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In-person or e-Learning Project Training



Formed in 1986. We are a Project Management Institute (PMI) Global Registered Education Provider offering individual courses and PM certifications in 4 specialty areas. Our courses are also approved by the American Council on Education for graduate school credit at over 1200 universities and The Computing Technology Industry Association (CompTIA) has approved our IT project management courses.



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Project Management Training Courses

Choose from 13 Individual Courses with links to more detail

Universal PM Courses

[101-Essentials of PM](#) (For people with informal or limited PM training)

Learn the whole project lifecycle from defining scope & requirements with executives to tracking in MS Project. Practice each step in interactive project case studies working 1-on-1 with your instructor with feedback on each step.

[103-Managing Cross-functional Projects](#) (advanced)

Master advanced skills in negotiating scope across functional boundaries, estimating, planning and optimizing schedules. Practice everything in interactive project case studies with personal 1-on-1 feedback on each step. Plus live, real-time project challenges with your PM mentor.

PMI Certification Exam Prep Courses

[104-PMP® Exam Prep](#) (For people with 4500 hours of PM experience)

100's of practice exam questions & your own PMI certified mentor to review your practice exams and answer your questions by phone or e-mail. You get a 563 page textbook and video lectures explaining the PMBOK, and then see the techniques applied to a real project.

[102-CAPM® Exam Prep](#) (For people who want to get in to project management)

Prep for the CAPM® exam with a great textbook plus lectures and an PMI certified mentor you can call or e-mail directly. You will also take practice exams with feedback and explanations from your mentor.

Information Technology IT PM Courses

[111-Essentials of IT PM](#) (For people with informal or limited PM training)

Learn the IT project lifecycle from defining scope & requirements with users to tracking in MS Project. Practice each step in interactive project case studies working 1-on-1 with your instructor with feedback on each step.

[113-Managing IT Projects](#) (advanced)

Master advanced skills in negotiating with users, estimating, risk management and optimizing schedules. Practice everything in interactive project case studies with personal 1-on-1 feedback on each step. Plus live, real-time project challenges with your PM mentor.

Construction PM Courses

[121-Essentials of Construction PM](#) (For people with informal or limited PM training)

Learn the construction project lifecycle from defining scope & requirements with customers to tracking in MS Project. Practice each step in interactive project case studies working 1-on-1 with

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your instructor with feedback on each step.

[123-Managing Construction Projects](#) (advanced)

Master advanced skills in negotiating with customers and subs, estimating, planning and optimizing schedules. Practice everything in interactive project case studies with personal 1-on-1 feedback on each step. Plus live, real-time project challenges with your PM mentor.

Healthcare PM Courses

[131- Essentials of Healthcare PM](#) (For people with informal or limited PM training)

Learn the project lifecycle adapted for healthcare from defining scope & requirements with administrators & physicians to tracking in MS Project. Practice each step in interactive project case studies working 1-on-1 with your instructor with feedback on each step.

[133-Managing Healthcare Projects](#) (advanced)

Master advanced skills in negotiating with physicians & administrators, estimating, planning and optimizing schedules. Practice everything in interactive project case studies with personal 1-on-1 feedback on each step. Plus live, real-time project challenges with your PM mentor.

Portfolio Manager Courses

[201-Complex Projects & Portfolio Management](#)

Learn to sell your projects strategically and deliver them to the clients at a profit with advanced techniques in scope definition, project optimization and control.

[203-High Performance Project Teams](#)

Enhance your skills in developing a project team and learn to diagnose & solve team problems by analyzing movies of teams in action.

Team Members Course

[99 Project Team Member course](#)

Give your team members the skills to accurately estimate their tasks and report progress as well as cope with the multi-project environment.

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Project Management Certifications

Take a 2-course certification program and earn a globally recognized credential with courses approved by the Project Management Institute, The American Council on Education and [Avila University](#) for graduate school credit. Study from anywhere 24/7 no time limits

Choose from Nine Different 2-Course Certifications with links to more detail

[101-103 Universal PM Certification](#)

For professionals managing administrative, marketing and operations projects. 2-courses, tuition \$1,990 including books & materials. Earn a project management certification that gives you recognition as a project expert and a great resume credential.

