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4PM **For Project Managers**

“I would email my PM mentor with questions and he would either get back to me through email or set up a telephone call, if the discussion required a more structured response.”

Laura Landriani,
PMP Honeywell

“My PM mentor was always available for feedback, coaching, and did an excellent job focusing on my areas of weakness to learn the PMP material as it applied to my background.”

John Oldford,
PMP
”

Chris Thomas, 3M

How It Is Designed For

Experienced construction professionals who want to enhance their skills for managing larger, construction projects and prepare to pass PMI's PMP® (Project Management Professional) exam. It is composed of two courses:

- ☑ Managing Construction Projects - #123 (see page #2)
- ☑ PMP® Exam Prep - #104 (see page #5)

Master the Best Practices in Project Management

- ☑ Planning & Scope Management
- ☑ Procurement & Contracting
- ☑ Estimating
- ☑ Quality Management
- ☑ Scheduling & Time Mgt
- ☑ Risk Management
- ☑ Budgeting & Cost Mgt
- ☑ Project Communications
- ☑ People Skills
- ☑ Tracking/Change Control

Learning Experience...Personal Mentoring

In both courses you work directly with your PMI-certified instructor via e-mail, phone, and online web conferences.

- ✓ You receive written feedback and coaching on every assignment.
- ✓ You can call your instructor with questions or to discuss a concept whenever you wish.

Course #123 - you will learn advanced techniques and practice using them in 3 will increasingly challenging construction case studies. You'll build plans and schedules, solve problems, and make live online presentations to the boss, role-played by your instructor.

In course #104 you will learn all the best practices in project management and practice for the PMP® exam with 25 – 30 PMP exams.

The tuition includes textbooks, lectures, videos, case studies, PMP practice exams and 1-to-1 coaching.

Our Credentials

We are a PMI (Project Management Institute) Registered Education Provider and you earn 120 contact hours/PDUs (professional development units) for these 2 courses.

Enroll by phone at 877-332-2599 or online at www.4PM.com

123 Advanced Construction Project Management

Course Syllabus

Course Textbooks

- *Construction Project Management*, by Mike Angerame and Dick Billows, PMP, GCA, 2010
- *The Art of Speed Reading People*, by Paul Tieger and Barbara Barron-Tieger

Learning Objectives

Working individually with your personal instructor, you will learn advanced techniques and a methodology for managing large commercial construction projects. You will demonstrate the ability to execute each of these techniques at a professional level:

1. Strategic planning with customer/owner executives to identify objectives linked to company strategy
2. Stakeholder identification, analysis & management to control the owner's expectations
3. Risk identification, analysis and design of risk response strategies
4. Advanced time and cost estimating plus scheduling using best practice techniques
5. Tracking progress using earned value and variance analysis, then reporting status
6. Assessing the impact of change requests on the project scope, budget and duration
7. Making persuasive live project presentations; accurately assessing the personality types of the attendees and tailoring your communications to fit them
8. Optimizing schedules and budgets in Microsoft Project® software.

How You Learn

You'll practice each of the steps on a large facility construction project case study involving a crew, subcontractors, vendors, and a number of specialists. You will work privately with your instructor and receive personal written feedback and coaching on all your work. Your instructor will ask you to correct or improve any assignment that is not at a professional level. You can ask your instructor questions whenever you wish via e-mail, phone call, or live web meeting. You are guaranteed a response within 24 hours.

Course Process

Each of the modules in the course has a textbook reading assignment, a lecture video on the course website, and construction case study-based assignments which you complete and send to your instructor via e-mail. You will also work with your instructor on four live project simulations over the Internet, scheduled at mutually convenient times. The course requires approximately 60 hours of effort for the reading, lectures, and case study-based assignments. You may take up to one year to complete the course.

Grading Criteria and Credits

To pass the course you must earn a grade of 80% (B) on all course assignments and the 60 minute final exam. Your instructor will ask you to revise any assignments that are below the 80% level. To earn PMI® (Project Management Institute) PDUs (Professional Development Units) for this course, your final exam must be proctored by an organizational superior or a licensed professional, such as an attorney or certified public accountant.

