

Personal 1-on-1 Project Training

2-Course Certified PMP®

Construction Project Manager

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
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Chris Thomas, 3M

Who 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
- ☑ Estimating
- ☑ Scheduling & Time Mgt
- ☑ Budgeting & Cost Mgt
- ☑ People Skills
- ☑ Procurement & Contracting
- ☑ Quality Management
- ☑ Risk Management
- ☑ Project Communications
- ☑ 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 Managing Construction Projects

Duration: 60 hours of work, at your pace and schedule, no time limits

Credits: 2 graduate school credits, 60 PDUs approved by PMI (Project Management Institute)

Prerequisites: 2 - 3 years of construction project management experience

Designed for: experienced PMs who want to manage larger commercial construction projects

What you will learn: advanced skills for managing larger commercial construction projects including risk management, variance analysis, plan optimization and multi-discipline team leadership.

Textbook: *Construction Project Management, 3rd edition, 2008*



Overview of 1-to-1 Online Learning

You may start the course whenever you want and work on it when it fits your schedule. There are no time restrictions or limitations. Working directly with your PMI® certified instructor, you'll learn advanced techniques for larger, more complex construction projects with strategic business results, multiple customers/stakeholders and larger crews drawn from different functional departments and sub-contractors. You will begin each module with textbook reading followed by a lecture and videos that you can play whenever and as often as you wish. Then you complete the construction case study-based assignment in each module. You can call or e-mail your instructor whenever you wish and always receive a personal reply within 24 hours. You'll practice all the project tools and techniques in three commercial project case studies with project simulation assignments. You'll also practice making presentations to the boss (sponsor) and stakeholders and answering their questions. You'll develop schedules that hit due dates despite limited resources and identify ways to mitigate risks with a limited budget.

1. Initiation and Stakeholder Management

Reading: You'll begin your course reading about the "best practices" techniques for planning projects and managing multiple stakeholders who have conflicting needs and requirements.

Lecture: Your lecture expands on the techniques you read about and teaches you how to analyze your project's stakeholders, identifying their hot button issues and unearthing their project requirements. You'll also watch videos of PMs working with stakeholders and critique their work, identifying the good and bad points of how they handled the situation.

Practice what you have learned: In the case study, you're starting a new job with Vailcrest Corporation as their first project manager. Vailcrest is a company that is experiencing 30% annual growth. This explosive growth has created internal operating, system and facility problems and the company faces increasingly aggressive competition. You watch a video as the stakeholders discuss operational problems that they want addressed in the project you will manage. Using the tools and techniques you read about and watched in the lecture, you will work with the executives (played by your instructor) to turn their "wish lists" into measured deliverables that will help you manage the project to a successful completion. You'll get feedback from your instructor on your techniques and the project plan you develop based on this meeting.

2. Project Requirements & Planning

Reading: Learn the techniques to decompose the approved scope into a network of high-level achievements. Your reading assignment shows you how to subdivide each achievement down to the level of the deliverables and business results you will hold your team members and contractors accountable for delivering.

Lecture: You'll see the development of a high-level achievement network in the course template and listen to explanations of exactly how achievements are decomposed. You'll learn 4 different techniques to sub-divide them down to a level that is appropriate as an assignment to a team member or subcontractor. You'll also learn how to convert activities into objective, measurable achievements that everyone on your project understands. You'll watch videos of PMs gathering requirements and critique their work, identifying the good and bad points of how they handled the situation.

Practice what you've learned: After the project boss/sponsor approves the scope of your project, you'll continue your work with the department managers stakeholders to detail their requirements. You'll also have to cope with the interdepartmental conflicts that could affect your project. You'll reconcile the stakeholders' conflicting views of the project and get approval for a plan they will all support. You'll use the information you collected during your requirements discussions with managers to decompose the scope into a network of high-level achievements and assignments for your project team members. Then you'll work with the sponsor and stakeholders to get approval of the plan.

