

PCM: Practice Management

BUSINESS OPERATIONS

! Pay special attention to this spotlight content

ARE 5.0	AHPP 15E		
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Assess resources within the practice	5: Organizational Development	220	Firm Organizational Structure
	5: Organizational Development	224	The Making of a Creative and a Learning Community
	8: Human Resources	498	Appraisals and Evaluations
	10: Design Project Management	622	Project Budgeting
Apply the regulations and requirements governing the work environment	3: Career Development	52	The Basis for the Regulation of the Practice of Architecture
	8: Human Resources	464	The Function of Compensation in an Architecture Firm ! Sidebar: Employee Benefit Programs (Pg 471)
	9: Design Project Delivery	560	Business-Related Issues ! Risk Management and Insurance (Pg 560)
	16: Risk Management	1008	Terminology: What Does All This Mean?
Apply ethical standards to comply with accepted principles within a given situation	1: Ethics and Professional Practice	3	History of the AIA Code of Ethics ! Sidebar: The Six Canons of the AIA Code of Ethics (Pg 4)
	5: Organizational Development	177	Claims Avoidance ! Background: Copyright Law for Architects (Pg 180)
	1: Ethics and Professional Practice	13	Four Ways to Think About Ethics
	1: Ethics and Professional Practice	21	Professional Ethics
Apply appropriate Standard of Care within a given situation	5: Organizational Development	169	Common Claims Against Architects
	16: Risk Management	990	No. 4: Negotiation and Contracts ! Heightened Standard of Care (Pg 992)
	16: Risk Management	1026	Building Information Modeling ! BIM and the Standard of Care (Pg 1027)
	17: Agreements and AIA Document Program	1041	Prerequisites for, and Basic Terms of, a Legal Contract ! Implied Terms and the Architect's Standard of Care (Pg 1043)

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FINANCES, RISK, & DEVELOPMENT OF PRACTICE

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Identify practice policies and methodologies for risk, legal exposures, and resolutions	16: Risk Management	989	How Does The Architect Manage Risk ! Making Better Agreements (Pg 995)
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		1033	Dispute Resolution Methods: Mediation, Arbitration, and Litigation
		1044	Types of Agreement
		1046	Special Considerations
		1051	Legal and Risk Management Considerations
		1053	Completing and Modifying the Standard AIA Agreement Forms
Select and apply practice strategies for a given business situation and policy	5: Organizational Development	177	Claims Avoidance ! Backgrounder: Project Documentation (Pg 178)
	15: Project Definition	952	All
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PRACTICE-WIDE DELIVERY OF SERVICES

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	16: Risk Management	995	No. 4: Negotiation and Contracts ! Making Better Agreements (Pg 995)
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Analyze applicability of contract types and delivery methods	5: Organizational Development	169	Common Claims Against Architects ! Vicarious Liability (Pg 173)
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	10: Design Project Management	661	The Contractual Framework
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PRACTICE METHODOLOGIES

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<p>Analyze the impact of practice methodologies relative to structure and organization of the practice</p>	5: Organizational Development	187	Design Firm Business Models ! Backgrounder: Firm Legal Structures (Pg 199) ! Table 5.1: Summary of Legal Structures
	14: Research in Practice	903	Trends in Architectural Research ! Evidence-Based Design (Pg 903)
		935	! Backgrounder: Researchers in Professional Practice: Understanding Challenges to an Evidence-Based Practice Model in Architecture for Health (Pg 935)
		937	All
5: Organizational Development	220	Firm Organizational Structure	
<p>Evaluate design, coordination, and documentation methodologies for the practice</p>	11: Technology in Practice	745	Values and Applications ! Documentation (Pg 749)
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