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 interpersonal relationships are such an important skill for project managers, you will practice negotiating scope, estimating with your crew, presenting plans and status reports, and answering questions from owner executives. These project simulations will take place privately between you and your instructor, by e-mail exchanges and in four live Internet meetings at mutually agreed upon times. In all of these simulations, you will play the role of the project manager and your instructor will play the sponsor, stakeholders, and team members. Your instructor will review your presentations and send you feedback on your content as well as your speaking and presentation techniques.

You will get a copy of your presentation videos with feedback so you can improve your skills and increase your comfort giving presentations to executives. Your skill level will improve as you give each of these presentations.

Apply What You Have Learned to a Project Case Study

You will practice each course technique on the Vailcrest Mega-Expansion Project Case Study, receiving coaching and written feedback from your instructor on all your work. While only a summary of the Vailcrest Mega-Expansion Project Case Study is provided within each module below, you will read the entire case study in the actual course.

Course Sequence

Module 1: Strategic Planning

9. Read Chapters 1-3 in *Construction Project Management*.
10. Watch the Module 1 lecture on the course website.
11. Read Part 1 of the Vailcrest Mega-Expansion Project case study:

Vailcrest Mega-Expansion Project Case Study: Part 1 Summary (In the actual course, you'll read the entire case study):

You return to the Vailcrest Corporation where you worked 5 years ago as a rookie construction project manager. Dan Morton, President of Vailcrest, begged you to come back to help him cope with threats from larger competitors. Dan wants to expand to several new locations and improve service to customers at the same time.

You quickly discover that the corporation's executive group still has tensions and conflicting agendas that have only grown worse during your absence.

Before your meeting with the Vailcrest executive staff, Dan Morton tells you that because the current project plan is so disorganized the staff is already focusing on avoiding blame rather than being productive. You will begin your challenging task by defining a new facility expansion project scope and major deliverables.

1. In a live simulation with your instructor, ask Dan and the 3 VPs questions about the facility expansion project they recently launched. The project is headed for disaster and it is your job to fix it.
2. Secure their agreement on a revised strategy with a defined scope and achievement network for the Mega-Expansion Project.
3. Send your plan and achievement network and the constraints of the project to your instructor for written feedback within 24 hours.

Module 2: Managing Stakeholders & Requirements

1. Read Chapters 1 through 4 in *The Art of Speed Reading People*.
2. Watch the Module 2 lecture on the course website.
3. Watch the executive stakeholder videos on the course website and read the additional information in your case study about the project's stakeholders.
4. Prepare a stakeholder management & communication plan in your course template for each of the ten stakeholders:
 - a. After watching the videos of the executive stakeholders, start by identifying whether each person is an introvert or an extravert.
 - b. Then identify their temperament as one of the four types discussed in the lecture and reading.
 - c. Write how you will communicate and deal with each of them individually.
 - d. Write a plan for dealing with the group as a whole.
5. Send the completed plan to your instructor for written feedback within 24 hours.

Module 3: Project Launch & Requirements

4. Read Chapter 4 in *Construction Project Management* and read the software appendix at the end of that book.
5. Contact your instructor and suggest 2-3 days/times for the 30 minute live online simulation. In this meeting you will:

Project Management Certification & Training

Class Size=1...Just You & Your Instructor

- k. Attend a meeting with Dan Morton and all the stakeholders. Watch the entire video of the stakeholders.
 - l. Take over the meeting and give the stakeholders a 5 minute presentation on the scope and major achievements approved by Dan. Also address their concerns about how the project will be managed. Explain how they will participate in the decomposition of one of the major deliverables into lower-level deliverables.
 - m. Then you will guide the group through the decomposition process for the major deliverables. Make sure to apply your communications strategy developed in the last assignment to the meeting with each of the individual stakeholders.
6. Your instructor will send you the transcript with written feedback and coaching. You will also receive comments on your presentation during the live simulation.
 7. Using the requirements you gathered in the meeting, complete the decomposition of the major deliverables into a detailed network of deliverables and send it to your instructor for written feedback.
 8. Using your instructor's feedback on the deliverables network, make adjustments to the project schedule. Send it to your instructor for feedback within 24 hours.