1st Course, #101: You'll learn skills for small and medium projects

2nd Course, #103: You'll master skills for larger multi-department projects

[111-113 IT PM Certification](#)

For Information technology professionals. 2-courses, tuition \$1,990 including books & materials. Earn an IT project management certification that gives you recognition as a project expert and a great resume credential

1st Course, #111: You'll learn skills for small and medium IT projects

2nd Course, #113: You'll master skills for larger multi-user IT projects

[121-123 Construction PM Certification](#)

For construction professionals. 2-courses, tuition \$1,990 including books & materials. Earn a construction project management certification that gives you recognition as a project expert and a great resume credential

1st Course, #121: You'll learn skills for small and medium construction projects

2nd Course, #123: You'll master skills for larger construction projects

[131-133 Healthcare PM Certification](#)

For healthcare professionals. 2-course, tuition \$1,990 including books & materials. Earn a healthcare project management certification that gives you recognition as a project expert and a great resume credential

1st Course, #131: You'll learn skills for small and medium healthcare projects

2nd Course, #133: You'll master skills for larger multi-department healthcare projects

[103-104 Universal PMP® Plus](#)

For project managers with more than 4,500 hours of experience managing administrative, marketing and operations projects. 2-course, tuition \$1,990 including books & materials. Fast-track your project manager career with two internationally recognized credentials plus advanced skills for consistent project success.

1st course, 103: you'll master advanced project techniques for dealing with project teams from multiple departments

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2nd course, #104, you'll learn the entire Project Management Body of Knowledge and PM best practices to prepare to pass the PMP® exam.

[113-104 IT PMP® Plus](#)

For IT project managers with more than 4,500 hours of experience managing projects. 2-course, tuition \$1,990 including books & materials. Fast-track your IT project manager career with two internationally recognized credentials plus advanced skills for consistent project success.

1st course, #113: you'll master advanced IT project techniques for dealing with users as well as estimating, managing risk,

2nd course, #104: you'll learn the entire Project Management Body of Knowledge and PM best practices to prepare to pass the PMP® exam.

[123-104 Construction PMP® Plus](#)

For construction project managers with more than 4,500 hours of experience managing projects. 2-course, tuition \$1,990 including books & materials. Fast-track your construction project manager career with two internationally recognized credentials plus advanced skills for consistent project success.

1st course, #123, you'll master advanced construction project techniques for dealing with sponsors/clients as well as estimating, managing risk

2nd course, #104: you'll learn the entire Project Management Body of Knowledge and PM best practices to prepare to pass the PMP® exam.

[133-104 Healthcare PMP® Plus](#)

For project managers with more than 4,500 hours of experience managing administrative, marketing and operations projects. 2-course, tuition \$1,990 including books & materials . Fast-track your healthcare project manager career with two internationally recognized credentials plus advanced skills for consistent project success.

1st course, #133, you'll master advanced healthcare project techniques for dealing with healthcare professionals and administrators as well as estimating, managing risk

2nd course, #104, you'll learn the entire Project Management Body of Knowledge and PM best practices to prepare to pass the PMP® exam.

[201-203 Program Management Certification](#)

For consultants program executives including CIOs, CFOs and Marketing executives. 2-courses, Tuition \$1,990 including book & materials. Experienced PMs earn a globally recognized certification in program management and a great resume credential. This 2-course certification is for project managers and professionals responsible for multiple projects and complex programs.

1st Course, #201: Learn to sell your projects strategically and deliver them to clients at a profit. Master advanced techniques in scope definition, project optimization and control.

2nd Course, #203: Enhance your skills for successfully managing cross-functional teams composed of people from multiple departments or companies. Practice working with diverse team members, managing conflicts, and creating a successful team.

