747 Consulting group

PMP TRAINING

www.747cg.com

21 Cocasset St. Suite #Q, Foxboro, MA 02035
Phone: (774) 215-0471 | Fax: (774) 215-5117
Cell: (774) 225-8490 | Toll Free: (844) 747-2477
info@747cg.com | www.747cg.com

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Overview

Selected and individualized methodology related to identifying, planning, conducting, analyzing, and reporting research related to the culminating special project.

Course Outline

By the successful completion of this training, the learner shall be able to:

- Identify and explain the project phases and the project management process.
- Understand how the project's desired results will affect the actions in each phase.
- Understand how to specific action steps necessary to successfully complete the project.
- Understand budgeting and staffing plans.
- Discuss how to work with NGO employees and contractors relative to project management.

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1. Case Study Planning is key to project management success

Overview

Projects are complex, one-time processes.
Projects are limited by budget, schedule, and resources.
Projects are developed to resolve a clear goal or set of goals.
Projects are customer-focused.

A project is a temporary endeavor undertaken to create a unique product, service, or result.

Course Outline

- Understand why project management is becoming such a powerful and popular practice in business.
- Recognize the basic properties of projects, including their definition.
- Understand why effective project management is such a challenge.
- Differentiate between project management practices and more traditional, process-oriented business functions.
- Recognize the key motivators that are pushing companies to adopt project management practices.
- Understand and explain the project life cycle, its stages, and the activities that typically occur at each stage in the project.
- Understand the purpose of project management maturity models and the process of benchmarking in organizations.
- Identify the relevant maturity stages that organizations go through to become proficient in their use of project management techniques.

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2. Project Procurement and stakeholder management

Overview

Strategic management – the science of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its objectives.

Consists of:

- Developing vision and mission statements
- Formulating, implementing, and evaluating
- Making cross-functional decisions
- Achieving objectives

Course Outline

- Understand how effective project management contributes to achieving strategic objectives.
- Recognize three components of the corporate strategy model: formulation, implementation, and evaluation.
- See the importance of identifying critical project stakeholders and managing them within the context of project development.
- Recognize the strengths and weaknesses of three basic forms of organizational structure and their implications for managing projects.
- Understand how companies can change their structure into a "heavyweight project organization" structure to facilitate effective project management practices.
- Identify the characteristics of three forms of project management office (PMO).
- Understand key concepts of corporate culture and how cultures are formed.
- Recognize the positive effects of a supportive organizational culture on project management practices versus works against project management.

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3. Project Human Resource Management

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Project Management Body of Knowledge (PMBoK) covered in this chapter includes:

- Plan Human Resource Management (PMBoK 9.1)
- Acquire Project Team (PMBoK 9.2)
- Develop Project Team (PMBoK 9.3)
- Manage Project Team (PMBoK 9.4)

Course Outline

- Understand the steps involved in project team building.
- Know the characteristics of effective project teams and why teams fail.
- Know the stages in the development of groups.
- Describe how to achieve cross-functional cooperation in teams.
- See the advantages and challenges of project teams.
- Understand the nature of conflict and evaluate response method.
- Understand the importance of negotiation skills in project management.

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4. Project Leadership & Communications

Overview

"The ability to inspire confidence and support among the people who are needed to achieve organizational goals."

Project management is leader intensive!

Project Management Body of Knowledge (PMBoK) covered in this chapter includes:

1. Responsibilities and Competencies of the Project Manager (PMBoK 1.7.1)
2. Interpersonal Skills of the Project Manager (PMBoK 1.7.2)
3. Manage Project Team (PMBoK 9.4)
4. Project Communications Management (PMBoK 10)
5. Manage Stakeholder Engagement (PMBoK 13.3)

Course Outline

- Understand how project management is a "leader-intensive" profession.
- Distinguish between the role of a manager and the characteristics of a leader.
- Understand the concept of emotional intelligence as it relates to how project managers lead.
- Recognize traits that are strongly linked to effective project leadership.
- Identify the key roles project champions play in project success.
- Recognize the principles that typify the new project leadership.
- Understand the development of project management professionalism in the discipline.

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5. Project Risk Management

Overview

Project Management Body of Knowledge (PMBoK) covered in this chapter includes:

1. Plan Risk Management (PMBoK 11.1)
2. Identify Risks (PMBoK 11.2)
3. Perform Qualitative Risk Analysis (PMBoK 11.3)
4. Perform Quantitative Risk Analysis (PMBoK 11.4)
5. Plan Risk Responses (PMBoK 11.5)
6. Control Risks (PMBoK 11.6)

Course Outline

- Define project risk.
- Recognize four key stages in project risk management and the steps necessary to manage risk.
- Understand five primary causes of project risk and four major approaches to risk identification.
- Recognize four primary risk mitigation strategies.
- Explain the Project Risk Analysis and Management (PRAM) process.

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6. Project Scope Management

Overview

Project scope is everything about a project – work content as well as expected outcomes.

Scope management is the function of controlling a project in terms of its goals and objectives and consists of:

1) Conceptual development
2) Scope statement
3) Work authorization
4) Scope reporting
5) Control systems
6) Project closeout

Course Outline

- Understand the importance of scope management for project success.
- Understand the significance of developing a scope statement.
- Construct a Work Breakdown Structure for a project.
- Develop a Responsibility Assignment Matrix for a project.
- Describe the roles of changes and configuration management in assessing project scope.

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7. Project Cost Estimation and budgeting

Overview

Project Management Body of Knowledge (PMB0K) covered in this chapter includes:

1. Plan Cost Management (PMBoK 7.1)
2. Estimate Costs (PMBoK 7.2)
3. Determine Budget (PMBoK 7.3)
4. Control Costs (PMBoK 7.4)

Cost management has been defined to encompass data collection, cost accounting, and cost control. Cost accounting and cost control serve as the chief mechanisms for identifying and maintaining control over project costs. Cost estimation processes create a reasonable budget baseline for the project.

Course Outline

- Understand the various types of common project costs.
- Recognize the difference between various forms of project costs.
- Apply common forms of cost estimation for project work, including ballpark estimates and definitive estimates.
- Understand the advantages of parametric cost estimation and the application of learning curve models in cost estimation.
- Discern the various reasons why project cost estimation is often done poorly.
- Apply both top-down and bottom-up budgeting procedures for cost management.
- Understand the uses of activity-based budgeting and time-phased budgets for cost estimation and control.
- Recognize the appropriateness of applying contingency funds for cost estimation.

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8. Project Time Management

Overview

Project Management Body of Knowledge (PMBoK) covered in this chapter includes:

1. Control Schedule (PMBoK 6.7)
2. Control Costs (PMBoK 7.4)
3. Earned Value System (PMBoK 7.4.2.1)
4. Forecasting (PMBoK 7.4.2.2)
5. Performance Reviews (PMBoK 7.4.2.4)

Course Outline

- Understand the nature of the control cycle and four key steps in a general project control model.
- Recognize the strengths and weaknesses of common project evaluation and control methods.
- Understand how Earned Value Management can assist project tracking and evaluation.
- Use Earned Value Management for project portfolio analysis.
- Understand behavioral concepts and other human issues in evaluation and control.
- From Appendix 13.1: Understand the advantages of Earned Schedule methods for determining proje performance index, and estimates to completion.

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