Module 4: Advanced Estimating Techniques

1. Read Chapter 5 in *Construction Project Management*.

2. Watch the Module 4 lecture on the course website.

3. Watch the videos of the project crew members in your estimating session and remember the issues that arose with the prior project manager's mishandling of the previous estimating process. Then, using your communication plan for each individual, write a response to the crew members' comments about your request for an estimate and ask them to provide estimating data. Explain to each of them what you need for the estimating technique you are going to use with their deliverable, and send this write-up to your instructor for written feedback within 24 hours:

- f. Monica will do an analogous estimate
- g. Judd will do a parametric estimate
- h. Lucien will do a PERT estimate
- i. Peggy will do a PERT estimate
- j. Maria will do a PERT estimate

4. Using your instructor's feedback and the data you receive from the crew, calculate the work estimates and prepare a two part presentation. Schedule a day and time with your instructor for this live web meeting:

- a. For the group of 5 stakeholders, explain how the estimates will work this time, rather than with the previous project manager, and why they can have confidence in your process. This presentation will be filmed for feedback.
- b. Meet individually with each of the crew members in a text chat. Show them a slide in your PowerPoint template with calculations for their estimates using their data. Explain how tracking of their estimate will work and answer their questions about the estimating process and their accountability. Your instructor will send you feedback on how you handled the presentation to the group as well as the individual meetings with your crew.

Module 5: Advanced Risk Management

1. Read pages 61-65 in *Construction Project Management* and the additional risk management articles on the course website listed under Module 5.
2. Watch the Module 5 lecture on the course website.
3. Read Part 5 of the Vailcrest Mega-Expansion Project case study:

Vailcrest Mega-Expansion Project Case Study: Part 5 Summary (In the actual course, you'll read the entire case study):

You have received a rough risk identification list from the Vailcrest executives, as well as the qualitative assessment of each risk from the company managers. You must now review the risk identification process and the qualitative risk assessments and suggest which risks to omit, which to analyze quantitatively, and for which to develop risk responses.

You meet again with the executives and ask them to obtain data on these risks. You also review previous Vailcrest construction projects for related data and then develop quantitative data for risk analysis. Using this data, your next task is to perform an analysis, calculate an expected value, and plan responses for each risk, while also estimating the cost and impact on the schedule.

4. Using your course template, complete each risk management step:
 - e. Review the risk identification process and the qualitative risk assessments done by the executives. Enter the data in the PowerPoint template and recommend which risks should be omitted from the process, which should be analyzed quantitatively and for which risks a response should be developed. Send it to your instructor for written feedback.
 - f. Using the data you receive from your instructor along with your feedback on Part A, complete the quantitative risk analysis, and plan a risk response for the top 3 risks using your PowerPoint template. Send your instructor your completed risk management plan in the template and received written feedback within 24 hours.

Module 6: Optimization & Change Control

5. Read Chapters 6 and 7 in *Construction Project Management*.
6. Watch the Module 6 lecture and software video on the course website.
7. Finalize the project schedule from Assignment 3.
8. Apply the optimization techniques to the project schedule and send it to your instructor for review and feedback.
9. Read Part 6 of the Vailcrest Mega-Expansion Project Case Study and using the change control techniques in the reading and lecture, develop a change control analysis for each of the requests in the case:

Vailcrest Mega-Expansion Project Case Study: Part 6 Summary (In the actual course, you'll read the entire case study):

It is the day before your first formal status report for the Vailcrest Mega-Expansion Project. You are trying to finalize your presentation data, but you have lost some time dealing with the demands of the executives. Dan is nervous about the budget and risks involved and also wants the date of the grand opening moved up two weeks. You also have a significant amount of executives' change requests to process and add to tomorrow's status report.

