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4PM is an absolute must for anyone planning to take the PMP Cert exam. The approach is very organized and easy to follow. The on-line testing, at the end of each knowledge area, and the essay-style super scenario questions really help tie the information"

Richard Deramo,
PMP

"I would say [my instructor] was one of the best I've ever had, in any course. He is extremely knowledgeable and he seems to have a genuine interest in seeing that the students learn the material and leave as better project managers."

Chris Thomas
PMP 3M

Who It Is Designed For

This project management certification is designed for construction project team members and new project managers who want to enhance their skills and prepare to pass PMI's CAPM® (Certified Associate Project Manager) exam. It is composed of two courses:

- Essentials of Construction Project Management - #121 (see page #2)
- CAPM® Exam Prep - #102 (see page #3)

Your Learning Experience

In both courses you work directly with your PMI®-certified instructor via e-mail, telephone, and online simulations. You have textbooks with PMBOK® concepts and realistic examples, lectures and [videos](#) of PM's in action, and an instructor who gives you personal feedback and coaching on each assignment. You may call them with questions or to discuss a concept whenever you wish. There are no fixed schedules or time limits for access to your course materials and instructor. You develop a personal relationship with your instructor that continues after you have finished the program. We provide you with one year of ongoing support and advice on your projects at work.

In course #121 you will learn fundamental techniques and practice using them in a construction case study by building a plan, schedule, and making a presentation to stakeholders. In course #102 you will work through all the best practices in project management with your instructor and prepare for the CAPM® exam by taking 11 practice exams. Your materials don't expire.

Your Credentials

These courses are approved by the Project Management Institute and fulfill the 23 contact hours required for the CAPM® exam. Additionally, we guarantee you will pass the CAPM® exam and earn that credential.

Our Credentials

We developed our exclusive learning technology based on our 10 years of experience teaching project managers over the Web. This state-of-the-art technology allows you to control the pace of your learning while working individually with your instructor to master best practices in the technical and interpersonal skills that project managers need.

Enroll by phone at 800-942-4323 or online at www.4PM.com

121 Essentials of Construction Project Management

Course Syllabus

Course Textbooks

- *Essentials of Project Management 7th Edition*, e-book by Dick Billows, PMP, GCA, 2010
- *Presentations that Persuade and Motivate*, Harvard Business School Press, 2004

Learning Objectives

Working with your personal instructor, you will learn all the steps in the construction project lifecycle and demonstrate the ability to execute each of these steps at a professional level. You will master the techniques and then demonstrate competence in each of the following steps:

1. Plan with customers/owners
2. Gather requirements from customers/owners
3. Create and present a project charter to the customer and answer their questions
4. Schedule your project in Microsoft Project® software
5. Estimate work and durations with your subs and crew
6. Solve conflicts within the crew
7. Fine-tune your schedule to minimize the duration
8. Track actual progress against the plan
9. Write and present status reports with corrective action plans and answer customers' questions.

How You Learn

Course Process: Reading, Lectures and Homework Assignments

Each of the modules in the course has a textbook reading assignment, a lecture video on the course website, and a project management assignment in a realistic case study to complete one of the steps in the project lifecycle. You will complete the assignments:

7. Using our templates or
8. In a live presentation with your instructor or
9. By submitting a Microsoft Project® file.

You will send each assignment to your instructor via e-mail. The course requires approximately 30 hours of effort in total, including the final exam. You may take up to one year to complete the course.

Streaming Media Lectures

You will view the lectures from the course website. Our server will stream the high-definition videos to you using the latest dynamic technology and constantly monitor your available bandwidth, streaming the appropriate size file for your bandwidth. Students watching from their workplace or from home with a cable TV speed connection will not encounter any buffering.

