

Project Management Essentials and Exam Preparation

10 weeks
36 hours

Hone your project management knowledge and take your career to the next level with our Project Management training.

2020 Fall Course



The Schoolcraft College Continuing Education and Professional Development department has partnered with Q'vive, a local leader in innovation strategy and training to offer a ten-week, intensive training program that will prepare you to take the Project Management Institute PMP® or CAPM® certification exam.



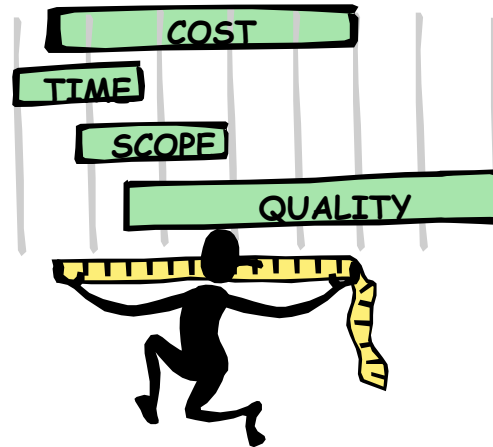
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Project Management Essentials and Exam Preparation

Knowledge Areas

- Integration
- Scope
- Schedule
- Cost
- Quality
- Resources
- Communications
- Risk
- Procurement
- Stakeholders



Sponsor, Stakeholders
Purpose, Justification
Requirements, Specs
Assumptions, Risks
Budget, Milestones
Scope, WBS, Schedule
Change Control
Project Plan
Team Management
Execution & Control
Earned Value
Deliverables

Project Management Essentials and Exam Preparation

Examples of Tools & Techniques

Stakeholder analysis

Facilitated workshops

Expert judgment

Decomposition

Precedence diagramming

Estimating

Project management information system

Critical path analysis

Resource leveling

Schedule compression

Make-or-buy analysis

Cost of quality

SWOT analysis

Risk analysis

Risk mitigation

Performance reviews

Negotiation

Team-building

Conflict management

Issue log

Communication methods

Forecasting

Variance analysis

Earned value

Change control

Audits

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Class Description

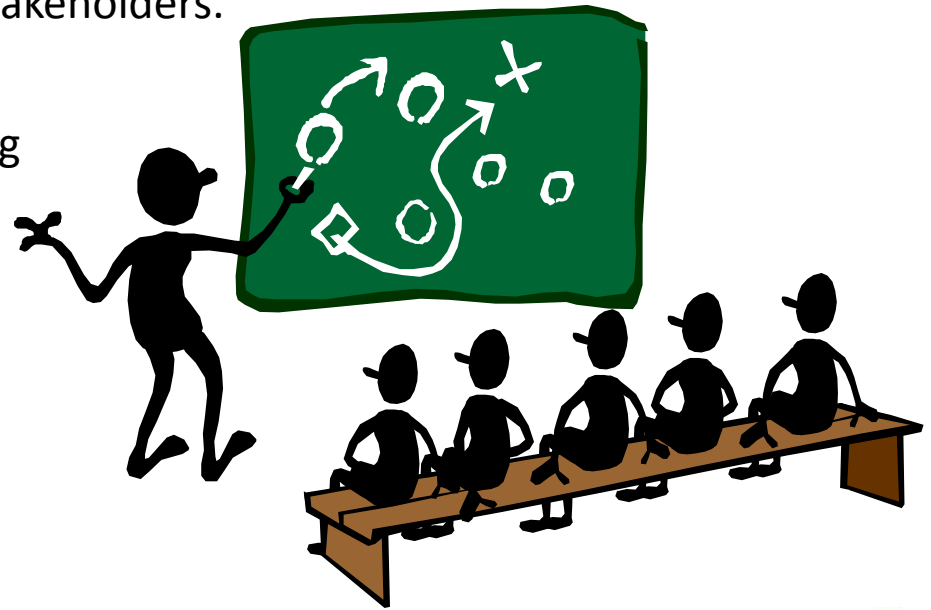
Are you preparing for the PMP® or CAPM® exam or looking for valuable project management skills?

Gain essential knowledge about project management to deliver results for your stakeholders.

Topics include management of integration, scope, schedule, cost, quality, resources, communications, risk, procurement, and stakeholders.

Get tools and techniques for initiating, planning, executing, controlling, and closing projects. Do group practice exercises and discuss exam preparation questions.

This course targets those that have project team experience, as well as project managers seeking to refresh their knowledge and complement skill sets.



