

Personal 1-on-1 Project Training

2-Course Certified Construction

Project Manager



"The videos of PMs in action were great because they offered techniques for dealing with real life situations that are very common in the field."
Tony Vieira ."

"I could learn on my own pace and absorb more detail, rather than churning through assignment after assignment and not pausing to actually LEARN the materials.

JackHall,
Attenza
."

Chris Thomas, 3M

Designed For

Construction professionals who want to master the skills required to manage larger, residential or commercial construction projects. It is composed of two courses:

- Essentials of Construction Project Management - #121 (see page #2)
- Managing Construction Projects - #123 (see page #6)

Professional Skills...Consistent Success

The program gives you:

- an arsenal of professional project management tools & techniques
- planning with the boss or customer
- estimating & scheduling
- managing crews and subs
- presentation skills
- practice using them with real people and problems
- coaching until your skills reach the professional level

Your Learning Experience...Personal Mentoring

You work personally and privately with your PMI-certified instructor

- ✓ practice project management skills on realistic case studies
- ✓ learn to think on your feet in live, online role-playing sessions
- ✓ receive personal written feedback and coaching on your assignments
- ✓ call your instructor anytime with questions or to discuss a concept
- ✓ get one year of ongoing support and advice on your projects at work.
- ✓ Begin a course whenever you wish and work at your pace and schedule. There are no time limits or fixed schedules.

Our Credentials

We are a PMI (Project Management Institute) Registered Education Provider and you earn 90 PDUs (professional development units)

Enroll by phone at 877-332-2599 or online at www.4PM.com

121 Essentials of Construction Project Management Syllabus



Duration: 30 hours of work at your pace and schedule with no time limits

Credits: 1 graduate school credit, 30 PDUs approved by PMI (Project Management Institute)

Prerequisites: none

Designed for: people who are new to project management or those who want formal training

What you will learn: the fundamentals of a step-by-step project management methodology, Microsoft Project® software tools and presentation techniques to manage projects with consistent success

Textbook: *Essentials of Project Management*, 2007, 6th edition

Presentations That Persuade and Motivate, Harvard Business School Press, 2004

5-Step Project Methodology including Tools & Templates



Overview of 1-on-1 Online Learning

Working with a PMI®-certified instructor, you'll learn a 5-step project methodology and practice using it. You'll have textbook reading and hi-def lectures online that explain all the concepts. Then you'll practice every step by managing a customer service improvement project. You'll receive personal instruction & written feedback from your instructor on each assignment, and you can call or e-mail them with questions as often as you wish. You may work on the course at your pace, whenever it fits your schedule. There are no time restrictions or limitations. You will practice all the techniques for planning a project, executing the plan, tracking in Microsoft Project®, problem solving and reporting status.

Module 1. Project Scope

Reading Assignment: In your textbook, you'll learn how to start a project the right way and what questions to ask the boss to clarify exactly what business result the project should produce. You'll read examples of meetings where PMs ask sponsors the right questions to define how they will measure if the project is a success.

Lecture: The lecture expands on the reading with a discussion of techniques to clarify what the boss wants and deal with department managers in the early stages of a project. These techniques will help you define exactly what deliverables your project has to produce. You'll watch a movie of a project manager meeting with a difficult sponsor, handling the situation and starting the project the right way. You'll learn how to develop a project scope that accomplishes exactly what the boss/sponsor wants. You may ask your instructor any questions and you will always get a private response within 24 hours.

Practice What You've Learned: In this case study, you have just joined Vailcrest Corporation as their first construction project manager. Vailcrest is a rapidly growing organization located in Vail, Colorado, and your new boss is concerned about customer service slipping. He assigns you an important project to solve the facilities problems that cause customer service problems using a team of people drawn from several departments. You learn about some of the personality problems that could affect the project and the conflicts that exist between departments. Using the techniques you learned in the reading and lectures, you will ask questions of your boss to identify exactly what he wants the project to deliver. Your instructor will role-play the boss and answer your questions, then give you feedback and coaching on how you handled the meeting. Next, you'll write a proposed scope statement and present it to the boss for approval.

Module 2. Gathering Requirements

Reading Assignment: In your textbook, you will learn how to gather requirements from the people who are affected by the project. Then you'll learn all the steps in building a network of measurable achievements that will be the backbone of your project. These achievements are the check points you will use to control the project and assess progress.

