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<http://www.projectmanagertraining.com>

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Catalog of Online Courses

Class size=1 Just You & Your Instructor

We deliver onsite project management training classes customized for the skill level of your people and the types of projects they manage. We have assisted over 300 organizations in improving their project performance.

Our courses are:

- Hands on - people actually apply what they learn to case studies and receive coaching
- Practical - cover the actual steps in a project
 - Defining the scope & deliverables
 - Gathering requirements
 - Estimating task duration
 - Scheduling so the project is finished as soon as possible
 - Spotting and solving project problems
 - Reporting status
- Reviewed and approved by the Project Management Institute

Available Courses

Beginner Courses

101 Essentials of Business & Marketing Project Management

111 Essentials of IT Project Management

121 Essentials of Construction Project Management

131 Essentials of Healthcare Project Management

102 Certified Associate Project Manager (CAPM)

Advanced Courses

103 Advanced Business & Marketing Project Management

113 Advanced IT Project Management

121 Advanced Construction Project Management

131 Advanced Healthcare Project Management

104 Certified Project Management Professional (PMP)

101 Essentials Business & Marketing Projects

Course Syllabus

Course Textbooks

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

Learning Objectives

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

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

How You Learn

Course Process: Reading, Lectures and Homework Assignments

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

1. Using our templates or
2. In a live presentation with your instructor or
3. By submitting a Microsoft Project® file.

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

Streaming Media Lectures

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

Live Presentations and Simulations

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

Apply What You Have Learned to a Case Study

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

Grading Criteria

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

Course Sequence

Module 1: Project Initiation and Scope

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

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

You have just taken a new job as project manager for the Vailcrest Corporation. On your first day, you meet with Dan Morton, President of Vailcrest Lodge. Dan hired you for your project management and technical skills because his organization has a poor track record on its projects. Dan describes the new project as aimed at improving service by solving a long list of problems including: office space shortage, excess noise in the facility, an inefficient reservation process and a company website that doesn't promote sales. He expects you to manage the people and contractors on the project team.

Module 2: Gathering Requirements

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

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

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

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

Module 3: Project Plan and Charter Presentation

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

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

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

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

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

Module 4: Task List (Work Breakdown Structure)

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

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

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

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

Module 5: Dynamic Project Scheduling

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

Module 6: Resources and the Estimating Process

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

4. Send the Microsoft Project® file as an e-mail attachment to your instructor for feedback.

Module 7: Fine-tune the Schedule

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

Module 8: Team Leadership and Managing Conflict

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

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

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

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

Module 9: Tracking Progress and Reporting Status

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

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

You are in the middle of preparing your status report when Dan Morton, Vailcrest's president, brings up another concern. He is worried about a new competitor that is

causing Vailcrest to lose a good deal of business. He wants to accelerate the project and asks you how much you can cut the duration by modifying the project scope. Your task is to maintain the integrity of the project while also keeping Dan satisfied.

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

Module 10: Final Exam

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

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Course Syllabus

Course Textbook

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

Learning Objectives

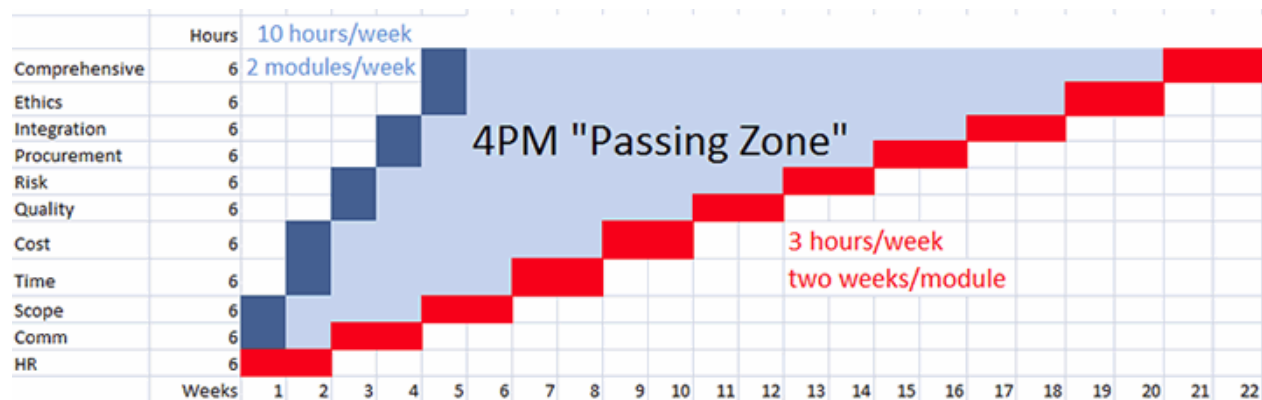
The objective is to pass the CAPM® exam on your first attempt. You will also learn the best practices in project management as measured by your scores on the course practice exams and the CAPM® exam itself. If you do not pass the first time (95% of our students do) we will continue to work with you until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