Enroll by Phone 800-942 4323 or on the Web <http://www.4pm.com>

Personal e-Learning: Project Management

4PM 101 Essentials of PM Syllabus

Textbook: *Essentials of Project Management*, 8.5" by 11" 97 pages, 2005 4th edition

Overview

Working with a PMI-certified instructor, you'll learn a practical project methodology. You'll have textbook readings and lectures on CD that expand all the concepts. Then you'll practice every step by managing a customer service improvement project. You'll receive personal mentoring & written feedback from your instructor on each assignment, and you can call or e-mail them with questions as often as you want. You may work on the course at your pace whenever it fits your schedule. There are no time limitations or expiration dates. You will practice all the techniques for: planning a project, executing the plan, tracking in MS Project®, problem solving, reporting status.

1. Project Planning

Reading Assignment: In your textbook, you'll learn how to start a project the right way and what questions to ask the boss to clarify exactly what business result the project should produce. You'll read examples of meetings where PMs ask sponsors the right questions to define how they will measure if the project is a success.

Lecture: The lecture expands on the reading with a discussion of techniques for dealing with department managers in the early stages of a project and the techniques to clarify what the boss wants. This will tell you exactly what deliverables your project has to produce. You'll watch a movie of a PM meeting with a difficult sponsor, handling the situation and starting the project the right way. You'll also see a "Best Practices" meeting where an experienced project manager has some advice for a newer PM on how to develop a project scope that accomplishes exactly what the sponsor wants. You may ask your instructor any questions and you will always get a private response within 24 hours.

Practice what you've learned: In this case study, you have just joined Vailcrest Corporation as their first project manager. Your new boss assigns you an important project to solve some customer service problems using a team of people drawn from several departments. Vailcrest is a rapidly growing organization located in Vail, Colorado, and your new boss is concerned about customer service slipping. You learn about some of the personality problems that could affect the project and the conflicts that exist between departments. You read about the problems and issues you will have to address. Using the techniques you learned in the reading and lectures, you will ask questions of your Vailcrest boss to identify exactly what he wants the project to deliver. Your instructor will role-play the boss and answer your questions, then give you feedback and coaching on how you handled the meeting. Next, you write a proposed scope and present it to the boss for approval.

2. Gathering Requirements

Reading Assignment: In your textbook, you will learn how to gather requirements from the people who are affected by the project. Then you'll learn all the steps in building a network of measurable achievements that will be the backbone of your project. These achievements are the check points you will use to control the project and assess progress.

Lecture: The lecture explains the techniques for unearthing requirements from department managers and explains how to convert their wishes and wants into clear outcomes your team can deliver. You also watch a video of a project manager meeting with department managers to get their requirements so you see how to do it successfully. In addition, you will see a "Best Practices" discussion with a new PM who is seeking advice from an experienced PM on how to determine what level of detail needs to be included in the project plan. Ask any questions of your instructor and get a private response within 24 hours.

Practice what you've learned: You meet more of the people who work at Vailcrest and hear their complaints about the facilities, systems and people they have to work with. Most of them support your project and they explain the challenges they have to overcome to improve service. There is some finger pointing at other departments, and you discover that the operations, marketing and technical departments do not cooperate very well. The department managers voice their complaints and tell you about the performance issues their departments face. You'll learn what you have to consider in the project. You meet with department managers and professional staff and ask them questions. Your instructor role-plays with you, answering your questions as you gather the project requirements. You'll learn to overcome the challenge of working with stakeholders; some define project goals with "wish-lists" of details and others avoid committing to an end-result. You submit your project requirements to your instructor and get feedback and coaching on your work.

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3. Project Plan and Charter

Reading Assignment: In your textbook, you'll read how to concisely organize the key components of the charter into a 1-1½ page document that includes the resources and support you need to manage the project. You'll see examples of how to put it all together and make an effective presentation of the information.

Lecture: Your lecture explains how to concisely describe all the project elements like risks and the resources you need. You'll see practical techniques for making an effective presentation of the project plan to get the support you need. You also watch a movie of a project manager presenting the charter to the sponsor. In your "Best Practices" movie, you'll listen in as the experienced PM discusses how to handle changes that people want to make to the plan. Ask your instructor any questions and get a private response within 24 hours.

