Springboard PMP®:
Transitioning to a Project Management Professional

PMP® EXAM PREP

▶ **ctme.caltech.edu/springboard-pmp**

Commit to Exam Excellence–Enroll Now
Format: 4 Day, Instructor-Led, Live-Online
Dates: June 14, 16, 21, 23 (T/Th)
Time: 8 am–5 pm PDT

Program Objectives

The skills of a qualified project manager are the single most desired and required core competency in today's rapidly changing business environment. Get exclusive insight into the peculiar, non-trivial "PMI-isms" and clues to successfully passing the PMP® exam—guided by our PMI-approved expert with the inside knowledge—to earn your title of Project Management Professional (PMP®).

PMI awards the distinguished certification of PMP® to practicing individuals who achieve a proven level of study and preparation for the role of a project manager. As an Authorized Training Partner for PMI, your instructor is approved to deliver this course. As an added value, you will have access to Caltech-exclusive tools, tips, and tricks for conquering the exam with confidence. Build your skills and a network of peers in the only PMP® Exam Prep for professionals in engineering- and technology-driven organizations.

Learning Objectives

Our course provides the knowledge and skills you need. To prepare you to take the exam, these intense four days focus on the vocabulary, concepts, and practices that PMI requires. Learn through hands-on activities and interactive discussions. Only PMI Authorized Training Partners can deliver the new PMP® Exam Prep courses.

You will learn how to:
- Create high-performing teams
- Launch and deliver effective projects
- Keep teams focused on demonstrating results

Access Premier Authorized Training Partner content and tools:
- PMI CHOICE digital platform and locker
- Interactive course guides and manuals
- Exam preparation questions and test bank
- Spotlight video explainers
- Knowledge checks and resources

Caltech's experienced instructors, former PMI examiners, will share insider tips, tricks, test-taking strategies, and insights into interpreting the distinctive PMI-isms you need to demonstrate understanding of critical concepts, frameworks, and tools.

Participants

This course is designed for individuals aspiring to attain PMP® certification, need assistance to prepare, and need the minimum of 35 hours of requisite training for PMI. Participants may have on-the-job project management experience regardless of whether their formal job role is project manager, who are not certified professionals, and who might or might not have received formal project management training.

This is a mid-week program, requiring commitment, energy, and focus—like any real-world project setting.

Experienced project managers and practitioners with 3–5 years experience who desire attaining PMP® may find this program too foundational. As an alternative, the Caltech Project Management Certificate Program is for learners who need a comprehensive course of study. Learn more at **https://ctme.caltech.edu/pm-open**.

Why CTME

Leaders who aspire to innovate and execute come to Caltech's Center for Technology and Management Education (CTME). Here, you will do more than attend a class. You will develop new mindsets, technology skills, and leadership capacity to master the complex issues that challenge your organization today.

Instructors with real industry insight—Each of our educators bring decades of real world experience and leadership from roles in research, engineering, commercialization, manufacturing, operations and executive accountability of technology-driven organizations and government agencies.

Action-learning is more than just experiential. We facilitate real impact through small groups working on actual problems which, with Caltech coaching and structure, grows individuals, teams, and organizations to adapt to new challenges.

Concentrated customization is how we distinctively prepare curricula and content. We work with clients to understand their challenges and capability needs for 21st century talent. Integrating your specific context, cases, and methods with the proprietary approaches of Caltech and its affiliates, makes CTME your best learning partner.

Global delivery is how we scale experiences and results. Going beyond online programs, we convene rotating cohorts through their company's international locations. Learners value guided facilitation and mastery where personal interactions are more productive.

About Caltech

Caltech is a world-renowned science and engineering institute that marshals some of the world's brightest minds and most innovative tools to address fundamental scientific questions and pressing societal challenges. Caltech prizes excellence and ambition. The contributions of Caltech's faculty and alumni have earned national and international recognition, including over 40 Nobel Prizes. The Institute manages the Jet Propulsion Laboratory (JPL) for NASA.