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Lecture: The lecture explains the techniques for unearthing requirements from department managers and explains how to convert their wishes and wants into clear outcomes your crew must deliver. You also watch a video of a project manager meeting with department managers to get their requirements so you see how to do it successfully. You will learn how to determine what level of detail needs to be included in the project plan. Ask any questions of your instructor and get a private response within 24 hours.

Practice What You've Learned: In the case study you meet with the people who work at Vailcrest and hear their complaints about the facilities, systems and people they work with. Most of them support your project and they explain the challenges they must overcome to improve service. There is some finger pointing at other departments and you discover that the operations, facilities, IT, marketing and technical departments do not cooperate very well. You meet with department managers and professional staff and ask them questions about the performance issues their departments face. Your instructor role-plays with you, answering your questions as you gather the project requirements. You'll learn to overcome the challenge of working with stakeholders; some of them define project goals with "wish-lists" of details and others avoid committing to an end-result. You submit your project requirements to your instructor and get feedback and coaching on your work.

Module 3. Charter and Presentation

Reading Assignment: In your textbook, you'll read how to concisely organize the key components of the charter into a 1-1½ page document that includes the resources and support you need to manage the project. You'll see examples of how to put it all together and make an effective presentation of the information.

Lecture: Your lecture explains how to concisely describe all the project elements like risks and the resources you need. You'll see practical techniques for making an effective presentation of the project plan to get the support you need. You also watch movies of a project manager presenting the charter to the sponsor; first the wrong and then the right way so you can see the difference. Ask your instructor any questions and get a private response within 24 hours.

Practice What You've Learned: The Vailcrest president is eager to start work on the project but you know there are issues of cooperation between departments that need to be straightened out to insure a good start. The boss schedules a meeting where you will present your plan and answer questions from other managers. In your first live online simulation with your instructor, you'll prepare and present a short PowerPoint presentation of your project, applying what you have learned about communicating with stakeholders. The presentation must clearly communicate what the project will and will not achieve and outline the key support and staffing elements you need to succeed. Your instructor will play the role of the project stakeholders and ask questions so you get live experience answering managers' questions. At the end of this 20 minute presentation, your instructor will send you feedback and coaching on how you handled the stakeholders' questions.

Modules 4 & 5. Work Breakdown Structure and Predecessor Relationships

Reading Assignment: Your textbook reading teaches you the basics for managing the project in Microsoft Project® software. You'll learn a simple, straight-forward way to build your project schedule in just minutes using only one screen display. Then you'll learn how to structure the tasks in your project and how to craft the "right size" assignments for each team member.

Lecture: Your lecture explains the tools and techniques of building a project schedule and crafting crystal clear team member assignments. You'll also see step-by-step instructions that show you how to use Microsoft Project® software. Then you watch a movie of a project manager meeting with the team members about the project schedule and assignments and determining the level of detail needed for the right-sized assignment for each team member. You will also see a "step-by-step" video for building a WBS in Microsoft Project. Ask your instructor any questions you have and get a private response within 24 hours.

Practice What You've Learned: As you develop the work breakdown structure, you have to deal with people wanting to add new features to the project. You also must cope with one manager who demands that you micromanage everyone on the team and another who wants to manage her department's people separately from the project team. You'll cope with the politics and explain the need to manage the project with the best practices you're learning. Then you'll follow the easy step-by-step instructions to build your schedule in MS Project®. At each step you'll send the schedule to your instructor who will send you feedback on the schedule and answer any questions you have. You'll schedule a mid-course review phone call with your instructor to discuss any issues as well as how to apply what you have learned to your projects at work.

**Enroll by Phone Toll Free 1-877-332-2599 or on the Web <http://www.4pm.com>
4PM.com 3547 South Ivanhoe Street, Denver Colorado 80237-1122**

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6. Resources and Estimating Durations

Reading Assignment: The textbook will show you the best methods for working with each crew member or sub to estimate the time it will take to complete their tasks. You read examples of how a project manager should handle an estimating session with subs and crew members, as well as the process of entering each task's duration into MS Project © software.

Lecture: In the lecture, you'll learn the best way to craft work packages and get accurate work estimates for crew members' tasks and their commitment to the project. You watch a movie of a step-by-step software video of how to add resources and predecessor relationships to the plan. Ask your instructor any questions you have and get a private response within 24 hours.