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3. Chartering Projects

Reading: In the reading you will learn how to craft a short, easy-to-read charter document that includes all the elements for larger commercial projects including the accountability structure, authority over borrowed resources, project risks and change control.

Lecture: Your lecture expands on the tools and techniques for designing an appropriate accountability structure for projects with subs and people borrowed from several departments over which the PM has no authority. You also design the change control process so the boss/sponsor has control without endless escalations. You'll watch a video of a project manager negotiating with a department manager to use some of the manager's people on the project and critique the PM's work, identifying the good and bad points of how they handled the situation.

Practice what you have learned: Your sponsor is putting a lot of pressure on you to move quickly and get started on the project. But before you start work you want to address the risks as well as the issues of using people from other departments. You also need to persuade the sponsor to use a strong change control process. To complete this assignment you will create a charter for the project then present it to the sponsor and company managers. In a live online project simulation, you'll answer questions from the managers and deal with their objections. Your instructor will give you feedback on the techniques you used in working with the executives and managers.

4. Estimating Work and Duration

Reading: You'll learn how project managers should estimate work and duration for the project as a whole and then as planning proceeds, how to make accurate estimates with team members to gain their commitment to the estimates.

Lecture: The lecture covers a range of techniques for developing estimates of duration, work and cost during the initiation and planning phases of a project. You learn techniques for coping with the absence of good estimating data and how to avoid making commitments that you cannot meet. You will learn three estimating techniques for duration and budget that you can apply in each phase of the project lifecycle. As well, you will learn 3-point estimating techniques to use with your crew. You'll also watch videos of a PM working with crew members to make estimates and you'll critique the PM's work, identifying the good and bad points of how they handled the situation.

Practice what you have learned: You tackle the second case study which is a fast-track "crisis" project that needs to be executed on an emergency basis because a problem threatens the organization's survival. In addition to the business challenges, two key department managers have serious conflict issues. You'll use data provided in the case study to estimate cost and duration and then present them to the decision makers. You provide this information to the sponsor for approval and your instructor will send you private feedback and coaching on your work. Then you will suggest a convenient time for your mid-course phone call with your instructor.

5. Risk Management Presentation

Reading: You'll learn how to assess project situations for potential risk and conduct brain-storming meetings with your crew to analyze the risks. Then you'll read about techniques for assessing the likelihood of a risk occurring and estimating the impact if it does occur.

Lecture: The lecture expands on this topic by explaining the steps in the risk management process from identification, risk analysis and crafting cost effective responses. You learn to reduce or eliminate the impact of specific risks to your project. You'll also learn to combine these elements into a clear risk presentation. You will see a video of a project manager and crew member performing risk identification and risk response planning and you'll critique the PM's performance.

Practice what you've learned: The sponsor and department managers you are working with on the fast-track "crisis project" want different risk mitigation efforts. You develop alternative risk mitigation plans and model the impacts. Your instructor will send you feedback and coaching on your work.

6-7. Dynamic Modeling & Tradeoffs

Reading: The reading demonstrates step-by-step techniques for advanced Microsoft Project® processes. We'll expand on the process of building dynamic schedules with work estimating and modeling alternative project plans. This includes trade-

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offs between scope, budget, duration and risk. You'll learn how to fine tune the project schedule to ensure the best possible resource allocation and the earliest possible completion date. Then you'll see how to optimize MS Project® schedules.

Lecture: Learn the techniques for resource driven scheduling and the precision it gives you in scheduling and spotting problems early, when they are smaller and easier to solve. The lecture discusses how we use trade-offs to negotiate the final scope, budget and duration for a project. You'll learn about the key issue which is to offer the executive a range of choices while preserving the feasibility of the project. You'll watch a video of a PM using tradeoffs with an executive and critique the PM's performance.

Practice what you've learned: The sponsor won't budge on the tight resource and duration constraints he's placed on the project. It's your job to craft a dynamic project schedule for this fast-track project within tight resource availability and budget constraints. You submit your work to your instructor for feedback and coaching. Then you'll present these tradeoffs to the project sponsor in a live online simulation and negotiate options until you can secure agreement on an achievable project plan and schedule.

