Professional Practice

Distributional Area Description
The M.Arch-1 program prepares its graduates for productive careers in architecture and related design fields. To this end, it is important that students develop a clear understanding of the diverse landscape of contemporary practice and the career avenues open to them when they leave Gund Hall. A broad range of Professional Practice topics are introduced in the required course Issues in Architectural Practice and Ethics (GSD-7212), including practice management, project management, financial considerations, techniques of leadership, and legal and ethical responsibilities to clients, user groups, and the public. In addition to this foundational course, the M.Arch-1 program requires students to earn a minimum of four (4) credit units in courses designated as Professional Practice (Pro Prac) distributional electives. The distributional elective requirement asks students to investigate in greater depth one or more of the following knowledge areas: the history and theory of practice; design team management and collaboration theory; entrepreneurship and innovation; project delivery; and real estate development and finance. The Pro Prac elective aims to increase students’ critical awareness of both conventional and alternative modes of practice and, by developing one or more specialized areas of knowledge, to provoke decisions about the future role(s) students wish to play in the profession and in the world. By developing knowledge and skills in this arena while in school, young architects learn to integrate professionally focused analytical thinking with other forms of design research they conduct at the GSD.

Archive of Past Approved Courses
Note: For a course to count towards a requirement, it must be taken in the year that it was listed as valid.

Spring 2018
05103: Public and Private Development  
Jerold Kayden
05201: Urban Politics and Planning (at HKS)  
Quinton Mayne
05275: Advanced Real Estate Finance  
Frank Apeseche
05276: Building and Leading Real Estate Enterprises and Entrepreneurship  
Frank Apeseche
05370: Environment, Economics, and Enterprise  
Holly Samuelson, Frank Apeseche
05490: Affordable and Mixed-Income Housing Development, Finance, and Management  
Edward Marchant
07443: Scenes of Design, Development, and Disaster  
Todd Reisz
07444: Non-Professional Practice  
Oana Stanescu

Fall 2017
03330: Conservation of Older Buildings: Techniques and Technics  
Robert Silman
05204: Real Estate Finance and Development  
Richard Peiser
05206: Land Use and Environmental Law  
Jerold Kayden
05212: Field Studies in Real Estate, Planning, and Urban Design: Miami Beach and Boston  
Richard Peiser
05215: Analytic Methods of Urban Planning: Quantitative  
Michael Hooper
05216: Analytic Methods: Qualitative  
Ann Forsyth
05364: Sustainable Real Estate  
Jesse Keenan
05492: Real Estate Finance and Development Fundamentals for Public... (at HKS)  
Edward Marchant
07408: Frameworks of Contemporary Practice  
Paul Nakazawa
07420: Innovation in Project Delivery  
Mark R. Johnson

Spring 2017
05103: Public and Private Development  
Jerold Kayden
05201: Urban Politics and Planning (at KSG)  
Quinton Mayne
05275: Advanced Real Estate Finance  
Frank Apeseche
05276: Building and Leading Real Estate Enterprises and Entrepreneurship  
Frank Apeseche
05370: Environment, Economics, and Enterprise  
Frank Apeseche
05490: Affordable and Mixed-Income Housing Development, Finance, and Management  
Edward Marchant
07416: The Practice as Project  
Florian Idenburg

Fall 2016

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Professional Practice

05204: Real Estate Finance and Development       Richard Peiser
05206: Land Use and Environmental Law      Jerold Kayden
05212: Field Studies in Real Estate, Planning, and Urban Design: Miami Beach and Boston Richard Peiser
05215: Analytic Methods of Urban Planning: Quantitative Michael Hooper
05216: Analytic Methods: Qualitative      Ann Forsyth
05364: Sustainable Real Estate      Jesse Keenan
05431: Form+Finance: the Design of Real Estate Wang, Gamble
05492: Real Estate Finance and Development Fundamentals for Public... (at HKS) Edward Marchant
06271: The Innovative Practice: Finding, Building, and Leading Good Ideas with Others Beth Altringer
07408: Frameworks of Contemporary Practice      Paul Nakazawa
07420: Innovation in Project Delivery Mark R. Johnson

Spring 2016

05103: Public and Private Development Laura Wolf-Powers
05370: Environment, Economics, and Enterprise Samuelson, Apesche
06328: Interdisciplinary Design Practice Kara, Georgoulias
05275 [M3]: Advanced Real Estate Finance Richard Peiser
05276: [M4]: Building and Leading Real Estate Enterprises and Entrepreneurship Frank Apesche

