

## **1.472J/11.344J INNOVATIVE PROJECT DELIVERY METHODS IN THE PUBLIC AND PRIVATE SECTORS (6 Units)**

**INSTRUCTOR: CHRISTOPHER GORDON, P.E.**

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### **INSTRUCTOR:**

Christopher Gordon is a Lecturer at the MIT Center for Real Estate and at the Harvard Business School, teaching and writing primarily on the leadership and management of complex capital projects, and serves as a consultant on project worldwide. He has served as the Chief Operating Officer of the Harvard University Allston Development Group where he oversaw the development of Harvard's proposed multi-billion dollar expanded campus in Allston. Prior to Harvard, he was the Director of Capital Programs and Logan Modernization for the Massachusetts Port Authority where he oversaw the delivery of the four billion dollar Logan Modernization Program as well as other capital projects for Logan International Airport, Hanscom Airfield, the Worcester Regional Airport, the Port of Boston, the Tobin Memorial Bridge, and various Development holdings. He has been a Trustee of the Engineering Center Education Trust, the National Research Council Board of Infrastructure and the Constructed Environment, a corresponding editor of the ASCE Engineering Management Journal, Chief Judge for the US Engineering Excellence Awards and 2001 Person of the Year for the Construction Management Association of America.

### **COURSE DESCRIPTION:**

This course examines the compatibility of various project delivery methods, made up of organizations, contracts, and award methods, with certain types of projects and owners. Six main organizations will be examined: (1) Traditional General Contracting; (2) Construction Management; (3) Multiple Primes; (4) Design-Build; (5) Turnkey; and (6) Build-Operate-Transfer. Also examined will be innovative contract types such as a Guaranteed Maximum Price, and award methods, such as Multi-Parameter Bidding.

The first portion of the class focuses on understanding the many delivery methods through lectures, case studies, and quest speakers. The second portion focuses on the strategic decisions for owners to create an appropriate delivery method for a given project. Guest speakers provide real world perspectives to the students from industry leaders from around the world.

### **READINGS**

Class readings are an extensive collection of articles, research papers, and case studies on actual projects. - Students are required to read certain articles prior to each class and the readings are discussed in each class.

### **GRADES**

Grades are based on class participation, an individual case study assignment, and a group project. Sixty (60) percent of the grade is based on a semester-long case study project prepared as a group and presented to the class. Thirty (30) percent of the grade is based on a mid-semester case study done individually. This case study is often a Harvard Business School case on the Regency Plaza Project. Ten (10) percent of the grade is based on class participation and attendance. There are no exams.

### **PROJECT**

The project is a case study of an actual project, looking at the organization, contract type, and award method and analyzing the appropriateness and outcome of the contracting method strategy. Groups of three to four students spend the semester identifying an appropriate project in the world to analyze, studying that project, and preparing a detailed analysis of the situation including how they would deliver the project. This provides insights into real projects, experience applying the tools learned in the class, and an opportunity to work in a project team environment.

## 1.472J/11.344J Innovative Project Delivery Methods in the Public and Private Sectors

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Location: Room 9-354 Time: Tuesday and Thursday 4 – 5:30

Instructor: **Christopher M. Gordon, P.E.**

Teaching Assistant: Mike Tilford

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Class 1: T	02/05/13	Introduction, Overview and Traditional Method - General Contracting
Class 2: TH	02/07/13	Construction Management and Multiple Primes
Class 3: T	02/12/13	Design Build and Turnkey
Class 4: TH	02/14/13	Guest Lecturer – <b>Charles T. Buuck, Senior Vice President, Turner Construction Company</b> . Discussion of Construction Management and project examples ( <i>confirmed</i> )
Class 5: T	02/19/13	No Class (Holiday on Monday, so Tuesday is Monday Schedule)
Class 6: TH	02/21/13	Guest Lecturer – <b>Jim Petrucci, President of Petrucci Development</b> , Discussion of Design/Build ( <i>confirmed</i> )
Class 7: T	02/26/13	Build-Operate-Transfer
Class 8: TH	02/28/13	Guest Lecturer – <b>Jodie Parmar, President of Strategic Financial Advisory</b> , Discussion of public private partnerships for infrastructure development ( <i>confirmed</i> )
Class 9: T	03/05/13	Contract Types and Award Methods
Class 10: TH	03/07/13	Strategy for Selection Process (Distribute Individual Case Study Assignment)
Class 11: T	03/12/13	Discussion of Case Study (Collect Individual Case Study Analysis)
Class 12: TH	03/14/13	Guest Lecturer – <b>John L. Tocci, Chief Executive Officer, Tocci Group of Companies</b> . Discussion of Integrated Project Delivery ( <i>confirmed</i> )
Class 13: T	03/19/13	Team Case Study Presentations
Class 14: TH	03/21/13	Team Case Study Presentations

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