What is Project Management in Architecture?

Worksheet

Project management in architecture is the discipline of planning, scheduling, budgeting, and coordinating people through the defined phases of a building project, from concept to construction.

Questions

1. Which phase comes immediately after schematic design?

A) Predesign
B) Design development
C) Bidding
D) Construction administration

2. What is produced in the construction documents phase?

A) Rough concept sketches
B) Detailed drawings and specifications for permits and bidding
C) Final as-built photos
D) A marketing brochure

3. What is the project manager's role during construction administration?

A) Redesigning the building from scratch
B) Overseeing construction to match design intent
C) Selling the finished building
D) Choosing the site location

4. Why build schedule buffers into an architecture project?

A) To increase fees
B) To absorb delays like permitting
C) To reduce design quality
D) To skip client meetings

5. A client wants a new office building completed in 18 months. How should the project manager structure the schedule?

6. Midway through design development, the client requests a major layout change that affects the structural grid.

7. During construction administration, the contractor reports a material substitution due to a supply shortage.

8. Define: What are the standard phases of an architecture project?

9. Define: What happens during schematic design?

10. Define: What is produced during the construction documents phase?

Answer Key

1. B) Design development - Design development follows schematic design, refining materials and systems.

2. B) Detailed drawings and specifications for permits and bidding - Construction documents are the detailed technical package used to permit and bid the project.

3. B) Overseeing construction to match design intent - Construction administration means monitoring the build for conformance to the design.

4. B) To absorb delays like permitting - Buffers absorb common delays such as permit review, keeping the overall schedule realistic.

5. Step 1: Break the 18 months into the six standard phases, allocating time based on project complexity (e.g., 2 months predesign, 3 months schematic design). Step 2: Build in buffer time for permitting delays, historically a common bottleneck. Step 3: Track milestones weekly and adjust downstream phases if an early phase runs late.

6. Step 1: Assess the change's impact on schedule, budget, and consultant coordination (structural, MEP). Step 2: Document the scope change and get written client approval before proceeding. Step 3: Update the project schedule and notify all consultants of the revised design direction.

7. Step 1: Review the substitution request against the design specifications and building code. Step 2: Confirm the substitute material meets performance and aesthetic requirements. Step 3: Issue a formal change order or approval memo before the contractor proceeds.

8. Predesign, schematic design, design development, construction documents, bidding, and construction administration.

9. Initial layout concepts and overall building form are developed and presented to the client.

10. Detailed drawings and specifications used for permitting and contractor bidding.