



Project Management Certificate Online (4th Edition) – B105 280+ hours

If you enjoy the prestige that comes from being the best in your field, then you'll appreciate the professional advantages derived from attaining the PMP, the profession's most globally recognized and respected credential. The PMP designation following your name tells current and potential employers that you have demonstrated a solid foundation of knowledge from which you can competently practice project management. This online program contains over 80 hours of content with mentor support and three study guides to prepare for the new 4th edition PMP exam.

Sampling of Topics included:

- Managing Projects within Organizations
- Project Management Overview
- Project Management Process Groups
- Integrated Initiation and Planning
- Integrated Project Execution, Monitoring, and Control
- Integrated Project Change Control and Close
- Project Requirements and Defining Scope
- Create Work Breakdown Structure
- Monitoring and Controlling Project Scope
- Defining and Sequencing Project Activities
- Estimating Activity Resources and Durations
- Developing and Controlling the Project Schedule
- Estimating and Budgeting Project Costs
- Controlling Costs
- Project Quality Planning
- Quality Assurance and Quality Control
- Planning Project Human Resources
- Managing Project Human Resources
- Stakeholders and the Communications Management Plan
- Processes for Managing Project Communications
- Risk Management Planning
- Performing Risk Analysis
- Identifying Project Risks
- Planning Project Procurement

Over 80 hours of online PM content!

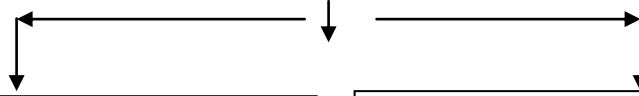
*To be considered for PMP certification, candidates must satisfy the following experience requirements: Candidates must have a BA and 4,500** hours of project management experience, or a high school diploma and 7,500*** hours of project management experience, in order to sit for the PMP exam. Once PMP certification is received, you must acquire 60 PDUs (Professional Development Units) every three years to maintain the certification.*

*** Experience must be obtained over a minimum of three (3) years. Experience gained more than six (6) years prior to application will not be considered.*

**** Experience must be obtained over a minimum of five (5) years. Experience gained more than eight (8) years prior to application will not be considered.*



***Foundations have been established and now choose one or both:
Leadership and Goal Attainment***



Leadership Focused - over 100 hours

- 360-Degree Performance Appraisal
- Achieving Measurable Performance Impact from Training
- Assertive Communication
- Business Etiquette and Professionalism
- Coach with Confidence
- Consulting with the Internal Client
- Dealing with Conflict in the Workplace
- Delegation Skills
- Emotional Intelligence in the Workplace
- Fast-tracking Your Career
- Fundamentals of Business Law
- How to Make Cross-Functional Teams Work (8127)
- How to Overcome Negativity in the Workplace
- Inbound Call Center Management
- Internal Consulting for the Technical Professional
- Interpersonal Communication Skills for Business
- ISO 9000:2000 Overview (OPER0402-06)
- IT Infrastructure Library (ITIL) Foundations
- Knowledge Management Fundamentals
- Leadership Skills for Women
- Leading from the Front Line
- Leading the Workforce Generations
- Making Teams Work: Capitalizing on Conflict
- Managing and Working with Difficult People
- Managing Diversity
- Managing Technical Professionals
- Sales Team Management
- Six Sigma: The Define Phase
- Succession Planning for Business Environment
- Supporting Employees through the Change Process
- Systems Thinking in the 21st Century
- The 21st Century Learning Curve
- The Fundamentals of Business Crises Management

Goal Attainment Focused - over 100 hours

- Accounting 101
- Advanced Skills for Administrative Support Professionals
- Business Execution
- Business Writing Essentials
- Competitive Marketing Strategies
- Creating High-performance On-site and Virtual Teams
- Effective Use of Feedback for Business
- Effectively Managing Top Performers
- Essential Skills for Tomorrow's Managers
- Field Sales Skills
- Getting Results Without Authority
- Going from Management to Leadership
- How to Excel at Customer Service
- How to Write a Business Case
- HRCI/SPHR (Senior Professional Human Resource)
- Internal Customer Service
- Managing A Customer-Focused Department
- Managing Customer-Driven Process Improvement
- Managing Problem Performance
- Managing Software Project Outsourcing
- Measuring Customer Satisfaction
- Mentoring Assets
- Mentoring Essentials
- Moving from Technical Professional to Management
- Moving into a Management Role
- Negotiating to Win: Getting the Results You Want
- Participating in Teams
- Performance Appraisal
- Problem-solving and Decision-making for Business
- SalesUniversity Sales Manufacturing: A Success Model
- SalesUniversity Sales Math 101: Developing a Sales Plan for Success
- Strategic IT Planning
- Strategic Marketing in Action
- Technical Support Agent Skills
- The Effective Administrative Support Professional
- The Successful Facilitator
- Working More Effectively - Taking Control of Your Time



Project Management Certification Online

Managing Projects within Organizations

Project-based operations have become the norm in today's business world. In essence, almost every work effort is a project, from constructing a new building to designing and delivering a new information management system. As projects become the primary method for getting things done and effecting organizational change, it is crucial to choose a good and proven method for managing projects. However, projects cannot be properly managed in a silo. Every aspect of project management is affected by the organization, the social environment, the project's stakeholders, both internal and external, and many other aspects of the context in which the project is carried out. Understanding this context is critical to good planning and good decision making as the project progresses toward achieving its objectives.

This course provides an overview of the project management discipline as outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition published by the Project Management Institute (PMI®). Specifically, it introduces the characteristics of a project, the responsibilities that accompany project management, and the differences between portfolios, programs, and projects. The course will identify key project management concepts and terms, explore the PMBOK® Knowledge Areas, and provide information about the variables that can influence project outcomes. It will also cover the project stakeholders and the organizational influences on a project. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations. This course will assist in preparing the learner for the PMBOK® certification exam.