8. Team Leadership

Reading: Learn how to create a project team culture that promotes productivity and innovation. We'll also discuss the work attitudes of our crew members as well as the ways a PM can affect the project team's culture.

Lecture: The lecture expands on the topics in the reading and delves into the topic of conflict on the project team. It includes how to resolve conflicts that develop from different types of disputes including scheduling, resource utilization and personality conflicts. You watch a video of a project manager dealing with conflicting team members and critique the PM's performance.

Practice what you've learned: In your third case study, the president pulls you off other work to save a failing project and get it back on track. You'll take over from an inexperienced PM who has been unable to cope with performance problems and conflict between team members. Also some departments are not meeting their commitment to contribute resources. You'll analyze the situation and develop a strategy for dealing with the people problems. You send your work to your instructor for coaching and feedback.

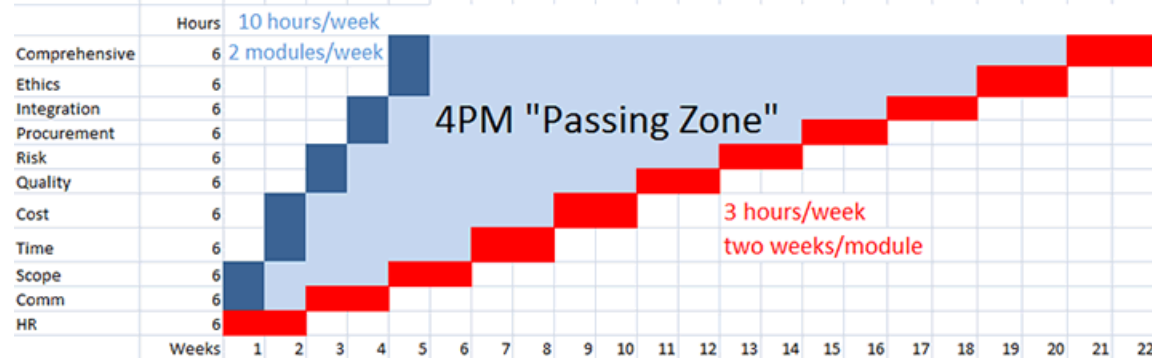
9. Variance Analysis & Status Reporting

Reading: You read the step-by-step instructions for tracking and problem identification in MS Project® software and the techniques to use in making successful status reports to project sponsors. You will also learn earned value analysis for problem solving and reporting.

Lecture: The lecture explains the techniques for crafting professional level status reports that clearly communicate progress, problems and the options for corrective action, and how to take advantage of opportunities. Then you analyze a video of a project manager discussing a task's overrun with a crew member and critique the PM's performance.

Practice what you've learned: At the end of your first week after taking over this failing project, you receive a status report from the crew detailing their work on the project. You immediately see how conflict on the project and difficulties with resources has lead to some major delays. It's your job to use this information to determine a couple of solutions to get the project back on track. You'll also have to deal with the stakeholders' numerous requests to make changes to the project. You develop your recovery plan and present it in a "real-time" session with your instructor. You'll answer questions from the executive staff and sponsor about your proposals and your suggestions for dealing with variances to the project schedule and budget. You will also need to assess the impact of the proposed changes and make a specific recommendation on each. Your instructor will give you feedback on the plan and the techniques you used in working with the executives.

Passing the PMP the First Time at your Pace and Schedule



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 "4PM passing zone" in the graphic above. You'll see that we recommend you study between 3 hours a week (22 weeks to finish) and 10 hours per week (5 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. You will determine a schedule that fits your unique situation and you can change it if things change.