10. Send your change request analysis in the template along with the Microsoft Project® schedule version for each request that you used to quantify the impacts.
11. Your instructor will send you feedback, a revised schedule, and status data from your project crew for use in the next assignment.

Module 7: Corrective Action, Earned Value, & Forecasting

12. Read Chapter 8 in *Construction Project Management*.
13. Watch the Module 7 lecture and software video on the course website.
14. Use the project crew's status reports that your instructor sent you and enter the actual results into your schedule.
15. Analyze the situation and identify the problems you face. Use earned value and variance data analysis to document the consequences for your next presentation. Develop plans for corrective action in the course template, which will be the basis of your presentation. Use Microsoft Project® software to model the requirements, costs, additional resources and schedule impact of the corrective action. Model 3 alternative recovery strategies with separate project schedules for reducing the scope, duration and cost for the project.
16. Send the completed template to your instructor for review and feedback and suggest 2 or 3 appointment dates and times for this live project simulation. Your goal is to secure executive approval to proceed with your plan for corrective action. The simulation should take approximately 20 minutes with:
 - n. 10 minute filmed session devoted to your presentation of the change requests and project status
 - o. 10 minutes devoted to answering the user executives' questions in a text chat.

Module 8: 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 (PDU) s. 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.

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You Set the Schedule for Passing the PMP the 1st Time

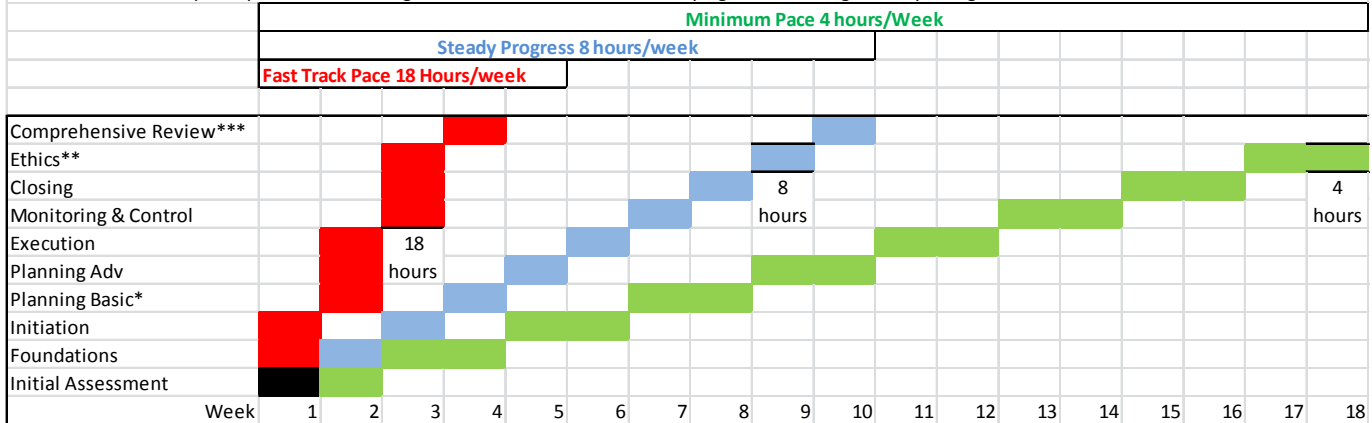
We recommend staying within our “Passing zone” to maximize your odds of passing

- Shortest duration= 4 weeks (18 hours/week)
- Anything in between
- Longest duration=18 weeks (4 hours/week)

You can take up to a year to complete your course

The Passing Zone:

You can take up to a year after enrolling to finish but we recommend staying in the Passing Zone by doing between 4 to 18 hours of work a week



* Mid-course call to discuss how to complete the application to take the PMP exam

** Application completed before Ethics submit after you pass Ethics

***The comprehensive review occurs on the 4 days immediately before your test date.

Planning your personalized course with your instructor

During your initial call with your instructor, you'll plan the pace of your studies and identify any deadlines you want to hit. Take a look at “The Passing Zone” in the graphic above. You'll see that we recommend you study between 4 hours a week (18 weeks to finish) and 18 hours per week which (4 weeks to finish). How intensely you study is, of course, your decision. But your odds of passing the first time are highest when you stay within the “passing zone.”