Live Presentations and Simulations

Because effective communications are such an important skill for project managers, you will practice conducting meetings, presenting plans and status reports, and answering questions from executives. These two project simulations will take place privately, between you and your instructor, at mutually agreed upon times. The live Internet meetings are via web camera. In each of these simulations, you will play the role of the project manager and your instructor will play the sponsor and stakeholders from your case study. Your instructor will send you a video of each of your presentations and written feedback on your content, speaking and presentation techniques.

Apply What You Have Learned to a Case Study

You will practice each course technique on the Vailcrest case study and receive coaching and written feedback from your instructor on all your work. Your instructor will ask you to redo an assignment that is not up to standard. You will manage the case study project through every step in the lifecycle.

Grading Criteria

To pass the course, you must earn a grade of B (80%) or better on each of your assignments and the one-hour final exam. To earn Project Management Institute (PMI®) professional development units (PDUs) for this course, your online final exam must be proctored by an organizational superior or a licensed professional, such as an attorney or certified public accountant.

Course Sequence

Module 1: Project Initiation and Scope

1. Read to page 11 in the *Essentials of Project Management* e-book.
2. Watch the Module 1 lecture on the course website as well as the video of the “Vailcrest Corporation Executives & Staff” to familiarize yourself with the case study organization, its executives and the people on your project team.
3. Read Part 1 of the Vailcrest Case Study, summarized below. Your assignment is to define the project scope. Start by asking questions of the owner and president, Dan Morton. In an email to your instructor, apply what you have learned about defining the project scope and ask Dan the correct questions. Your instructor will respond to your questions as the sponsor and also give you written feedback within 24 hours on how you handled the discussion. Then you write the project scope and submit it to your instructor.

Vailcrest Case Study Part 1 Summary (In the actual course, you’ll read the entire case study):

You have just taken a new job as construction project manager for the Vailcrest Corporation. On your first day, you meet with Dan Morton, President of Vailcrest Lodge. Dan hired you for your project management and technical construction skills because his organization has a poor track record on its projects. Dan describes the new project as aimed at improving service by solving a long list of problems including: office space shortage, excessive noise throughout the building and inadequate systems and operations facilities. He expects you to manage the people and contractors on the project team.

Module 2: Gathering Requirements

1. Read to page 13 in the *Essentials of Project Management* e-book.
2. Watch the Module 2 lecture on the course website.
3. Read Part 2A of the Vailcrest Case Study provided below. Then ask any questions you wish of the Vailcrest executives to gather their requirements. Using that information, decompose the scope from Assignment #1 into 4 to 7 major deliverables using the course template. Send the template to your instructor and receive written feedback and coaching within 24 hours.

Vailcrest Case Study Part 2 Summary (In the actual course, you'll read the entire case study):

With Dan's approval of the project scope, you meet with company executives and quickly realize that there is conflict between the executives from Marketing, Operations and Services. Each of them has different goals for the project. You need to gather their requirements and develop a high level plan they all accept.

4. Submit the requirements to your instructor for feedback and Dan's approval.

Module 3: Project Plan and Charter Presentation

1. Read to page 16 in the *Essentials of Project Management* e-book. Then read pages 1-81 in *Presentations That Persuade and Motivate*.
2. Watch the Module 3 lecture on the course website.
3. Read Part 3 of the Vailcrest Case Study:

Vailcrest Case Study Part 3 Summary (In the actual course, you'll read the entire case study):

After getting approval of your requirements from Dan and the executives, Dan voices his impatience with the planning process and wants to shorten the project duration. In addition, the executives warn you about risks and the limited availability of people in their departments to work on the project.

4. Develop your charter in the project plan template and send it to your instructor for written feedback.

5. After you receive approval of your charter, schedule your live project presentation and simulation with your instructor.
6. You will enter our live meeting site and give your presentation. Your instructor will play the role of the customer executives. You'll answer their questions about your presentation of the project's charter. Your goal in this live interaction is to secure the executives' approval to proceed with detailed scheduling. Your instructor will send you written feedback on your presentation content and techniques and a link to view your recorded presentation.