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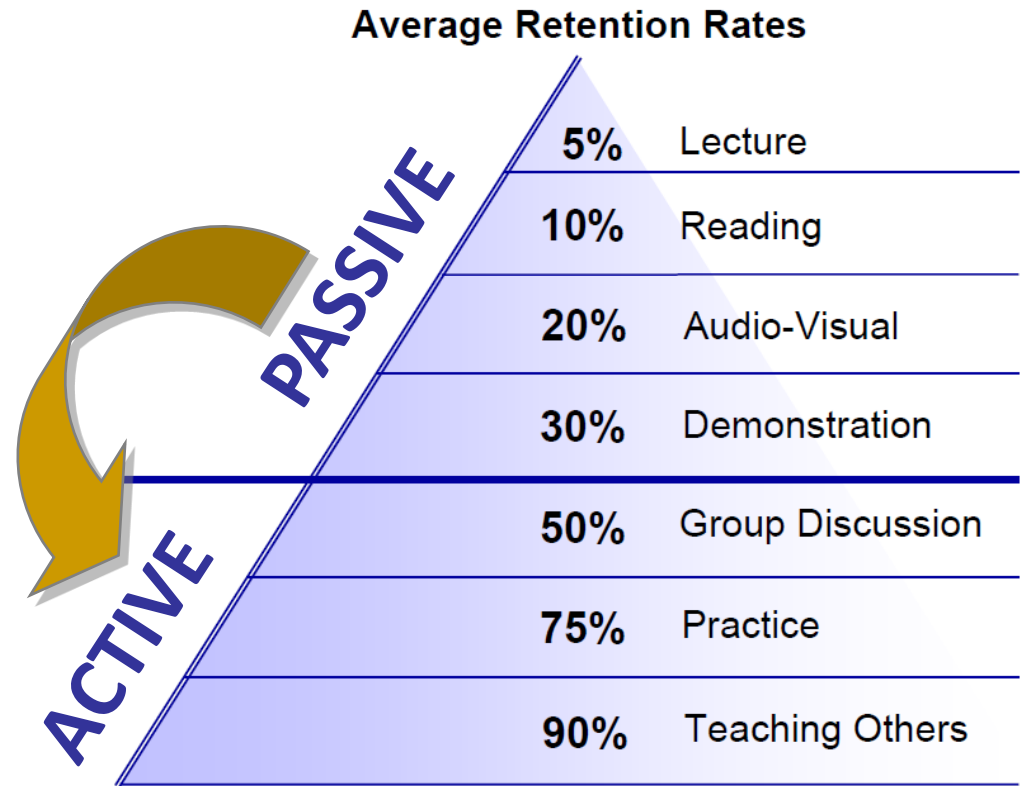
Learning and Class Room Activities

- Lecture
- Class room discussion
- Group practice exercises
- Exam questions

During each class we will work on **group projects** to apply project management principles.

We will also discuss **application** in specific (your!) **real life** situations.

The Learning Pyramid*



*Source data: National Training Laboratories. Bethel, Maine

Project Management Essentials and Exam Preparation

With this training, you will be able to...

- Explain the **fundamental concepts** of project management.
- Explain the **five project management process groups**, and know how to manage projects throughout the **project life cycle**.
- Explain the **ten project management knowledge areas**.
- Explain the inputs, tools and techniques, and outputs of the **49 project management processes**.
- Create a **project management plan** based on a **project charter** and input from **stakeholders**.
- Determine how to manage a **project team** to execute the project management plan.
- Decide how to **deal with project changes**.
- **Manage project documentation** effectively, including **lessons learned** throughout the project.
- Explain how to properly **close a project** or project phase.
- Evaluate how professional responsibility drives **ethical behavior**.

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Project life cycle based presentation of:

- 5 process groups
- 10 knowledge areas
- 49 processes
- 239 inputs
- 245 tools & techniques
- 181 outputs

Included in course:

- 514 page manual**
- 45 exercises**
- 486 practice questions**
 - exam strategies, perspective, approach, question types, facts
 - **PMProcess Flow™** poster and set of **Companion Documents**

Based on
the Project
Management
Institute's
PMBOK® Guide
6th Edition

About the exam:

The Fall 2020 course prepares for exams based on the *PMBOK® Guide – Sixth Edition*, which was published by PMI in September 2017.

The PMP® Exam will be updated on Jan 2, 2021, based on the June 2019 Exam Content Outline.

This course prepares students for the **current** exam, **prior to the change**.

More about this update from PMI:

<https://www.pmi.org/certifications/types/project-management-pmp/exam-prep/changes>

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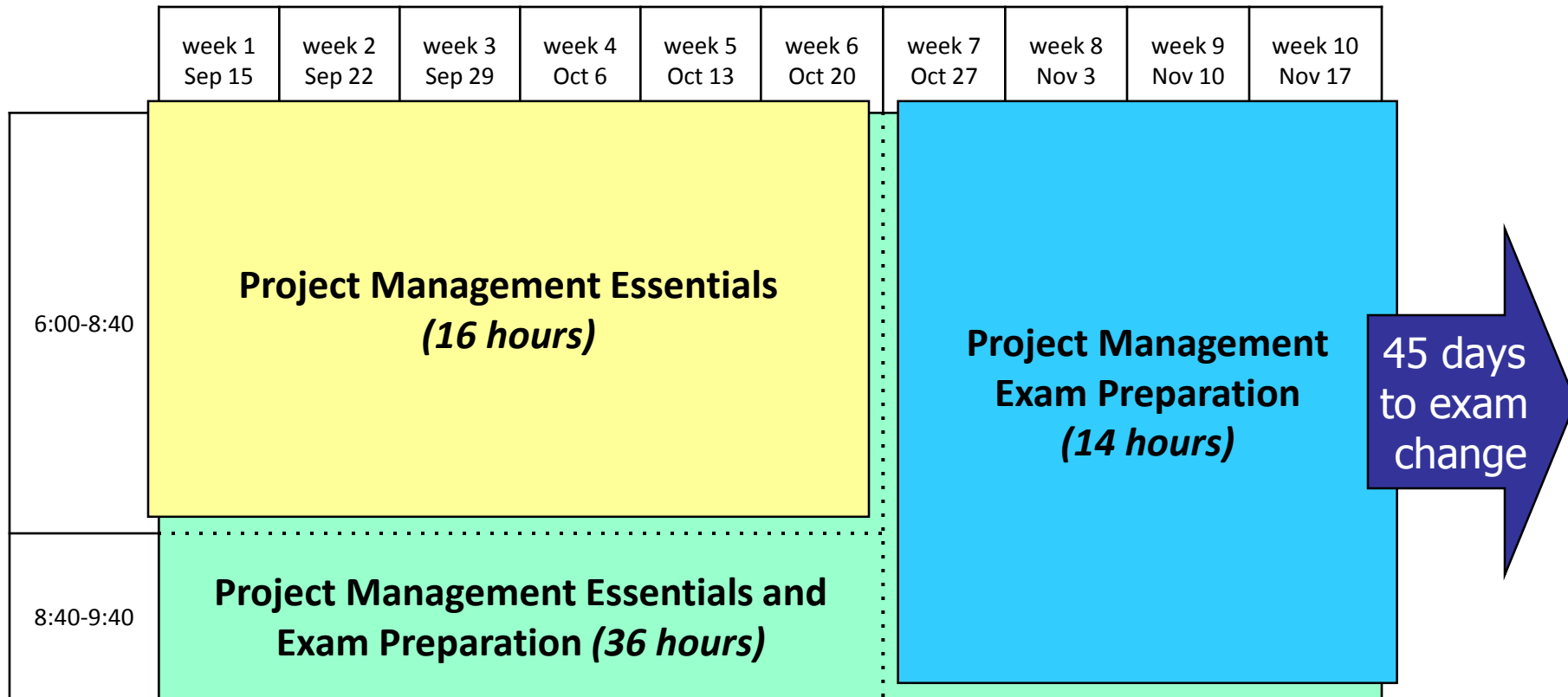
January 2021 PMP Exam Change

