

# Laying the Foundation for Superior Project Managers: Practices, Principles, and Fundamentals

*Course begins the week of March 25, 2019*



**Price: Members: \$1045 | Non-Members: \$1345**

## *Building Project Management Expertise Week by Week*

**Laying the Foundation for Superior Project Managers: Practices, Principles, and Fundamentals** will help new, ready-to-grow project managers gain skills and confidence to fit your unique workflow specifications.

Combining the scheduling ease of video learning and the immediacy and intensity of a live classroom, this 9-module interactive course provides a convenient and cost-effective way to learn the fundamentals of project management—with little or no disruption to billable staff time.



### *About the Presenter:*

Howard Birnberg is president of Birnberg & Associates, a management consulting and association management firm, and executive director of the Association for Project Managers. He is presently serving as an instructor in project management at the University of California-Berkeley Extension and at Embry-Riddle (Worldwide) University. For six years, he served as an instructor on project management in the Office of Executive Education at the Harvard University, Graduate School of Design. He also served as an adjunct assistant professor at Michigan State University, College of Human Ecology.

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## PROGRAM

### **Module 1: Introduction**

Review Syllabus and Course Structure, Grading, and Expectations  
The Primary Job of a Project Manager  
How Do Project Managers Communicate?

### **Module 2: Project Management Team and Process Management Concepts**

Primary Role of Team Managers  
Problems Traced to a Weak/Ineffective Project Management System  
Organization Life Cycle Curve  
Project Delivery Systems and Methods  
Impact on Construction Costs  
Client Selection of Design Consultants  
Owner/Client Concerns, Needs, & Role

### **Module 3: Planning and Management Concepts for Project Managers**

Long-Range Planning Process-Elements  
Decision-Making Management Concepts  
Strategic Project Management Plan

### **Module 4: The Project Team Manager**

Team Manager Characteristics and Responsibilities  
RFP/RFQ Preparation/Fee Determination and Negotiation  
Role of Design Firm Project Managers in the Marketing Process  
Delegation Techniques, Leveling Workload  
Developing Training and Mentoring Programs

### **Module 5: Soft Skills**

Time Management  
Preparing and Editing Written Materials

Public Speaking  
Listening Skills  
Successful Negotiating

### **Module 6: Working with Engineering/Architectural Firms**

Owner/Client Criteria for Selecting A/E Consultants  
Factors Impacting Traditional A/E Consultants  
External Constraints on A/E Designers  
Project Phases and Personnel Responsibilities  
Project Development Steps  
Basic Financial Model for Design Firms  
Profit Planning for Design Firms

### **Module 7: Scoping, Budgeting, Monitoring, and Billing**

Project Administration and Notebooks  
Project Manager Manuals, Development and Content

### **Module 8: Project Quality/Risk Management/Other Topics**

Concepts: Quality and Risk Management  
Quality Assurance Programs  
Peer Review Programs  
Value Engineering  
Commissioning/Partnering  
Project Closeout and Client Satisfaction/Feedback  
Building Information Modeling (BIM)  
Peer Review Programs

### **Module 9: Staffing and Scheduling**

Staffing Issues  
Project Scheduling and Planning  
Responsibilities of a Project Manager in Preparing a Plan  
Benefits and Limitations of Project Schedule Software

*For more info and to register —*

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Email [education@acec.org](mailto:education@acec.org)

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