Long gaps in your studies reduce your odds of passing the exam the first time. Over 97% of our students pass the PMP exam on the first try, however, the students who do not typically have a long gap. You will determine a schedule that fits your unique situation and you can change it if things change. Try to target a time when you can finish the course and then sit for the exam within 7 days. This course includes a comprehensive final review for the last 4 days before you sit for the PMP exam, once PMI has approved your application for the PMP exam. You must take the PMP exam within 14 days of completing the course in order to meet the terms of our passing guarantee.

Adapting the course to your way of learning

During the planning phone call, your instructor will discuss your strengths and weakness based on the pre-course assessment test you'll take and ask you about your preferred learning style. Think about whether you are a visual learner, where diagrams and flow charts are a big help, or a logical learner where reading a text is the best way to grasp new material. Based on the assessment and your discussion, you and your instructor will discuss and plan how you should use the following learning materials to tailor the course to your learning style:

1. **Electronic textbook** (e-book) *Project Manager's KnowledgeBase, 9th Edition*, Use the full textbook for searching on key terms. You can also print selected pages or sections from the textbook. The electronic textbook is for your use alone, in part and in whole, and cannot be copied. It is password protected and our Student Services department will send you the e-book and password to open the e-book. The individual textbook reading assignments for each task are also linked from your course website.
2. **Lecture videos** last about an hour for each module and contain lectures with illustrations of the key inputs, tools and techniques and outputs for a task. They are available 24/7 and you may watch them as many times as you wish.
3. **Technique articles** are 1-2 page illustrated drill-downs into the detail of a particular input, project tool or technique or an output of a task.
4. **Project manager in action videos** show a project manager and team actually working through the best practices in project management, organized by the work of the domain you are studying.
5. **Multiple-choice practice exams** are online mini-PMP exams focused on one domain area. These practice questions are just like the real PMP exam questions but there are just 40 to 70 questions per exam. When you submit the exam, it is sent directly to your instructor for evaluation. They will send you written feedback within 24 hours. You need to score at least 85% on the practice exam or your instructor will send you a link to another practice exam for that domain. You will continue taking practice exams until you achieve 85% or higher.
6. **Super Scenario essay questions** help you with the situational questions which make up the majority of the questions on the PMP exam. Our Super Scenario essay questions teach you how to handle these complex situations. Your instructor will send you the link to the Super Scenario essay questions after you submit the multiple choice exam for a domain. Your essay responses help your instructor discern how well you understand the material in a domain. When you submit the Super Scenario essay responses, they go directly to your instructor for evaluation. You will receive written feedback within 24 hours.

Personalized interaction with your instructor

Your training is interactive and you'll work 1-to-1 with your instructor who holds a PMP certification. They will guide you through the exam preparation process and answer all your questions. So whenever you have a question either e-mail your instructor or request a private phone conference so the two of you can discuss your issues.

Your instructor will review each of your practice exams, explaining concepts you missed and suggesting areas of additional study to improve your scores. Your instructor will also send you the link to the "Super Scenario" questions for each of the domains after you submit your multiple choice practice exam for the domain. These questions are in short essay format and they test your understanding of the concepts in the domain.

Your Personal Scorecard

While your instructor will keep track of each of your scores, you may want to track your progress against the plan you set.

Module	Target date	Completed Reading	Watched Video Lectures	1 st Practice Exam Score	2 nd Practice Exam Score	Completed Super Scenario Questions
PMP Framework						
Initiating						
Planning Foundation						
Planning Advanced						
Executing						
Monitoring and Control						
Closing						
Professionalism and Ethics						
Submit Application for PMP		Submit application to PMI claiming 60 PDUs for completing the 4PM.com PMP prep course once your instructor sends you feedback that you have successfully completed the Professionalism and Ethics module.				
Knowledge Areas		Review the reading and lecture videos of the project management tasks organized by knowledge areas: scope, time, cost, quality, human resources, communication, procurement, risk and integration.				
Schedule Exam		Receive PMI approval to take the exam & set your date, allowing 4 days for the comprehensive review.				