- The Outline is organized by Domains, Tasks, and Enablers
- Exam will focus on three new domains: People, Process, and Business Environment
- About half of the examination will represent predictive project management approaches and the other half will represent agile or hybrid approaches
- Content that spans the value spectrum, including predictive, agile and hybrid approaches, will be included across the three exam domains
- Knowledge and Skills (previously listed for each domain or process group) is replaced by Enablers for each Task statement within each of the three domains

PMP Exam Now Available Online

- Instead of paper and pen you will have to use an online “whiteboard”
- There is an optional 5 minute tutorial preceding the exam, which can be used to make notes and do a “memory dump” off the clock
- The exam is split in two equal parts of 120 min and 100 questions with a 10 min break
- Once your break has begun, you will NOT be able to go back into the first part

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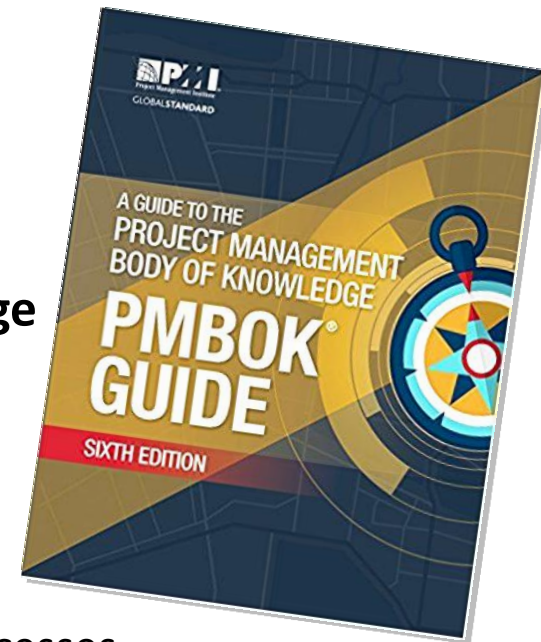
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Project Management Institute

www.pmi.org

The Project Management Institute (PMI) is the **world's leading organization for the project management profession.**

- PMI serves practitioners and organizations
 - Standards that describe good practices
 - Globally recognized credentials that certify project management expertise
 - Resources for professional development
- **A Guide to the Project Management Body of Knowledge (PMBOK® Guide)** is the recognized standard for the project management profession
 - Provides guidelines for managing individual projects
 - Defines project management and related concepts
 - Describes project management life cycle and related processes



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There are 1,037,653 PMPs
in 214 countries

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Project Management Institute

www.pmi.org

PMP® Examination Content Outline

<https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/project-management-professional-exam-outline.pdf>

<https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/pmp-examination-content-outline-july-2020.pdf>

PMP® Handbook

<https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/project-management-professional-handbook.pdf>

CAPM® Handbook

<https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/certified-associate-project-management-handbook.pdf>



Project Management Essentials and Exam Preparation

Project Management Experience

PMP (Bachelor's degree or global equivalent)

Minimum three years/36 months* unique non-overlapping professional project management experience during which at least **4,500 hours** were spent leading and directing the project**

PMP (High school diploma, Associates degree)

Minimum five years/60 months* unique non-overlapping professional project management experience during which at least **7,500 hours** were spent leading and directing the project**

CAPM (High school diploma)

see Education Hours (next slide)

Excel worksheet

[Experience_Worksheet.xls](#)

- * All project management experience must have been accrued *within the last eight consecutive years* prior to your application submission.
- ** Leading and directing *the project* as identified *with the tasks, knowledge, and skills specific in the [Project Management Professional Examination Content Outline](#)*. You should have *experience in all five process groups* across all your project management experience submitted on the application. However, on a single project, you do not need to have experience in all five process groups.