Fall 2015

05204: Real Estate Finance and Development       Richard Peiser
05206: Land Use and Environmental Law      David Karnovsky
06271: The Innovative Practice: Finding, Building, and Leading Good Ideas with Others Beth Altringer
07408: Frameworks of Contemporary Practice      Paul Nakazawa
07420: Innovation in Project Delivery Mark R. Johnson
05492: Real Estate Finance and Development Fundamentals for Public and Private... (at HKS) Edward Marchant

Spring 2015

05103: Public and Private Development Jerold Kayden
05370: Environment, Economics, and Enterprise H. Samuelson, F. Apesche
06328: In search of Design through Engineers A. Georgoulias, H. Kara
07417: Design Competitions Jerold Kayden
07420: Innovation in Project Delivery Mark R. Johnson
05405: Global Leadership in Real Estate and Design Bing Wang, Eugene Kohn
05275 [M3]: Advanced Real Estate Finance Richard Peiser
05276 [M4]: Building and Leading Real Estate Enterprises and Entrepreneurship Frank Apesche

Fall 2014

05204: Real Estate Finance and Development       Richard Peiser
05206: Land Use and Environmental Law      Jerold Kayden
06271: The Innovative Practice: Finding, Building, and Leading Good Ideas with Others Beth Altringer
07408: Contemporary Frameworks of Practice Paul Nakazawa
07410: The Architect in History: The Evolution of Practice from Renaissance to Present Jay Wickersham

Spring 2014

05103: Public and Private Development Jerold Kayden
06328: In Search of Design through Engineers Hanif Kara, Andreas Georgoulias
07416: The Practice as Project Florian Idenburg, Matan Mayer
07417: Design Competitions Jerold Kayden

Fall 2013

05204: Real Estate Finance and Development       Richard Peiser
05206: Land Use and Environmental Law      Jerold Kayden

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Professional Practice

06271: The Innovative Practice: Finding, Building and Leading Good Ideas with Others (at SEAS)  Beth Altringer
07408: Contemporary Frameworks of Practice  Paul Nakazawa
07410: The Architect in History: The Evolution of Practice from Renaissance to Present  Jay Wickersham

SPRING 2013
06328: In Search of Design through Engineers  Hanif Kara, Andreas Georgoulias
07415: Project Delivery  Richard Jennings
07440: Leading the Design Firm  Richard Jennings, Brian Kenet

FALL 2012
05204: Real Estate Finance and Development  Richard Peiser
07408: Contemporary Frameworks of Practice  Paul Nakazawa
07410: The Architect in History: The Evolution of Practice from Renaissance to Present  Jay Wickersham
07411: Design and Development: from Concept to Implementation  Andreas Georgoulias

FAS
ES21: The Innovator's Practice: Finding, building and leading good ideas with others  Beth Altringer

SPRING 2012
5103: Public and Private Development  Jerold Kayden
5215: Analytic Methods of Urban Planning: Quantitative (2 units)  Michael Hooper
5216: Analytic Methods: Qualitative (2 units)  Joyce Rosenthal
5303: Advance Real Estate Development and Finance  Richard Peiser
5319: Urbanization and International Development  Michael Hooper
5343: Disaster Field Lab  J. Rosenthal, M. Mazereeuw, C. Werthmann
5430: Public Approvals for Private Development Projects (2 units)  Matthew Kiefer
5431: Building Design Typologies and Operational Principles of Real Estate (2 units)  Bing Wang
5469: Environmental Planning and Sustainable Development...  Joyce Rosenthal
5473: Housing Policy in the United States  Eric Belsky
5489: Real Estate in Frontier Markets  Nicolas Retsinas
5490: Affordable and Mixed-Income Housing Development, Finance, and Management  Edward Marchant
5501: Transforming Cities in Emerging Economies  Diane Davis
6328: In Search of Design Through Engineers  Hanif Kara, Andreas Georgoulias
7309: Sustainable Cities: Urbanization, Infrastructure, and Finance (2 units)  John Macomber
7409: Real Estate Development, Design, and Construction (2 units)  Macomber, Gordon, Kohn
7440: Leading the Design Firm  Richard Jennings, Brian Kenet
9116: Cultural Tourism in the Al-Turat World Heritage Site, Saudi

