

Identification	Subject	ARCH --- Construction Project Management – 4 3KU/6 ECTS
	Department	Architecture and design department
	Program (Undergraduate, Graduate)	Bachelor
	Term	Fall 2027
	Instructor	Ilaha Tahmazli
	Email:	ilaha.tahmazli@khazar.org
	Classroom/hours	Neftchilar campus, room Thur. 10:10 – 11:40 11:50– 13:20
Prerequisites	Architectural Design - 3	
Language	English	
Compulsory/Elective	Compulsory	
Textbooks and course materials	1. Chartered Institute of Building. (2022). <i>Code of practice for project management for the built environment</i> (6th ed.). Hoboken, NJ: Wiley-Blackwell. 2. Fédération Internationale des Ingénieurs-Conseils. (2022). <i>Conditions of contract for construction for building and engineering works designed by the employer</i> (2nd ed., 2017, reprinted 2022 with amendments). Geneva, Switzerland: FIDIC. 3. Project Management Institute. (2016). <i>Construction extension to the PMBOK® guide</i>. Newtown Square, PA: Project Management Institute. 4. Project Management Institute. (2019). <i>Practice standard for scheduling</i> (3rd ed.). Newtown Square, PA: Project Management Institute. 5. Royal Institute of British Architects. (2020). <i>RIBA plan of work 2020 overview</i>. London, England: RIBA.	
Course description	<i>Construction Project Management</i> introduces students to the principles, processes, and professional practices involved in planning, organizing, delivering, monitoring, and completing construction projects. The course examines construction projects from initiation and briefing through planning, procurement, construction, project control, and final handover. Particular emphasis is placed on the relationship between architectural practice and construction project management, enabling students to understand the architect's role within multidisciplinary project teams and the implications of design decisions for project scope, time, cost, quality, procurement, risk, and construction activities. The course covers project organization and stakeholder responsibilities, scope definition, work breakdown structures, construction planning and scheduling, cost management, procurement and contractual arrangements, risk management, quality and health and safety management, site and resource management, project communication and change control, delays and claims, progress monitoring, and project close-out.	

	Through lectures, case studies, and practical assignments, students apply project management principles to an architectural construction project and develop an understanding of how architectural projects are managed from initial definition to successful completion.		
Course objectives	<i>Construction Project Management</i> introduces architecture students to the managerial, contractual, financial and organizational processes through which architectural designs are transformed into completed buildings. The course focuses particularly on the architect's position within the project delivery system. Students learn how scope, time, cost, quality, procurement, contracts, risk, communication, BIM coordination and construction-site activities are managed throughout the building project life cycle. The course should remain practical rather than becoming a generic business-management course. Students will work throughout the semester with a sample architectural project and progressively develop its project-management documentation.		
Learning Outcomes	Upon successful completion of the course, students will be able to: 1. Understand the main stages of a construction project from initiation to handover. 2. Recognize the architect's role and responsibilities within the construction project team. 3. Understand basic principles of project scope, scheduling, cost, and resource planning. 4. Distinguish common procurement methods and basic construction contractual arrangements. 5. Identify key project risks, quality requirements, and health and safety considerations affecting architectural projects. 6. Understand and use essential construction communication and documentation procedures, including RFIs, submittals, instructions, and variations. 7. Evaluate how architectural and design changes may affect construction time, cost, quality, and project delivery. 8. Understand construction monitoring, completion, and handover procedures from an architect's perspective.		
Teaching methods	Lecture	x	
	Group discussion	x	
	Practical tasks	x	
	Analysis of a practical issues	x	
Evaluation Criteria	Components	Date/Deadline	Percentage (%)
	Attendance		5
	Tasks		10
	Quiz 1& Quiz 2		20
	Midterm exam		30
	Final exam		35
	Total		100

Class Policy	Quizzes: Two unannounced quizzes, each worth 10%, assess students' understanding of key concepts, terminology, processes, and professional responsibilities covered during the semester. Quizzes may include multiple-choice, short-answer, matching, and brief scenario-based questions. Tasks: Students complete selected practical tasks related to architectural practice and construction project management. Tasks may include project organization and scope exercises, basic scheduling, procurement analysis, risk identification, site logistics, construction documentation, and analysis of design changes. Attendance: The maximum score for class attendance is 5 points. Full attendance throughout the semester is awarded the maximum score of 5 points, with 1 point deducted for every two classes missed. If a student's total absences exceed 25% of the total scheduled classes for the course, regardless of the reason, the student will not be admitted to the examination session, and an appropriate academic decision will be taken in accordance with university regulations. Midterm Exam: The midterm examination assesses students' understanding and application of the topics covered in the first part of the course. It includes theoretical and practical questions related to project lifecycle, participants and responsibilities, scope, planning and scheduling, cost considerations, and procurement. Final exam: The final examination evaluates students' overall understanding of construction project management from an architectural perspective. It combines theoretical knowledge with practical and case-based questions addressing contracts, risk, quality and safety, site coordination, communication, variations and delays, project monitoring, and project handover. Completion of the course: The student's knowledge is evaluated with a maximum of 100 points. An overall success rate of 60% and above is considered to complete the course. A failed student can take this subject again in the next semester or the next year. Rules of conduct of the student: Students are expected to comply with the University's internal disciplinary regulations. The use of mobile phones during class sessions is not permitted.
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Tentative Schedule			
Week	Date/Day (tentative)	Topics	Textbook/Assignments
1	17.09.2026 17.09.2026	Introduction to Construction Project Management What is a construction project? Project vs operations; construction PM; project objectives; time–cost–quality; constraints; success criteria; architect vs project manager Construction Project Life Cycle & Project Participants Project lifecycle; client/employer, architect, PM, engineers, QS, contractor, subcontractors, suppliers, authorities; roles and responsibilities Acquaintance with the syllabus	Chartered Institute of Building. (2022). <i>Code of practice for project management for the built environment</i> (6th ed.). Hoboken, NJ: Wiley-Blackwell.
2	24.09.2026 24.09.2026	Project Initiation, Briefing, Feasibility & Scope Client requirements; project brief; objectives; feasibility; constraints; scope; deliverables; scope creep; project charter; WBS Application of Theory	Royal Institute of British Architects. (2020). <i>RIBA plan of work 2020 overview</i> . London, England: RIBA.
3	01.10.2026 01.10.2026	Construction Planning & Scheduling I Why construction planning matters; activities; durations; milestones; sequencing; dependencies; work packages; Gantt charts; baseline programme Application of Theory	Project Management Institute. (2019). <i>Practice standard for scheduling</i> (3rd ed.). Newtown Square, PA: Project Management Institute.
4	08.10.2026 08.10.2026	Construction Planning & Scheduling II: CPM Network planning; predecessor/successor; critical path; float; early/late dates; schedule delays; resource considerations Application of Theory	Project Management Institute. (2019). <i>Practice standard for scheduling</i> (3rd ed.). Newtown Square, PA: Project Management Institute.
5	15.10.2026	Construction Cost & Financial Management Project budget; preliminary estimate; direct/indirect costs; contingency; cost plan; cash flow; cost baseline; cost monitoring; value engineering	1. Project Management Institute. (2016). <i>Construction extension to the PMBOK® guide</i> . Newtown Square, PA: Project Management Institute.