Project Management Essentials and Exam Preparation

Education Hours

PMP (Bachelor's degree or global equivalent)

35 contact hours of formal education

PMP (High school diploma, Associates degree)

35 contact hours of formal education

CAPM (High school diploma)

You must meet one of these two requirements:

23 contact hours of formal education

OR

1,500 hours of professional experience on a project team



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PMP = Project Management Professional

CAPM = Certified Associate in Project Management

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Examination Fees

	CAPM	PMP
<i>PMI Membership</i>	\$ 139*	
<i>PMI Membership Renewal</i>	\$ 129*	
Exam Member	\$ 225	\$ 405
Exam Nonmember	\$ 300	\$ 555
Reexamination Member	\$ 150	\$ 275
Reexamination Nonmember	\$ 200	\$ 375
Credential Renewal Member		\$ 60
Credential Renewal Nonmember		\$ 150

* Student membership rates are \$42 for first year and \$32 for renewal. Retirees pay \$65 for renewal.
A \$70 fee will be charged if you reschedule or cancel your exam within 30 calendar days of the appointment.

Project Management Essentials and Exam Preparation

Time Commitment

■ PMP Exam Prep Course

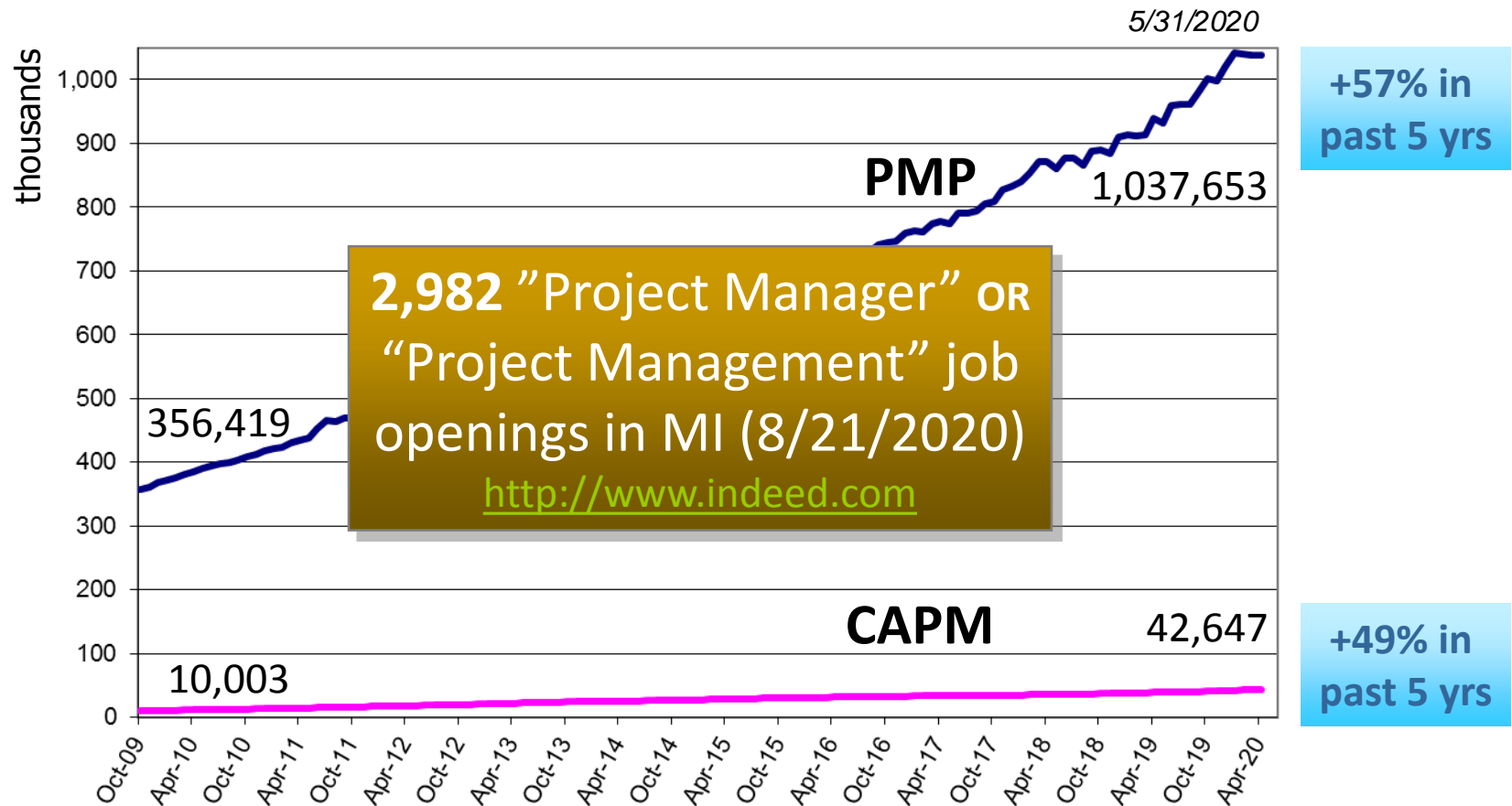
- ❑ During the course 1-2 hours per week for quizzes
- ❑ It is recommended to read ahead in the course manual, *PMBOK® Guide*, and other study books (2-4 hours per week)

■ Exam preparation: 3 months if you can spend 2-3 hours daily

- ❑ Read *PMBOK® Guide* – Sixth Edition
- ❑ Read PMP Examination Content Outline
- ❑ Read PMP Exam Prep study book
- ❑ Practice exam questions (start with partial sets and complete several full 200 question sets at the end of your preparation)
- ❑ Create memory dump sheet
- ❑ Spend more time (double) in the weeks leading up to the exam
- ❑ Consider joining/forming a study group (weekly 2-hour meetings)