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Expected Duration 2.0 hours

What is a Project?

- recognize examples of a project
- identify the characteristics of a project

Managing Projects

- identify the fundamental responsibilities of a project manager
- distinguish between the three types of project management competencies

Portfolios, Programs, and Sub-projects

- recognize key concepts about various project structures used to facilitate project management within an organization

Project Stakeholders

- match project stakeholders with their roles in a project
- identify a project manager's key responsibilities regarding stakeholders

Organizational Stakeholders

- match organizational stakeholders with their interests in a project

Organizational Influences on a Project

- determine how given organizational attributes may influence a project
- identify the organizational attributes that influence projects

Course ID: proj_05_a01_bs_enus



Project Management Overview

Every project is different. Some are small and straight forward. Others are large and complex. Most are somewhere in the middle. Even though every project is unique, they all have certain attributes in common. Every project has a similar life cycle, starting with an idea, progressing through development, and culminating in the delivery of a finished product or service. A product has a life cycle of its own which is tied into – yet distinct from – the life cycle of the project. All projects have similar overall phases, such as the start up phase, the planning and design phase, the production phase, and the closing phase. That is all straightforward, but how do a project's phases relate to the stages of its life cycle? Do the natural phases of a project affect the way it is managed? And what types of project management processes should be applied to the specific phases? These are all fundamental questions project managers ask.

This course answers these questions and more. It is designed to give project managers and project team members a solid understanding about the nature of projects, how they are structured, and how the structures affect the way they are managed. Specifically, it introduces the concepts of project life cycle, product life cycle, project phases, and project management process groups. It provides an in depth look at how the project management phases interact with each other and with the elements of the project life cycle. The course illustrates these concepts through many examples of small and large projects.

Learners will also be introduced to the fundamental source of information for project management professionals: the Project Management Institute (PMI®) and A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition published by PMI®. The course will identify key project management concepts and terms, explore the PMBOK® Guide, and the project management Knowledge Areas. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations. This course will assist in preparing the learner for the PMBOK® certification exam.

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Expected Duration 1.5 hours

Project Life Cycle

- recognize the characteristics of the project life cycle
- identify statements that describe the relationship between project and product life cycles

Project Phases

- identify the characteristics that define project phases
- recognize the relationship between project phases and the project life cycle

Introduction to Project Management Process Groups

- select statements that describe the iterative nature of the project management process groups

Life Cycles, Phases, and Process Groups Exercise

PMI® and the PMBOK® Guide

- identify facts about the Project Management Institute
- identify the role of the PMBOK® Guide

The Knowledge Areas

- identify the nine project management knowledge areas
- match processes with corresponding knowledge areas and process group interactions

Course ID: proj_05_a02_bs_enus



Project Management Process Groups

Overview/Description

Processes: a set of interrelated actions and activities performed to achieve a specified set of products, results, or services. Good processes, meaning those based on sound principles and proven practices, are project managers' best friends. They act like the solid tracks that keep a train going in the direction it needs to go. Following a set of established processes minimizes confusion and uncertainty for the project manager and all project stakeholders. It ensures the effective progress of the project from initiation through to close-out. In this course, learners will be given an overview of the project management process groups as defined in A Guide to the Project Management Body of Knowledge (PMBOK®) Guide – Fourth Edition published by the Project Management Institute (PMI®). Specifically, learners will be introduced to the following project management process groups: Initiating, Planning, Executing, Monitoring & Controlling, and Closing. Learners will also discover how the process groups interact with the nine knowledge areas: Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Project Human Resource Management, Project Communications Management, Project Risk Management, and Project Procurement Management. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations. This course will assist in preparing learners for the PMBOK® certification exam. This course is aligned with the PMBOK® Guide – Fourth Edition, published by PMI®, Inc., 2008. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®.

Expected Duration

2.0 hours

Project Management Processes

- recognize the role that organizational process assets and enterprise environmental factors play in a project
- distinguish between examples of project management processes and product-oriented processes

Project Management Process Interactions

- recognize how the interdependent nature of the process groups affects project management
- identify ways in which the process groups interact with each other through the life of a project

Initiating Processes

- identify the outputs of the processes of the Initiating process group

Planning Processes

- identify key concepts related to project planning

Executing Processes

- identify examples of project management activities that fall under the Executing process group

Monitoring and Controlling Processes

- recognize examples of activities that take place under the Monitoring and Controlling process group

Closing Processes

- recognize examples of activities carried out during phase or project close-out

Course ID: proj_05_a03_bs_enus



Integrated Initiation and Planning

Overview/Description

Collaboration, coordination, and consolidation are terms to describe integration. Project Integration Management is the knowledge area that coordinates with various process groups to ensure that each project is managed in a unified and consolidated way. The intention is to have processes interact smoothly. In this course, learners will be given an overview of the Project Integration Management knowledge area. They'll be introduced to best practices outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition published by the Project Management Institute (PMI®). Specifically, learners will be introduced to Project Integration Management and its processes, the project charter, including the statement of work and business case. They'll also be introduced to the project management plan. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations. This course will assist in preparing the learner for the PMBOK® certification exam.

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Expected Duration

2.0 hours

What is Project Integration Management?