You Set the Pace and Schedule to Fit Your Life

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

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

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



How Personal, Individualized Training Works

You will work one-on-one with your PMP® certified personal instructor, who will guide you through our CAPM® exam preparation process and answer all your questions via e-mail or phone call. Your instructor will review each of your practice exams and send you written feedback. Your instructor will explain the concepts and suggest areas

of additional study to improve your score in each knowledge area. They will ask you to take another test in a knowledge area if your score is not high enough to pass the CAPM® the first time.

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

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

Course Process

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

Progress Reviews & Instructor Phone Calls

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

Streaming Media Lectures

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

Multiple Choice Practice Exams

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

Grading Criteria

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

Course Sequence

Module 1: PMI® Foundations & Project Charter

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

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

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

Module 2: Communications Management

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

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

Module 3: Scope Management

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

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

Module 4: Time Management

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

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

Module 5: Cost Management

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

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

Module 6: Human Resources Management

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

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

Module 7: Quality Management

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

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

Module 8: Procurement Management

Understand the best practices for purchasing and acquiring resources and materials for the project from outside sources. As well, you'll learn how to request proposals from vendors, hold bidders' conferences,

evaluate proposals, negotiate contracts with vendors and then administer contracts through their completion.

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

Module 9: Risk Management

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

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

Module 10: Integration Management

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

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

Module 11: Professionalism & Social Responsibility

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

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

Module 12: Comprehensive Review

When your application has been approved by PMI® and you have scheduled your CAPM® exam, you and your instructor work through a four day comprehensive review immediately before your exam date. This comprehensive review will include a practice exam just like the CAPM® as well as other review exams to solidify

your knowledge of all the processes. Your instructor will coach you through this final review and will call you the day before your exam to provide test-taking tips.

103 Advanced Business/Marketing Project Management

Course Syllabus

Course Textbooks

- *Advanced Project Management Techniques*, by Dick Billows, PMP, GCA, 2008
- *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 projects. You will demonstrate the ability to execute each of these techniques at a professional level:

1. Strategic planning with executives to identify objectives linked to company strategy
2. Stakeholder identification, analysis & management to control their 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 project case study involving a project team, contractors, vendors, and a number of professional 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 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 team, presenting plans and status reports, and answering questions from 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

1. Read Chapters 1-3 in *Advanced Project Management Techniques*.
2. Watch the Module 1 lecture on the course website.
3. 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 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 project scope and major deliverables.