Project Management Essentials and Exam Preparation

Worldwide Active Credential Holders



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PMP = Project Management Professional
CAPM = Certified Associate in Project Management



Project Management Essentials and Exam Preparation

CEPD Success Scholarship Application

Schoolcraft College
Continuing Education &
Professional Development
18600 Haggerty Road, Livonia, MI 48152
Phone: 734.462.4448 | Fax: 734.462.4538
www.schoolcraft.edu/cepd

The Continuing Education & Professional Development department has limited funds to award to adults (18+) seeking a Success Scholarship. The CEPD Success Scholarship is designed to help students take CEPD classes that will help them meet their personal or career goals and achieve success. Schoolcraft College employees eligible for a Tuition Grant are not eligible for a Success Scholarship. On-call employees and adjunct faculty who do not qualify for a Schoolcraft Tuition Grant may apply.

For consideration, complete this two-page application in full and submit to the above address. **Applications must be received a minimum of two weeks prior to a class start.** Factors considered in determining award include challenging life circumstances, content and completeness of application, financial need, and availability of funds. Awards may or may not cover the full tuition and will not exceed \$750. Students are eligible for one CEPD Success Scholarship per calendar year. Notification will be made by phone and/or email prior to the class start.

Students are encouraged to apply as early as possible as awards are issued on a rolling basis. Scholarship must be used during the term awarded. The funds may not be transferred to another class, term, or person.

APPLICANT INFORMATION

Full Name: Last First M.I. Date:

Address: Street Address Apartment/Unit #

City: State: ZIP Code:

Phone: Alt Phone:

Email:

Date of Birth (MM/DD/YY): Desired Award: \$

CEPD Class/Program you wish to take:

Class Start Date:

Where did you hear about this class/program?

- ☐ CEPD Schedule ☐ Class Flyer ☐ Word of Mouth ☐ Schoolcraft Website ☐ Email Announcement
☐ Social Media ☐ Other (please indicate):

Have you ever received a Schoolcraft College Continuing Education Success Scholarship? ☐ YES ☐ NO

Are you a Schoolcraft College employee and eligible for employee pricing for CEPD classes? ☐ YES ☐ NO

EDUCATION

Please indicate the highest level of education you have completed:

- ☐ Some High School ☐ High School Diploma or GED ☐ Some College
☐ Associate Degree ☐ Bachelor Degree ☐ Post Graduate Degree

FINANCIAL NEED

Family Size: Number of Adults Number of Children

Current Annual Household Income: ☐ Less than \$15,000 ☐ \$15,001 - \$30,000
☐ \$30,001 - \$50,000 ☐ \$50,001 and up

Created 11.16.17
Revised 9.19.19

Page 1 of 2

Success Scholarship

- The CEPD department has **limited funds** to award to adults (18+) seeking a Success Scholarship
- This Scholarship is designed to help students take CEPD classes that will help them meet their **personal or career goals** and **achieve success**
- Applications have to be **submitted two weeks before the class start date**, and are reviewed by a committee and scored with a standard rubric
- Factors considered include **challenging life circumstances**, content and completeness of application, **financial need**, availability of funds
- If the **maximum amount of \$750** is awarded, the course will cost eligible students only \$145, which is a true game changer
- Historically, those who are granted an award **often are not granted the maximum**

<https://www.schoolcraft.edu/cepd/career-training>



streamlining the intersection of
innovation strategy,
new product development, and
project management



Eric van der Meulen, President

A red sports car is shown in the foreground, with a person running in the background. The car is a sleek, low-profile model with a prominent front wheel and a large, curved body. The background is a bright, yellowish-white wall with a large, stylized graphic of a person running. The overall scene suggests a sense of speed and motion.

Q'vive, LLC

Eric van der Meulen, PMP

President, Founder, Consultant

Experienced leader in product and process development, engineering, and R&D, with expertise in plastics, innovation strategy, and stage-gate project management.

Holds patents in printing and other aspects of polycarbonate automotive glazing.

Project Management Professional (PMP) and Process Improvement Professional (RBPMP) with 20+ years experience in project and program management for multinational and small companies, both as functional leader and as consultant.

Supports clients with project management (technology, product development, IT, HR, ERP, compliance, quality, capital projects), business process improvement, training.

Implements *Agile Business System™* with owners of successful, growing companies.

Week 1 – Agenda



- ❑ Introductions, Goals
- ❑ Overview & Definitions
 - Project, Project Management
 - Organizational Context
- ❑ Life Cycles & Framework
 - Project Life Cycle
 - Project Management Process Groups
 - Project Management Knowledge Areas
 - Tailoring, Constraints
- ❑ Project Business Case
 - Project Management Business Documents
 - Business Value, Project Success, Stakeholders
 - SMART Objectives

Discussion:

- Goals

Exercises:

- Definitions
- Project Selection
- SMART Objectives

What is a Project?

- A **temporary** endeavor with **start and end dates**
- Creates a **unique** result, outcome, solution
 - **Product** includes components, enhancements of items
 - **Service** or service capability, support function
 - **Result** includes outcome, document, new knowledge
 - **Organizational change** from current state to future state
- Enables creation of **business value**, tangible and/or intangible
- *A project* is different from **operations**
 - **Operations** is **permanent or semi-permanent** work that repeatedly produces or provides **the same product** or service
 - **Ongoing execution** of repetitive process following **existing procedures**



} includes
improvements



Project: A temporary endeavor undertaken to create a unique product, service, or result.

Why Project Management?



