



**Course Package  
For  
Project Management, CIPM & MPM Certification Program**

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&

Lignum Institute of Technology

**Course package for  
Project Management – CIPM Certification  
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**L.I.T. and THE COLLEGE OF THE BAHAMAS**  
**Department of CEES (Continuing Education)**  
**Project Management Certification Program**

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**Nature of Project Management:**

The nature of project management is to provide the foundation that enables the organization to conduct projects in a disciplined, well-managed, and consistent manner so that quality products are completed on time and within budget. Throughout the course, reference will be made to the International Project Management Commission (IPMC) and the Project Management Executive Protocol Guide (PMEPG), and Project Management Institute (PMI) and the International Project Management Association (IPMA). IPMC has established the industry standards for project management and the PMEPG embodies those standards.

This course is an introduction to Project Management Best Practices as embodied in the PMEPG as well as other best practices used in both industry and government and describes how those are integrated into the framework to create a holistic approach to managing projects. The course does not simply restate the standards and processes defined by IPMC and PMEPG, but establishes an application of those standards to the Project Management Framework. The course provides the methods addressing “*what needs to be done*” and “*how it is to be done*” in the execution and management of projects.

**Nature of Course:**

This course focuses on an articulate and coherent methodology for current project managers and those wishing to be project managers. It teaches effective decision making and formulating risk management, cost management, quality management to name a few of the nine knowledge areas of project management. Human behavior, leadership and ethical issues are integrated throughout this course. Project Management courses are perceived to be one of the most difficult courses in the entire business curriculum. Some of the topics in this course are:

**I. Project Management Framework**

- a) Initiation
- b) Planning
- c) Execution
- d) Control
- e) Closing
- f) Professional Responsibility

Project Management Knowledge Areas:

**Project Integration Management**  
**Project Scope Management**  
**Project Time Management**  
**Project Cost Management**  
**Project Quality Management**  
**Project Human Resources Management**  
**Project Communications Management**  
**Project Risk Management**  
**Project Procurement Management**

**Course Objectives:** Primary objective of this course is to adequately prepare students for the role of project managers. Project managers need understanding of costs, leadership, time management, managing deliverables, associated risks, cost implications of alternate cost strategies, and human behavioral implications of cost decisions, etc. Specific course objectives are to:

1. Understand nature of good cost-effective project methodology of yesterday, today, and tomorrow.
2. Understand the changing role of project management office in the organization.
3. Understand cost and human behavior patterns and be able to manage them in a variety of contexts.
4. Understand strategic cost and risk management and its implications to profitability.
5. Be able to compute and report cost of quality, cost of environmental items, and cost of human resources.
6. Understand the concepts and tools such as GANTT, CPM, SPC, SIX SIGMA, TQM, JIT, and their implications to cost management.
7. Learn and be able to apply project management tools in making decisions.
8. Understand the dynamic role of performance measures
9. Learn necessary knowledge and skills for the CIPM and MPM certification.

**CIPM & MPM (Certified International Project Manager & Master Project Manager):** The Certified Project Manager program is designed to recognize the unique qualifications and expertise of those professionals engaged in Project management. This certification provides distinction in today's economic climate and affords the opportunity to certify your expertise in the business areas that are critical to the decision-making process.

**Required Materials:** Text: **CIPM Guide, 2nd** edition, 2005, by Dr. George Mentz, **PMBOK 3<sup>rd</sup>** edition by PMI (Project Management Institute). Items: Calculator, highlighters and writing pads. A study guide (student workbook) is supplied with the CIPM Guide. PMBOK is a separate purchase.

**Teaching Philosophy:** My teaching philosophy is one that assumes learning is a continuous process. I follow *Socratic teaching method* where learning takes place through teacher posing question and students exploring for answers. This teaching style is radically different from the traditional approach of teacher giving lectures, students listening and copying it in their notes. To be successful with Socratic approach student teacher interaction is an essential.

**Teaching Style & Class Format:** My teaching style includes an overview of new topic, explanation of new terms and concepts, illustrations with exercises and problems, and discussion of assignments. The format for this course will be going over assignments, short lecture on new materials, showing examples followed by students practicing exercises and problems in class. This three level approach better reinforces students' learning compared to traditional lecture format.