Module	Target date	Completed Reading	Watched Video Lectures	1 st Practice Exam Score	2 nd Practice Exam Score	Completed Super Scenario Questions
Comprehensive Review		Comprehensive review begins 4 days prior to your PMP test date. Your instructor will send you the specific instructions for the comprehensive review once you set your PMP exam date.				

This course has been approved by PMI for 60 hours, fulfilling the education requirement for the PMP application. This course is approximately 9 hours of work per module.

Module 1: PMP® Framework

In this first module, your reading and lectures will cover the framework ideas that are used in all of the modules that follow. You'll have reading assignments and lecture videos for this module. It is your choice whether to 1.) do all of the reading first and then watch all the lecture videos or 2.) do the reading for a section and then watch the lecture video for that section, moving through the module section by section.

After you complete the reading and lecture videos for this module, the next step is to take the practice exam for Framework. After you submit your Framework exam, your instructor will send you feedback on it within 24 hours with a link to the Super Scenario essay questions for this module. They may also ask you to take another exam in this area if your score is not sufficiently high to ensure you will pass the PMP the first time.

1. Reading: Read sections 0.1 through 0.5 on your course website under the "Framework Reading" section. Use the "Back" button in your internet browser to go back to the course menu after you have completed each reading assignment.
2. Lectures: Watch lecture videos 0.1 through 0.4 on your course website under the "Framework Lecture" section. Use the "Back" button in your internet browser to go back to the course menu after the video has finished playing.
3. Technique Articles: Read the articles that are linked on your course website under this section. Use the "Back" button in your internet browser to go back to the course menu after you have completed each reading assignment.
4. PM in Action Videos: There are no PM in Action videos for this module
Practice Exams: Take the Framework practice exam underneath this section on your course website. It will be sent directly to your instructor who will grade it and send you written feedback within 24 hours. Your feedback will also include another Framework practice exam if you do not pass on the first try and a link to the 7 Super Scenario essay questions for this module.

Module 2: Initiating

In this module, you'll learn about the best practices for initiating a new project including the project assessment and feasibility study, defining the high-level scope, identifying stakeholders and risks, then developing and presenting the project charter.

1. Reading: Read sections 1.1 through 1.6 on your course website under the "Initiation Reading" section. Use the "Back" button in your internet browser to go back to the course menu after you have completed each reading assignment.
2. Lecture: Watch lecture videos 1.0 through 1.6 and "Initiation Summary" on your course website under the "Initiation Lecture" section. Use the "Back" button in your internet browser to go back to the course menu after the video has finished playing.
3. Technique Articles: Read the articles that are linked on your course website under this section. Use the "Back" button in your internet browser to go back to the course menu after you have completed each reading assignment.
4. PM in Action Videos: Watch the videos that are linked underneath this section. Use the "Back" button in your internet browser to go back to the course menu after the video has finished playing.

Practice Exams: Take the Initiating practice exam underneath this section on your course website. It will be sent directly to your instructor who will grade it and send you written feedback within 24 hours. Your feedback will also include another Initiating practice exam if you do not pass on the first try and a link to the 5 Super Scenario essay questions for this module.

Module 3: Planning - Foundations

In this module we will cover the first six steps to properly plan a project, including developing detailed requirements, creating the WBS, estimating costs and budget, developing the schedule, the human resource plan and the communications plan.