Module 4: Task List (Work Breakdown Structure)

1. Read to page 24 in the *Essentials of Project Management* e-book.
2. Watch the Module 4 lecture and the software video on the course website.
3. Read Part 4 of the Vailcrest Case Study:

Vailcrest Case Study Part 4 Summary (In the actual course, you'll read the entire case study):

You interview your crew members about the deliverables you must produce for the project. You ask about their availability to work on the project and the support they will require from the rest of the team to complete their tasks.

4. Use your deliverables as a starting point and the information from the crew members to develop a task list (work breakdown structure) in Microsoft Project® software.
5. Send the Microsoft Project® file as an e-mail attachment to your instructor for written feedback within 24 hours.

Module 5: Dynamic Project Scheduling

1. Read to page 36 in the *Essentials of Project Management* e-book.
2. Watch the Module 5 lecture and the software video on the course website.
3. After you receive approval of your work breakdown structure, link the achievements to tasks that must be done before and after them. Send your instructor the resulting Microsoft Project® file for review and feedback. Along with your written feedback, your instructor will send you information to use on your next assignment.

Module 6: Resources and the Estimating Process

1. Read to page 44 in the *Essentials of Project Management* e-book.
2. Watch the Module 6 lecture and the software video on the course website.
3. Using your feedback on the last assignment, you interact with your crew members to develop estimates of the work required for their tasks. Using your Microsoft Project® schedule, enter the duration of these estimates to complete the schedule.
4. Send the Microsoft Project® file as an e-mail attachment to your instructor for feedback.

Module 7: Fine-tune the Schedule

1. Read to page 47 in the *Essentials of Project Management* e-book.
2. Watch the Module 7 lecture and software movie on the course website.
3. Develop your final project schedule proposal and fine-tune the schedule to finish as early as possible. Also create two alternative schedules that allow the project to finish earlier.
4. Send your project schedules and a brief write up of the alternative schedules to your instructor for written feedback and coaching.

Module 8: Team Leadership and Managing Conflict

1. Read to page 51 in the *Essentials of Project Management* e-book.
2. Watch the Module 8 lecture on the course website.
3. Read Part 8 of the Vailcrest Project Case Study:

Vailcrest Case Study Part 8 Summary (In the actual course, you'll read the entire case study):

Conflict breaks out among the executives. Each of them has their own agenda and their disagreements have the potential to threaten the success of the project. You are responsible for implementing a conflict resolution strategy that will satisfy the executives and bring cooperation to your project crew. Your mediation skills will either resolve the conflict or create even more tension and further jeopardize the project.

4. In an e-mail or a Word document attached to an e-mail, send your instructor a brief write up of the approach and conflict resolution strategy you'd use to address this situation. Write it as a speech you will deliver to the crew members and customer executives. Include possible follow-up action to take after your speech. Your instructor will provide you with written feedback.

Module 9: Tracking Progress and Reporting Status

1. Read to page 60 in the *Essentials of Project Management* e-book. Then read pages 82 - 163 in *Presentations That Persuade and Motivate*.
2. Watch the Module 9 lecture and the software video on the course website.
3. Read Part 9 of the Vailcrest Project Case Study:

Vailcrest Case Study Part 9 Summary (In the actual course, you'll read the entire case study):

You are in the middle of preparing your status report when Dan Morton, Vailcrest's owner and president, brings up another concern. He is worried about a new competitor that is causing Vailcrest to lose a good deal of business. He wants to

accelerate the project and asks you how much you can cut the duration by modifying the project scope. Your task is to maintain the integrity of the project while also keeping Dan satisfied.

4. Use the status data your instructor sent you with your feedback on Module 8. Follow the process you learned in this module for tracking project progress and analyze what has happened to the project.
5. Prepare a status report in your course template describing what has happened and the results if no corrective action is taken. Then identify your solutions and trade-offs to remedy the situation.
6. Send the template and the updated Microsoft Project® schedule with the actual results to your instructor for written feedback and coaching.
7. Schedule a live status report presentation with your instructor. Your goal in this live interaction is to secure the customer's approval to proceed with your plan for corrective action.

