



## Construction Institute

*Innovation and Collaboration  
for the Built Environment*

### **Construction Institute's**

## **PROJECT MANAGEMENT CERTIFICATE PROGRAM**

Building projects better, cheaper and faster has long been the goal in project management and, in today's business climate where budgets for capital projects are scrutinized more than ever, it's even more important. In today's demanding and increasingly competitive design/construction environment, keeping projects on track and on budget requires project managers to think critically and analyze solutions and challenges from every angle.

As project deadlines get tighter and budgets get smaller, organizations turn to their project managers to do more with less; therefore, successful project managers need to replenish their supply of practical skills, insightful strategies, and cutting-edge concepts in order to remain valuable assets to their clients, company and/or organization.

Whether you are currently a project manager, a manager of project managers, or have the desire to become one, the Construction Institute's **Project Management Certificate Program** is comprised of six (6) 4-hour workshops designed to cover the essentials of project management that will provide a solid foundation for long-term development in managing construction and capital projects.

### **PROJECT MANAGEMENT CERTIFICATE REQUIREMENTS**

#### ➤ **Principles of Project Management:**

Project management skills are increasingly important in today's competitive organizations, especially to those who promise to meet project goals on time and within budget while maintaining quality standards.

Today's project management delivery systems (design, bid, build thru IPD) require professionals to be well rounded and have developed expertise in many disciplines (LEED) and technologies (BIM, Energy Modeling) in order to manage projects competently and efficiently.

*This introductory workshop will include an overview of the required skills necessary to be a successful project manager for today's modern-day design/construction practitioner and will focus on the core competencies required to meet these everyday challenges.*

#### ➤ **Project Scope Management:**

A project's success is directly influenced by capturing and managing project requirements that meet stakeholder needs and expectations. Defining project scope is one of the most critical phases in any project, and translating this scope into a complete set of construction documents is critical to achieving a successful project. A project work plan provides a common understanding among stakeholders and enables the project team to perform detailed project planning in defining the criteria in establishing project goals and expectations and minimize change.

One of the key rules of project management is that change is inevitable due to owner-driven changes, scope deficiencies and changes that result from insufficient construction documents. What does not have to be inevitable is uncontrolled change, also known as *scope creep*. Project managers must learn to analyze each request and then communicate the impact of each change and the alternatives. You cannot eliminate change, but you can make your stakeholders understand how the change affects the schedule, cost, scope, and quality of the project.

*This workshop will provide participants with the skills and knowledge required to gather requirements, accurately define project scope that details all work components and learn the elements involved in verifying key project deliverables as well as detect variances from the scope baseline and recommend corrective action during design, bid phase and construction.*

➤ **Budget Management: Managing Project Costs:**

Once a project scope has been defined, project costs need to be established. The first step in successfully managing a project's costs is to develop a budget that realistically reflects the costs required to execute the project. What is the right approach to budget a project? How do you control project costs to ensure you meet your budget? What are the right contingencies to carry from initiation through planning and design? What happens when an estimate is over budget? How do you get the project back on budget? Learn how to create master budget projects that identify all hard and soft costs to ensure your project cost reflects a complete number.

*This workshop will discuss the tools needed to develop reliable cost estimates working upward from the project's work activities (bottom-up estimating) to include costs for construction, consulting fees, operations, equipment and furnishings, move management, contingency allowances (including pricing, design, construction and escalation) for short and long term multi-year projects.*

➤ **Schedule Management: From Project Initiation to Closeout:**

Meeting the varied scheduling needs of those involved in a construction project may be the most difficult challenge we will face as we create and manage a project schedule. The project schedule must be presented in a format that clearly communicates the project goals to multiple entities.

As with any function of management, the more streamlined and accurate the information we are able to present without compromising the message, the more successful we will be in achieving our goals by allowing the most efficient use of resources to complete the task at hand. With a little preplanning and organization of the project schedule during initial development, you will be able to manipulate the schedule with minimal effort and will streamline your ability to communicate the schedule information as the project proceeds.

*The nature of the workshop allows the instructor to lead students through hands-on application based learning exercises using an example project that reflects the challenges we face when scheduling a project.*

➤ **Project Communications Management: Creating Effective Communications Strategies:**

Managing project communications is one of the most important duties of a project manager. Project managers must communicate with project owners, team members, and other stakeholders, whether they are internal or external to the organization. Effective communication can only occur when project managers identify all the people or organizations impacted by the project. Knowing the potential impact or support each stakeholder could generate allows project managers to create effective strategies that can be critical to project success.

*This workshop will help project managers assess their project communication needs, plan for meeting those needs, and effectively communicate project status and forecasts throughout the project life-cycle. The workshop will also focus on how to identify internal and external project stakeholders and prioritize key stakeholders and identify their potential impact or support to the project. Participants will also develop the ability to effectively communicate project status, integrating information regarding project scope, schedule and cost in order to keep all project stakeholders informed of project status.*

➤ **Management of Legal Exposures:**

Every project participant makes decisions that have potential legal ramifications and resultant additional costs. Poor communication and adversarial relationships between project participants, onerous scheduling requirements, warranty defects, labor-bargaining unit grievances or change order claims, all may result in lawsuits and huge cost impacts directly or indirectly affecting your project success. Each project participant must consider these legal hurdles before making decisions, issuing RFI's, making promises or demanding compliance. Avoiding legal problems is far superior and less expensive than solving them after the fact. Early knowledge of potential problems is the price of success.

*This workshop, with an attorney and claims consultant as instructors, will review an extensive list of potential legal issues which may result from missteps of the project participants. Case law examples will serve as foundation for explanation of a variety of construction related issues. This course will raise the level of knowledge of all attendees to enable their subsequent identification of legal problems before the damage is done.*