

A dark blue background featuring a collage of project management tools. At the top left is a pair of calipers. At the top right is a white hard hat. In the middle right is a pushpin. At the bottom left is a large analog stopwatch. At the bottom center is a black electronic device with a screen and buttons, possibly a calculator or a small computer. At the bottom right is a coiled cable.

DAVID J. WILLIAMS

Preparing for Project Management

A GUIDE FOR THE NEW
ARCHITECTURAL OR ENGINEERING
PROJECT MANAGER
IN PRIVATE PRACTICE

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PRESS

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ABSTRACT:

This book is designed for the newly selected project manager, experienced project managers, and those interested in becoming one. This guide encourages project managers to build a basis of understanding with staff, top management, and owners, as they assume the responsibilities of management and leadership. The two important themes of this guide are (1) quality and (2) productivity, which are both accomplished through good planning. Chapters include Total Quality Management (TQM); Marketing; Project Quality, Planning, Control, and Completion; and Managing Projects for Profit. There is also a helpful Appendix that provides advice on decision making, professional ethics and etiquette, and dealing with the media.

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DEDICATED TO
My beloved parents, my wife, my children and their families

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ACKNOWLEDGMENTS

This publication is designed as a notebook or guide for the architect or engineer in private practice who has been selected to be a project manager for the first time. Many instances occur when the very basic ingredients of a project are not discussed with the soon-to-be leader. Many people enter the project arena just as the Christians encountered the lions in ancient Rome. This brief and simple guide seeks to establish first a basis for the new project manager to learn to be a manager and then to be a leader. As a leader he or she must work and act as such. Secondly, the job must be done correctly, with a quality output, and hopefully with a profit.

This publication is only a start in the management and leadership role. There are many more tasks to be learned and practiced. Ability to estimate time and expenses, management of the project, scheduling and cost control, and many other facets of the process must be learned. This will come with training, experience, and study.

Project management must be practiced firmly, and with consideration for all, which includes clients, owners, management, and staff, with quality in mind. I hope this guide will help those that are assigned a position as project manager but without direction. It may answer a few questions that someone may be afraid to ask.

I want to acknowledge Jo Ann Powell for production and Regina Langen for editing this guide and all those other people throughout my life that have guided and helped me so very much.

Sincerely
David J. Williams, P.E., F.ASCE