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Customize this program for your organization-
Contact a program advisor: +1.626.395.4045
ExecEd@caltech.edu ctme.caltech.edu

INSTRUCTORS

Jerry L. Brown, PMP, JD, has deep project management expertise specializing in financial management, risk management, project selection, scheduling, and project management professional certification (PMP®) preparation. He is a PMI®-Authorized Training Program certified instructor for Caltech CTME and has worked in Caltech project management certificate courses and exam prep reviews for over a decade.

Mr. Brown is principal of Project Methods, Inc. His clients include Applied Biosystems, The Boeing Company, IBM, Kimberly-Clark, Mobil, Motorola, Novartis, PacifiCare, Pfizer, Phelps Dodge, Sprint, Visa, and The Walt Disney Company.

Previously, Mr. Brown served as chief financial officer and vice president for Project Mentors, where he established a corporate infrastructure for growth including systems and processes for accounting, taxation, marketing projections, compensation, and operations. His corporate clients included Amgen, Eli Lilly, Hewlett Packard, Intel, and Trane.

Mr. Brown was the founder and president of his own wholesale supply company for industrial, commercial, and construction needs. He has over 25 years of executive experience in financial services.

Mr. Brown has a Masters of Project Management from George Washington University and an Executive Juris Doctor degree from Concord Law School. He is a fierce alum of Ohio State University.

Caltech is a Premier Authorized Training Partner with the Project Management Institute (PMI®).

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PROGRAM DESCRIPTION

SESSION 1: CREATING A HIGH PERFORMING TEAM

The success of your project depends on the people involved. A key role of a project manager is to assemble and manage the project team and any additional stakeholders.

TOPIC A: BUILD A TEAM

Successful projects require teams to build the required business solution. As a professional project manager, you'll benefit from understanding and applying the processes and practices required to build effective teams.

TOPIC B: DEFINE TEAM GROUND RULES

In order for the team to perform effectively, they need to collectively define project ground rules based on context, such as organizational rules and team dynamics.

TOPIC C: NEGOTIATE PROJECT AGREEMENTS

Now that the team has been assembled, you might need to facilitate negotiations to reach an agreement about the project objectives.

TOPIC D: EMPOWER TEAM MEMBERS AND STAKEHOLDERS

Project managers need to get a feel for their teams, identify and organize around team strengths, and set up systems to ensure the teams are accountable for their tasks.

TOPIC E: TRAIN TEAM MEMBERS AND STAKEHOLDERS

Team members may need to be trained in different aspects of the project, the customer environment, and the solution approach. Users, customers, and other stakeholders will require training and other knowledge transfer to ensure successful onboarding of the solution.

TOPIC F: ENGAGE AND SUPPORT VIRTUAL TEAMS

Modern projects almost without fail create the need to work with and manage virtual teams. Effectively engaging with and supporting your virtual teams will increase your value to the project as a whole.

TOPIC G: BUILD SHARED UNDERSTANDING ABOUT A PROJECT

One of the first goals in onboarding a team for a project is to ensure that they reach consensus and support the outcome of the parties' agreement.

SESSION 2: STARTING THE PROJECT

Now that you've assembled a high-performing, engaged, and empowered project team, you are ready to get started with the planning of the project. Planning includes all aspects of a project including budget, schedule, scope, quality, project activities, procurement, and closure.

TOPIC A: DETERMINE APPROPRIATE PROJECT METHODOLOGY/METHODS AND PRACTICES

There is no one way to manage every project. Knowledge and understanding of project management best practices is one part of the equation. Determining and applying the most appropriate methodology and practices to your project is another part.

TOPIC B: PLAN AND MANAGE SCOPE

The project team must complete work in order to achieve project outcomes. What that work is, what must be done, guiding that work, ensuring the work is done, and setting criteria as to what "done" is, so it can be properly validated are all elements the project team must plan for and manage throughout the project.