Practice what you've learned: The boss is eager to start work on the project but you know there are issues of cooperation from other departments that need to be straightened out to insure a good start. The boss schedules a meeting where you will present your plan and answer questions from other managers. There are a lot of people who have questions about what you've put together, and they'll have their questions ready. In your first live simulation with your instructor, you'll prepare and present a short PowerPoint presentation of your project, applying what you have learned about communicating with stakeholders. The presentation must clearly communicate what the project will and will not achieve and outline the key support and staffing elements you need to succeed. Your instructor will play the role of the project stakeholders and ask questions so you get live experience answering manager's questions. At the end of this 20 minute simulation, your instructor will send you feedback and coaching on how you handled the stakeholders' questions.

4-5. Work Breakdown Structure and Task Listing

Reading Assignment: Your textbook reading teaches you the basics for managing the project in MS Project © software. You'll learn a simple, straight-forward way to build your project schedule in just minutes using only one screen display. Then you'll learn how to structure the tasks in your project and how to craft the "right size" assignments for each team member.

Lecture: Your lecture explains the tools and techniques of building a project schedule and crafting crystal clear team member assignments. You'll also see step-by-step instructions that show you how to use Microsoft Project© software. Then you watch a movie of a project manager meeting with the sponsor about the project schedule and determining the level of detail needed for the right-sized assignment for each team member. You will also see a "Best Practices" movie where an experienced PM discusses the level of detail at which the new PM should schedule the project. Ask your instructor any questions you have and get a private response within 24 hours.

Project Case Study: As you develop the work breakdown structure, you have to deal with people wanting to add new features to the project. You also must cope with one manager who demands that you micromanage everyone on the team and another who wants to manage her department's people separately from the project team.

Project Simulation: You'll cope with the politics and explain the need to manage the project with the best practices you're learning. Then you'll follow the easy step-by-step instructions to build your schedule in MS Project©. At each step you'll send the schedule to your instructor, who will answer any questions you have and send you feedback on the schedule.

You schedule a mid-course review phone call with your instructor to discuss any issues as well as how to use what you have learned on your projects at work.

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6. Estimating Durations and Assigning People to Tasks

Reading Assignment: The textbook will show you the best methods for working with each team member to estimate the time it will take to complete their tasks. You read examples of how a project manager should handle an estimating session with team members, as well as, the process of entering each task's duration into MS Project © software.

Lecture: In the lecture, you'll learn the best way to get accurate work estimates for team members' tasks and their commitment to the project. You then watch a movie of a PM negotiating with a team member about how long it will take to complete a task. In the "Best Practices" movie, you will watch a new PM discuss the difficulty of working with team members who pad their estimates. Then see the experienced PM's advice on how to handle this challenging situation and maintain team member commitment. Ask your instructor any questions you have and get a private response within 24 hours.

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Practice what you've learned: You discover that several of your team members have never worked on a project and are anxious about making estimates. Other team members have project experience and are padding their estimates. You have to determine how to work with each of them to get the most accurate estimate possible and a high level of commitment to the project. You apply what you have learned in an estimating session with several team members who either exaggerate or underestimate their task durations. Then you work with these team members to develop estimates that are more accurate without losing their commitment to the project. Next, you'll enter the task durations to complete your project schedule in MS Project® and assign your team members to tasks within their availability constraints. Your instructor will send you feedback and coaching on the assignment.

7. Crafting the Best Plan & Getting it Approved

Reading Assignment: In the reading assignment, you will learn how to optimize the project duration so you finish as early as possible. You'll also learn how to easily develop alternatives for delivering the project so you have an answer when the boss tells you the project duration must be reduced.

Lecture: The lecture drills deeper into the techniques for making the best use of your team members' skills and availability to shorten the project duration. You'll learn how to develop trade-offs between the scope, schedule and budget. In addition, you will learn how to discuss this information with the boss in the final presentation. In the "Best Practices" movie you will listen in as an experienced PM gives advice to a new PM who is frustrated by the boss's reduction of the team members' available time while maintaining the project duration expectation. Finally, you'll watch a movie of a PM making a project presentation to get the plan approved by the boss. Ask your instructor any questions you have and get a private response within 24 hours.

