

PROFESSIONAL TRAINING PROGRAM

PMP® Exam Prep

Project Management Professional

Plan, analyze and manage projects with the language, frameworks and mindset of a certified professional.



DURATION
66 hours



MODULES
11 modules



ENGLISH LEVEL
B1 (intermediate)



ASSESSMENT
**Midterm & final,
PMP®-style**

About this course

Projects are all around us. Virtually every organization runs projects, either formally or informally, and we are engaged in projects at home and at work. Project management gives organizations and individuals the language and the frameworks for scoping projects, sequencing activities, using resources and minimizing risks. We will identify the factors that lead to project success and learn how to plan, analyze and manage projects, with exposure to state-of-the-art methodologies and to the challenges of different kinds of projects.

The course introduces core concepts from project planning, Agile variations, and simulation for project risk analysis. You will gain an appreciation of what it takes to plan and execute large-scale projects, and an understanding of Agile project management principles. Together, we will build an awareness of the behavioral biases that come into play in project settings and how they affect a project.

By the end of the course, you will have the language and mindset to plan and manage projects: setting goals and objectives accurately and prioritizing among them. You will be more conscious of stakeholders' views, understand each stage of the project life cycle and its role in the project's evolution, and be able to choose the most suitable methodology for the objectives, the uncertainty and the constraints.

Assessment

Attendance, participation, and midterm and final exams in a PMP®-style format, each lasting 75 minutes.

PROGRAM INSTRUCTOR

Jawdat Audeh

جودت عوده · MA · PMP®

Educated in the US and the UK in business administration and education, and certified in many areas of management by prestigious universities in the US, UK, Spain and Denmark.

Jawdat has lectured at several universities in the US, Syria and the Gulf, and brings more than twelve years of executive experience with international companies such as McGraw-Hill and SRMG.

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Who it's for

Designed for a diverse audience, from experienced project managers to those new to the field. Whether you have led projects formally or informally, or have no prior experience, we explore every topic from a strategic, decision-making perspective.

An intermediate level of English (B1) is required to fully engage with the course materials.



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Course Outline

66 hours

11 Modules

Jawdat Audeh

01 Basic Principles

What is a project? • Why does project management matter? • Three project objectives • Projects drive change in organizations • Organization and stakeholders • Stakeholder management cycle • Stakeholder power/interest grid • Main reasons for failure • Four bases for successful projects • Project life cycle • Phase gate = stage gate = phase review • Project charter • Initiating • Financial measures for project success • Organization structure • Development life cycle

02 Planning

Action plan • Detailed scoping • Work Breakdown Structure (WBS) • Requirements traceability matrix • Network diagram • Types of dependencies • Leads and lags • How long will the project take? • Cognitive biases • Estimating activity durations can be tricky! • Critical path analysis • Gantt chart: dependencies and milestones • How do we schedule? Crashing and fast-tracking • Principles vs. performance domains • Common planning mistakes • Crashing vs. fast-tracking • Plan checklist

03 Agile 101

Why Agile? • Agile principles and Manifesto • DSDM principles • Scrum sprint • User stories • Definition of Ready • Release • Release planning • Daily standup • Burndown/burnup chart • Story mapping • Story points • Scrum poker • eXtreme Programming (XP) • Metaphor • Kanban: the effect of bottlenecks • Impediments • Agile: scale-friendly vs. innovation-friendly • A note on focus groups • What makes Agile hard • The venture design framework • A culture of disciplined experimentation and testing

04 Team

Conflict resolution • Tuckman model of group development • Ground rules • Virtual teams vs. collocation • Team contract vs. social contract • Recognition and rewards • Negotiating for your team • Managing team members in a matrix organization • Causes of team failure • Balancing your work with the team's work • Resource calendar • Resource histogram • Resource levelling • Applying emotional intelligence • Assignment matrix • Resource management methods • Collaborate vs. cooperate • Team vs. teaming

05 Uncertainty

Risk definition • Sources of uncertainty • Plan to match risk • Plan risk management • Risk assessment • Failure Mode and Effect Analysis (FMEA) • Risk register • Schedule risk analysis • Three-point estimating • Confidence level • Criticality index • Budget risks • Roadmap instead of plan • Trial-and-error learning in highly ambiguous settings • Strategies for negative risks (threats) • Strategies for positive risks (opportunities) • Surety bonds • Contingency reserve • Percentage of the project's cost • Decision tree analysis • Monte Carlo simulation • Fallback plan • Management reserve

06 Procurement

What is project procurement? • Working with procurement • Terms and conditions (T&Cs) • Build vs. buy • Exploring contract types • Fixed price • Cost plus • Time and materials (T&M) • Other contract types • Template of a procurement plan • Reducing project risk with procurements • Request for information (RFI) • Request for quotation (RFQ) • Request for proposal (RFP) • Setting up contracts • Cadence

07 Project Work and Measurement

Project budget • Project execution • Earned value analysis • Performance indices • Estimate at completion (EAC) • To-Complete Performance Index (TCPI) • Funding requirements • Estimate activity costs and durations • Scope creep and gold plating • Analytical techniques • Why are projects still late or over budget? • Framework for selecting a PM method • Work performance data and information • Controlling • Validate scope vs. close project or phase

08 Quality

What is quality? • Understanding quality dimensions • Data representation • Performing quality control • Examining the cost of quality • Using Pareto analysis • Balancing quality and customer needs • PDCA cycle • Connecting quality and scope management • Incorporating quality into project changes • Terms used in Control Quality • Fishbowl window • Measurement pitfalls • Quality audits

09 Communications & Stakeholders

EEFs and OPAs • Project integration management • Managing project knowledge • Communication channels • Making team changes to benefit the group • Performance concerns • Sources and types of team member issues • Dealing with difficult stakeholders • Stakeholder analysis matrix • Citizen developer • Agile Release Train (ART) • Release Train Engineer (RTE) • Communication model • Effectiveness of communication channels • Gulf of execution and evaluation • Communication methods • Empathy map • Stakeholder mapping and representation • Communication plan • Types of communication • BVCs

10 Disciplined Agile

Velocity • Physical Kanban boards • Digital Kanban boards • Cumulative flow diagram • MVP and beta • Full delivery life cycles • Example of the Agile life cycle • The six DA life cycles • Choose your WoW (way of working) • The PMI Talent Triangle

11 NGO Project Management Concepts

Asset-based vs. problem-based • After action review • Proposals • Capacities • Five management phases • Outputs vs. outcomes vs. goals • Vertical logic of the LogFrame • Project intervention logic • Scope of work • Project identification and definition phase • Project setup phase • Baseline



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