1. In a live simulation with your instructor, ask Dan and the 3 VPs questions about the 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 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 executives, start by identifying whether each stakeholder 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

1. Read Chapter 4 in *Advanced Project Management Techniques* and read the software appendix at the end of that book.
2. 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

- a. Attend a meeting with Dan Morton and all the project stakeholders. Watch the entire video of the stakeholders.
 - b. 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 achievements into lower-level achievements.
 - c. Then you will guide the group through the decomposition process for the major achievements. Make sure to apply your communications strategy developed in the last assignment to the meeting with the stakeholders.
3. Your instructor will send you the transcript with written feedback and coaching. You will also receive comments on your presentation during the live simulation.
 4. Using the requirements you gathered in the meeting, complete the decomposition of the major deliverables into a detailed achievement network and send it to your instructor for written feedback.
 5. Using your instructor's feedback on the achievement 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 Advanced Project Management Techniques.
2. Watch the Module 4 lecture on the course website.
3. Watch the videos of the project team members in your estimating session and remember the issues that arose with your predecessor's mishandling of the previous estimating process. Then, using your communication plan for each individual, write a response to the team 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 achievement, and send this write-up to your instructor for written feedback within 24 hours:
 4. Monica will do an analogous estimate
 5. Judd will do a parametric estimate
 6. Lucien will do a PERT estimate
 7. Peggy will do a PERT estimate
 8. Maria will do a PERT estimate
9. Using your instructor's feedback and the data you receive from the team, calculate the work estimates and prepare a two part presentation. Schedule a day and time with your instructor for this live web meeting:

10. 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.
11. Meet individually with each of the team 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 the team members.

Module 5: Advanced Risk Management

1. Read pages 61-65 in *Advanced Project Management Techniques* 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 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 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:
 - a. Review the risk identification process and the qualitative risk assessments done by the executive team. 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.
 - b. 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

1. Read Chapters 6 and 7 in *Advanced Project Management Techniques*.
5. Watch the Module 6 lecture and software video on the course website.
6. Finalize the project schedule from Assignment 3.
7. Apply the optimization techniques to the project schedule and send it to your instructor for review and feedback.
8. 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.

9. 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.
10. Your instructor will send you feedback, a revised schedule, and status data from your project team for use in the next assignment.

Module 7: Corrective Action, Earned Value, & Forecasting

1. Read Chapter 8 in *Advanced Project Management Techniques*.
2. Watch the Module 7 lecture and software video on the course website.
3. Use the project team's status reports that your instructor sent you and enter the actual results into your schedule.
4. 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.
5. 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:

- d. 10 minute filmed session devoted to your presentation of the change requests and project status
- e. 10 minutes devoted to answering the 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.

111 Essentials of IT Project Management

Course Syllabus

Course Textbooks

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

Learning Objectives

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

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

How You Learn

Course Process: Reading, Lectures and Homework Assignments

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

4. Using our templates or
5. In a live presentation with your instructor or
6. By submitting a Microsoft Project® file.

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

Streaming Media Lectures

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

Live Presentations and Simulations

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

Apply What You Have Learned to a Case Study

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

Grading Criteria

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

Course Sequence

Module 1: Project Initiation and Scope

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

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

You have just taken a new job as IT project manager for the Vailcrest Corporation. On your first day, you meet with Dan Morton, President of Vailcrest Lodge. Dan hired you for your project management and system development technical skills because his organization has a poor track record on its projects. Dan describes the new project as aimed at improving service by solving a long list of problems including: antiquated systems that are user-unfriendly, an inefficient reservation system and a company website that doesn't promote sales. He expects you to manage the people and contractors on the project team.

Module 2: Gathering Requirements

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

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

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

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

Module 3: Project Plan and Charter Presentation

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

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

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

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

Module 4: Task List (Work Breakdown Structure)

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

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

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

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

Module 5: Dynamic Project Scheduling

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

Module 6: Resources and the Estimating Process

1. Read to page 44 in the *Essentials of Project Management* e-book.
2. Watch the Module 6 lecture and the software video on the course website.

3. Using your feedback on the last assignment, you interact with your team members to develop estimates of the work required for their tasks. Using your Microsoft Project® schedule, enter the duration of these estimates to complete the schedule.
4. Send the Microsoft Project® file as an e-mail attachment to your instructor for feedback.

Module 7: Fine-tune the Schedule

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

Module 8: Team Leadership and Managing Conflict

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

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

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

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

Module 9: Tracking Progress and Reporting Status

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

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

You are in the middle of preparing your status report when Dan Morton, Vailcrest's president, brings up another concern. He is worried about a new competitor that is causing Vailcrest to lose a good deal of business. He wants to accelerate the project and asks you how much you can cut the duration by modifying the project scope. Your task is to maintain the integrity of the project while also keeping Dan satisfied.