How the customer explained it



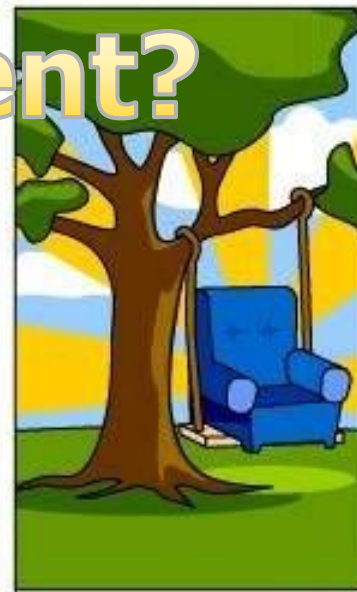
How the Project Manager understood it



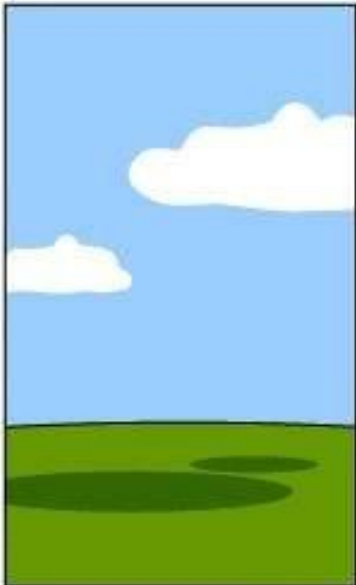
How the Analyst designed it



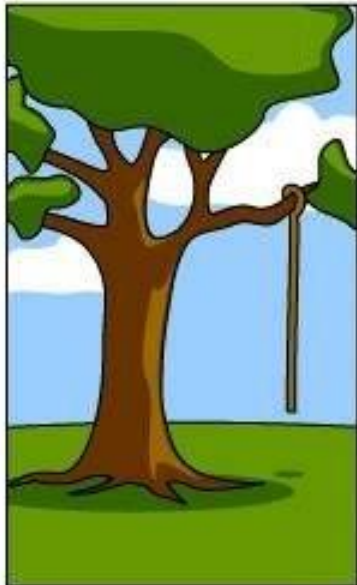
How the Programmer wrote it



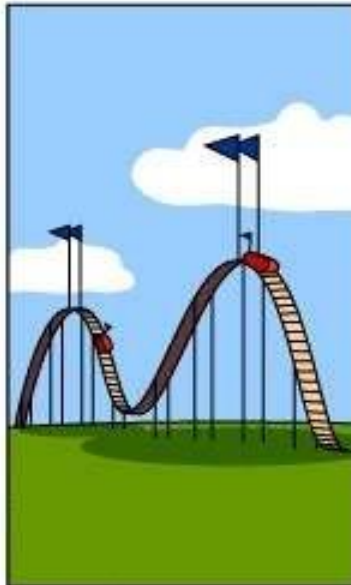
How the Business Consultant described it



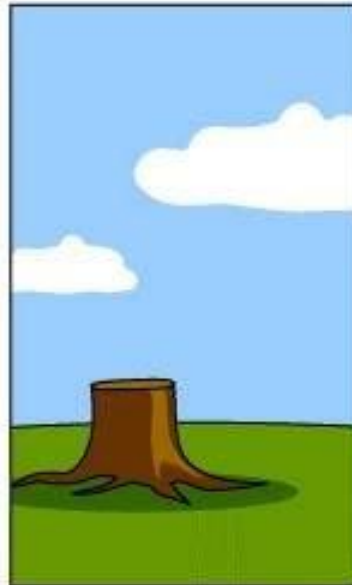
How the project was documented



What Operations installed



How the customer was billed



How it was supported



What the customer really needed

http://andysowards.com/blog/wp-content/uploads/2008/08/134931180_347671be56_o.jpg

