

# **Construction Technologies Career Field**

## **Construction Management**

Subject Code: 178022

### **Outcome & Competency Descriptions**

#### **Course Description:**

This course provides an integrated look at balancing the planning, estimating, and directing of construction operations. Students learn the process of creating and monitoring a construction project including standard agreements, bidding, estimates and project schedules. Students will learn to manage change orders, accident prevention and loss control, closeouts, and claims with an emphasis in production and quality control. Additionally, students will apply leadership, communications, and problem-solving skills to construction management.

#### **Strand 1. Business Operations/21st Century Skills**

Learners apply principles of economics, business management, marketing and employability in an entrepreneur, manager and employee role to the leadership, planning, developing and analyzing of business enterprises related to the career field.

#### **Outcome 1.1. Employability Skills**

Develop career awareness and employability skills (e.g., face-to-face, online) needed for gaining and maintaining employment in diverse business settings.

#### **Competencies**

- 1.1.1. Identify the knowledge, skills and abilities necessary to succeed in careers.
- 1.1.2. Identify the scope of career opportunities and the requirements for education, training, certification, licensure and experience.
- 1.1.3. Develop a career plan that reflects career interests, pathways and secondary and postsecondary options.
- 1.1.4. Describe the role and function of professional organizations, industry associations and organized labor and use networking techniques to develop and maintain professional relationships.
- 1.1.5. Develop strategies for self-promotion in the hiring process (e.g., filling out job applications, résumé writing, interviewing skills, portfolio development).
- 1.1.6. Explain the importance of work ethic, accountability and responsibility and demonstrate associated behaviors in fulfilling personal, community and workplace roles.
- 1.1.7. Apply problem-solving and critical-thinking skills to work-related issues when making decisions and formulating solutions.
- 1.1.8. Identify the correlation between emotions, behavior and appearance and manage those to establish and maintain professionalism.
- 1.1.9. Give and receive constructive feedback to improve work habits.
- 1.1.10. Adapt personal coping skills to adjust to taxing workplace demands.
- 1.1.11. Recognize different cultural beliefs and practices in the workplace and demonstrate respect for them.
- 1.1.12. Identify healthy lifestyles that reduce the risk of chronic disease, unsafe habits and abusive behavior.

#### **Outcome 1.2. Leadership and Communications**

Process, maintain, evaluate and disseminate information in a business. Develop leadership and team building to promote collaboration.

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**Competencies**

- 1.2.1. Extract relevant, valid information from materials and cite sources of information.
- 1.2.2. Deliver formal and informal presentations.
- 1.2.3. Identify and use verbal, nonverbal and active listening skills to communicate effectively.
- 1.2.4. Use negotiation and conflict-resolution skills to reach solutions.
- 1.2.5. Communicate information (e.g., directions, ideas, vision, workplace expectations) for an intended audience and purpose.
- 1.2.6. Use proper grammar and expression in all aspects of communication.
- 1.2.7. Use problem-solving and consensus-building techniques to draw conclusions and determine next steps.
- 1.2.8. Identify the strengths, weaknesses and characteristics of leadership styles that influence internal and external workplace relationships.
- 1.2.9. Identify advantages and disadvantages involving digital and/or electronic communications (e.g., common content for large audience, control of tone, speed, cost, lack of non-verbal cues, potential for forwarding information, longevity).
- 1.2.10. Use interpersonal skills to provide group leadership, promote collaboration and work in a team.
- 1.2.11. Write professional correspondence, documents, job applications and resumés.
- 1.2.12. Use technical writing skills to complete forms and create reports.
- 1.2.13. Identify stakeholders and solicit their opinions.
- 1.2.14. Use motivational strategies to accomplish goals.

**Outcome 1.3. Business Ethics and Law**

Analyze how professional, ethical and legal behavior contributes to continuous improvement in organizational performance and regulatory compliance.

**Competencies**

- 1.3.1. Analyze how regulatory compliance affects business operations and organizational performance.
- 1.3.2. Follow protocols and practices necessary to maintain a clean, safe and healthy work environment.
- 1.3.3. Use ethical character traits consistent with workplace standards (e.g., honesty, personal integrity, compassion, justice).
- 1.3.4. Identify how federal and state consumer protection laws affect products and services.
- 1.3.5. Access and implement safety compliance measures (e.g., quality assurance information, safety data sheets [SDSs], product safety data sheets [PSDSs], United States Environmental Protection Agency [EPA], United States Occupational Safety and Health Administration [OSHA]) that contribute to the continuous improvement of the organization.
- 1.3.6. Identify deceptive practices (e.g., bait and switch, identity theft, unlawful door-to-door sales, deceptive service estimates, fraudulent misrepresentations) and their overall impact on organizational performance.
- 1.3.7. Identify the labor laws that affect employment and the consequences of noncompliance for both employee and employer (e.g., harassment, labor, employment, employment interview,

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testing, minor labor laws, Americans with Disabilities Act, Fair Labor Standards Acts, Equal Employment Opportunity Commission [EEOC]).