FALL 2011
05201: Urban Politics and Planning  Alan Altshuler
05203: Markets and Market Failures  Jose Gomez-Ibanez
05204: Real Estate Finance and Development  Richard Peiser
05206: Planning and Environmental Law  Jerold S. Kayden
05476: Housing Delivery Systems in the United States  James Stockard
05484: Redevelopment Policy  Susan Fainstein
05492: Real Estate Finance and Development Fundamentals  Edward Marchant
07408: Landscape of Contemporary and Anticipatory Practice  Paul Nakazawa
07410: The Architect in History: The Evolution of Practice from Renaissance to Present  Jay Wickersham
07411: Design and Development: from Concept to Implementation  Andreas Georgoulias

SPRING 2011
5103: Public and Private Development  Jerold S. Kayden
5303: Advanced Real Estate Development and Finance  Richard Peiser
5403M3: Building Design Typologies and Operational Principles of Real Estate  Bing Wang

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### FALL 2010
- 5201: Urban Politics, Planning, and Development  
  Alan Altshuler
- 5203A: Markets and Market Failure  
  Joseph Kalt
- 5203B: Markets and Market Failure  
  Jose Gomez-Ibanez
- 5204: Real Estate Development and Finance  
  Richard Peiser
- 5206: Planning and Environmental Law  
  Brian Blaesser
- 5476: Housing Delivery Systems in the United States  
  James Stockard
- 5484: Redevelopment Policy  
  Susan Fainstein
- 5492: Real Estate Finance and Development Fundamentals  
  Edward Marchant
- 7407: Managing the Design Project  
  Richard Jennings
- 7408: A New Framework for Practice  
  Paul Nakazawa
- 7410: The Architect in History: The Evolution of Practice ...Renaissance to the Present  
  Jay Wickersham
- 7411: Design and Development: from Concept to Implementation  
  Andreas Georgoulias, Spiro Pollalis

### HBS
- HBS2166: Operations Strategy  
  Robert S. Huckman, Daniel C. Snow

### SPRING 2010
- 5103: Public and Private Development  
  Brian W. Blaesser
- 5303: Advanced Real Estate Development and Finance  
  Frank Apeseche, Glenn Mueller
- 5403M3: Building Design Typologies and Operational Principles of Real Estate  
  Bing Wang
- 5475: Design of Housing in the United States  
  Leland Cott
- 6328: In Search of Design through Engineers  
  Andreas Georgoulias, Hanif Kara
- 6331: Building Information Models  
  Michael Schroeder
- 7222: The Bilbao Guggenheim Museum: Topics in Project Management  
  Spiro Pollalis, Luis Rodriguez
- 7307: Strategy, Sustainability, and Finance  
  John Macomber
- 7409 (HBS 1461): Real Estate Development, Design, and Construction  
  J. Macomber, E. Kohn, C. Gordon
- 7413 Integrated Project Delivery  
  Richard Jennings

### FALL 2009
- 3432: Global Redesign Project  
  Toshiko Mori
- 5201: Urban Politics, Planning, and Development  
  Alan Altshuler
- 5203A: Markets and Market Failure  
  Joseph Kalt
- 5203B: Markets and Market Failure  
  Jose Gomez-Ibanez
- 5204: Real Estate Development and Finance  
  Richard Peiser
- 5206: Planning and Environmental Law  
  Brian Blaesser
- 5476: Housing Delivery Systems in the United States  
  James Stockard
- 7407: Managing the Design Project  
  Richard Jennings
- 7408: A New Framework for Practice  
  Paul Nakazawa
- 7410: The Architect in History: The Evolution of Practice ...Renaissance to the Present  
  Jay Wickersham
- 7411: Design and Development: from Concept to Implementation  
  Andreas Georgoulias, Spiro Pollalis
- 7440: Leading the Design Firm  
  A. Georgoulias, R. Jennings, B. Kenet

### HBS
- HBS2166: Operations Strategy  
  Robert S. Huckman, Daniel C. Snow

### SPRING 2009
- 5103: Public and Private Development  
  Jerold S. Kayden
- 5303: Advanced Real Estate Development and Finance  
  Frank Apeseche, Glenn Mueller
- 5403M3: Public Approvals for Private Development Projects  
  Matthew Kiefer

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Professional Practice

5403M4: Building Design and Planning Typologies
5475: Design of Housing in the United States
6328: In Search of Engineer
6331: Building Information Models
7307: Strategy, Sustainability, and Finance
7407: Managing the Design Project
HBS 1461: Real Estate Development, Design, and Construction

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Title</th>
<th>Instructor</th>
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<td>5403M4</td>
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<td>Leland Cott</td>
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<td>In Search of Engineer</td>
<td>Andreas Georgoulis, Hanif Kara</td>
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<td>Michael Schroeder</td>
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<td>Richard Jennings</td>
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<tr>
<td>HBS 1461</td>
<td>Real Estate Development, Design, and Construction</td>
<td>E. Kohn, J. Macomber, C. Gordon</td>
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**FALL 2008**