1. Reading: Read sections 2.1 through 2.6 on your course website under the "Planning Foundation Reading" section. Use the "Back" button in your internet browser to go back to the course menu after you have completed each reading assignment.
2. Lecture: Watch lecture videos 2.0 through 2.6 and "Module Summary" on your course website under the "Planning Foundation Lecture" section. Use the "Back" button in your internet browser to go back to the course menu after the video has finished playing.
3. Technique Articles: Read the articles that are linked on your course website under this section. Use the "Back" button in your internet browser to go back to the course menu after you have completed each reading assignment.
4. PM in Action Videos: Watch the videos that are linked underneath this section. Use the "Back" button in your internet browser to go back to the course menu after the video has finished playing.
5. Practice Exams: Take the Planning Foundation practice exam underneath this section on your course website. It will be sent directly to your instructor who will grade it and send you written feedback within 24 hours. Your feedback will also include another Planning Foundation practice exam if you do not pass on the first try and a link to the 5 Super Scenario essay questions for this module.
6. You and your instructor will have a mid-course call at end of this module to discuss beginning your application for the PMP exam. You cannot submit the application until you've received your instructor's feedback that you have successfully completed Professionalism, but you should start documenting your work experience in the application after you talk with your instructor during this module.

Module 4: Planning - Advanced for Larger Projects

In this module, we will cover the next six steps in project planning that you must know for the PMP exam but you may or may not use them in your projects at work, depending on the size of the project. These tasks are procurement planning, quality planning, change management planning, risk management planning, presenting the project plan and holding the project kickoff meeting.

1. Reading: Read sections 2.7 through 2.12 on your course website under the "Planning Advanced Reading" section. Use the "Back" button in your internet browser to go back to the course menu after you have completed each reading assignment.
2. Lecture: Watch lecture videos "Advanced Planning Overview" and then 2.7 through through 2.12 and "Module Summary" on your course website under the "Planning Advanced Lecture" section. Use the "Back" button in your internet browser to go back to the course menu after the video has finished playing.
3. Technique Articles: Read the articles that are linked on your course website under this section. Use the "Back" button in your internet browser to go back to the course menu after you have completed each reading assignment.
4. PM in Action Videos: Watch the videos that are linked underneath this section. Use the "Back" button in your internet browser to go back to the course menu after the video has finished playing.
5. Practice Exams: Take the Planning Advanced practice exam underneath this section on your course website. It will be sent directly to your instructor who will grade it and send you written feedback within 24 hours. Your feedback will also include another Planning Advanced practice exam if you do not pass on the first try and a link to the 6 Super Scenario essay questions for this module.

Module 5: Executing

In this module we'll cover the six steps in project Executing, including obtaining and managing resources, executing the project plan, performing quality assurance, implementing approved changes, implementing approved actions and maximizing team performance.

1. Reading: Read sections 3.1 through 3.6 on your course website under the "Executing Reading" section. Use the "Back" button in your internet browser to go back to the course menu after you have completed each reading assignment.
2. Lecture: Watch lecture videos 3.0 through 3.6 and "Module Summary" on your course website under the "Executing Lecture" section. Use the "Back" button in your internet browser to go back to the course menu after the video has finished playing.
3. Technique Articles: Read the articles that are linked on your course website under this section. Use the "Back" button in your internet browser to go back to the course menu after you have completed each reading assignment.
4. PM in Action Videos: Watch the videos that are linked underneath this section. Use the "Back" button in your internet browser to go back to the course menu after the video has finished playing.
5. Practice Exams: Take the Executing practice exam underneath this section on your course website. It will be sent directly to your instructor who will grade it and send you written feedback within 24 hours. Your feedback will also include another Executing practice exam if

you do not pass on the first try and a link to the 2 Super Scenario essay questions for this module.

Module 6: Monitoring and Control

In this module, we'll cover the 6 steps in Monitoring and Control, which happen in parallel with the 6 steps in Executing. These steps are measure project performance, manage changes, quality control, update for new risks, control scope schedule and cost, and communicate status and performance.