- 1.3.8. Verify compliance with computer and intellectual property laws and regulations.
- 1.3.9. Identify potential conflicts of interest (e.g., personal gain, project bidding) between personal, organizational and professional ethical standards.

**Outcome 1.4. Knowledge Management and Information Technology**

Demonstrate current and emerging strategies and technologies used to collect, analyze, record and share information in business operations.

**Competencies**

- 1.4.1. Use office equipment to communicate (e.g., phone, radio equipment, fax machine, scanner, public address systems).
- 1.4.2. Select and use software applications to locate, record, analyze and present information (e.g., word processing, e-mail, spreadsheet, databases, presentation, Internet search engines).
- 1.4.3. Verify compliance with security rules, regulations and codes (e.g., property, privacy, access, accuracy issues, client and patient record confidentiality) pertaining to technology specific to the industry pathway.
- 1.4.4. Use system hardware to support software applications.
- 1.4.5. Use information technology tools to maintain, secure and monitor business records.
- 1.4.6. Use an electronic database to access and create business and technical information.
- 1.4.7. Use personal information management and productivity applications to optimize assigned tasks (e.g., lists, calendars, address books).
- 1.4.8. Use electronic media to communicate and follow network etiquette guidelines.

**Outcome 1.5. Global Environment**

Evaluate how beliefs, values, attitudes and behaviors influence organizational strategies and goals.

**Competencies**

- 1.5.1. Describe how cultural understanding, cultural intelligence skills and continual awareness are interdependent.
- 1.5.2. Describe how cultural intelligence skills influence the overall success and survival of an organization.
- 1.5.3. Use cultural intelligence to interact with individuals from diverse cultural settings.
- 1.5.4. Recognize barriers in cross-cultural relationships and implement behavioral adjustments.
- 1.5.5. Recognize the ways in which bias and discrimination may influence productivity and profitability.
- 1.5.6. Analyze work tasks for understanding and interpretation from a different cultural perspective.
- 1.5.7. Use intercultural communication skills to exchange ideas and create meaning.
- 1.5.8. Identify how multicultural teaming and globalization can foster development of new and improved products and services and recognition of new opportunities.

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**Outcome 1.6. Business Literacy**

Develop foundational skills and knowledge in entrepreneurship, financial literacy and business operations.

**Competencies**

- 1.6.1. Identify business opportunities.
- 1.6.2. Assess the reality of becoming an entrepreneur, including advantages and disadvantages (e.g., risk versus reward, reasons for success and failure).
- 1.6.3. Explain the importance of planning your business.
- 1.6.4. Identify types of businesses, ownership and entities (i.e., individual proprietorships, partnerships, corporations, cooperatives, public, private, profit, not-for-profit).
- 1.6.5. Describe organizational structure, chain of command, the roles and responsibilities of the organizational departments and interdepartmental interactions.
- 1.6.6. Identify the target market served by the organization, the niche that the organization fills and an outlook of the industry.
- 1.6.7. Identify the effect of supply and demand on products and services.
- 1.6.8. Identify the features and benefits that make an organization's product or service competitive.
- 1.6.9. Explain how the performance of an employee, a department and an organization is assessed.
- 1.6.10. Describe the impact of globalization on an enterprise or organization.
- 1.6.11. Describe how all business activities of an organization work within the parameters of a budget.
- 1.6.12. Describe classifications of employee benefits, rights, deductions and compensations.

**Outcome 1.7. Entrepreneurship/Entrepreneurs**

Analyze the environment in which a business operates and the economic factors and opportunities associated with self-employment.