Managing Project Constraints

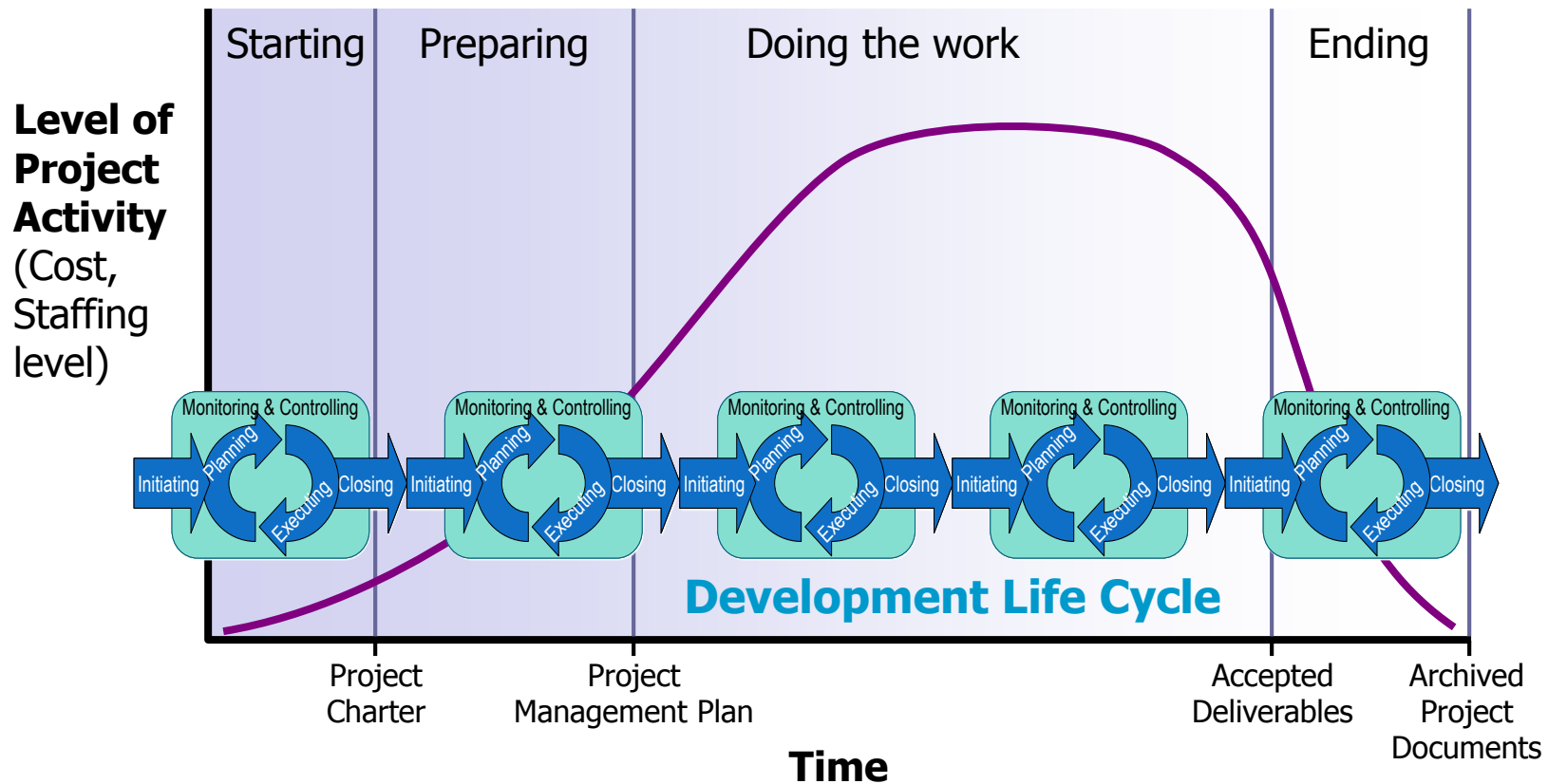
- Project Management is the **discipline** of planning, organizing and managing resources to bring about the **successful** completion of **specific** project goals and objectives.
- The primary challenge of project management is to achieve **all** of the project goals and objectives while balancing various **project constraints** including **scope**, **time**, **cost**, **quality**, and **resources**.
- Changing one constraint affects other constraint(s)



Constraint: A limiting factor that affects the execution of a project or process.

Project Life Cycle

- **Cost and staffing levels** are low at the start of the project, peak during development and decrease as the project draws to a close



Process Groups

■ Project **Initiating**

- ❑ Business case
- ❑ Define Project
- ❑ **Authorize Project**
- ❑ Assign project manager



Project
Charter

■ Project **Planning**

- ❑ Define requirements, scope, quality and quantity of work
- ❑ **Determine how to get the job done**
- ❑ Define resources and schedule work
- ❑ Evaluate risks



Project
Management
Plan

Kerzner, Harold. *Project Management*. 10th ed. Hoboken, NJ: Wiley, 2009 (p. 3)

Process Groups

■ Project **Executing**

- ❑ Negotiate for team members
- ❑ Direct and manage the work
- ❑ Help team members improve

■ Project **Monitoring & Controlling**

- ❑ Track progress
- ❑ Compare actual to predicted outcome
- ❑ Analyze variances, process changes

■ Project **Closing**

- ❑ Verify that all the work has been completed
- ❑ Formal (administrative) closure