Module 10: Final Exam

The final exam consists of 10 short essay questions. It is open book and open notes with a 60 minute time limit. It must be proctored if you wish to earn the PMI® professional development units. Most people ask their boss but any licensed professional (lawyer, accountant, etc.) who is not a relative can serve as your proctor. Send your instructor an e-mail with the date and time you wish to take the final exam.

102 CAPM® Exam Prep

Course Syllabus

Course Textbook

Project Manager's KnowledgeBase, 8th Edition (333 pages), rated #1 PMI® Prep Book by About.com

Learning Objectives

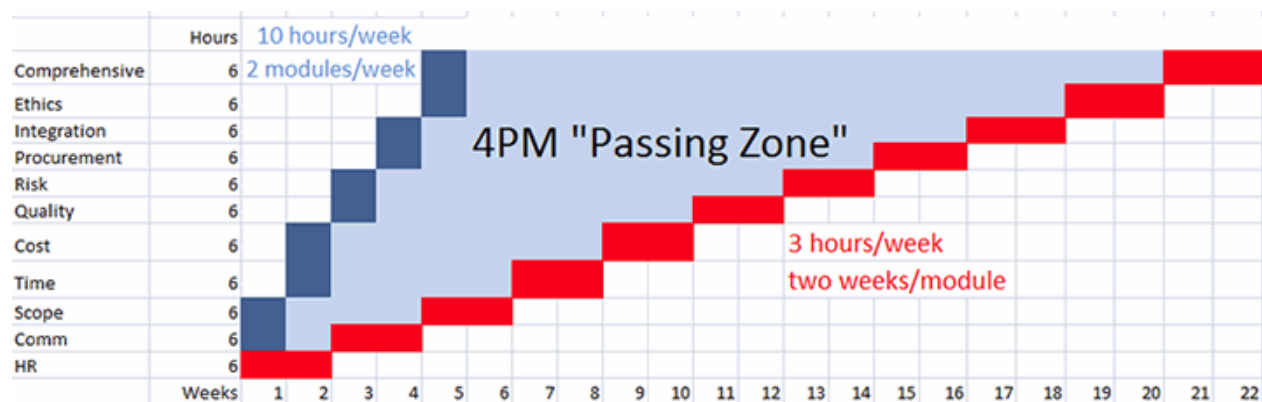
The objective is to pass the CAPM® exam on your first attempt. You will also learn the best practices in project management as measured by your scores on the course practice exams and the CAPM® exam itself. If you do not pass the first time (95% of our students do) we will continue to work with you until you pass.

You Set the Pace and Schedule to Fit Your Life

In an introductory phone call with your instructor, you will plan your course schedule based on your experience, learning style, and needs. We recommend that you study between 3 hours a week (22 week course duration) and 10 hours a week (5 week course duration). See our 4PM "Passing Zone" below.

The Passing Zone is Between 3 Hours a Week and 10 Hours a Week

You can work faster or slower but your odds of passing are best if you stay within the Passing Zone.



How Personal, Individualized Training Works

You will work one-on-one with your PMP® certified personal instructor, who will guide you through our CAPM® exam preparation process and answer all your questions via e-mail or phone call. Your instructor will review each

of your practice exams and send you written feedback. Your instructor will explain the concepts and suggest areas of additional study to improve your score in each knowledge area. They will ask you to take another test in a knowledge area if your score is not high enough to pass the CAPM® the first time.

Your instructor will call you periodically to review your progress and you may request a call whenever you need to discuss the material. Your instructor will also help you tailor our learning materials to fit your learning style.

Finally, after you have scheduled your CAPM® exam, your instructor will work with you through a 4-day comprehensive review. The review will require approximately 3 hours a day for the 4 days immediately before your exam and you will have a final phone conversation the day before your CAPM® exam.