**Competencies**

- 1.7.1. Compare and contrast the four types of business ownership (i.e., individual proprietorships, partnerships, corporations, cooperatives).
- 1.7.2. Explain the role of profit as the incentive to entrepreneurs in a market economy.
- 1.7.3. Identify the factors that contribute to the success and failure of entrepreneurial ventures.
- 1.7.4. Assess the roles of nonprofit and for-profit businesses.
- 1.7.5. Develop a business plan.
- 1.7.6. Describe life cycles of an entrepreneurial business and an entrepreneur.
- 1.7.7. Create a list of personal strengths, weaknesses, skills and abilities needed to be successful as an entrepreneur.
- 1.7.8. Explain pathways used to become an entrepreneur.
- 1.7.9. Conduct a self-assessment to determine entrepreneurial potential.
- 1.7.10. Describe techniques for obtaining experience (e.g., apprenticeship, co-operative [co-op] education, work placement, internship, job shadowing) related to an entrepreneurial objective.
- 1.7.11. Identify initial steps in establishing a business (e.g., limited liability company [LLC], tax ID,

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- permits, insurance, licensing).
- 1.7.12. Identify resources available to entrepreneurs (e.g., Small Business Administration, mentors, information resources, educational opportunities).
- 1.7.13. Protect intellectual property and knowledge (e.g., copyright, patent, trademark, trade secrets, processes).

**Outcome 1.8. Operations Management**

Plan, organize and monitor an organization or department to maximize contribution to organizational goals and objectives.

**Competencies**

- 1.8.1. Forecast future resources and budgetary needs using financial documents (e.g., balance sheet, demand forecasting, financial ratios).
- 1.8.2. Select and organize resources to develop a product or a service.
- 1.8.3. Analyze the performance of organizational activities and reallocate resources to achieve established goals.
- 1.8.4. Identify alternative actions to take when goals are not met (e.g., changing goals, changing strategies, efficiencies).
- 1.8.5. Use inventory and control systems to purchase materials, supplies and equipment (e.g., Last In, First Out [LIFO]; First In, First Out [FIFO]; Just in Time [JIT]; LEAN).
- 1.8.6. Identify the advantages and disadvantages of carrying cost and Just-in-Time (JIT) production systems and the effects of maintaining inventory (e.g., perishable, shrinkage, insurance) on profitability.
- 1.8.7. Collect information and feedback to help assess the organization's strategic planning and policymaking processes.
- 1.8.8. Identify routine activities for maintaining business facilities and equipment.
- 1.8.9. Develop a budget that reflects the strategies and goals of the organization.
- 1.8.10. Analyze how business management and environmental management systems (e.g., health, safety) contribute to continuous improvement and sustainability.

**Outcome 1.9. Financial Management**

Use financial tools, strategies and systems to develop, monitor and control the use of financial resources to ensure personal and business financial well-being.

**Competencies**

- 1.9.1. Create, analyze and interpret financial documents (e.g., budgets, income statements).
- 1.9.2. Identify tax obligations.
- 1.9.3. Review and summarize savings, investment strategies and purchasing options (e.g., cash, lease, finance, stocks, bonds).
- 1.9.4. Identify credit types and their uses in order to establish credit.
- 1.9.5. Identify ways to avoid or correct debt problems.
- 1.9.6. Explain how credit ratings and the criteria lenders use to evaluate repayment capacity affect access to loans.

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- 1.9.7. Review and summarize categories (types) of insurance and identify how insurances can reduce financial risk.
- 1.9.8. Identify income sources and expenditures.
- 1.9.9. Compare and contrast different banking services available through financial institutions.
- 1.9.10. Identify the role of depreciation in tax planning and liability.

**Outcome 1.10. Sales and Marketing**

Manage pricing, place, promotion, packaging, positioning and public relations to improve quality customer service.

**Competencies**

- 1.10.1. Identify how the roles of sales, advertising and public relations contribute to a company's brand.
- 1.10.2. Determine the customer's needs and identify solutions.
- 1.10.3. Communicate features, benefits and warranties of a product or service to the customer.
- 1.10.4. Identify the company policies and procedures for initiating product and service improvements.
- 1.10.5. Monitor customer expectations and determine product/services satisfaction by using measurement tools.
- 1.10.6. Discuss the importance of correct pricing to support a product's or service's positioning in the marketing mix.
- 1.10.7. Describe the importance and diversity of distribution channels (i.e., direct, indirect) to sell a product.
- 1.10.8. Use promotional techniques to maximize sales revenues (e.g., advertising, sales promotions, publicity, public relations).
- 1.10.9. Describe how product mix (e.g., product line, product items) maximize sales revenues, market, share and profit margin.
- 1.10.10. Demonstrate sales techniques.

**Outcome 1.11. Principles of Business Economics**

Examine and employ economic principles, concepts and policies to accomplish organizational goals and objectives.