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

Module 10: Final Exam

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

113 Advanced IT Project Management

Course Syllabus

Course Textbooks

- *Managing Information-Technology Projects*, by 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 IT projects. You will demonstrate the ability to execute each of these techniques at a professional level:

1. Strategic planning with user executives to identify objectives linked to company strategy
2. Stakeholder identification, analysis & management to control the user'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 systems development project case study involving a project team, contractors, vendors, and a number of technical 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 IT 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 90 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 team, presenting plans and status reports, and answering questions from 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

1. Read Chapters 1-3 in *Managing Information-Technology Projects*.
2. Watch the Module 1 lecture on the course website.
3. 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 IT 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 user executive group still has tensions and conflicting agendas that have only grown worse during your absence.

Before your meeting with the Vailcrest user 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 systems development project scope and major deliverables.

1. In a live simulation with your instructor, ask Dan and the 3 user VPs questions about the 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 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 user stakeholders:
 - a. After watching the videos of the executives, start by identifying whether each stakeholder 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

1. Read Chapter 4 in *Managing Information-Technology Projects* and read the software appendix at the end of that book.
2. Contact your instructor and suggest 2-3 days/times for the 30 minute live online simulation. In this meeting you will:
 - a. Attend a meeting with Dan Morton and all the user stakeholders. Watch the entire video of the stakeholders.

- b. Take over the meeting and give the user 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 achievements into lower-level achievements.
 - c. Then you will guide the group through the decomposition process for the major achievements. Make sure to apply your communications strategy developed in the last assignment to the meeting with each of the users.
3. Your instructor will send you the transcript with written feedback and coaching. You will also receive comments on your presentation during the live simulation.
4. Using the requirements you gathered in the meeting, complete the decomposition of the major deliverables into a detailed achievement network and send it to your instructor for written feedback.
5. Using your instructor's feedback on the achievement 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 Managing Information-Technology Projects.
2. Watch the Module 4 lecture on the course website.
3. Watch the videos of the project team members in your estimating session and remember the issues that arose with your predecessor's mishandling of the previous estimating process. Then, using your communication plan for each individual, write a response to the team 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 achievement, and send this write-up to your instructor for written feedback within 24 hours:

Monica will do an analogous estimate
Judd will do a parametric estimate
Lucien will do a PERT estimate
Peggy will do a PERT estimate
Maria will do a PERT estimate
4. Using your instructor's feedback and the data you receive from the team, 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 user 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 user stakeholders 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 the user stakeholders.

Module 5: Advanced Risk Management

1. Read pages 61-65 in *Managing Information-Technology Projects* 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 user 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 system development 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:
 - c. Review the risk identification process and the qualitative risk assessments done by the executive team. 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.
 - d. 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

1. Read Chapters 6 and 7 in *Managing Information-Technology Projects*.
2. Watch the Module 6 lecture and software video on the course website.
3. Finalize the project schedule from Assignment 3.

4. Apply the optimization techniques to the project schedule and send it to your instructor for review and feedback.
5. 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 user 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 user executives' change requests to process and add to tomorrow's status report.

6. 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.
7. Your instructor will send you feedback, a revised schedule, and status data from your project team for use in the next assignment.

Module 7: Corrective Action, Earned Value, & Forecasting

1. Read Chapter 8 in *Managing Information-Technology Projects*.
2. Watch the Module 7 lecture and software video on the course website.
3. Use the project team's status reports that your instructor sent you and enter the actual results into your schedule.
4. 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.
5. 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:
 - d. 10 minute filmed session devoted to your presentation of the change requests and project status
 - e. 10 minutes devoted to answering the user executives' questions in a text chat.

Module 8: Final Exam

The final exam consists of 15 short essay questions. It is open book and open notes with a 90 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.