Practice what you've learned: Your boss is concerned that the customer service problem is getting worse. He wants you to reduce the duration by several weeks. The boss asks you what you need to do this and wants an answer quickly. You respond quickly using the tools you've learned in the reading and lecture to develop options for reducing the duration without reducing the end result the project should produce. You'll analyze your schedule for opportunities to shorten the duration by making adjustments to the plan. You present the schedule and suggested changes and receive written feedback from your instructor on how you handled the situation.

8. Team Leadership & Managing Conflict

Reading Assignment: Now that you have your plan approved, it's time to launch the project and start work on the plan. You read about leading your team and handling the conflicts that arise on most projects.

Lecture: The lecture teaches you effective ways to handle team conflict and boost team member commitment to the project. In the "Best Practices" movie, you'll see an experienced PM talk with a new PM on how to hone leadership skills to become a successful PM. Ask your instructor any questions you have and get a private response within 24 hours.

Practice what you've learned: With the project approved, you and the team begin work. But a major conflict flares up between three team members and department managers, threatening to halt the project work. You use the techniques you have learned to resolve the issues and get the project back on track. You analyze the conflict situation and get everyone refocused on the achievements in the plan. You develop a conflict resolution strategy, talk with the managers and team members about settling the conflict, and receive your instructor's feedback on your conflict resolution strategy.

9. Tracking Progress and Reporting Status

Reading Assignment: In your final reading assignment, you'll learn to gather progress information from your team, enter it into MS Project® in ten minutes a week, spot problems and develop solutions. Then you craft a status report detailing major issues for the boss.

Lecture: The lecture explains the best techniques to use in gathering and reporting project progress with recommendations for handling variances. In the "Best Practices" movie, an experienced PM discusses how to learn about problems on the project early, before it's too late to solve them. Ask your instructor any questions and get a private response within 24 hours.

Practice what you've learned: The project is not progressing exactly as planned. Instead, there have been some surprises and several team members are behind schedule and are spending more time working on other projects than expected. Your instructor will send you progress reports from your project team and you will update your project schedule, identify problems, and develop solutions to correct those problems. Then you will package all your ideas in a concise report, present it live, and answer questions from the boss, managers, and team members. You will receive feedback from your instructor on your performance and ability to communicate these difficult concepts with your project stakeholders.

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103 Managing Cross-functional Projects

Textbook: *Managing Cross-functional Projects* soft cover 8.5' by 11' 231 pages published 2005 3rd edition

Overview

Working directly with your PMI® certified instructor, you'll learn advanced techniques for larger, more complex projects with strategic business results, multiple stakeholders and larger teams drawn from across functional departments and sub-contractors. You will begin each module with textbook reading followed by a lecture (on CD) that you can play whenever and as often as you wish. Then you complete the case study 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 course techniques in three project case studies with project simulation assignments. You'll practice making presentations with sponsors 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 which is experiencing 30% annual growth. This explosive growth has created internal operating, system and facility problems and the company faces increasingly aggressive competition. You listen 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 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 using 4 different techniques to sub-divide them down to a level that is appropriate as an assignment. You'll also learn how to convert activities into objective, measurable achievements that everyone on your project understands. You'll also 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 sponsor approves the scope of your project, you'll continue your work with the managers and users 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 cross-functional 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 people borrowed from several departments, over which the PM has no authority. You also design the change control process so the 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 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.

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 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 team. You'll also watch videos of a PM working with team 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 team to analyze 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 team member performing risk identification and risk response planning and you'll critique the PM's performance.

Practice what you learn: 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 with trade-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 project 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

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the project. You'll watch a video of a PM using tradeoffs with an executive and critique the PM's performance.

Practice what you learn: Your 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 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 team 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 learn: 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 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 your 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, 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 team member and critique the PM's performance.

Practice what you learn: At the end of your first week after taking over this failing project, you receive a status report from the team detailing their work on the project. You immediately see how conflict on the project and difficulties with resources has led 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.