- identify various aspects of the role of Project Integration Management in a project
- Project Integration Management and the Process Groups
- recognize key concepts related to how the Project Integration Management processes are linked

The Birth of a Project

- identify types of business needs that may trigger project creation
- label customers as internal, buyers, or consumers

Project Charter Inputs: SOW and Business Case

- recognize the relationship between a business case, statement of work, and project charter
- distinguish between a project charter, business case, and statement of work

Developing the Project Charter

- identify examples of the inputs to the Develop Project Charter process
- identify the role of expert judgment in developing a project charter

The Completed Project Charter

- determine which elements are missing from a given project charter

Project Planning

- identify the inputs to the Develop Project Management Plan process

Assembling the Project Management Plan

- recognize the types of information that should be included in a project management plan

Course ID: proj_06_a01_bs_enus



Integrated Project Execution, Monitoring, and Control

Overview/Description

Most projects experience problems and unforeseen events that pose a threat to successful completion. Thankfully there are many proven project management processes designed to direct, monitor, and control project work. For example, project baselines for schedule, cost, scope, and quality give the project manager firm foundation by which to monitor project work and upon which to base decisions. When problems arise, strategies for managing changes help get the project back in line. This course will equip project managers with skills to manage change in an integrated fashion so that, for example, changes to scope are reflected appropriately in the quality, schedule, and cost baselines. The Project Integration Management knowledge area includes six processes, ranging from the creation of the project charter at the beginning of a project through to the close of a project or phase. This course covers the inputs, tools and techniques, and outputs of the third and fourth processes: Direct and Manage Project Execution and Monitor and Control Project Work. Through interactive learning strategies and realistic scenarios, the learner explores these concepts and gains a better understanding of the project integrative processes in action.

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Expected Duration

1.5 hours

Inputs to Directing and Managing Project Execution

- identify examples of project management activities that are carried out as part of directing and managing project execution
- identify the inputs used to direct and manage project execution

Tools for Directing and Managing Project Execution

- recognize examples of the tools used to direct and manage project execution

Products of Integrated Project Execution

- recognize examples of outputs of the Direct and Manage Project Execution process

The Basics of Monitoring and Controlling

- distinguish between monitoring activities and controlling activities
- sequence the steps in the project monitoring and control cycle

Controlling Project Work Performance

- recognize examples of the inputs to monitoring and controlling work performance
- recognize the actions a project manager would take to monitor and control project performance

Updating Project Baselines

- recognize the principles associated with updating project baselines
- identify the outputs of the Monitor and Control Project Work process

Course ID: proj_06_a02_bs_enus



Integrated Project Change Control and Close

Overview/Description

Change is inevitable. Environmental, technological, legislative, and economical changes can have an immeasurable impact on individuals and organizations. In addition to these changes, a project environment could see change requests for additional features and functions from stakeholders. As a project manager, having the ability to monitor and control the changes will mitigate project risk by considering time, cost, scope, and product quality. Controlling change will also effectively assist in closing projects or phases by ensuring approved changes are implemented and signed off by stakeholders. As a result, project managers must hold multiple perspectives and simultaneously consider the many facets of their projects. This course will equip project managers with the tools and techniques to manage project change in an integrated fashion and to close out phases and projects so that all aspects are brought to a controlled close.

The Project Integration Management knowledge area includes six processes, ranging from the creation of the project charter at the beginning of a project through to the close of a project or phase. This course covers the inputs, tools and techniques, and outputs of the fifth and sixth processes: Perform Integrated Change Control and Close Project or Phase. Through interactive learning strategies and realistic scenarios, the learner explores these concepts and gains a better understanding of the project integration processes in action.

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Expected Duration

1.0 hours

Principles of Integrated Change Control

- identify the key principles of integrated change control
- label configuration management activities

Using the Change Control Process

- recognize appropriate outcomes of the Perform Integrated Change Control process
- identify examples of inputs to the Perform Integrated Change Control process

Overview of the Close Project or Phase Process

- identify the inputs to the Close Project or Phase process
- recognize the types of activities that take place during the Close Project or Phase process

Outputs of the Close Project or Phase Process

- recognize outputs of the Close Project or Phase process

Course ID: proj_06_a03_bs_enus

Project Requirements and Defining Scope

Overview/Description

Good scope management focuses on making sure that the scope is clearly communicated and well defined and that the project is carefully managed to limit unnecessary changes. Project scope management is concerned with ensuring that projects include and account for all the work needed to ensure the successful completion of a project. Successful project managers use project scope management throughout the project life cycle to identify and control all aspects involved in a project. This course will highlight the importance of project scope management to project performance. Through interactive learning strategies and realistic scenarios, the learner will explore these concepts and gain a better understanding of the inputs to, the tools and techniques for, and the outputs of the Project Scope Management processes. This course covers all the activities related to



planning scope management and developing a project scope statement. Specifically, learners will be introduced to the first two processes in the Project Scope Management knowledge area – Collect Requirements and Define Scope. Learners will be introduced to best practices outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition published by the Project Management Institute (PMI®). This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations. This course will assist in preparing the learner for the PMBOK® Guide certification exam.

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Expected Duration
2.0 hours

Understanding Project Scope

- identify causes of scope creep
- identify the definition of project scope

Scope Management and Process Groups

- match the Project Scope Management processes with the corresponding process groups

General Techniques for Collecting Requirements

- identify key considerations about collecting project requirements
- distinguish between the various tools and techniques used for collecting project requirements

Group Creativity Techniques

- recognize appropriate strategies for using group creativity techniques to establish project requirements

Managing Stakeholder Requirements

- recognize examples of good project requirements
- match outputs of the Collect Requirements process with their characteristics

Techniques for Defining Scope

- identify how the tools and techniques for the Define Scope process are used to create the project scope statement
- identify the inputs to the Define Scope process

Project Scope Statement

- match the components of a project scope statement with the role they play in managing a project
- identify the purposes of the project scope statement

Course ID: proj_07_a01_bs_enus

Create Work Breakdown Structure

Overview/Description

Successful projects can only happen with the implementation of planning techniques that define project objectives in sufficient detail. Projects can quickly get out of control if the appropriate actions aren't taken initially. A project's work breakdown structure (WBS) provides the foundation for defining work as it relates to the project objectives and establishes the structure for managing the work to completion. This course will highlight the importance of the WBS and how it relates to the overall success of a project. Through interactive learning strategies and real-life scenarios, the learner will explore these concepts and gain a better understanding of the



project management processes related to creating and verifying a work breakdown structure. This course will cover the project inputs, tools and techniques, and outputs of the Create Work Breakdown Structure process, the third process in the Project Scope Management knowledge area.