**What is Expected of Students:** Students are expected to:

- Have a conceptual knowledge of mathematics and statistics, principles of managerial accounting and general understanding of business activities
- Ability to read, comprehend, summarize and analyze project material, case studies, quizzes, etc.
- Have appropriate oral and written communication skills
- Have adequate time to reasonable complete course requirements and classroom assignments.
- Class starts promptly at 9:00 a.m. on Saturdays and at 6:00 p.m. weekdays
- Tests are handed out sharply at starting time. Students coming in late will not be allowed to sit the test.
- REASONS will be accepted.....EXCUSES will not.

**How Best to Succeed:** To succeed in this course you need to focus on true learning. It is not feasible to cover every possible situation in classroom lectures. Students are expected to develop conceptual understanding to be able to generalize and apply the knowledge gained to different situations that may be presented in assignments, quizzes and exams. Parrot memory and trying to cram just before the exams will not work in this course. Much of the learning in this course takes place away from the classroom and comes from a variety of factors such as the ones given below

- Demonstrate professionalism, ethical values, and courtesy to classmates and instructor.
- Be honest, have realistic expectations, and a positive attitude
- Give yourself adequate time to complete assignments
- Try to understand concepts, do not try to memorize or cram

- Develop a willingness to work with unstructured information and tolerance to ambiguity
- Accept that not every scenario can be covered in the limited classroom time, prepare to spend adequate time outside classroom
- Keep up with the course work as best as you can. Seek tutorial if you fall behind.
- Take responsibility and ask for help when you need in class and outside class. Use e-mail if you can't reach the instructor
- Studying differently if your current approach is not working
- Practicing additional exercises and problems if your grade is below expectation
- Asking for help – in class and outside class
- Practice, Practice, Practice, Read, Read, Read.

**Responsibility, Ethics & Behavior:** Students are expected to demonstrate high levels of ethical and professional values as required by Project Managers. Students may be asked to leave the class if they are:

- Disrupting the normal flow of class
- Disrespectful to classmates or teacher
- Frequently engaged in non-academic chitchat
- Any other behavior that is detrimental to conducting normal class

**Self-Assessment:** Students as Project Managers are required to assess their own skills and knowledge through their weekly tests. Recognize their strengths and weaknesses and areas they need help. Students unable to comprehend concepts after completing assigned work may need to practice additional exercises and problems. Simply padding homework grade is not going to help pass the course it shows lack of integrity.

**Overall Assessment:** Student's overall course performance will be assessed based on quantitative factors such as attendance, homework assignments, tests, and qualitative factors such as attitude, class participation, courtesy, motivation, willingness to learn, learning effort demonstrated, honesty, integrity, professional behavior, demonstrating courtesy to teacher and fellow students, etc., as perceived by the instructor. The overall course grade will be determined by computing the weighted average of points (described below) received in each category. What is needed for each specific letter grade is given below:

**Item Weights Grade: Overall Average**

Weekly Test (10-15 questions) each of nine Knowledge Areas of PM - 20%

Assignments, classroom participation, attitude, learning behaviour, honesty, integrity, etc. – 10%

Project Assignment/Team work - 30%

Final Exam - 40% as follows:

- Will be 1 hr. 45 min.
- 100 multiple choice question
- Cost \$200 payable to Lignum. Must be paid no later than one week prior to exam date.
- Redo exam no earlier than 90 days at a cost of \$175.
- Maximum times to re-sit the exam is twice. Then one has to retake the course.

**Total 100% -- Passing mark 70%**

**ALL certificates are mailed form AAPM headquarters in the US. All final exams will be marked here and forwarded to AAPM headquarters.**

**Makeup Policy for Tests:** Students requiring alternate times for tests or exams must inform the instructor a week prior to the date of the test or exam. Students with extenuating circumstances should submit an excuse from the Instructor. If permission is granted to write the test on another day, and to prevent use of leaked information makeup tests will differ from the one given on the scheduled day. There will be a fee of \$50 for proctoring the test.

**Team Projects:** Team projects will be evaluated on overall quality including work details, written analysis, class presentation, and ability to work as teams. **There will be no makeup for teamwork.** Students with valid reasons may work with their team members for potential absences.