Practice What You've Learned: You discover that several of your crew members have never worked on a project and are anxious about making estimates. Others have project experience and are padding their estimates. You have to determine how to work with each of them to get the most accurate estimate possible and a high level of commitment to the project. You apply what you have learned in an estimating session with several of these crew members. Next, you'll enter the task durations and assign your crew members to the tasks and complete your project schedule in MS Project®. Your instructor will send you feedback and coaching on the assignment.

7. Optimizing the Schedule

Reading Assignment: In the reading assignment, you will learn how to optimize the project duration so you finish as early as possible. You'll also learn how to easily develop alternatives for delivering the project so you have an answer when the boss tells you the project duration must be reduced.

Lecture: The lecture drills deeper into the techniques for making the best use of your crew members' skills and availability to shorten the project duration. You'll learn how to develop trade-offs between the scope, schedule and budget. In addition, you will learn how to discuss this information with the boss in the final presentation. You'll watch a step-by-step software video of how to reduce the project's schedule by shortening the tasks on the critical path. Ask your instructor any questions you have and get a private response within 24 hours.

Practice What You've Learned: Your boss is concerned that Vailcrest's customer service problem is getting worse and he wants you to reduce the duration by several weeks. The boss asks you what you need to accomplish this and wants an answer quickly. Using the tools you've learned in the reading and lecture, you develop options for reducing the duration without reducing the end result the project should produce. You'll analyze your schedule for opportunities to shorten the duration by making adjustments to the plan. You present the schedule and suggested changes to the boss for approval and receive written feedback from your instructor on how you handled the situation.

8. Team Leadership & Managing Conflict

Reading Assignment: Now that you have your plan approved, it's time to launch the project and start work on the plan. You read about leading your subs and crew and handling the conflicts that arise on most projects.

Lecture: The lecture teaches you effective ways to handle conflict and boost crew member commitment to the project. You'll watch movies of the right and wrong way to handle crew member conflicts. Ask your instructor any questions you have and get a private response within 24 hours.

Practice What You've Learned: With the project approved, you and the crew begin work. But a conflict flares up between three crew members and department managers, threatening to halt the project work. You use the techniques you have learned to resolve the issues and get the project back on track. You analyze the conflict situation and get everyone refocused on the achievements in the plan. You develop a conflict resolution strategy, talk with the managers and crew members about settling the conflict, and receive your instructor's feedback on your conflict resolution strategy.

9. Tracking Progress and Reporting Status

Reading Assignment: In your final reading assignment, you'll learn to gather progress information from your crew members, enter it into MS Project® in ten minutes a week, spot problems and develop solutions. Then you craft a status report detailing major issues for the boss.

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Lecture: The lecture explains the best techniques to use in gathering and reporting project progress with recommendations for handling variances. You'll learn how to determine if there are problems on the project when it's early enough to solve them. You'll also see movies of good and bad ways to deliver status reports that include variances. Watch a step-by-step software video for tracking progress against the schedule baseline. Ask your instructor any questions and get a private response within 24 hours.

Practice What You've Learned: The project is not progressing exactly as planned. Instead, there have been some surprises and several subs and crew members are behind schedule and are spending more time working on other projects than expected. Your instructor will send you progress reports from your project crew and you will update your project schedule, identify problems, and develop solutions to correct those problems. Then you will package all your ideas in a concise report, present it live, and answer questions from the boss, managers, and crew members (played by your instructor). You will receive feedback from your instructor on your performance and ability to communicate these difficult concepts with your project stakeholders.

123 Managing Construction Projects

Duration: 60 hours of work, at your pace and schedule, no time limits

Credits: 2 graduate school credits, 60 PDUs approved by PMI (Project Management Institute)

Prerequisites: 2 - 3 years of construction project management experience

Designed for: experienced PMs who want to manage larger commercial construction projects

What you will learn: advanced skills for managing larger commercial construction projects including risk management, variance analysis, plan optimization and multi-discipline team leadership.