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Expected Duration
1.5 hours

The Work Breakdown Structure

- recognize how to organize a work breakdown structure
- identify the purposes for which a work breakdown structure is used in project management

Gathering the WBS Inputs

- identify the inputs used when creating a work breakdown structure (WBS)

Overview of Decomposition

- order the steps of the decomposition process
- identify the attributes of a usable WBS template

Breaking Down Deliverables

- identify the factors that influence the first level of decomposition for a project
- determine the degree of decomposition to apply to examples of projects
- identify criteria for determining whether work packages are sufficiently decomposed

Verifying the Breakdown of Deliverables

- identify the roles that identifiers for work breakdown structure elements perform
- identifying the work package characteristics that are confirmed during WBS verification

Finalizing the WBS

- identify the purpose for having control points in a WBS
- identify the sign that a work breakdown structure has been finalized

Outputs from Create WBS

- identify the components of the scope baseline
- recognize the role of each component of a project's scope baseline
- identify the role of the WBS dictionary in a project's scope baseline

Course ID: proj_07_a02_bs_enus

Monitoring and Controlling Project Scope

Overview/Description

A project manager's key responsibility is to ensure that the project is carried out in a controlled manner, according to plan. However, a project can quickly spin out of control if changes to the product's scope are not detected and managed properly. Two processes in particular enable a project manager to do just that: they are the Verify Scope and Control Scope processes. They belong to the Project Scope Management knowledge area and play a key role by helping to monitor and control the boundaries of the project throughout the project life cycle. This course will cover the project inputs, tools and techniques, and outputs of the scope management processes that deal with verifying scope and controlling changes to a project's scope baseline. Through



interactive learning strategies and realistic scenarios, the learner will explore these concepts and gain a better understanding of the monitoring and controlling processes of the scope management knowledge area. This course is aligned with A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition, published by the Project Management Institute (PMI®), Inc., 2008. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®.

Expected Duration
1.5 hours

Inspecting Deliverables

- identify the inputs to scope verification
- identify the main activities that take place during the Verify Scope process
- distinguish between the Verify Scope process and the Perform Quality Control process

Documenting Acceptance and Changes

- identify the outputs of the Verify Scope process

Requirements for Scope Control

- identify the purpose of the Control Scope process
- recognize the role of each input to the Control Scope process

Scope Variance Analysis

- identify the details that would go into a change request, given a project scenario in which there is a scope change

Managing Approved Scope Changes

- recognize examples of the effects on a project when a change request is approved

Course ID: proj_07_a03_bs_enus

Defining and Sequencing Project Activities

Overview/Description

Properly defining and sequencing project activities allow a project manager to answer two basic scheduling questions – What activities are required to develop the end product? And how should the activities be sequenced for optimal results? The first step in developing a reliable project schedule is identifying project activities and their interrelationships. This course covers defining and sequencing project activities in the project management discipline, and introduces best practices outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition, published by the Project Management Institute (PMI®). Specifically, learners will be provided with an overview of the Project Time Management knowledge area and the interrelation with the process groups. The course also explores project activities and activity attributes, and the method of developing network diagrams, including dependency determination and applying leads and lags. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work in their own organizations. This course will assist in preparing the learner for the PMBOK® Guide certification exam.

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Expected Duration
2.0 hours



Time Management Processes

- sequence the processes that make up the Project Time Management knowledge area
- identify the role that a schedule plays in project management

Time Management and the Process Groups

- identify the process group to which each Project Time Management process belongs

Identifying Project Activities

- identify types of information required to perform the Define Activities process
- recommend which Define Activities techniques to use for a given project
- identify the tools and techniques of the Define Activities process

Outputs of the Define Activities Process

- identify the roles that the outputs of the Define Activity process plays in other project management processes

Introduction to Sequencing Activities

- recognize how the information from input documents is used in the creation of a project schedule network diagram

Creating the Schedule Network Diagram

- apply the process for creating a schedule network diagram to determine whether a given network diagram reflects a given list of activities and dependencies
- identify a diagram that shows the appropriate dependency relationships for a given set of activities
- recognize examples of project situations as creating either lead or lag in a project schedule
- match types of precedence relationships with corresponding graphics

Course ID: proj_08_a01_bs_enus

Estimating Activity Resources and Durations

Overview/Description

Resources, such as people, materials, equipment, facilities, money, or a combination of any of these, are fundamental in executing a project, and are required throughout the entire project lifecycle. Determining resource requirements is critical to successful project time management. The ability to estimate the duration of each project activity is equally essential. It is not enough to know what needs to be done and what resources are required. A project manager must know how much time it will take to complete each activity.

This course covers estimating activity resources and durations in the project management discipline, and introduces best practices outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition, published by the Project Management Institute (PMI®). Specifically, learners will be provided with an overview of establishing resource requirements, sources of activity duration information, and methods of estimating activity durations. Some of the duration estimating techniques taught in this course include analogous estimating, parametric estimating, and using three-point estimates. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work in their own organizations. This course will assist in preparing the learner for the PMBOK® Guide certification exam.

