



## Project Management Practicum

### Course Overview

PM Practicum is the capstone course for completion of the Master's Certificate in Project Management from PM College and The Heinz School of Carnegie Mellon University. This four-day course takes participants on a journey through the entire life cycle of a project using the initiating, planning, executing, controlling, and closeout phases of project management. Participants are given a sophisticated case study, which requires them to employ the knowledge gained from the previous courses within the certificate program. The case will take participants through the team-building process, analysis and development of project tools and documents, implementation of their plans, and closeout of the project. Participants will experience the thrill and frustration of meeting deliverables with tight timelines, dealing with group development issues, managing conflict, and meeting customer expectations. Participants are strongly encouraged to complete all of the previous required Master's certificate courses prior to enrolling in this course.

### Key Outcomes

Upon completion of this course, participants will be able to:

- » Prepare an in-depth analysis of a project scope
- » Develop and implement an approach to build and maintain a high-performing project team
- » Develop a solid project plan to deal with all aspects of a project
- » Identify and implement strategies for managing conflict
- » Identify and implement effective negotiation strategies
- » Implement an effective customer management approach

### Course Outline

#### Building the Project Team

- » Identify characteristics of high performing teams
- » Define team behaviors
- » Identify components of a team charter
- » Explain the purpose of a project workbook

#### Initiating the Project

- » Identify the purpose and components of a scope statement
- » Identify three basic categories of stakeholders

### At-a-Glance:

**Course Length:**

4 days

**Course Number & Level:**

308.PRA4 – Proficient

**Professional Development Units**

(PDUs): 28

**Continuing Education Units (CEUs):**

2.8

**PMBOK® Guide Knowledge Areas****Covered:**

- » Project Integration Management
- » Project Scope Management
- » Project Cost Management
- » Project Time Management
- » Project Risk Management
- » Project Human Resource Management

**Tracks:**

- » Project Manager

- » Identify components of a briefing package

### **Requirements Validation**

- » Define project scope
- » Explain the decomposition process for a WBS
- » Define a work package
- » Explain best practices for WBS creation

### **Developing a Project Estimate**

- » Determine best practices for the development of quality estimates
- » Identify components of a good estimate
- » Explain various estimating methods
- » Describe the project manager's role in validating the estimates

### **Developing a Project Schedule**

- » Define schedule terminology
- » Explain schedule views and their uses
- » Explain network construction and calculations
- » Identify network issues

### **Developing the Risk Management Plan**

- » Identify and explain the risk management process
- » Explain methods to identify and evaluate risks
- » Explain how to prioritize risks
- » Identify methods for responding to risks

### **Project Implementation**

- » Explain the importance of establishing the project baseline
- » Identify and explain project tracking methods
- » Explain the components of schedule management
- » Explain the components and importance of a change control process
- » Identify techniques for negotiation

### **Project Closeout**

- » Identify project closeout activities
- » Describe customer and organizational close out activities
- » Explain the importance and the role of lessons learned to project close out