121 Essentials of Construction Project Management

Course Syllabus

Course Textbooks

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

Learning Objectives

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

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

How You Learn

Course Process: Reading, Lectures and Homework Assignments

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

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

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

Streaming Media Lectures

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

Live Presentations and Simulations

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

Apply What You Have Learned to a Case Study

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

Grading Criteria

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

Course Sequence

Module 1: Project Initiation and Scope

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

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

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

Module 2: Gathering Requirements

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

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

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

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

Module 3: Project Plan and Charter Presentation

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

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

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

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

Module 4: Task List (Work Breakdown Structure)

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

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

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

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

Module 5: Dynamic Project Scheduling

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

Module 6: Resources and the Estimating Process

1. Read to page 44 in the *Essentials of Project Management* e-book.
2. Watch the Module 6 lecture and the software video on the course website.

3. Using your feedback on the last assignment, you interact with your crew members to develop estimates of the work required for their tasks. Using your Microsoft Project® schedule, enter the duration of these estimates to complete the schedule.
4. Send the Microsoft Project® file as an e-mail attachment to your instructor for feedback.

Module 7: Fine-tune the Schedule

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

Module 8: Team Leadership and Managing Conflict

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

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

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

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

Module 9: Tracking Progress and Reporting Status

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

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

You are in the middle of preparing your status report when Dan Morton, Vailcrest's owner and president, brings up another concern. He is worried about a new competitor that is causing Vailcrest to lose a good deal of business. He wants to accelerate the project and asks you how much you can cut the duration by modifying the project scope. Your task is to maintain the integrity of the project while also keeping Dan satisfied.

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

Module 10: Final Exam

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

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

1. Read Chapters 1-3 in *Construction Project Management*.
2. Watch the Module 1 lecture on the course website.
3. 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.

4. 4. 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.
5. 5. Secure their agreement on a revised strategy with a defined scope and achievement network for the Mega-Expansion Project.
6. 6. 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

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

- f. Attend a meeting with Dan Morton and all the stakeholders. Watch the entire video of the stakeholders.
 - g. 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.
 - h. 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.
3. Your instructor will send you the transcript with written feedback and coaching. You will also receive comments on your presentation during the live simulation.
 4. 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.
 5. 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:
 - a. Monica will do an analogous estimate
 - b. Judd will do a parametric estimate
 - c. Lucien will do a PERT estimate
 - d. Peggy will do a PERT estimate
 - e. Maria will do a PERT estimate
- f. 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:

4. 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.
5. 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:
 - a. 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.
 - b. 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

1. Read Chapters 6 and 7 in *Construction Project Management*.

2. Watch the Module 6 lecture and software video on the course website.
3. Finalize the project schedule from Assignment 3.
4. Apply the optimization techniques to the project schedule and send it to your instructor for review and feedback.
5. 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.

6. 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.
7. 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

1. Read Chapter 8 in *Construction Project Management*.
2. Watch the Module 7 lecture and software video on the course website.
3. Use the project crew's status reports that your instructor sent you and enter the actual results into your schedule.
4. 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.
5. 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:
 - i. 10 minute filmed session devoted to your presentation of the change requests and project status
 - j. 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.

131 Essentials of Healthcare Project Management

Course Syllabus

Course Textbooks

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

Learning Objectives

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

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

How You Learn

Course Process: Reading, Lectures and Homework Assignments

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

10. Using our templates or
11. In a live presentation with your instructor or
12. By submitting a Microsoft Project® file.

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

Streaming Media Lectures

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

Live Presentations and Simulations

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

Apply What You Have Learned to a Case Study

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

Grading Criteria

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

Course Sequence

Module 1: Project Initiation and Scope

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

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

You have just taken a new job as project manager for the Vailcrest Corporation. On your first day, you meet with Dan Morton, President of Vailcrest Lodge. Dan hired you for your project management and technical skills because his organization has a poor track record on its projects. Dan describes the new project as aimed at improving service by solving a long list of problems including: inefficient therapy scheduling process, excessive noise in the treatment rooms, space shortage, and a company website that doesn't promote new business. He expects you to manage the people and contractors on the project team.

