

**Spring 2019**  
**ARC 362, ARC 382 and LAR 386 Professional Practice**  
**Meets in Goldsmith 3.120 on Tuesday and Thursday from 5:30 PM until 7:00 PM**

The Professional Practice Course is designed to give students an exposure to the key business issues they will face as practitioners in Architecture and Landscape Architecture. The Course serves as an overview to marketing and managing the design firm. Classes expose students to the compensation process, firm typologies, and organizational options. In addition, the regulation of the design profession is also addressed as are the legal issues impacting the practice of Architecture and Landscape Architecture. Some evenings will begin with an ethical dilemma to get us started so please be on time.

Date	Topic for Class	Preparation for Class
January 22, Tuesday	Introduction to the Class and the Business of Architecture/Landscape Architecture - The class addresses problem solving in Architecture/Landscape Architecture and the similarities and differences to problem solving in business. The class also sets the tone for understanding how the client, contractor, Architect (Landscape Architect), users and community view the design and construction process.	<b>No Reading Assignment</b>
January 24, Thursday	Marketing yourself - The Resume. Our first step in understanding the Business of Architecture is to understand the purpose of the resume. As a young practitioner, you think the resume is about you and for you. It is about you, but your employer is interested in what you can do for the Architecture firm. We will look at tailoring your resume and cover letter and identifying firms that will provide a good fit.	<b>No Reading Assignment</b>
January 29, Tuesday	The Interaction of Marketing and Management. The Architects Collaborative case is our first foray into understanding a design firm's business practices (financial management, business planning, organization, marketing, and structure) and our first look at project delivery methods. We will develop a basic understanding of these issues.	<b>Read:</b> "The Architects Collaborative."
January 31, Thursday	The Interaction of Marketing and Management. This is a continuation of our last class. We will at this juncture compare and contrast The Architects Collaborative ("TAC") with Caudill Rowlett & Scott ("CRS"). CRS won a project over TAC. We need to understand why. We will also explore the role of changing regulations and markets on the Architecture/Landscape Architecture firm.	<b>Re-Read:</b> "The Architects Collaborative" <b>Read:</b> Bloom, Paul N., "Effective Marketing for Professional Services," <i>Harvard Business Review</i>
February 5, Tuesday	The Interaction of Marketing and Management. Dyer Brown was an early adopter of technology. This case helps us understand (in greater depth than TAC), the financial issues impacting the practice of Architecture/Landscape Architecture and provides a further look into changing markets for Architectural and Landscape Architecture services. We will also look at how consumers of these services make their buying decisions and rate their satisfaction with the providers.	<b>Read:</b> "Dyer Brown" and Levitt, Theodore, "Marketing Myopia" <i>Harvard Business Review</i>
February 7, Thursday	Identification of New Markets. This class begins by looking at how the practice of Architecture has evolved and then tries to look into the new opportunities that await you as a young practitioner entering the marketplace.	<b>No Reading Assignment</b>
February 12, Tuesday	Management: The role of money. In Bennett, Strang & Farris we will explore the process of determining pay within an Architectural firm. This class is an exercise where you will be paired with other students and given performance data for Bennett, Strang & Farris, an architectural firm. You will develop a method of determining compensation for the Firm.	<b>Read:</b> "Bennett, Strang & Farris"