	15.10.2026	Application of Theory	2. Royal Institute of British Architects. (2020). <i>RIBA plan of work 2020 overview</i> . London, England: RIBA.
6	22.10.2026	Procurement & Project Delivery Methods Traditional/Design–Bid–Build; Design–Build; Management Contracting; Construction Management; EPC/Turnkey; tendering; contractor selection; procurement risk	Royal Institute of British Architects. (2020). <i>RIBA plan of work 2020 overview</i> . London, England: RIBA.
	22.10.2026	Application of Theory	
7	29.10.2026	Midterm Exam	
	29.10.2026		
8	05.11.2026	Construction Contracts & FIDIC Fundamentals Why contracts matter; employer/contractor/consultant; contract documents; obligations; time, cost and quality; Red/Yellow/Silver Books; payments; variations; EOT; claims; dispute mechanisms	Fédération Internationale des Ingénieurs-Conseils. (2022). <i>Conditions of contract for construction for building and engineering works designed by the employer</i> (2nd ed., 2017, reprinted 2022 with amendments). Geneva, Switzerland: FIDIC.
	05.11.2026	Application of Theory	
9	12.11.2026	Construction Project Risk Management Risk identification; design, site, cost, schedule, procurement, contractual, environmental risks; probability × impact; mitigation; transfer/avoid/accept; contingency; risk register	1. Chartered Institute of Building. (2022). <i>Code of practice for project management for the built environment</i> (6th ed.). Hoboken, NJ: Wiley-Blackwell. 2. Project Management Institute. (2016). <i>Construction extension to the PMBOK® guide</i> . Newtown Square, PA: Project Management Institute.
	12.11.2026	Application of Theory	
10	19.11.2026	Quality Management & Construction Health and Safety QA vs QC; quality plans; specifications; inspections; testing; non-conformance; defects; site hazards; H&S responsibilities; risk assessment	Project Management Institute. (2016). <i>Construction extension to the PMBOK® guide</i> . Newtown

	19.11.2026	Application of Theory	Square, PA: Project Management Institute.
11	26.11.2026	Construction Site & Resource Management Site establishment; site logistics; temporary facilities; access; storage; cranes/equipment; labour; materials; subcontractors; productivity; coordination	Chartered Institute of Building. (2022). Code of practice for project management for the built environment (6th ed.). Hoboken, NJ: Wiley-Blackwell.
	26.11.2026	Application of Theory	
12	03.12.2026	Project Communication, Coordination & Change Management Site meetings; minutes; RFIs; architect's instructions; submittals; shop drawings; samples; approvals; drawing revisions; document registers; change control	Royal Institute of British Architects. (2020). <i>RIBA plan of work 2020 overview</i> . London, England: RIBA.
	03.12.2026	Application of Theory	
13	10.12.2026	Delays, Variations, Claims & Dispute Management Causes of delays; EOT; variation/change order; contractor claims; client/design changes; notices; records; claims prevention; negotiation; mediation/arbitration/adjudication concepts	Fédération Internationale des Ingénieurs-Conseils. (2022). <i>Conditions of contract for construction for building and engineering works designed by the employer</i> (2nd ed., 2017, reprinted 2022 with amendments). Geneva, Switzerland: FIDIC.
	10.12.2026	Application of Theory	
14	17.12.2026	Construction Monitoring, Project Control & Progress Reporting Baseline vs actual; progress measurement; schedule/cost variance; S-curves; KPIs; introductory EVM; site inspections; progress meetings; corrective actions; progress reports	1. Chartered Institute of Building. (2022). Code of practice for project management for the built environment (6th ed.). Hoboken, NJ: Wiley-Blackwell. 2. Project Management Institute. (2016). Construction extension to the PMBOK® guide. Newtown Square, PA: Project Management Institute.
	17.12.2026	Application of Theory	

15	24.12.2026	Project Completion, Commissioning, Handover & Close-Out Substantial/practical completion; commissioning; snagging/punch list; defects; as-built information; O&M manuals; final account; handover; aftercare; lessons learned; POE	Chartered Institute of Building. (2022). Code of practice for project management for the built environment (6th ed.). Hoboken, NJ: Wiley-Blackwell.
	24.12.2026	Application of Theory	
Final Exam			