Module 2: Gathering Requirements

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

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

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

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

Module 3: Project Plan and Charter Presentation

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

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

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

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

Module 4: Task List (Work Breakdown Structure)

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

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

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

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

Module 5: Dynamic Project Scheduling

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

Module 6: Resources and the Estimating Process

1. Read to page 44 in the *Essentials of Project Management* e-book.
2. Watch the Module 6 lecture and the software video on the course website.

3. Using your feedback on the last assignment, you interact with your team members to develop estimates of the work required for their tasks. Using your Microsoft Project® schedule, enter the duration of these estimates to complete the schedule.
4. Send the Microsoft Project® file as an e-mail attachment to your instructor for feedback.

Module 7: Fine-tune the Schedule

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

Module 8: Team Leadership and Managing Conflict

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

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

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

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

Module 9: Tracking Progress and Reporting Status

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

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

You are in the middle of preparing your status report when Dan Morton, Vailcrest's president, brings up another concern. He is worried about a new competitor that is causing Vailcrest to lose a good deal of business. He wants to accelerate the project and asks you how much you can cut the duration by modifying the project scope. Your task is to maintain the integrity of the project while also keeping Dan satisfied.

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

Module 10: Final Exam

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

133 Advanced Healthcare Project Management

Course Syllabus

Course Textbooks

- *Managing Healthcare Projects*, by 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 healthcare clinic projects. You will demonstrate the ability to execute each of these techniques at a professional level:

1. Strategic planning with executives to identify objectives linked to company strategy
2. Stakeholder identification, analysis & management to control their 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 clinic expansion project case study involving a project team, contractors, vendors, and a number of professional 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 healthcare 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

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Live Presentations and Simulations

Because effective interpersonal relationships are such an important skill for project managers, you will practice negotiating scope, estimating with your team, presenting plans and status reports, and answering questions from 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

1. Read Chapters 1-3 in *Managing Healthcare Projects*.
2. Watch the Module 1 lecture on the course website.
3. 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 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 clinic locations and improve service to customers/patients 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 project scope and major deliverables.

6. In a live simulation with your instructor, ask Dan and the 3 VPs questions about the expansion project they recently launched. The project is headed for disaster and it is your job to fix it.
7. Secure their agreement on a revised strategy with a defined scope and achievement network for the Mega-Expansion Project.
8. 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 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 executives, start by identifying whether each stakeholder 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

1. Read Chapter 4 in *Managing Healthcare Projects* and read the software appendix at the end of that book.
2. Contact your instructor and suggest 2-3 days/times for the 30 minute live online simulation. In this meeting you will:
 - k. Attend a meeting with Dan Morton and all the project 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 achievements.
- m. Then you will guide the group through the decomposition process for the major achievements. Make sure to apply your communications strategy developed in the last assignment to the meeting with the stakeholders.
 3. Your instructor will send you the transcript with written feedback and coaching. You will also receive comments on your presentation during the live simulation.
 4. Using the requirements you gathered in the meeting, complete the decomposition of the major deliverables into a detailed achievement network and send it to your instructor for written feedback.
 5. Using your instructor's feedback on the achievement 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 Managing Healthcare Projects.
2. Watch the Module 4 lecture on the course website.
3. Watch the videos of the project team members in your estimating session and remember the issues that arose with your predecessor's mishandling of the previous estimating process. Then, using your communication plan for each individual, write a response to the team 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 achievement, and send this write-up to your instructor for written feedback within 24 hours:
4. Monica will do an analogous estimate
5. Judd will do a parametric estimate
6. Lucien will do a PERT estimate
7. Peggy will do a PERT estimate
8. Maria will do a PERT estimate
9. Using your instructor's feedback and the data you receive from the team, calculate the work estimates and prepare a two part presentation. Schedule a day and time with your instructor for this live web meeting:
10. 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.
11. Meet individually with each of the team 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 the team members.

