

California Polytechnic State University, San Luis Obispo

Construction Management Department

CM 443-01, Management of the Construction Firm, Fall 2019

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Office Hours:	M,T,W,R (11:00AM – 12:00PM) also by appointment
Class Days/Times:	T, R (8:10AM – 11:00AM)
Classroom:	186-B202
Prerequisite(s):	CM-443 Jobsite Construction Management (or by approval of instructor)

Course Description

Applications of strategic management techniques and business strategy for managing and long-range planning of the construction firm. 3 activity

Course Goals and Learning Outcomes

Course Goals:

As a result of this course, you should be able to:

- Understand and comprehend the principles of assembling and managing a construction firm
- Examine and define a set of construction firm's ethics and how they effect our industry

This course examines management functions, interpersonal management skills and leadership knowledge capital as they relate to the operations and management of a construction organization. The course includes an overview of current topics, and industry trends as they relate to today's vast growing construction industry. Students will be exposed to the aspects that effect construction firm management success such as the planning and scheduling process; financial risk management; construction economics; contract administration; construction safety and health issues; applications of construction business and management principles; ethics and diversity concerns; human resource management; labor relations and union issues; the importance of a quality control and quality assurance plan; bonding and insurance. We will discuss business development and marketing principles, public relations, and brand imaging as they relate to growing a winning construction organization.

Course Learning Outcomes (CLOs):

1. Analyze and discuss the procedures, risks, challenges and benefits associated with starting a new construction business.
2. Examine the concept of entrepreneurialism and discuss how it affects career decisions and business management principles.

3. Analyze, compare and discuss the various legal entities and organizational structures and considerations in developing a construction business.
4. Comprehend and recall contractor's license law and how it affects the management of a construction firm.
5. Comprehend and recall Mechanic's lien law and how it affects the management of a construction business.
6. Examine and discuss corporate ethics and how it affects the management of a construction business including compliance with laws and regulations, fair hiring practices, sexual harassment, minorities, and diversity issues.
7. Analyze and discuss labor relations and human resource management issues and how they affect the management of a construction firm.
8. Analyze and discuss business planning concepts and how they affect the management and profitability of a construction business.
9. Evaluate and develop a typical business plan for a construction related firm and assess its viability including evaluating and developing an income statement and balance sheet as it relates to a start-up construction firm.
10. Analyze and discuss marketing and business development concepts and how they affect the management, profitability, and long-term success of a construction business.
11. Analyze and discuss negotiation concepts and techniques and perform a negotiation for a construction related case study.
12. Analyze and discuss the concepts, issues, and practices for dispute resolution commonly used in the construction industry.
13. Analyze and comprehend the importance of a good quality control/quality assurance plan as effective management principals in construction business management.
14. Recognize and identify the importance of a establishing a company organizational safety plan.
15. Analyze and discuss the importance of setting up environmentalism and philanthropy practices in running a successful construction firm.
16. Compare and contrast capital budgeting decisions based on evaluating alternative course of action.
17. Identify and evaluate the responsibility of construction accounting issues to include the differences between cost centers, profit centers, and investment centers as it relates to a construction related business entity.

Student and Program Learning Outcomes

The American Council for Construction Education (ACCE) is the accrediting body for Cal Poly's construction management program. The ACCE requires achievement of 20 student learning outcomes(SLOs). The construction management program has identified 20 program learning outcomes (PLOs) that equal or exceed the ACCE SLOs and 5 additional idiosyncratic PLOs.

This course supports the following PLOs:

- PLO 1: Create written communications appropriate to the construction discipline.
- PLO 2: Create oral presentations appropriate to the construction discipline.
- PLO 6: Analyze professional decisions based on ethical principles.
- PLO 13: Understand construction risk management.
- PLO 14: Understand construction accounting and cost control.
- PLO 17: Understand the legal implications of contract, common, and regulatory law to manage a construction project.
- PLO 21: Understand the role construction managers play in enhancing the needs of society.

PLO 23: Understand the key leadership characteristics that are successful in building and strengthening construction management teams.

PLO 25: Understand the benefits of respecting the unique and diverse backgrounds individuals bring to a construction team.

Topical Outline, Outcomes, and Method of Assessment

This course has embedded assessment instruments for the PLO(s) listed below:

Choose from one of the PLOs listed below. List PLOs in numerical order.

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An overview of content, course learning outcomes, program learning outcomes, instructional activities, and assessment measures, is listed in the table below.