Adapting the course to your way of learning

During the planning phone call, your instructor will discuss your strengths and weaknesses based on the pre-course assessment test you'll take and also 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:

1. 333 page **paper textbook** with the reading assignment for each of the modules in the course.
2. **Video** that lasts about an hour for each module and contains:
 - 2.1. **A lecture** with illustrations
 - 2.2. **Documentary of a project team** actually working through the project process you are studying. During each documentary you'll have the opportunity to drill down a little deeper into the **process elements** the team is working on.
 - 2.3. **Process elements** are 1-2 page illustrated drill-downs into the detail of a particular input, project tool or technique or an output of a process. When you want to delve deeper into a particular element;
 - 2.4. Pause the movie and click the item you want to study further
 - 2.5. A new window opens, showing you a detailed write up about the topic, like the work breakdown structure, with an example of one done the right way
3. **Multiple-choice practice exams** are mini-PMP exams focused on one knowledge area. These practice questions are just like the real PMP exam but they have just 42 to 60 questions. When you submit the exam, it is sent directly to your instructor for

evaluation. They will send you written feedback within 24 hours.

4. **Super scenario questions** help you with the situational questions which make up the majority of the questions on the PMP exam. Our super scenario questions teach you how to handle these complex situations. When you submit them, 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.

That same instructor will review each of your practice exams, explaining concepts you missed and suggesting areas of additional study to improve your scores. You will also complete a "Super Scenario" question for each of the knowledge areas. These questions are in short essay format and they test your understanding of the concepts in the knowledge area.

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	Module Target date	Completed Reading	Watched Class Lectures	1 st Practice Exam Score	2 nd Practice Exam Score
Foundations and project charter					
Communications management					
Scope management					
Time management					
Cost management					
Human resource management					
Quality management					
Procurement management					

Module	Module Target date	Completed Reading	Watched Class Lectures	1 st Practice Exam Score	2 nd Practice Exam Score
Risk management					
Integration management					
Professionalism and social responsibility					
Submit application for PMP		Submit application to PMI claiming 60 PDUs for completing the 4PM.com PMP prep course			
Schedule exam		Receive PMI approval to take the exam & set your date, allowing 6 days for the comprehensive review.			
Comprehensive review		Comprehensive review begins six days prior to your PMP test date			

Module 1: PMP® Foundations & Project Charter

In this first module, your reading and lectures will cover the foundation ideas that are used in all of the modules that follow. You'll have a reading assignment and then a lecture. You'll also have the opportunity to drill down further into each of the process elements. We've also included the process for developing the project charter in this chapter so you see how PMI thinks a project should be initiated.

Then you'll take the practice exam on foundations and project charter and your instructor will send you feedback on your exam results. Your instructor 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. Read Chapter 1 – Foundations in the *Project Manager's KnowledgeBase, 7th Edition* pages 5-27
2. Watch Foundations lecture video online and drill down into the process elements
3. Take the Foundations multiple choice exam online. It will be sent directly to your instructor who will grade it and send you written feedback within 24 hours.

Module 2: Communications Management

In this module we'll talk about communications, which PMI feels consumes 90% of the project manager's time. A critical part of communication starts with the identification of the project stakeholders and then managing their expectations.

1. Read Chapter 2 – Communications Management in your textbook; pages 28-54
2. Watch the Communications lecture online and drill down into the process elements
3. Complete the Communications multiple choice exam as well as the "Super Scenario"

question online. Both will be sent directly to your instructor who will grade them and send you written feedback. Within 24 hours.

Module 3: Scope Management

In this module we will take the project charter that is a definition of the project's success criteria and break it down into the scope statement and major deliverables. Then we'll continue with the decomposition to develop the work breakdown structure as well as learn about controlling the project's scope.

1. Read Chapter 3 - Scope Management in your textbook; pages 55-88
2. Review the Scope lecture online and drill down into the process elements
3. Complete the Scope multiple choice exam as well as the "Super Scenario" question online. Both will be sent directly to your instructor who will grade them and send you written feedback within 24 hours.

Module 4: Time Management

In this module we'll do any further decomposition that is necessary and then begin the process of estimating work and defining resource requirements. Then we'll develop the schedule with predecessors, fine tune it and track actual performance against the baseline schedule.