Course Process

Each of the 11 modules in the course has a textbook reading assignment, a lecture video on the course website, and a practice exam which you will e-mail directly to your instructor for feedback. The course requires approximately 50 hours of effort for the reading, lectures, practice exams, and final comprehensive review in the 4 days preceding your CAPM® exam. You may take up to one year to complete the course.

Progress Reviews & Instructor Phone Calls

You and your instructor will review your progress periodically during the course to ensure you are on track. You may also ask your instructor questions whenever you wish and always get a response within 24 hours. In addition, you can schedule a phone call with your instructor whenever you require one.

Streaming Media Lectures

You will view the course lectures from the course website. Our server will stream the high-definition videos to you using the latest dynamic technology and constantly monitor your available bandwidth, streaming the appropriate size file for your available bandwidth. Students watching from their workplace or from home with a cable TV speed connection will not encounter any buffering.

Multiple Choice Practice Exams

You will take one or more multiple-choice practice exams for each of the 11 modules in the course. Your instructor will review each exam and send you full explanations of each question and answer. Your instructor may also ask you to retake an exam or send you a link to a new exam in that knowledge area until your score reflects a solid understanding of the material. Each practice exam is similar to the actual CAPM® exam questions for that knowledge area. You will submit your exams directly to your instructor, who will review your exam and give you written feedback within 24 hours.

Grading Criteria

To pass the course, you must earn a grade of 85% (B) or better on each of your CAPM® practice exams and the final comprehensive exams.

Course Sequence

Module 1: PMI® Foundations & Project Charter

The reading and lectures cover the foundation concepts in project management. You will learn the special language of project management and the basic components of the project lifecycle. You will also study the role

played by the project sponsor, project manager, team members, stakeholders and the project office in each type of organization structure. Also included is PMI®'s process for developing the project charter.

1. Read Chapter 1 (pages 5-27) in the *Project Manager's KnowledgeBase*.
2. Watch the Foundations lecture and Project Team in Action videos on the course website.
3. Take the Foundations multiple choice exam(s) online. They will be sent directly to your instructor who will grade them and send you written feedback within 24 hours.

Module 2: Communications Management

PMI® believes that communication consumes 90% of the project manager's time. A critical part of communication begins with the identification of the project stakeholders followed by management of their expectations. This module also includes the techniques to use when communicating with the project sponsor and stakeholders.

1. Read Chapter 2 (pages 28-54) in the *Project Manager's KnowledgeBase*.
2. Watch the Communications lecture and Project Team in Action videos on the course website.
3. Complete the Communications multiple choice exam(s) online. They will be sent directly to your instructor who will grade them and send you written feedback within 24 hours.

Module 3: Scope Management

The project scope is central to the plan and schedule and is directly related to the project's success. Learn the best practice techniques for defining the scope and the major deliverables needed to reach it. The scope is the foundation for the Work Breakdown Structure (WBS).

1. Read Chapter 3 (pages 55-88) in the *Project Manager's KnowledgeBase*.
2. Watch the Scope lecture and Project Team in Action videos on the course website.
3. Complete the Scope multiple choice exam(s) online. They will be sent directly to your instructor who will grade them and send you written feedback within 24 hours.

Module 4: Time Management

Learn the processes for further decomposing deliverables, estimating work and defining resource requirements. Time management also covers developing the schedule with predecessors, fine-tuning the schedule, and tracking actual performance against the baseline schedule.

1. Read Chapter 4 (pages 89-133) in the *Project Manager's KnowledgeBase*.
2. Watch the Time lecture and Project Team in Action videos on the course website.
3. Complete the Time multiple choice exam(s) online. They will be sent directly to your instructor who will grade them and send you written feedback within 24 hours.

Module 5: Cost Management

Building on the resource requirements developed in Module 4, Cost Management covers project cost estimates, final baseline budget, and tracking actual cost performance against the baseline budget. This module covers the use of earned value and other variance analysis techniques.