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Expected Duration

2.0 hours

Project Resources

- identify the purpose of the Estimating Activity Resources process
- recognize examples of the types of information required to estimate activity resources



Establishing Resource Requirements

- match tools and techniques with examples of their uses in estimating activity resources
- recognize the principles of using the bottom-up estimating technique

Activity Resource Requirements and the RBS

- recognize the importance of including assumptions for activity resource estimates
- identify an example of a resource breakdown structure

Sources of Activity Duration Information

- match inputs with descriptions of their uses in estimating activity durations

Overview of the Estimating Activity Durations process

- match the tools and techniques for estimating activity duration with examples
- recognize examples of the outputs of the Estimating Activity Durations process

Using Parametric and Three-point Estimating

- estimate activity durations using the parametric estimating technique for a given scenario
- estimate the duration of a given activity using the three-point estimating technique

Course ID: proj_08_a02_bs_enus

Developing and Controlling the Project Schedule

Overview/Description

The project schedule is critical to project management. It determines the planned start and finish dates for project activities and milestones. It also confirms which activities are dependent on others, therefore enabling the project manager to prioritize the order in which activities are completed. Developing the project schedule is an ongoing process throughout the project lifecycle, as there are many factors that can either accelerate or delay deliverables in a project. It is essential in successful project management to be able to quickly identify possible impacts, evaluate the effect on all project activities, and adjust the project activities as required to minimize risk.

This course covers developing and controlling the project schedule in the project management discipline, and introduces best practices outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition, published by the Project Management Institute (PMI®). Specifically, learners will learn how to analyze activity sequences, durations, and resource and schedule constraints, to create the project schedule. Learners will also calculate the critical path using a forward and backward pass, calculate the float, and calculate the critical chain in order to monitor progress and make changes to the project schedule as required. This course provides a foundational knowledge base reflecting the most up-to-date project management information. It will enable learners to effectively put principles to work in their own organizations, and assist in preparing them for the PMBOK® Guide certification exam.

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Expected Duration

2.0 hours

Introduction to Project Scheduling

- match the inputs to developing a project schedule with the reasons they are needed for creating a project schedule



Overview of Scheduling Tools and Techniques

- match schedule network analysis techniques with their characteristics

Critical Path Method

- apply the critical path method in a given scenario

Completed Project Schedule

- recognize different types of project schedules and the purposes for each type
- recognize examples of the various outputs of the Develop Schedule process

Control Schedule Inputs

- identify information and documents that are required to control the project schedule

Monitoring and Measuring Schedule Performance

- match schedule control tools and techniques with uses
- recognize examples of the outputs of the Control Schedule process

Schedule Variance and Schedule Performance Index

- calculate schedule variance for the given project information
- determine if a project is on schedule by calculating the schedule performance index

Course ID: proj_08_a03_bs_enus

Estimating and Budgeting Project Costs

Overview/Description

Accurately forecasting the cost of future projects is vital to the success of projects and the survival of any business. Project managers must have the ability to not only identify what work is required at the onset of a project, but precisely forecast how much that work is going to cost to meet the project goal.

This course provides an overview of estimating and budgeting project costs in the Project Cost Management knowledge area, and introduces best practices outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition, published by the Project Management Institute (PMI®). Specifically, this course covers gathering cost information from numerous sources and then utilizing that information to apply tools and techniques such as bottom-up estimating and reserve analysis for estimating costs. Learners will also determine the project budget by calculating reserves and funding requirements. This course provides a foundational knowledge base reflecting the most up-to-date project management information, so learners can effectively put principles to work in their own organizations. This course will assist in preparing the learner for the PMBOK® certification exam.

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Expected Duration

2.0 hours

Cost Management Processes

- recognize how each process in Project Cost Management is used

Project Cost Management and the Process Groups

- recognize the project process groups associated with the processes in Project Cost Management

Inputs for Estimating Costs

- recognize how the inputs to the Estimate Costs process are used



Tools and Techniques for Estimating Costs

- recognize how the tools and techniques of the Estimate Costs process are used

Reviewing Bottom-up Estimates

- review and correct the bottom-up estimate for a given project

Outputs from Estimating Costs

- match the outputs of the Estimate Costs process to their descriptions

Determining the Budget

- recognize how the inputs to the Determine Budget process are used
- recognize how the tools and techniques of the Determine Budget process are used

Establishing a Cost Baseline

- determine whether a cost baseline was correctly established, given a scenario

Outputs from Determining Budget

- match the outputs of the Determine Budget process to their descriptions

Course ID: proj_09_a01_bs_enus

Controlling Costs

Overview/Description

Establishing the budget for a project is a vital process in project management, yet it means nothing if the budget is not adhered to. Controlling project cost is critical to meeting a project's budget targets, and monitoring cost performance can mean the difference between the success and failure of a project.

This course provides an overview of the Control Costs process. It introduces the best practices outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition, published by the Project Management Institute (PMI®). Specifically, the course examines the inputs, tools and techniques, and outputs of the Control Costs process. In terms of the tools and techniques, it shows how to monitor cost performance through earned value management (EVM), forecasting, and other techniques such as to-complete performance index (TCPI). It also demonstrates how to calculate planned value, earned value, actual cost, schedule and cost variance, and schedule-performance and cost-performance indices. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations. This course will assist in preparing the learner for the PMBOK® Guide certification exam.

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Expected Duration

1.5 hours

Inputs to the Control Costs Process

- recognize how inputs to the Control Costs process are used

Tools and Techniques Used to Control Project Costs

- match the tools and techniques used in the Control Costs process with their descriptions

Earned Value Management

- calculate variance and index values associated with the earned value management (EVM) technique



Forecasting

- calculate estimate at completion (EAC) values in different scenarios
- recognize the situations in which different estimate at completion (EAC) formulas are used

TCPI and Performance Reviews

- calculate the to-complete performance index (TCPI) in a given scenario
- match sources of performance reviews to their descriptions

Outputs of Controlling Costs

- recognize how outputs from the Control Costs process are used

Revised Cost Performance Baseline

- match the considerations associated with revising the cost performance baseline to their examples

Course ID: proj_09_a02_bs_enus

Project Quality Planning

Overview/Description

Project managers need to build quality into their projects at the very beginning, during the planning stage. Quality managers have to ensure that quality requirements are met. The Project Quality Management knowledge area takes these facts into consideration. It not only includes processes for assuring and controlling quality, but it also includes a process for ensuring that quality is considered from the very beginning of a project's lifecycle. In this course, learners will be given an overview of the project quality management knowledge area. They'll be introduced to best practices outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition published by the Project Management Institute (PMI®). Specifically, learners will be introduced to the three processes in the quality management knowledge area and how they fit into the project process groups. This course also covers, in detail, the quality planning process. This process will help project managers identify the relevant quality standards for a project and then determine how to satisfy those needs. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations. This course will assist in preparing the learner for the PMBOK® Guide certification exam. This course is aligned with the PMBOK® Guide – Fourth Edition, published by PMI®, Inc., 2008. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®.