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SESSION 2 (CONT'D)

TOPIC C: PLAN AND MANAGE BUDGET AND RESOURCES
Without proper management of project costs, expenses can get out of control quickly. You must be prepared to make adjustments and apply the correct costs to resources, activities, and services that align with your budget.

TOPIC D: PLAN AND MANAGE SCHEDULE
The project schedule in its most basic form is simply a representation of how long a project takes to complete. It includes a number of components, including the activities that will be performed to execute the project scope, the duration of each activity, and how the activities are related to each other.

TOPIC E: PLAN AND MANAGE QUALITY OF PRODUCTS AND DELIVERABLES
All projects must be of a certain quality. What that level of quality is, the expectations around the quality, how the project's quality is to be measured, how it will be aligned to the project's objective, and how the quality is to be tracked and reported are a few important aspects of managing this key attribute.

TOPIC F: INTEGRATE PROJECT PLANNING ACTIVITIES
As plans are being developed and updated, you'll need to integrate all those plans and components to ensure coordinated and efficient progress.

TOPIC G: PLAN AND MANAGE PROCUREMENT
Procuring products and services from external suppliers requires identifying suppliers, obtaining bids or proposals from them, and awarding contracts based on their evaluation. All procurements for the project must be done within the specified parameters of time, cost, and quality to ensure that the project meets the stakeholders' requirements.

TOPIC H: ESTABLISH PROJECT GOVERNANCE STRUCTURE
Organizations use governance guidelines to establish strategic direction and performance parameters. The strategic direction provides the purpose, expectations, goals, and actions to guide business pursuits and is aligned with business objectives. Project management activities should be, and must stay, aligned with business direction to increase project success.

TOPIC I: PLAN AND MANAGE PROJECT/ PHASE CLOSURE
Closing a project or project phase is one of the last steps in completing that project or phase. Because a project is a unique, one-time activity, the formal closing out of the project is essential.

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SESSION 3: DOING THE WORK
Now that you have a project plan and have determined the requirements for managing the project from initiation to closure, you are ready to execute the project.

TOPIC A: ASSESS AND MANAGE RISKS
Robust risk management not only helps you anticipate and mitigate problems, but also provides you with specific actions to take for responding to potential project risks.

TOPIC B: EXECUTE PROJECT TO DELIVER BUSINESS VALUE
Project managers must execute the project in the most appropriate manner to balance the urgency to realize the value with the abilities of the team based on quality expectations.

TOPIC C: MANAGE COMMUNICATIONS
Project managers spend approximately 90 percent of their time communicating with the project team and other stakeholders. For this reason, it is imperative that communicating clearly and completely should be a high priority for every project manager.

TOPIC D: ENGAGE STAKEHOLDERS
As project managers, it is in your best interest to keep project stakeholders interested in the project and the outcomes.

TOPIC E: CREATE PROJECT ARTIFACTS
Everyone knows that projects create deliverables—the interim and final products of the project's scope. Projects also create artifacts throughout their life cycle.

TOPIC F: MANAGE PROJECT CHANGES
Throughout the life of a project, there will be changes in the project that can turn risky if not handled at the right time.

TOPIC G: MANAGE PROJECT ISSUES
Projects do not always go smoothly, and situations can arise which have the potential to affect the scope, schedule, or cost if left unattended.

TOPIC H: ENSURE KNOWLEDGE TRANSFER FOR PROJECT CONTINUITY
It is important for project team members to obtain the right knowledge at the time when they need it to do their job.

SESSION 4: KEEPING THE TEAM ON TRACK
Now that the project team has been assembled and is doing the work of the project, you need to ensure that the team stays on track. As the project manager, you need to demonstrate the type of leadership that facilitates collaboration among the team and stakeholders, manages conflict, removes obstacles, and supports the team's performance.