Textbook: *Construction Project Management, 3rd edition, 2008*



Overview of 1-to-1 Online Learning

You may start the course whenever you want and work on it when it fits your schedule. There are no time restrictions or limitations. Working directly with your PMI® certified instructor, you'll learn advanced techniques for larger, more complex construction projects with strategic business results, multiple customers/stakeholders and larger crews drawn from different functional departments and sub-contractors. You will begin each module with textbook reading followed by a lecture and videos that you can play whenever and as often as you wish. Then you complete the construction case study-based assignment in each module. You can call or e-mail your instructor whenever you wish and always receive a personal reply within 24 hours. You'll practice all the project tools and techniques in three commercial project case studies with project simulation assignments. You'll also practice making presentations to the boss (sponsor) and stakeholders and answering their questions. You'll develop schedules that hit due dates despite limited resources and identify ways to mitigate risks with a limited budget.

1. Initiation and Stakeholder Management

Reading: You'll begin your course reading about the "best practices" techniques for planning projects and managing multiple stakeholders who have conflicting needs and requirements.

Lecture: Your lecture expands on the techniques you read about and teaches you how to analyze your project's stakeholders, identifying their hot button issues and unearthing their project requirements. You'll also watch videos of PMs working with stakeholders and critique their work, identifying the good and bad points of how they handled the situation.

Practice what you have learned: In the case study, you're starting a new job with Vailcrest Corporation as their first project manager. Vailcrest is a company that is experiencing 30% annual growth. This explosive growth has created internal operating, system and facility problems and the company faces increasingly aggressive competition. You watch a video as the stakeholders discuss operational problems that they want addressed in the project you will manage. Using the tools and techniques you read about and watched in the lecture, you will work with the executives (played by your instructor) to turn their "wish lists" into measured deliverables that will help you manage the project to a successful completion. You'll get feedback from your instructor on your techniques and the project plan you develop based on this meeting.

2. Project Requirements & Planning

Reading: Learn the techniques to decompose the approved scope into a network of high-level achievements. Your reading assignment shows you how to subdivide each achievement down to the level of the deliverables and business results you will hold your team members and contractors accountable for delivering.

Lecture: You'll see the development of a high-level achievement network in the course template and listen to explanations of exactly how achievements are decomposed. You'll learn 4 different techniques to sub-divide them down to a level that is appropriate as an assignment to a team member or subcontractor. You'll also learn how to convert activities into objective, measurable achievements that everyone on your project understands. You'll watch videos of PMs gathering requirements and critique their work, identifying the good and bad points of how they handled the situation.

Practice what you've learned: After the project boss/sponsor approves the scope of your project, you'll continue your work with the department managers stakeholders to detail their requirements. You'll also have to cope with the interdepartmental conflicts that could affect your project. You'll reconcile the stakeholders' conflicting views of the project and get approval for a plan they will all support. You'll use the information you collected during your requirements discussions with managers to decompose the scope into a network of high-level achievements and assignments for your project team members. Then you'll work with the sponsor and stakeholders to get approval of the plan.

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3. Chartering Projects

Reading: In the reading you will learn how to craft a short, easy-to-read charter document that includes all the elements for larger commercial projects including the accountability structure, authority over borrowed resources, project risks and change control.

Lecture: Your lecture expands on the tools and techniques for designing an appropriate accountability structure for projects with subs and people borrowed from several departments over which the PM has no authority. You also design the change control process so the boss/sponsor has control without endless escalations. You'll watch a video of a project manager negotiating with a department manager to use some of the manager's people on the project and critique the PM's work, identifying the good and bad points of how they handled the situation.

Practice what you have learned: Your sponsor is putting a lot of pressure on you to move quickly and get started on the project. But before you start work you want to address the risks as well as the issues of using people from other departments. You also need to persuade the sponsor to use a strong change control process. To complete this assignment you will create a charter for the project then present it to the sponsor and company managers. In a live online project simulation, you'll answer questions from the managers and deal with their objections. Your instructor will give you feedback on the techniques you used in working with the executives and managers.

4. Estimating Work and Duration

Reading: You'll learn how project managers should estimate work and duration for the project as a whole and then as planning proceeds, how to make accurate estimates with team members to gain their commitment to the estimates.

Lecture: The lecture covers a range of techniques for developing estimates of duration, work and cost during the initiation and planning phases of a project. You learn techniques for coping with the absence of good estimating data and how to avoid making commitments that you cannot meet. You will learn three estimating techniques for duration and budget that you can apply in each phase of the project lifecycle. As well, you will learn 3-point estimating techniques to use with your crew. You'll also watch videos of a PM working with crew members to make estimates and you'll critique the PM's work, identifying the good and bad points of how they handled the situation.