Expected Duration

2.0 hours

Quality Management Concepts

- recognize examples of the issues involved in project quality management
- match concepts related to quality management with examples

Quality Management and the Process Groups

- recognize the relationship between the three Project Quality Management processes
- recognize how the Project Quality Management processes interact with other project management processes
- identify the process group to which each Project Quality Management process belongs

Information for Planning Quality

- match the inputs to quality planning with the descriptions of how they are used

Cost of Quality and Cost-Benefit Analysis

- perform cost-benefit analysis for a given situation
- categorize examples of costs of quality



Control Charts and Other Quality Planning Techniques

- match quality planning tools and techniques with descriptions of how they are used

Quality Planning Outputs

- recognize excerpts from the outputs of the Plan Quality process

Course ID: proj_10_a01_bs_enus

Quality Assurance and Quality Control

Overview/Description

There is no question that project quality is essential in ensuring project success; a quality management plan identifies quality requirements and provides all project stakeholders with documented guidelines for delivering a quality product or service. But the question is how do you ensure that the quality management plan will work? How do you know that those guidelines will, if followed, result in a successful project? The quality management plan must be audited and measured consistently and efficiently to ensure that it is both adequate and adhered to. In this course, learners will be given an overview of the quality assurance and quality control processes within the project quality management knowledge area. They'll be introduced to best practices outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition published by the Project Management Institute (PMI®). Specifically, learners will be introduced to the tools and techniques used in quality assurance, such as quality audits and performing a process analysis. They'll also learn quality control tools, such as cause and effect diagrams, statistical sampling, and inspection. This course will assist in preparing the learner for the PMBOK® certification exam and provide a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations.

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2.0 hours

Quality Assurance Inputs

- recognize how inputs to Perform Quality Assurance are used in the process

Quality Assurance Audits and Analysis

- recognize examples of activities that are conducted in an effective quality audit system
- recognize examples of issues that may trigger the need for a process analysis
- sequence the steps of a root cause analysis

Quality Assurance Outputs

- identify the outputs of performing quality assurance

Introduction to Quality Control

- differentiate between examples of prevention and inspection as used in quality control
- differentiate between attribute and variables sampling
- identify tolerances and control limits, given a sample quality control graph

Information Required for Quality Control

- categorize inputs to the Perform Quality Control process according to the type of information they contain



Conducting Quality Control Activities

- match the techniques used for data collection and analysis with their purpose
- recognize the purposes of various tools used in quality control to identify and analyze causes of defects

Pareto Charts

- sequence the steps in creating a Pareto chart
- analyze a given Pareto chart

Quality Control Results

- recognize outputs that result from various quality control activities

Course ID: proj_10_a02_bs_enus

Planning Project Human Resources

Overview/Description

When project managers set their sights on delivering creative project solutions on time and within budget, they must select and manage a team of experienced and competent professionals who can meet the challenge. This requires that project managers understand the Project Human Resource Management processes of planning, selecting, developing, and managing a project team. While selecting the right team to do the work is critical to project success, it doesn't stop there. Good project managers know how to create the right type of atmosphere for their projects, keep their team members motivated throughout the project, and manage issues and changes that could possibly derail a project team.

This course emphasizes the importance of good project human resource management to overall project performance. It covers the inputs, tools and techniques, and outputs of the first two Project Human Resource Management processes: Develop Human Resource Plan and Acquire Project Team. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations. This course will assist in preparing the learner for the PMBOK® Guide certification exam.

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Expected Duration

2.0 hours

Project Team Responsibilities

- identify responsibilities of a project management team in relation to human resources management
- identify the human resource responsibilities of a project manager

Human Resources Management and the Process Groups

- identify the process group to which each Project Human Resources Management process belongs

Human Resource Planning Influences

- recognize examples of inputs to developing a human resource plan

Assigning Project Team Roles and Responsibilities

- match the format for presenting project team roles and responsibilities with characteristics
- match networking and organizational theory with their roles in developing a human resource plan



The Human Resource Plan

- recognize examples of information that should be included in the roles and responsibilities section of a human resource plan
- identify the information that should be contained in a staffing management plan

Techniques for Acquiring Human Resources

- identify the type of information that is necessary to acquire a project team
- match techniques for acquiring a project team with examples
- identify the techniques for acquiring a project team

Recording Human Resource Assignments

- recognize examples of events that would trigger an update to the human resource plan
- identify the outputs of the Acquire Project Team process

Course ID: proj_11_a01_bs_enus

Managing Project Human Resources

Overview/Description

Henry Ford once said that coming together is a beginning; keeping together is progress; working together is success. Mr. Ford knew the importance of teamwork. Ask anyone who has worked in a project environment, and they will tell you that team dynamics can make or break a project. A positive, constructive atmosphere can keep team members motivated and productive, while a negative atmosphere can have the opposite effect.