1. Reading: Read sections 4.1 through 4.6 on your course website under the "Monitoring & Control Reading" section. Use the "Back" button in your internet browser to go back to the course menu after you have completed each reading assignment.
2. Lecture: Watch lecture videos 4.0 through 4.6 and "Module Summary" on your course website under the "Monitoring & Control Lecture" section. Use the "Back" button in your internet browser to go back to the course menu after the video has finished playing.
3. Technique Articles: Read the articles that are linked on your course website under this section. Use the "Back" button in your internet browser to go back to the course menu after you have completed each reading assignment.
4. PM in Action Videos: Watch the videos that are linked underneath this section. Use the "Back" button in your internet browser to go back to the course menu after the video has finished playing.
5. Practice Exams: Take the Monitoring and Control practice exam underneath this section on your course website. It will be sent directly to your instructor who will grade it and send you written feedback within 24 hours. Your feedback will also include another Monitoring and Control practice exam if you do not pass on the first try and a link to the 3 Super Scenario essay questions for this module.

Module 7: Closing

In this module we'll cover the 7 steps to properly close out a project, including verify scope acceptance, transfer ownership of deliverables, financial, legal and administrative closure, distribute final project report, collate lessons learned, archive project information and measure customer satisfaction.

1. Reading: Read sections 5.1 through 5.7 on your course website under the "Closing Reading" section. Use the "Back" button in your internet browser to go back to the course menu after you have completed each reading assignment.
2. Lecture: Watch lecture videos 5.0 through 5.7 and "Module Summary" on your course website under the "Closing Lecture" section. Use the "Back" button in your internet browser to go back to the course menu after the video has finished playing.
3. Technique Articles: Read the articles that are linked on your course website under this section. Use the "Back" button in your internet browser to go back to the course menu after you have completed each reading assignment.
4. PM in Action Videos: Watch the videos that are linked underneath this section. Use the "Back" button in your internet browser to go back to the course menu after the video has finished playing.
5. Practice Exams: Take the Closing practice exam underneath this section on your course website. It will be sent directly to your instructor who will grade it and send you written feedback within 24 hours. Your feedback will also include another Closing practice exam if

you do not pass on the first try and a link to the 3 Super Scenario essay questions for this module.

Module 8: Professionalism & Ethics

1. Reading: Read sections 6.1 and 6.2 on your course website under the "Reading" section. Use the "Back" button in your internet browser to go back to the course menu after you have completed each reading assignment.
2. Lecture: Watch lecture videos "Who is Bound By the Code" through "Honesty" on your course website under the "Lecture" section. Use the "Back" button in your internet browser to go back to the course menu after the video has finished playing.
3. Technique Articles: There are no additional technique reading assignments for this module.
4. PM in Action Videos: Watch the videos that are linked underneath this section. Use the "Back" button in your internet browser to go back to the course menu after the video has finished playing.
5. Practice Exams: Take the Professionalism practice exam underneath this section on your course website. It will be sent directly to your instructor who will grade it and send you written feedback within 24 hours. Your feedback will also include another Professionalism practice exam if you do not pass on the first try and a link to the 2 Super Scenario essay questions for this module.
6. When you receive your instructor's feedback that you have successfully completed Professionalism, you may submit your PMP application to PMI. Do it online and you should receive a reply within 3 – 5 business days.

Module 9: Knowledge Areas

We have organized the project management tasks you have just completed studying by knowledge areas: scope, time, cost, quality, human resources, communication, procurement, risk and integration. While you wait for PMI to approve your PMP application, complete the reading and lectures for this section.

1. Reading: Read "Knowledge Areas" on your course website under the "Reading" section. Use the "Back" button in your internet browser to go back to the course menu after you have completed each reading assignment.
2. Lecture: Watch lecture videos "Scope management" through "Integration management" on your course website under the "Lecture" section. Use the "Back" button in your internet browser to go back to the course menu after the video has finished playing.
3. Let your instructor know when you've been approved by PMI and have scheduled your PMP exam date.

Module 10: Comprehensive Review

When your application has been approved by PMI and you have scheduled your PMP exam, you and your instructor will lay out a 4 day plan for completing the comprehensive exams and review immediately before you sit for the PMP exam. Your instructor will coach you through this final review and call you with test-taking tips and answers to any last minute questions the day before your exam.

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