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<th>Course Code</th>
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<tbody>
<tr>
<td>5201</td>
<td>Urban Politics, Planning, and Development</td>
<td>Alan Altshuler</td>
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<td>Markets and Market Failure</td>
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<td>5484</td>
<td>Redevelopment Policy</td>
<td>Susan Fainstein</td>
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<td>7213</td>
<td>International Design Practice: Business, Law, and Culture</td>
<td>Jay Wickershaw</td>
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<td>7406</td>
<td>Specifications</td>
<td>Mark Kalin</td>
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<td>Paul Nakazawa</td>
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<td>Design and Development: from Concept to Implementation</td>
<td>Spiro Pollalis, Andreas Georgoulis</td>
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<td>HBS 2166</td>
<td>Operations Strategy</td>
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<td>5212</td>
<td>Field Studies in Real Estate, Planning &amp; Urban Design</td>
<td>Richard Peiser, Bing Wang</td>
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<td>5303</td>
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<td>Richard Peiser</td>
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<td>Strategic Planning and Local Development</td>
<td>Mona Serageldin</td>
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<td>Public Approvals for Private Development Projects</td>
<td>Matthew Kiefer</td>
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<td>5403M4</td>
<td>Design Typologies and Financial Operation for Urban Developments</td>
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<td>In Search of the Engineer</td>
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<tr>
<td>6331</td>
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<td>Michael Schroeder</td>
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<tr>
<td>5203A</td>
<td>Markets and Market Failure</td>
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<td>5480UPD</td>
<td>Negotiation and Conflict Resolution in Urban Planning and Design</td>
<td>James Kostaras</td>
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<td>Housing Delivery Systems in the United States</td>
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**MIT**

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<tr>
<td>MIT 11.345J</td>
<td>Entrepreneurship in Construction and Redevelopment</td>
<td>John Kennedy</td>
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<tr>
<td>MIT 11.421J/15.426J</td>
<td>Real Estate Finance &amp; Investments I: Micro-Level Fundamentals</td>
<td>David Geltner</td>
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**SPRING 2007**

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<tr>
<td>5203S</td>
<td>Markets and Market Failures</td>
<td>Jose Gomez-Ibanez</td>
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<tr>
<td>5206</td>
<td>Planning and Environmental Law</td>
<td>Brian Blaesser</td>
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<td>5212</td>
<td>Field Studies in Real Estate, Planning, and Urban Design</td>
<td>Richard Peiser</td>
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<td>Matthew Kiefer</td>
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<td>5403M3</td>
<td>Public Approvals for Private Development Projects</td>
<td>Bing Wang</td>
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Professional Practice

5475: The Design of Housing in the United States      Leland Cott
7208: Legal Aspects of Design Practice        Carl Sapers
7222: The Bilbao Guggenheim Museum: Topics in Project Management    Spiro Pollalis, Luis Rodriguez

FALL 2006
5103: Public and Private Development         Jerold Kayden
5203F: Markets and Market Failures        Joseph Kalt
5204: Real Estate Development and Finance    Richard Peiser
5476: Housing Delivery System in the United States    James Stockard
7405: Leading the Design Firm
7406: Specifications
7411: From Concept to Implementation
MIT
MIT 11.345J: Entrepreneurship in Construction and Redevelopment

SPRING 2006
5103: Public and Private Development         Jerold Kayden
5212: Field Studies in Real Estate, Planning, and Urban Design    Richard Peiser, Bing Wang
5303: Advance Real Estate Development and Finance    Richard Peiser
5473: Housing Policy in the United States: The Intersection of the Public    Eric Belsky, Nicolas Retsinas
5475M3: The Design of Housing in the United States    Leland Cott
7208: Legal Aspects of Design Practice
7213: International Design Practice: Business, Law, and Culture    Jay Wickersham
7222: The Bilbao Guggenheim Museum

FALL 2005
5203: Markets and Market Failures        Jose Gomez-Ibanez
5204: Real Estate Finance and Development        Richard Peiser
5206: Planning and Environmental Law        Jay Wickersham
5476M2: The Housing Delivery System in the United States    James Stockard
7301: Internet and Architecture    Jeffrey Huang
7305: Strategic Management in Design and Construction    John Macomber
7404: Entrepreneurship
7411: From Concept to Implementation
HBS 1556: General Management: Processes and Action    Spiro Pollalis

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