Developing effective project teams is one of the primary responsibilities of a project manager. Once the team is working effectively and the project is underway, it is time for the project manager to proactively manage the project team in order to address and resolve personnel issues that could adversely affect the project. This course covers the Develop Project Team and Manage Project Team processes, the third and fourth processes within the Project Human Resources Management knowledge area. Learners will be introduced to best practices outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition published by the Project Management Institute (PMI®). Techniques for developing project teams, such as training, team-building activities, and recognition and rewards will be discussed. Learners will also be introduced to strategies for enhancing project performance and conflict management techniques.

This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations. It will also assist in preparing the learner for the PMBOK® certification exam. This course is aligned with the PMBOK® Guide – Fourth Edition, published by PMI®, Inc., 2008. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®.

Expected Duration

2.0 hours

Introduction to Developing a Project Team

- identify the inputs to developing a project team

Strategies for Developing a Project Team

- recognize examples of various strategies for developing project teams
- recognize the relationship between the use of team-building exercises and the normal development of a team
- recognize examples of effective rewards and recognition

Team Performance Assessment

- recognize examples of appropriate outcomes on which to base performance assessments
- match indirect measures of team performance to examples



Inputs and Strategies for Managing Team Performance

- match each input to a description of how it is used to manage a project team
- identify the tools and techniques used in managing a project team

Interpersonal Skills

- use effective leadership skills in a given scenario
- use effective influencing skills in a given scenario
- use effective decision making skills in a given scenario

Conflict Management

- match conflict resolution techniques with characteristics

Document Updates Resulting from Team Management

- identify examples of outputs of the Manage Project Team process

Course ID: proj_11_a02_bs_enus

Stakeholders and the Communications Management Plan

Overview/Description

Experts say that up to 90% of a project manager's time is spent communicating, whether it's with external stakeholders, members of the project team, suppliers, or other managers within their organizations. That speaks volumes about the important role of communication to a project. When communications break down, projects fail. When communications are good, the project is more likely to achieve its objectives. Healthy project communication means that the right people are getting the right information at the right time. They are able to make informed decisions. They understand what is going on and are able to proceed with their work. Communications management is one of the most essential functions of a project manager. Project managers must understand the critical role that stakeholders play in a project and how successful communications help promote project success. Project managers need to plan out a strategy to ensure that needed information is gathered and produced efficiently. In this course learners will learn how to identify project stakeholders, perform a stakeholder analysis, and analyze communications requirements in the development of a communications management plan.

This course provides foundational knowledge and up-to-date project management information so learners can put principles to work at their own organizations. This course will assist in preparing the learner for the PMP® Certification Exam. This course is aligned with the PMBOK® Guide – Fourth Edition, published by PMI®, Inc., 2008. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®.

Expected Duration

2.0 hours

Communication Skills in the Project Environment

- identify the benefits of using good communication on a project

Communications Management and the Process Groups

- match each process in the Project Communications Management knowledge area to its associated project management process group

Requirements for Identifying Stakeholders

- identify the types of information used to identify stakeholders



Stakeholder Analysis

- recognize how to identify stakeholders using stakeholder analysis and expert judgment
- identify the outputs of the Identify Stakeholders process

Inputs to Planning Communications

- match the inputs to communications planning to the type of information they provide

Communications Requirements Analysis

- determine the effect that various project conditions may have on communications requirements
- determine the number of communication channels in a given project

Communication Models and Methods

- recognize examples of the components of the communication model given a project scenario
- match examples of communication breakdown on a project to corresponding solutions
- classify examples of communication as interactive, push, or pull communication

Results of Communications Planning

- identify the outputs of communications planning

Course ID: proj_12_a01_bs_enuS

Processes for Managing Project Communications

Overview/Description

A project manager is the communication hub through whom all project information flows, receiving and distributing dozens of messages per day. Customers, suppliers, project team members, and company executives all rely on the project manager for up-to-date information that has been processed and tailored to meet their needs. There are three critical processes that a project manager uses to meet stakeholders' information needs and keep the project progressing well: Distribute Information, Manage Stakeholder Expectations, and Report Performance. These processes ensure all project stakeholders have the information they need at the right time and in the right format.

This course emphasizes the importance of these Project Communications Management processes and guides the learner through the steps required to successfully implement each one. Specifically, it covers strategies for selecting appropriate methods for communicating with stakeholders and ways to ensure that stakeholders remain supportive of the project. Finally, learners will be introduced to different forms of performance reports. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations. It will also assist in preparing the learner for the PMP® Certification Exam.

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Expected Duration

2.0 hours

Influences on Communicating Project Information

- match inputs of the Distribute Information process to examples
- identify factors that positively influence project communications

Distributing Project Information

- classify a project communication example according to the communication method and type of information distribution tool it represents



Assets from Information Distribution

- identify types of organizational process assets that may be used to distribute project information

Inputs to Managing Stakeholder Expectations

- match inputs with the type of information they provide for managing stakeholder expectations

Stakeholder Management Skills

- recognize examples of techniques and skills used to manage stakeholder expectations
- identify outputs of managing stakeholder expectations

Variance Analysis and Forecasting

- match the inputs to reporting performance with their characteristics
- recognize the tools and techniques for reporting project performance

Performance Reports

- identify the outputs of reporting performance

Course ID: proj_12_a02_bs_enus

Risk Management Planning

Overview/Description

There are a few questions that every project manager should ask at the beginning of a project: What do we hope to gain from this project? What kinds of things could keep that from happening? How should we respond if those events occur? Every project involves some degree of risk. Identifying potential risks and having a plan for dealing with them can spell the difference between a project that reaches a successful conclusion and one that does not. In this course, learners will be introduced to the Project Risk Management knowledge area. It covers the best practices outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition published by the Project Management Institute (PMI®). Specifically, learners will be introduced the first process in the Project Risk Management knowledge area: Plan Risk Management. Techniques such as creating a risk management plan and preparing documentation for the risk identification and analysis processes will be covered in detail. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations. This course will assist in preparing the learner for the PMBOK® Guide certification exam.