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#104 PMP® Certification Syllabus

Private Conferences with your Instructor

You talk to your instructor privately by phone whenever you want to discuss concepts. You also have a mid-course progress review and you talk again the day before your PMP exam.

Knowledge Areas

Practice Exams & Assignments

Human Resources

Begin with reading and a lecture covering:

- project manager's roles
- team motivation
- management styles
- motivational theories
- conflict management

Ask your PM mentor questions by phone or e-mail

Learn the 3 human resource processes with all their inputs and outputs for assembling and managing the people resources for a project. See examples of a PM managing stakeholders and the team the PMBOK® way throughout the project lifecycle. The PM starts by identifying skill requirements then moves on to assignments, team development and rewards.

Then take the practice exams online and do the super-scenario questions to tie the entire human resources knowledge area together. Watch the "PMs in Action" video and spot when they fail to follow PMI® best practices.

Your PM mentor will answer your questions, review your human resources exams and assignments, explain concepts you missed and perhaps ask you to retest before you move on.

Procurement

Begin with reading and a lecture covering:

- contract management
- contract types
- warranties
- guarantees
- make or buy decisions
- change control
- RFPs, RFQs, RFIs

Ask your PM mentor questions by phone or e-mail

Learn the 6 procurement process and the interaction between them. Read examples of a PM managing procurement through the lifecycle; planning, soliciting bids, assessing make or buy decisions, contract negotiation, administration and closeout.

Then take the practice exams and do the super-scenario questions to tie the entire procurement knowledge area together. Watch the "PMs in Action" video and spot when they fail to follow PMI best practices.

Your PM mentor will answer your questions, review your procurement exams and assignments, explaining concepts you missed and perhaps asking you to retest before you move on.

Risk Management

Begin with reading and a lecture covering:

- risk characteristics
- quantified analysis
- qualitative assessment
- risk response planning
- risk reserves
- time value of money

Ask your PM mentor questions by phone or e-mail

Risk is a complex area with 6 processes and many mathematical tools and techniques. Learn the sequence and interaction between risk management processes with examples of a PM following the process. The PM makes initial assumptions that affect the project, developing the risk management plan, risk identification, quantitative & qualitative analysis, risk response planning and implementation of the risk plan and contingency plans.

Then take the practice exams and do the super-scenario questions to tie the entire risk management knowledge area together. Watch the "PMs in Action" video and spot when they fail to follow PMI best practices.

Your PM mentor will answer your questions, review your risk exams and assignments, explaining concepts you missed and perhaps asking you to retest before you move on.

Cost Management

Begin with reading and a lecture covering:

- cost estimating

Cost has lots of formulas to learn and many interactions with time and human resource management. Follow a PM through the development of a budget from quantifying requirements and estimating, cost management, planning and variance analysis.

Then take the practice exams and do the super-scenario questions to tie the entire cost management knowledge area together. Watch the "PMs in Action" video and spot when

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- cost budgeting
- earned value
- forecasting
- cost formulas
- cost management

they fail to follow PMI best practices.

Your PM mentor will answer your questions, review your cost management exams and assignments, explain concepts you missed and perhaps ask you to retest before you move on.

Ask your PM mentor questions by phone
or e-mail

Quality Management

Begin with reading and a lecture covering:

- quality concepts
- quality planning
- quality control
- quality assurance
- cost of quality
- statistical control
- control charts

Quality has only three processes but there are lots of tools and many subtle techniques to learn. You understand quality management processes by reading scenarios of a PM applying the PMBOK® quality approach to a project, identifying the required quality characteristics and then building quality assignments into the schedule. You'll see quality control and monitoring as well as problem resolution.

Then take the practice exams and do the super-scenario questions to tie the entire quality management knowledge area together. Watch the "PMs in Action" video and spot when they fail to follow PMI best practices.

Your PM mentor will answer your questions, review your quality exams and assignments, explaining concepts you missed and perhaps asking you to retest before you move on.