1. Read Chapter 4 - Time Management in your textbook; pages 89-133
2. Review the Time lecture online and drill down into the process elements
3. Complete the Time multiple choice exam as well as the Time "Super Scenario" question online. Both will be sent directly to your instructor who will grade them and send you written feedback.

Module 5: Cost Management

In this module we'll take the resource requirements developed in time management and develop our project cost estimates and final baseline budget. We'll also track actual cost performance against the baseline budget.

1. Read Chapter 5 - Cost Management in your textbook; pages 134-157
2. Review the Cost lecture online and drill down into the process elements
3. Complete the Cost multiple choice exam as well as the Cost "Super Scenario" question online. Both will be sent directly to your instructor who will grade them and send you written feedback.

Module 6: Human Resource Management

In this module we'll cover how project managers acquire resources, develop them and manage them throughout the lifecycle of the project. We'll cover motivational theories and how to best manage your project team.

1. Read Chapter 6 - Human Resources Management in your textbook; pages 158-179
2. Review the Human Resources lecture online and drill down into the process elements
3. Complete the Human Resources multiple choice exam as well as the Human Resources

"Super Scenario" question online. Both will be sent directly to your instructor who will grade them and send you written feedback.

Module 7: Quality Management

In this module we'll cover PMI's somewhat unique approach to quality, covering both the quality of the project management process and the quality of the product the project produces.

1. Read Chapter 7 – Quality Management in your textbook; pages 180-200
2. Review the Quality lecture online and drill down into the process elements
3. Complete the Quality multiple choice exam as well as the Quality "Super Scenario" question online. Both will be sent directly to your instructor who will grade them and send you written feedback.

Module 8: Procurement Management

In this module we'll cover purchasing and acquisition of resources for the project from outside sources and talk about requesting proposals, holding bidders conferences, evaluating proposals and then administering a contract through its completion.

1. Read Chapter 8 – Procurement Management in your textbook; pages 201-231
2. Review the Procurement lecture online and drill down into the process elements
3. Complete the Procurement multiple choice exam as well as the Procurement "Super Scenario" question online. Both will be sent directly to your instructor who will grade them and send you written feedback.

Module 9: Risk Management

In this module, we'll learn about risk identification, how to measure the significance of major risks and then how to respond to them if we can't avoid them. We deal with negative risk and positive risks which are opportunities to do it faster and cheaper.

1. Read Chapter 9 – Risk Management in your textbook; pages 232-276
2. Review the Risk lecture online and drill down into the process elements
3. Complete the Risk multiple choice exam as well as the Risk "Super Scenario" question online. Both will be sent directly to your instructor who will grade them and send you written feedback.

Module 10: Integration Management

In this module we'll again visit the project charter as we move through the five integration processes where everything is tied together and the critically important change control processes take place.

1. Read Chapter 10 – Integration Management in your textbook; pages 277-320
2. Review the Integration lecture online and drill down into the process elements
3. Complete the Integration multiple choice exam as well as the Integration "Super Scenario" question online. Both will be sent directly to your instructor who will grade them and send you written feedback.

Module 11: Professionalism & Social Responsibility

In this module, we cover the ethical standards that PMI requires of its project managers. We cover practical situations that come up like conflicts of interest and a PMP's obligation to enforce rules and standards.

1. Read Chapter 11 – Professionalism and Social Responsibility in your textbook; pages 321-327
2. Review the Professionalism & Social Responsibility lecture online
3. Complete the Professionalism and Social Responsibility multiple choice exam as well as the Professionalism and Social Responsibility "Super Scenario" question online. Both will be sent directly to your instructor who will grade them and send you written feedback.

Module 12: Comprehensive Exams

When your application has been approved by PMI and you have scheduled your PMP exam, you and your instructor will lay out a six day plan for completing the comprehensive exams and review immediately before you sit for the PMP exam. You'll instructor will coach you through this final review and call you with advice and to answer any last minute questions the day before your exam.