



Project Management Course Descriptions

Must be taken as sequenced courses and may not be taken individually.

PMGT 401. Project Management: Course Framework & Project Leader Assessment (1)

Introduction to the Project Management Certification Course; syllabus, requirements and deliverables. Students will become acquainted with: the terminology, nine knowledge areas, relationships to other disciplines, project management context and processes. Introduction to the logistical vehicles for course delivery and the tools to be used. Students will also assess themselves as project leaders and explore project leader competencies, roles, responsibilities and stakeholder relationships.

PMGT 402. Project Management: Skills and Abilities for Effective Leadership of Teams (1)

Students will enhance project team leadership skills, define the work environment of project teams, team selection, develop a team charter, clearly define the roles and responsibilities of all project team members, set team guidelines, learn methods to promote teamwork, understand the stages of development, manage team dynamics. Additional skills covered: delegation, managing accountability without direct authority over project team members, managing dysfunctional teams, performance improvement, input to performance appraisals, rewards, recognitions, celebrations. Prerequisite: PMGT 401.

PMGT 403. Project Management: Initiating the Project and Planning Scope and Schedule (2)

Students will learn techniques for deciding whether to undertake a project and for planning project outcomes and schedules. The relationship of projects to organizational planning and budgeting, information and performance appraisals systems will be discussed. Approaches will be shared for identifying and classifying project stakeholders and designing and conducting a cost benefit analysis. How to define desired project outcomes clearly and completely and how to determine project work to be performed using decomposition and templates will be addressed. Students will learn how to develop a project charter, a scope statement, a Work Breakdown Structure, a WBS dictionary and a Linear Responsibility Chart. How to create a network diagram and analyze schedule possibilities using the Critical Path Method (CPM) and the Program Evaluation and Review Technique (PERT) will be explained. Fast tracking and crashing a schedule will also be explored. Displaying a schedule with a Gantt Chart, key events list and activities will be illustrated. How to support these activities using MS Project will be demonstrated. Prerequisites: PMGT 401, PMGT 402

PMGT 404. Project Management: Planning Resources, Communication, Quality and Risk Management (2)

In this course, students will learn how to estimate the needs for personnel and other types of projects resources, to develop a project budget and to plan for additional project support activities. Determining the type, amount and timing of resource needs will be emphasized. Approaches to resource leveling will be discussed. The different types of project costs will be explained. The use of analogous estimating, parametric modeling, bottom-up estimating and computerized tools to estimate costs will be explored. Planning to ensure project quality and coordinate project communications will be addressed. Identifying, assessing, and preparing a plan to manage project risks will also be discussed. Planning for project procurement and associated solicitations will be explained. Students will learn how to develop resource matrices, loading charts and graphs and a project budget. How to support these activities using MS Project will be demonstrated. Prerequisites: PMGT 401, PMGT 402, PMGT 403

PMGT 405. Project Management: Project Leader Communications Expertise and Evaluating Team Performance (1)

The purpose of this weekend seminar is to strengthen the project leader's communication skills, change-management skills, conflict resolutions skills, and team evaluation skills. Focus areas will also include the following: understanding the art and science of effective listening, managing multiple expectations, communicating "bad news," and learning tools and techniques for project team evaluation. Prerequisites: PMGT 401, PMGT 402, PMGT 403, PMGT 404

PMGT 406. Project Management: Implementing and Managing Projects (2).

Students will learn techniques and processes to start and perform the actual project work. Suggestions for working successfully in a matrix management environment will be discussed. Information systems to track schedule performance, labor charges and project expenditures will be expressed. Developing escalation procedures to address project conflicts issues will be emphasized. Procedures for controlling labor and fund charges to a project will be introduced. Key project review and decision meetings will be identified. Planning and implementing quality assurance activities will be addressed. Planning for, awarding and administering contracts will be discussed. How to support these activities using MS Project will be demonstrated. Prerequisites: PMGT 401, PMGT 402, PMGT 403, PMGT 404, PMGT 405

PMGT 407. Project Management: Controlling Performance and Assessing Outcomes (2)

Students will learn how to monitor and control project activities in progress and how to bring a project to closure. Approaches for assessing project products and services produced will be explored. Techniques for evaluating schedule and cost performance will be introduced. Variance analysis and earned value analysis will be explained. Quality control and risk monitoring and control will be discussed. Change control systems and procedures will be explained. How to prepare focused progress reports and conduct effective project meetings will be discussed. Requirements for closing out contracts and procurements will be detailed. Obtaining user acceptance, closing labor and fund charge accounts and other administrative activities will be discussed. Designing and conducting a post-project review will be explored. How to support these activities using MS Project will be demonstrated. Prerequisites: PMGT 401, PMGT 402, PMGT 403, PMGT 404, PMGT 405, PMGT 406

PMGT 408. Project Management: Problem Solving, Decision Making and Ethics (1)

This 2-day seminar focuses on developing problem solving and ethical decision-making skills. Students will learn to recognize project problems, frame the problem, assess risk, manage risk, plan contingencies, recognize the escalation points, and apply alternate methods. Students will also participate in ethical exercises to strengthen their ability to recognize ethical dilemmas and evaluate decisions. Prerequisites: PMGT 401, PMGT 402, PMGT 403, PMGT 404, PMGT 405, PMGT 406, PMGT 407