**Competencies**

- 1.11.1. Identify the economic principles that guide geographic location of an industry's facilities (e.g., relative scarcity, price, quantity of products and services).
- 1.11.2. Identify the difference between monetary and nonmonetary incentives and explain how changes in incentives cause changes in behavior.
- 1.11.3. Use economic indicators to identify economic trends and conditions (e.g., inflation, interest rate fluctuations, unemployment rates).
- 1.11.4. Determine how the quality, quantity and pricing of goods and services are affected by domestic and international competition in a market economy.
- 1.11.5. Analyze factors that affect currency and exchange rates.
- 1.11.6. Explain how financial markets and government policies influence interest rates (credit ratings/debt ceiling), trade deficits and unemployment.



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- 1.11.7. Describe how economic performance and culture are interdependent.
- 1.11.8. Identify the relationships between economy, society and environment that lead to sustainability.
- 1.11.9. Describe how laws and regulations influence domestic and international trade.

**Outcome 1.12. Cyber Hygiene**

Apply digital information security principles to keep information secure.

**Competencies**

- 1.12.1. Identify the purpose and practices of Cyber Hygiene.
- 1.12.2. Differentiate between appropriate and inappropriate information.
- 1.12.3. Interpret security policies through job specific training and training updates.
- 1.12.4. Apply secure password behavior.
- 1.12.5. Apply physical and virtual situational awareness (e.g., clean desk policies, shoulder surfing, social engineering, tailgating).

**Strand 2. Safety, Tools, and Equipment**

Learners apply principles of protection, prevention and mitigation to create and maintain safe working conditions at construction sites. Knowledge and skills may be applied in all aspects of personal site safety to meet all applicable standards.

**Outcome 2.1. Site Safety**

Handle materials, prevent accidents and mitigate hazards.

**Competencies**

- 2.1.1. Use Occupational Safety and Health Administration (OSHA)-defined procedures for identifying employer and employee responsibilities, working in confined spaces, managing worker safety programs, using ground fault circuit interrupters (GFCIs), maintaining clearance and boundaries and labeling.
- 2.1.2. Identify and rectify or mitigate construction hazards (e.g., thresholds, slippery surfaces, lighting and workplace clutter).
- 2.1.3. Identify and apply load factors for constructing scaffolding, railings, ladders and temporary structures.
- 2.1.4. Apply inspection, rejection criteria, hitch configurations and load-handling practices to slings and rigging hardware.
- 2.1.5. Demonstrate the proper use of American National Standards Institute (ANSI) hand signals.
- 2.1.6. Identify the source of electrical hazards and use shutdown and established lock-out/tag-out procedures.
- 2.1.7. Identify procedures for the handling, storage and disposal of hazardous materials.
- 2.1.8. Identify the location of emergency flush showers, eyewash fountains, Safety Data Sheets (SDSs), fire alarms and exits.
- 2.1.9. Select and operate fire extinguishers based on the class of fire.
- 2.1.10. Create a hazardous materials safety plan (e.g., liquid and airborne materials).
- 2.1.11. Describe the interactions of incompatible substances when measuring and mixing chemicals.

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**Outcome 2.2. Personal Safety**

Practice personal safety in construction.

**Competencies**

- 2.2.1. Interpret personal safety rights according to the employee Right-to-Know plan.
- 2.2.2. Describe how working under the influence (e.g., drugs, alcohol and stimulants/caffeine) increases the risk of accident, lowers productivity, raises insurance costs, and reduces profits.
- 2.2.3. Select, use, store, maintain and dispose of personal protective equipment (PPE) appropriate to job tasks, conditions and materials.
- 2.2.4. Identify workplace risk factors associated with lifting, operating and moving heavy objects and establish an ergonomics process.
- 2.2.5. Identify, inspect and use safety equipment appropriate for the task.
- 2.2.6. Demonstrate first aid and cardiopulmonary resuscitation (CPR).
- 2.2.7. Describe how working under the influence (e.g., drugs, alcohol and stimulants/caffeine) increases the risk of accident, lowers productivity, raises insurance costs, and reduces profits.
- 2.2.8. Identify and describe hazards associated with improper clothing and poor hygiene.
- 2.2.9. Describe trenching and excavation hazards (e.g. soil types, cave in, utilities, underground obstacles).
- 2.2.10. Describe the process for identifying and locating existing site utilities.

**Strand 3. Structural Construction**

Learners apply principles of architectural engineering to erect residential, commercial and industrial buildings. Knowledge and skills may be applied in constructing footings and foundations; framing floors, walls, ceilings, roofs and stairs; completing exterior and interior finishes; and repairing, restoring or remodeling existing structures.

**Outcome 3.2. Site Management**

Analyze site management operations.