February 14, Thursday	Management: The role of money and taxation. We will look at the various compensation schemes developed by the different groups in the class and discuss their strengths and weaknesses. We will also address what strategies, beyond money, build a strong firm. Finally, we will discuss taxation by focusing on the tax issues as a young practitioner transitions from an Associate to a Partner in a firm.	<b>Re-Read:</b> "Bennett, Strang & Farris" <b>Read:</b> Kohn, Alfie, "Why Incentive Plans Cannot Work," <i>Harvard Business Review</i> , and Latham, Gary P., and Edwin A. Locke, "Goal Setting—A Motivational Technique That Works," <i>Organizational Dynamics</i> .
February 19, Tuesday	Management: Firm Typologies. We explore the basic types of architecture firms within the marketplace and understand how firms grow, prosper, die, train, etc. The goal is to help you identify firms that would be a good match for your needs.	<b>Bring:</b> Text
February 21, Thursday	Firms: Starting, Growth, and Transition. ABC-Prieto Haskell will help us understand business ownership and transition but will also teach us how to read and interpret a financial statement.	<b>Read:</b> ABC-Prieto Haskell; "Starting Your Own Firm," <i>Architecture</i> , June 1992, 87-89; and "A Summary of Financial Terminology."
February 26, Tuesday	Management: Firm Organization. We look at the basic legal structures that can be used in the practice of Architecture and understand the strengths and weaknesses of the various options.	<b>Bring:</b> Text
February 28, Thursday	Finance and Marketing. This is our last business case and will be a good test of our understanding of management, marketing, and finances.	<b>Read:</b> "Harris Johnson Associates." <b>Re-read:</b> "A Summary of Financial Terminology."
March 5, Tuesday	Registration and Regulation of the Practice of Architecture. This is our first class in understanding the Architect's responsibility to the public and client. We begin by discussing the process of regulating the practice of Architecture and Landscape Architecture and comparing the regulatory scheme with that of other professionals. We discuss the strengths and weaknesses of the current scheme and the process for changing it.	<b>Scan:</b> Chapter 1051 of the Occupations Code, Regulation of Architecture and Related Practices and Rules and Regulations of the Board: Regulating the Practice of Architecture.
March 7, Thursday	Registration and Regulation of the Practice of Architecture. We explore the regulation of the practice of Architecture and Landscape Architecture by reviewing the Texas Statute that regulates the practice of these two professions and then understanding the rules adopted and overseen by the Texas Board of Architectural Examiners as well as the role of NCARB.	<b>Scan:</b> Chapter 1051 of the Occupations Code, Regulation of Architecture and Related Practices and Rules and Regulations of the Board: Regulating the Practice of Architecture.
March 12, Tuesday	Registration and Regulation of the Practice of Architecture. We continue our exploration of the regulation of the practice of Architecture and Landscape Architecture and develop an understanding of our obligations to the public, the government, our client and other practitioners. We also explore the AIA Code of Ethics and the NCARB Rules of Conduct.	<b>Scan:</b> Chapter 1051 of the Occupations Code, Regulation of Architecture and Related Practices and Rules and Regulations of the Board: Regulating the Practice of Architecture.
March 14, Thursday	Guest Lecture. A local practitioner will join us and discuss the role of stakeholders, project management, business practices, legal responsibilities and professional conduct as experienced by the practitioner in its day-to-day practice of architecture.	<b>No Reading Assignment</b>
March 19, Tuesday	Spring Break	
March 21, Thursday	Spring Break	
March 26, Tuesday	<b>1<sup>st</sup> Exam/Resume Due</b>	<b>1<sup>st</sup> Exam/ Resume Due</b>
March 28, Thursday	Introduction to contracts. This class will expose you to the basic elements of a contract. We will begin by developing a letter agreement and understanding what elements are needed and then discuss the limitations of a letter agreement and why more complex documents such as those developed by the AIA are used.	<b>No Reading Assignment</b>
April 2, Tuesday	Owner/Architect Agreement. We begin our deep dive into the AIA Owner/Architect Agreement and understand its structure and the key legal terms of the relationship between the Owner and the Architect.	<b>Read:</b> AIA Owner/Architect Agreement
April 4, Thursday	Owner/Architect Agreement. This class will be a continuation of our prior class.	<b>Read:</b> AIA Owner/ Architect Agreement
April 9, Tuesday	Owner/Contractor Agreement. This class will look at the Owner/Contractor Agreement with an emphasis on the General Conditions, which will help us understand the relationship between the Owner, Architect, Contractor, Subcontractors, Suppliers and Consultants.	<b>Read:</b> AIA General Conditions of the Contract for Construction