Choose Unit Type	Topical Outline	CLOs	PLOs	Instructional Activities	Method of Assessment

Required Texts/Reading

Textbook

Schaufelberger, J. (2009). Construction Business Management. Prentice Hall.

Other Readings

Badger, B. (2010). DNA of Leadership, Sun Devil Campus Stores, Arizona State University.

Milosevic, D., Patanakul, P. and Srivannaboon, S. (2010). Case Studies in Project, Program, and Organizational Project Management. Wiley.

Kertzner, H. (2013). Project Management – Case Studies, Wiley.

Students should also read the Engineering News Record and The Wall Street Journal so they prepare themselves with a deeper understanding of the economic issues that face the International business environment; particularly the Construction Industry.

Other Equipment/Material Requirements

Laptop, calculator, flash drive

Classroom Protocol

As a student, you are responsible to:

- Be courteous to others by arriving on time
- Use the back door if a presentation is taking place
- Complete the assigned readings and review the lecture material **before** class
- Turn off your cell phone during discussions or lectures
- Close your laptop during discussions or lectures, unless used to take notes
- Don't engage in the following during discussions or lectures -
 - sit in the cubicles
 - conduct private conversations with fellow students
 - read newspapers, books, or do homework for another class

Assignments and Exams

The following assignments and their associated point values are subject to change by the instructor as needed.

Description	Points
Mid-Term Exam	25
Final Exam	25
Homework and Case Studies	10
Video Assignments	10
Class Participation	10
Final Presentation and Report	20
Total Points Possible	100

Late/Missed Work and Make-Up Policy

According to Academic Senate Resolution AS-592-03/IC, 485.2, the following are considered "excusable" reasons for make up missed work:

- Illness with a doctor's statement
- Serious illness or death of close relatives
- Active participation in official university events or field trips (with a statement from the adviser involved certifying that the student was actively participating in the event or field trip)
- Religious holidays
- Selective service and military reasons
- NCAA athletic competitions

Grading Policy

Insert your grading policy here.

Listed below is the grading scale for this course.

Letter Grade	Percentage	Performance	Definition
A	93 – 100%	Excellent Work	Superior Attainment of Course Learning Outcomes
A-	90 – 92%	Mostly Excellent Work	
B+	87 – 89%	Very Good Work	Good Attainment of Course Learning Outcomes
B	83 – 86%	Good Work	
B-	80 – 82%	Mostly Good Work	
C+	77 – 79%	Very Acceptable Work	Acceptable Attainment of Course Learning Outcomes
C	73 – 76%	Acceptable Work	
C-	70 – 72%	Mostly Acceptable Work	
D+	67 – 69%	Mostly Poor Work	Poor Attainment of Course Learning Outcomes
D	63 – 66%	Poor Work	
D-	60 – 62%	Very Poor Work	
F	0 – 59%	Failing Work	Non-Attainment of Course Learning Outcomes

University Policies

Participation and Attendance

Students are responsible for knowing the University policy regarding class attendance. See this link on [Class Attendance Policy](#) provided on the university website.

Add/Drop Policy

Students are responsible for knowing the University policies, procedures, and schedule for dropping or adding classes. See this link on [Add/Drop Policy](#) provided on the university website.

Academic Integrity

Students are responsible for knowing the [Academic Honesty Policy](#).

Students with Disabilities

If you have a disability for which you are or may be requesting an accommodation, you are encouraged to contact both your instructor and the Disability Resource Center, Building 124, Room 119, at (805) 756-1395, as early as possible in the term, as accommodations may take several weeks to arrange. If you are a student with a disability, please consider discussing your needs and possible accommodations with me as soon as possible, and visit the [DRC Website](#) for additional information.

SensusAccess

SensusAccess is a self-service, alternate media solution made available by Kennedy Library to automatically convert files into a range of alternate media including audio books (MP3 and DAISY), e-books (EPUB, EPUB3 and Mobi) and digital Braille. The service can also be used to convert inaccessible

files such as image-only PDF files, JPG pictures and Microsoft PowerPoint presentations into more accessible and less tricky formats. This service is available at no charge for all Cal Poly students, faculty, staff and alumni. For additional information, visit [SensusAccess at the Kennedy Library](#).

Technical Support and Contact Information

Support is available for troubleshooting and access issues for PolyLearn. Please visit the [PolyLearn Student Support Web Site](#) for further information.

Campus Resources to Support Student Learning

Cal Poly offers programs and resources that are available to assist students during your academic studies, such as the [Cal Poly Student Academic Services Web Site](#).