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Expected Duration

1.5 hours

What is Project Risk?

- recognize types and examples of project risk

Risk Management Concepts

- recognize examples of risk management activities

Risk Management Processes

- match the Project Risk Management processes with their associated project management process group(s)

Inputs to Risk Planning

- match the inputs to planning risk management with the information they provide



Creating the Risk Management Plan

- identify the technique used for the Plan Risk Management process
- match elements of the risk management plan with examples
- identify sections of the risk management plan

Defining Risk Probability and Impact

- recognize the principles of risk tolerance, probability, and impact

Course ID: proj_13_a01_bs_enus

Performing Risk Analysis

Overview/Description

Risk in any project is unavoidable. It doesn't matter how much experience a project manager has, risks will always be present. Fortunately, there are proven methods to identify and analyze potential threats so that appropriate risk responses are developed and the project's level of exposure is controlled. Risk analysis has become an important discipline within the field of project management. It involves prioritizing risks and assessing each identified risk's probability of occurrence and potential impact, whether positive or negative. The science of project management was founded, in large part, to manage risk and prevent it from negatively affecting project objectives, schedules, and budgets. This course explores both qualitative and quantitative risk analysis techniques. Specifically, learners will be introduced to qualitative tools like the probability and impact matrix, risk probability and impact assessment, and risk urgency assessment. Quantitative risk analysis techniques include data gathering and representation and quantitative modeling techniques. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations.

This course will assist in preparing the learner for the PMBOK® certification exam. It is aligned with A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition, published by the Project Management Institute (PMI®), Inc., 2008. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®

Expected Duration

2.0 hours

Introduction to Qualitative Risk Analysis

- match the inputs to qualitative risk analysis with the information they provide

Risk Probability and Impact Assessment

- prioritize risks based on given probability and impact ratings
- use a probability and impact matrix to determine the score of a given risk

Risk Quality and Urgency Assessment

- match qualitative risk analysis techniques with examples of results

Updating the Risk Register with Qualitative Data

- identify the areas of a risk register that may need to be updated or added after a qualitative risk analysis

Introduction to Quantitative Risk Analysis

- match the inputs to quantitative risk analysis with the information they provide

Risk Data Gathering and Representation Techniques

- predict the probability distribution that will represent a given set of risk data
- match the types of probability distributions with graphics



Quantitative Risk Analysis

- match quantitative risk analysis techniques to examples of when each would be used
- perform a decision tree analysis given risk data

Quantitative Risk Modeling Techniques

- interpret a graph that displays cost risk simulation results

Updating the Risk Register with Quantitative Data

- match components of the output of quantitative risk analysis with descriptions

Course ID: proj_13_a02_bs_enus

Identifying Project Risks

Overview/Description

The success of every project relies on a thorough investigation into all potential risks that face the project throughout its life cycle since every project involves some degree of risk. The rewards of investigating potential project risks always outweigh the time investment made in doing so; therefore, no project manager should overlook this vital step. Identifying potential risks and their causes and impacts can spell the difference between a project that reaches a successful conclusion and one that does not.

In this course, learners will continue to learn about processes within the Project Risk Management knowledge area. It covers the best practices outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition published by the Project Management Institute (PMI®). Specifically, learners will be introduced to the second of six processes: Identify Risks. The course covers risk identification methods such as group information gathering techniques, diagramming techniques, and SWOT, assumptions, and checklist analyses. The results of these methods are compiled in the risk register, which is also covered in detail. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations.

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Expected Duration 2.0 hours

Documentation Review

- identify inputs to the Identify Risks process
- identify activities that should be part of a documentation review to identify project risks

Gathering Risk Information

- use the appropriate information gathering technique for identifying risks on a given project
- identify the characteristics of a project risk information gathering session
- indicate the risk information gathering techniques that would be appropriate in given situations

Risk Register

- recognize examples of the contents of a risk register

SWOT Analysis

- categorize items that would be used to perform a SWOT analysis

Assumptions Analysis

- identify the questions that would be asked during an assumptions analysis



Checklist Analysis

- identify the two documents that are used to complete a risk checklist

Introduction to Root Cause Analysis

- match types of causes of project risk with examples

Cause-and-effect Diagrams

- assess an example of a cause-and-effect diagram

Process Flowcharts

- identify the risks and causes for a process given a process flowchart
- interpret a basic process flowchart

Course ID: proj_13_a04_bs_enus

Planning Project Procurement

Overview/Description

Projects routinely require materials, consultants, training, products, and equipment along with many other types of goods and services. Project procurement is the process of purchasing products and services necessary to fulfill the objectives of a project. Procurements must be carefully planned and administered to ensure they do not cause a project to go over budget or fall behind schedule.

In this course, learners will gain an understanding of what processes are involved in planning project procurement and how these processes interact with the overall project life cycle. Common tools and techniques for planning project procurement will be covered, including make-or-buy analysis. Learners will be introduced to the process of developing a procurement management plan and determining which procurement contract best suits the projects needs, which are both vital to ensuring a project manager is able to procure the products or services for project success. This course is aligned with A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition, published by the Project Management Institute (PMI®), Inc., 2008. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®.

Expected Duration 2.0 hours

Introduction to Project Procurement

- determine whether a given contract term will reduce the risk for the buyer or for the seller
- label individuals in a scenario as either buyer or sellers

Procurement Management and the Process Groups

- match the Project Procurement Management processes with their associated project management process groups

Gathering Procurement Information

- match each procurement planning inputs to the description of how it is used in the procurement planning process

Make-or-Buy Analysis

- determine the best course of action between making, buying, or leasing a product given cost data

Contract Types

- classify agreements as either fixed price, cost-reimbursable, or time-and-materials contracts



Outputs from Planning Procurements

- match each output of the Plan Procurements process with the type of information it should contain

Course ID: proj_14_a01_bs_enus