April 11, Thursday	Owner/Contractor Agreement. This class will be a continuation of our prior class.	<b>Read:</b> AIA General Conditions of the Contract for Construction
April 16, Tuesday	Owner/Contractor Agreement. This class will be a continuation of our prior class.	<b>Read:</b> AIA General Conditions of the Contract for Construction
April 18, Thursday	Miscellaneous Contract Issues. This class will discuss contract issues such as indemnities, liability limitations, releases, the selection and assembly of teams, the role of project schedules, time requirements, law and venue.	<b>Read:</b> "Miscellaneous Contract Issues" and "Indemnification of Architects and Engineers in Certain Construction Contracts," Title 6, Chapter 130 of Texas Civil Practice & Remedies Code.
April 23, Tuesday	Important Case Law/Guest Lecture. This is the first of two classes that looks at a real lawsuit filed against a well-regarded Architect. It will expose the student to how the legal system works and will highlight how small issues can have catastrophic results.	<b>No Reading Assignment</b>
April 25, Thursday	Important Case Law/Guest Lecture. This is the continuation of the above class.	<b>No Reading Assignment</b>
April 30, Tuesday	Statutes of Limitation. We will attempt to develop a basic understanding of Statutes of Limitation that apply to the practice of building design, Architecture and Landscape Architecture. We will learn the differences between Statutes of Limitation for tort and contract claims as well as Statutes of Repose.	<b>Read:</b> Sections 16.008 and 16.009 of the Civil Practice and Remedies Code, "Architects and Engineers Furnishing Design, Planning, or Inspection of Construction of Improvements" and "Persons Furnishing Construction or Repairs of Improvements."
May 2, Thursday	Insurance/Judgments. We will understand the terminology of the insurance industry, the various insurance products that are available and how "claims made" coverage works.	<b>Read:</b> Chapters 41 and 42 of the Property Code, "Exempt Property and Liens."
May 7, Tuesday	Guest Lecture-Intellectual property law. We explore how to protect your intellectual property primarily through the use of copyrights but also a quick overview of utility and design patents.	<b>No Reading Assignment</b>
May 9, Thursday	Make-up Class	<b>No Reading Assignment</b>
<b>Date set by UT</b>	<b>2<sup>nd</sup> Exam (not cumulative)</b>	<b>7:00 to 10:00 PM</b>

**University of Texas Honor Code:** The University of Texas Honor Code applies to these classes: <http://catalog.utexas.edu/general-information/the-university/#universitycodeofconduct> and <http://catalog.utexas.edu/general-information/appendices/appendix-c/student-discipline-and-conduct/>

**Ethics and Leadership Flag:** This course carries the Ethics and Leadership flag. Ethics and Leadership courses are designed to equip you with skills that are necessary for making ethical decisions in your adult and professional life. You should therefore expect a significant portion of your grade to involve addressing ethical issues and the process of applying ethical reasoning to real-life situations.

**Class Attendance:** I reserve the right to take attendance at any point as use attendance as a part of your participation obligation. (There is a strong correlation between your attendance and performance on the exams, which are heavily based on what is covered in class.)

#### Grading:

5% Class Participation

5% Resume

45% 1<sup>st</sup> Exam – March 26, Tuesday

45% 2<sup>nd</sup> Exam – (Not cumulative) To Be Determined by UT

100%

**Advance Notice of Religious Holy Days:** By UT Austin policy, you must notify me of your pending absence at least fourteen days prior to the date of observance of a religious holy day. If you must miss a class, an examination, a work assignment, or a project in order to observe a religious holy day, you will be given an opportunity to complete the missed work within a reasonable time after the absence.

**Students with Disabilities:** Students with disabilities may request appropriate academic accommodations from the Division of Diversity and Community Engagement, Services for Students with Disabilities, 512.471.6259, <http://www.utexas.edu/diversity/ddce/ssd/>

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**Office hours by appointment**