Module 5: Advanced Risk Management

1. Read pages 61-65 in *Managing Healthcare Projects* 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 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 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:
 - a. Review the risk identification process and the qualitative risk assessments done by the executive team. 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.
 - b. 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

1. Read Chapters 6 and 7 in *Managing Healthcare Projects*.
2. Watch the Module 6 lecture and software video on the course website.
3. Finalize the project schedule from Assignment 3.
4. Apply the optimization techniques to the project schedule and send it to your instructor for review and feedback.
5. 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.

6. 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.
7. Your instructor will send you feedback, a revised schedule, and status data from your project team for use in the next assignment.

Module 7: Corrective Action, Earned Value, & Forecasting

1. Read Chapter 8 in *Managing Healthcare Projects*.
2. Watch the Module 7 lecture and software video on the course website.
3. Use the project team's status reports that your instructor sent you and enter the actual results into your schedule.
4. 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.
5. 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 executives' questions in a text chat.

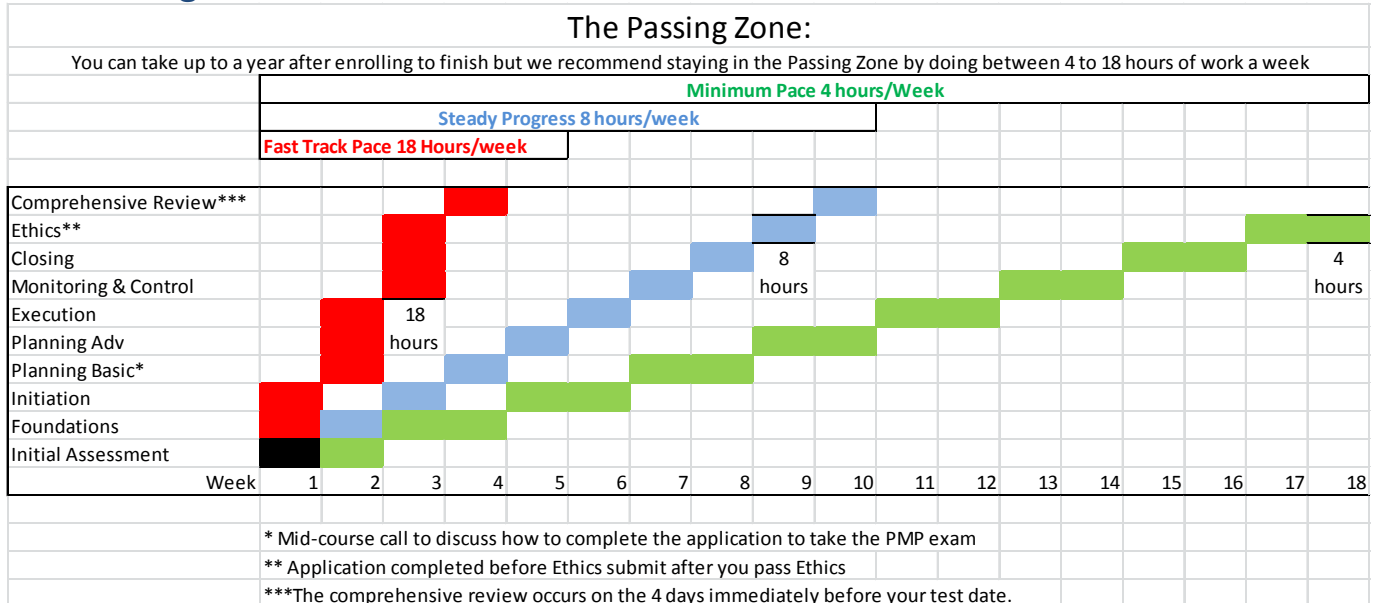
Module 8: Final Exam

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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Passing the PMP the First Time



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						

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Module	Target date	Completed Reading	Watched Video Lectures	1 st Practice Exam Score	2 nd Practice Exam Score	Completed Super Scenario Questions
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.				
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 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.