**Competencies**

- 3.2.1. Identify topographical and existing features of areas (i.e., property lines, utilities, streets, setbacks) on survey maps (parcel map, survey plat).
- 3.2.2. Interpret features of a site plan.
- 3.2.3. Apply conventional engineering and field measurement processes to survey for site development.
- 3.2.4. Identify and apply relevant building codes.

**Strand 6. Construction Management and Jobsite Maintenance**

Learners apply principles of business, facility and site operations and project management to build and operate residential, commercial and industrial facilities. Knowledge and skill may be applied in managing and supervising site operations;



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developing work sequences for tasks and units of work; coordinating material and equipment delivery; planning building stages and the build environment; and providing facility management, and maintenance services.

**Outcome 6.1. Construction Math**

Apply math and measurement principles to complete construction projects.

**Competencies**

- 6.1.1. Calculate surface area and volume for three-dimensional objects, accurate to a specified level of precision.
- 6.1.2. Apply measurement scales to layout length, width, and angle measurements.
- 6.1.3. Apply algebraic procedures and geometric concepts to reading construction documents.
- 6.1.4. Use proportional reasoning and apply indirect measurement techniques (e.g., right triangle trigonometry, properties of similar triangles).
- 6.1.5. Select and use measurement tools (i.e. grade rod, ruler, tape measure, measuring cups, builder's level).
- 6.1.6. Perform calculations and conversions with fractions, decimals, and percents.
- 6.1.7. Perform unit conversions.

**Outcome 6.2. Construction Drawings**

Read and interpret plans and diagrams within a construction drawing set (i.e., topographical, grading and drainage, architectural, structural, plumbing, mechanical, electrical) to organize a project work sequence.

**Competencies**

- 6.2.1. Collect and analyze project information to determine resources and tasks required to complete a project.
- 6.2.2. Read and interpret a site plan.
- 6.2.3. Use architect's and engineer's scales to read and interpret construction drawings for material calculations and installation at the jobsite.
- 6.2.4. Read, interpret, and organize construction drawings, models, specifications and other contractual documents.

**Outcome 6.3. Construction Estimating**

Develop an estimate of material, time, personnel, and equipment needs, availability, and cost for various construction types.

**Competencies**

- 6.3.1. Complete a site inventory and analysis, including the physical conditions, code, and utilities requirements and the environmental impact.
- 6.3.2. Identify necessary material, time, personnel, and equipment to be used in construction projects.

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- 6.3.3. Calculate cost of identified materials, time, personnel and equipment to be used in construction projects.
- 6.3.4. Develop a program list including intended use, budget, economics, customer wants and needs, and maintenance.

**Outcome 6.4. Construction Scheduling**

Organize material and equipment delivery to maximize productivity.

**Competencies**

- 6.4.1. Describe the schedule of labor, delivery of materials/equipment and the effect on employer cash flow and construction economics.
- 6.4.2. Prescribe material and equipment storage needs and location on different types of job sites (e.g., access, delivery, protection from the elements, security).
- 6.4.3. Create a schedule of construction and installation.
- 6.4.4. Prepare and process unused material inventory for return credit.

**Outcome 6.5. Field Organization**

Summarize the sequence of building stages, systems quality control, and inspection processes within a build environment.

**Competencies**

- 6.5.1. Identify the Critical Path Method (CPM) to select and sequence the appropriate building stages and explain their relationships in completing a construction project.
- 6.5.2. Identify the various material testing techniques (e.g., hardness, tensile strength, bearing capacity, wear resistance, and soil tests).
- 6.5.3. Describe the steps to commissioning and/or recommissioning process for a facility and its mechanical equipment.
- 6.5.4. Describe the process to a walkthrough and creation of a punchlist to ensure conformity with plans, specifications and authorized change orders.
- 6.5.5. Identify a final inspections order to obtain certificate of occupancy.
- 6.5.6. Describe the sustainable building evaluation and certification process.
- 6.5.7. Identify the roles and goals of construction professionals within a given delivery system (e.g., owners, architects, engineers, suppliers, general and trade contractors, consultants, regulators).

**Strand 7. Planning and Design**

Learners apply principles of architectural and civil engineering, drawing and construction with current technology to develop, present and use construction proposals, plans and schematics. Knowledge and skill may be applied throughout the project from preconstruction design through all stages of building in residential, commercial and industrial applications.

**Outcome 7.1. Proposals**

Develop and present a design, proposal, or concept.

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**Competencies**

- 7.1.1. Differentiate between residential, commercial, industrial, infrastructure, and institutional construction segments.
- 7.1.2. Collect and analyze data to identify required deliverables (e.g., reports, studies, building designs, drawings) based on client specifications.
- 7.1.8. Develop and present the comprehensive proposal.

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