Deliverables



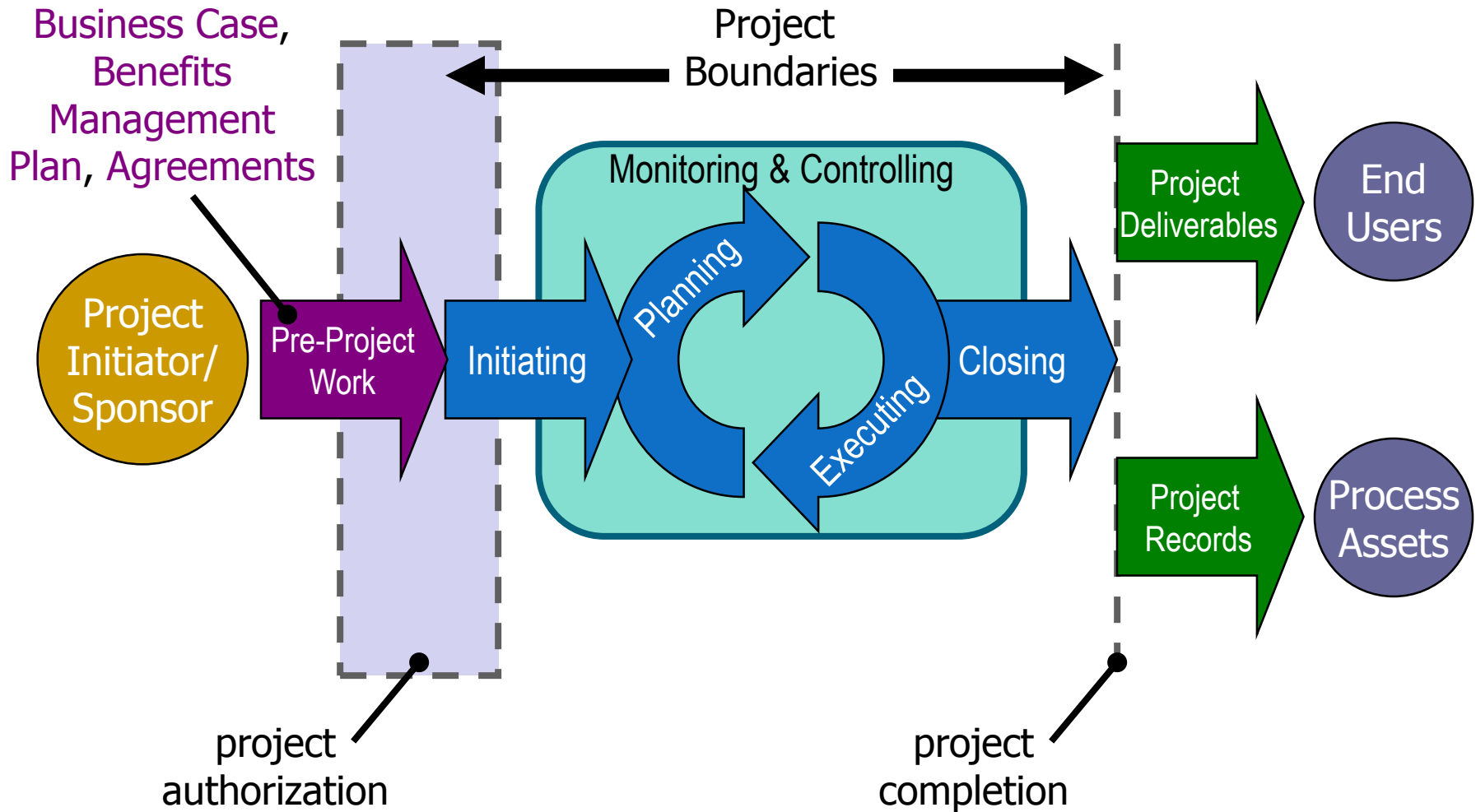
Accepted
Deliverables

Approved
Change
Requests

Process Assets
Lessons Learned

Kerzner, Harold. *Project Management*. 10th ed. Hoboken, NJ: Wiley, 2009 (p. 3)

Project Boundaries





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Practice Exam Question

Which of the following represents the project manager's responsibility in regard to change on a project?

- A. Influence the factors that cause project change.
- B. Ensure all changes are communicated to the change control board.
- C. Deny change whenever possible.
- D. Prioritize change below execution.

Practice Exam Question

What is the function of the project sponsor?

- A. To help manage senior management expectations.
- B. To be the primary interface with the customer.
- C. To fund the project and formally accept the product.
- D. To help exert control over functional managers.

Practice Exam Question

Which of the following is the best description of critical path?

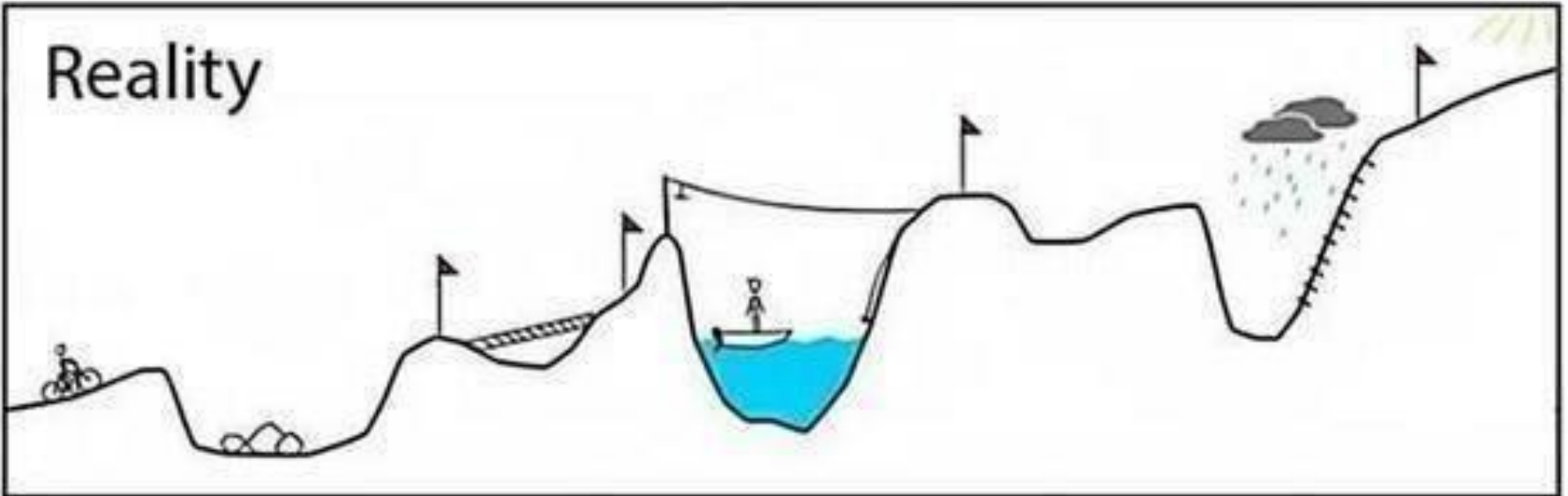
- A. The activities that represent critical functionality.
- B. The activities that represent the largest portions of the work packages.
- C. The activities that represent the highest schedule risk on the project.
- D. The activities that represent the optimal path through the network.

Your plan



PMP

Reality



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