFI
16. AIA G809 Project Abstract
17. AIA G702 Application and Certificate for Payment
18. AIA G703 Breakdown of Application and Certificate for Payment
19. Construction Documents
20. Example Detailed Schedule
21. Example High level Schedule
22. General Specification Front End Divisions 0 and 1
23. Example Bid Form
24. Example Cost Estimate
25. Example WA
26. Example Budget Estimate (Under separate cover)