1. Read Chapter 5 (pages 134-157) in the *Project Manager's KnowledgeBase*.
2. Watch the Cost lecture and Project Team in Action videos on the course website.
3. Complete the Cost multiple choice exam(s) online. They will be sent directly to your instructor who will grade them and send you written feedback within 24 hours.

Module 6: Human Resources Management

You learn how project managers acquire, develop, and manage people throughout the lifecycle of the project. This module also covers motivational theories and the best methods for managing your team. You will also learn the most effective techniques for borrowing team members from other departments.

1. Read Chapter 6 (pages 158-179) in the *Project Manager's KnowledgeBase*.
2. Watch the Human Resources lecture and Project Team in Action videos on the course website.
3. Complete the Human Resources multiple choice exam(s) online. They will be sent directly to your instructor who will grade them and send you written feedback within 24 hours.

Module 7: Quality Management

Covers PMI®'s standard of quality for both the project management processes and for the product of the project. You will learn the best practice techniques for measuring the quality of the deliverables and improving the processes used to produce those deliverables.

1. Read Chapter 7 (pages 180-200) in the *Project Manager's KnowledgeBase*.
2. Watch the Quality lecture and Project Team in Action videos on the course website.
3. Complete the Quality multiple choice exam(s) on the course website. They will be sent directly to your instructor who will grade them and send you written feedback within 24 hours.

Module 8: Procurement Management

Understand the best practices for purchasing and acquiring resources and materials for the project from outside sources. As well, you'll learn how to request proposals from vendors, hold bidders' conferences, evaluate proposals, negotiate contracts with vendors and then administer contracts through their completion.

1. Read Chapter 8 (pages 201-231) in the *Project Manager's KnowledgeBase*.
2. Watch the Procurement lecture and Project Team in Action videos on the course website.
3. Complete the Procurement multiple choice exam(s) online. They will be sent directly to your instructor who will grade them and send you written feedback within 24 hours.

Module 9: Risk Management

Covers PMI®'s risk processes including risk identification, measuring the significance of major risks, dealing with unavoidable risks, and responding to negative and positive risks. You will also see how to develop contingency plans for risks that you cannot avoid.

1. Read Chapter 9 (pages 232-276) in the *Project Manager's KnowledgeBase*.
2. Watch the Risk lecture and Project Team in Action videos on the course website.
3. Complete the Risk multiple choice exam(s) online. They will be sent directly to your instructor who will grade them and send you written feedback within 24 hours.

Module 10: Integration Management

The project manager needs to integrate all of the above processes. You learn the techniques for controlling and managing changes to the baseline plans and the process of assessing the impact of changes. Finally, you will study the techniques for closing a project and learning from any mistakes made.

1. Read Chapter 10 (pages 277-320) in the *Project Manager's KnowledgeBase*.
2. Watch the Integration lecture and Project Team in Action videos online.
3. Complete the Integration multiple choice exam(s) online. They will be sent directly to your instructor who will grade them and send you written feedback within 24 hours.

Module 11: Professionalism & Social Responsibility

PMI® requires stringent ethical standards of its project managers. You will learn the principles embodied in the PMI® Code of Ethics and how to apply them in a variety of practical situations that commonly occur. These include conflicts of interest and a CAPM®'s obligation to enforce rules and standards.

1. Read Chapter 11 (pages 321-327) in the *Project Manager's KnowledgeBase*.
2. Watch the Professionalism & Social Responsibility (Ethics) lecture and Project Team in Action videos on the course website.
3. Complete the Professionalism & Social Responsibility multiple choice exam(s) online. They will be sent directly to your instructor who will grade them and send you written feedback within 24 hours.

Module 12: Comprehensive Review

When your application has been approved by PMI® and you have scheduled your CAPM® exam, you and your instructor work through a four day comprehensive review immediately before your exam date. This comprehensive review will include a practice exam just like the CAPM® as well as other review exams to solidify your knowledge of all the processes. Your instructor will coach you through this final review and will call you the day before your exam to provide test-taking tips.