Mid-course review phone call with your
PM mentor

Time Management

Begin with reading and a lecture covering:

- work breakdown
- AOA charts
- AON charts
- PERT & CPM
- resource leveling
- duration compression
- fast tracking
- crashing the plan

Everybody is familiar with Gantt charts and network diagrams but there are a host of other techniques to learn for the exam. See a PM go through all the steps starting with defining the activities in the project, complete the activity sequencing, do Monte Carlo simulations, network diagrams (AOA and AON) with duration estimates and then apply PERT & CPM scheduling techniques, variance analysis and tracking.

Then take the practice exams and do the super-scenario questions to tie the entire time management knowledge area together. Watch the "PMs in Action" video and spot when they fail to follow PMI best practices.

Your PM mentor will answer your questions, review your time management exams and assignments, explaining concepts you missed and perhaps asking you to retest before you move on.

Ask your PM mentor questions by phone
or e-mail

Scope Management

Begin with reading and a lecture covering:

- scope definition
- project life cycle
- project charter
- planning process
- work authorization
- progress reporting
- scope change control

Scope is a real key to the exam since it is so central to all the other processes. Learn the interactions between scope, time, cost, risk and procurement and others. Read how a PM works through scope initiation and the organization's benefit-cost analysis. Then the PM completes scope elaboration, identifying major deliverables and the work breakdown structure (WBS). Next see the PM manage scope changes with integrated change control leading to acceptance by the sponsor and project success.

Then take the practice exams and do the super-scenario questions to tie the entire scope management knowledge area together. Watch the "PMs in Action" video and spot when they fail to follow PMI best practices.

Your PM mentor will answer your questions, review your scope exams and assignments, explaining concepts you missed and perhaps asking you to retest before you move on.

Ask your PM mentor questions by phone
or e-mail

Communications

Begin with reading and a lecture covering:

- stakeholder mgt

PMs spend most of their time communicating and this knowledge area will add to your skills. Read examples of a PM following the PMBOK® communications process including stakeholder analysis, use of the communications model, stakeholder information requirements and implementation of reporting and tracking.

Then take the practice exams and do the super-scenario questions to tie the entire

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- communications model
- filtering, barriers
- managing conflict
- channels
- listening techniques

communications knowledge area together. Watch the "PMs in Action" video and spot when they fail to follow PMI best practices.

Your PM mentor will answer your questions, review your communication exams and assignments, explaining concepts you missed and perhaps asking you to retest before you move on.

Ask your PM mentor questions by phone
or e-mail

Integration

Begin with reading and a lecture covering:

- Integration of all eight previous sections
- Project plan development
- Integrated change control
- Project execution

Integration is critical for passing the PMP® exam as it is where the PM makes sure all the other processes are fitting together. See how a PM integrates all of the PMBOK® processes on three different size projects: within a department, a cross-functional project and a consulting project for a client.

Then take the practice exams and do the super-scenario questions to tie the entire integration management knowledge area together. Watch the "PMs in Action" video and spot when they fail to follow PMI best practices.

Your PM mentor will answer your questions, review your integration exams and assignments, explain concepts you missed and perhaps ask you to retest before you move on.

Ask your PM mentor questions by phone
or e-mail

Professionalism & Ethics

Begin with reading and a lecture covering:

- legal requirements
- communications
- conflict of interest
- ethnical & cultural norms
- PMP® code of ethics

The exam has lots of subtle ethics questions which require that you master the skill for analyzing project situations. Read how a PM faces a series of ethical challenges and applies the PMI® ethics to meet the standards of the profession when faced with conflicts of interest, cultural diversity and developmental issues.

Then take the practice exams and do the super-scenario questions to tie the entire professionalism and ethics knowledge area together. Watch the "PMs in Action" video and spot when they fail to follow PMI best practices.

Your PM mentor will answer your questions, review your professionalism exams and assignments, explaining concepts you missed and perhaps asking you to retest before you move on.

Ask your PM mentor questions by phone
or e-mail

Comprehensive Exams

We give you tips for taking PMI's® PMP® certification exam plus a comprehensive practice exam.

Take the comprehensive final exam that covers everything on the test as your last step before talking with your PM mentor in your "Day before the PMP®" phone call.

Then you pass the exam on your first try. 97% of our students do.

Ask your PM mentor questions by phone
or e-mail