Practice what you have learned: You tackle the second case study which is a fast-track "crisis" project that needs to be executed on an emergency basis because a problem threatens the organization's survival. In addition to the business challenges, two key department managers have serious conflict issues. You'll use data provided in the case study to estimate cost and duration and then present them to the decision makers. You provide this information to the sponsor for approval and your instructor will send you private feedback and coaching on your work. Then you will suggest a convenient time for your mid-course phone call with your instructor.

5. Risk Management Presentation

Reading: You'll learn how to assess project situations for potential risk and conduct brain-storming meetings with your crew to analyze the risks. Then you'll read about techniques for assessing the likelihood of a risk occurring and estimating the impact if it does occur.

Lecture: The lecture expands on this topic by explaining the steps in the risk management process from identification, risk analysis and crafting cost effective responses. You learn to reduce or eliminate the impact of specific risks to your project. You'll also learn to combine these elements into a clear risk presentation. You will see a video of a project manager and crew member performing risk identification and risk response planning and you'll critique the PM's performance.

Practice what you've learned: The sponsor and department managers you are working with on the fast-track "crisis project" want different risk mitigation efforts. You develop alternative risk mitigation plans and model the impacts. Your instructor will send you feedback and coaching on your work.

6-7. Dynamic Modeling & Tradeoffs

Reading: The reading demonstrates step-by-step techniques for advanced Microsoft Project® processes. We'll expand on the process of building dynamic schedules with work estimating and modeling alternative project plans. This includes trade-

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offs between scope, budget, duration and risk. You'll learn how to fine tune the project schedule to ensure the best possible resource allocation and the earliest possible completion date. Then you'll see how to optimize MS Project® schedules.

Lecture: Learn the techniques for resource driven scheduling and the precision it gives you in scheduling and spotting problems early, when they are smaller and easier to solve. The lecture discusses how we use trade-offs to negotiate the final scope, budget and duration for a project. You'll learn about the key issue which is to offer the executive a range of choices while preserving the feasibility of the project. You'll watch a video of a PM using tradeoffs with an executive and critique the PM's performance.

Practice what you've learned: The sponsor won't budge on the tight resource and duration constraints he's placed on the project. It's your job to craft a dynamic project schedule for this fast-track project within tight resource availability and budget constraints. You submit your work to your instructor for feedback and coaching. Then you'll present these tradeoffs to the project sponsor in a live online simulation and negotiate options until you can secure agreement on an achievable project plan and schedule.

8. Team Leadership

Reading: Learn how to create a project team culture that promotes productivity and innovation. We'll also discuss the work attitudes of our crew members as well as the ways a PM can affect the project team's culture.

Lecture: The lecture expands on the topics in the reading and delves into the topic of conflict on the project team. It includes how to resolve conflicts that develop from different types of disputes including scheduling, resource utilization and personality conflicts. You watch a video of a project manager dealing with conflicting team members and critique the PM's performance.

Practice what you've learned: In your third case study, the president pulls you off other work to save a failing project and get it back on track. You'll take over from an inexperienced PM who has been unable to cope with performance problems and conflict between team members. Also some departments are not meeting their commitment to contribute resources. You'll analyze the situation and develop a strategy for dealing with the people problems. You send your work to your instructor for coaching and feedback.

9. Variance Analysis & Status Reporting

Reading: You read the step-by-step instructions for tracking and problem identification in MS Project® software and the techniques to use in making successful status reports to project sponsors. You will also learn earned value analysis for problem solving and reporting.

Lecture: The lecture explains the techniques for crafting professional level status reports that clearly communicate progress, problems and the options for corrective action, and how to take advantage of opportunities. Then you analyze a video of a project manager discussing a task's overrun with a crew member and critique the PM's performance.

Practice what you've learned: At the end of your first week after taking over this failing project, you receive a status report from the crew detailing their work on the project. You immediately see how conflict on the project and difficulties with resources has led to some major delays. It's your job to use this information to determine a couple of solutions to get the project back on track. You'll also have to deal with the stakeholders' numerous requests to make changes to the project. You develop your recovery plan and present it in a "real-time" session with your instructor. You'll answer questions from the executive staff and sponsor about your proposals and your suggestions for dealing with variances to the project schedule and budget. You will also need to assess the impact of the proposed changes and make a specific recommendation on each. Your instructor will give you feedback on the plan and the techniques you used in working with the executives.