TOPIC A: LEAD A TEAM
The appropriate leadership style depends on the situation, the project, the stakeholders, your skills, and many other factors. A project manager must be astute in various leadership styles to apply the most suitable technique for the moment.

TOPIC B: SUPPORT TEAM PERFORMANCE
You want to get the most from your team. There are many ways to support their efforts and encourage high performance.

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PROGRAM DESCRIPTION

SESSION 4 (CONT'D)

TOPIC C: ADDRESS AND REMOVE IMPEDIMENTS, OBSTACLES, AND BLOCKERS
Any actions a project manager can take to address and remove the conditions or causes restricting the team's productivity helps the team and the project produce value.

TOPIC D: MANAGE CONFLICT
Conflict can be a positive benefit to the project and its outcomes, if managed and cultivated properly.

TOPIC E: COLLABORATE WITH STAKEHOLDERS
The more collaboration and alignment, the better ability for the project to deliver value and progress towards those ends.

TOPIC F: MENTOR RELEVANT STAKEHOLDERS
There are plenty of opportunities for you to share your knowledge and experience with others.

TOPIC G: APPLY EMOTIONAL INTELLIGENCE TO PROMOTE TEAM PERFORMANCE
Being able to read social cues, interact, and sense what people are thinking, feeling, and projecting are powerful aspects of working with people.

Springboard PMP® is instructor-led, live-online and delivered with PMI-developed content to ensure it's up to PMI's highest quality standards.

Sessions comes with sample PMP® exam questions and Caltech's unique insights into testing strategies so you can be ready for the exam.

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SESSION 5: KEEPING THE BUSINESS IN MIND

Keeping a handle on the changes in both the internal and external business environments is the project manager's responsibility. Employing a continuous process improvement plan will ensure that the project's success can be consistently repeated within your organization.

TOPIC A: MANAGE COMPLIANCE REQUIREMENTS

As part of managing a project, it will be necessary for you to maintain visibility into compliance requirements and to ensure that they are effectively managed throughout the project.

TOPIC B: EVALUATE AND DELIVER PROJECT BENEFITS AND VALUE

A project is undertaken to meet the objectives and requirements of its stakeholders, and the project manager is responsible for delivering what these stakeholders expect. Keeping your eye on the project's benefits and value will help ensure ultimate project success.

TOPIC C: EVALUATE AND ADDRESS INTERNAL AND EXTERNAL BUSINESS ENVIRONMENT CHANGES

As the project commences and progresses, there are often changes in the internal and external business environment that may impact the project value and the desired scope/backlog.

TOPIC D: SUPPORT ORGANIZATIONAL CHANGE

Projects and project management take place in an environment that is broader than that of the project itself, and an organization's culture, style, and structure influence how projects are performed.

TOPIC E: EMPLOY CONTINUOUS PROCESS IMPROVEMENT

Project managers should always look for ways to continuously improve the processes they use to complete their project deliverables and meet the expectations of their shareholders.

APPENDIX A: MAPPING COURSE CONTENT TO THE PROJECT MANAGEMENT PROFESSIONAL (PMP)® EXAMINATION CONTENT

Globally recognized and demanded, the PMP® certification demonstrates to employers, clients and colleagues that a project manager possesses project management knowledge, experience, and skills to bring projects to successful completion.

As the demand for skilled project managers is at a critically urgent level, practitioners who hold the PMP® certification are well positioned to provide the professional skills necessary to lead project teams and achieve successful project results.

The PMP® certification recognizes the competence of an individual to perform in the role of a project manager, specifically experience in leading and directing projects. Year after year, the PMP® certification has garnered global recognition and commanded a higher salary for certified individuals over non-certified individuals.

WHAT CAN THE PMP® CREDENTIAL DO FOR YOU?

The PMP certification delivers value far into your career. CIO magazine ranked the PMP as the top project management certification because it proves you have the specific skills and experience employers seek. PMP certification holders report earning up to 25% more than non-certified project professionals.