PM CURRICULUM & RESOURCES

A unique academic and research resource for faculty and scholars.

Dr. Vijay Kanabar, Chair, Faculty Advisory Group - Curriculum & Resources
Dr. Carla Messikomer, PMI Project Lead
Why the Webinar?

- Overview of the guidelines
- We can answer questions you might have.
- Describe early impressions and results of the curriculum guidelines project.
- Illustration of Adoption
- See the Curriculum and the exemplar PM Foundations course
Agenda

- Curriculum Guidelines Project - Carla
- Overview - Vijay
- The Website - Kimberly
Why Focus on Academic Education?
Demand & Supply

• **15.7 million** new project management jobs will be added globally across seven project intensive industries between 2010 and 2020

*Talent Gap Report*

  – Business world will need competent job applicants.
  – Universities are introducing PM courses in many disciplines and requesting curriculum resources.
PMI Supports Academic Programs

In response, PMI sponsored a *faculty-driven* initiative to develop a set of undergraduate curriculum guidelines with a *global* perspective.
Applicable Across Academic Units & Professional Disciplines

Academic Units

Disciplines

Health

Business

Construction

Pharmaceutical

IT

Engineering

Business

Health Sc.
Practitioner Validation

• Several large, global companies that recruit undergraduates with PM expertise.

• Many small & medium enterprises.
# Analytics to Date

Early Impressions: A timely product and a good start!

Survey: Usefulness $\geq 75\%$

<table>
<thead>
<tr>
<th>Metrics</th>
<th>Estimated (for Year End)</th>
<th>Actual (July 31, 2015)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitors</td>
<td>7,500</td>
<td>$\geq 36,000$</td>
</tr>
<tr>
<td>Number of Downloads</td>
<td>5,000</td>
<td>$\geq 21,000$</td>
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<tr>
<td>Faculty Resources Contributions</td>
<td>500</td>
<td>$\leq 50$</td>
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Curriculum Guidelines

VOLUME I
Content of Volume I

- The rationale for the curriculum design
- Rationale for the knowledge modules
- Knowledge Modules
- Course specifications:
  - PM-1 to PM-12
Volume I
Introduces 30 Knowledge Modules (KMs)

Each KM contains a well-defined structure that represents a discrete component of PM knowledge.
What Does A KM Look Like?

- Definition
- Learning Outcomes
- Topics

Knowledge Module

Really Concepts
# Specifications for Courses
(We have 8 courses in the Appendix of Volume I)

<table>
<thead>
<tr>
<th>Course</th>
<th>Course Title</th>
</tr>
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<tbody>
<tr>
<td>PM-1</td>
<td>Foundations of Project Management</td>
</tr>
<tr>
<td>PM-2</td>
<td>Project Communications</td>
</tr>
<tr>
<td>PM-3</td>
<td>Advanced Project Management</td>
</tr>
<tr>
<td>PM-4</td>
<td>Leadership in Teams</td>
</tr>
<tr>
<td>PM-5</td>
<td>Organizational Behavior and Projects</td>
</tr>
</tbody>
</table>
Volume II: PM – 1: Foundations of Project Management

Exemplar course with resources
Contents of Volume II:

• PM-1
  – Topics & Schedule Outline
  – Syllabus & Learning Outcomes
  – Assignments, Activities, Cases & Tools ↓
  – Ethics, Final Project, Cases & Practice

• Localizations
  – US, UK, Middle East
  – Construction, Health, Engineering, IT
Course Design Using the PM Curriculum Guidelines
## Curriculum Design Deliverables

<table>
<thead>
<tr>
<th>Curriculum Process</th>
<th>Answers the Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Goal</td>
<td>What will students learn from a PM program?</td>
</tr>
<tr>
<td>• Broad definition of student competence</td>
<td>What does a faculty member intend to cover in a course?</td>
</tr>
<tr>
<td>Course Objective</td>
<td>What will students learn from a course or a module?</td>
</tr>
<tr>
<td>• Describes what is covered in a course</td>
<td>What are the transferable skills?</td>
</tr>
<tr>
<td>Learning Outcome</td>
<td>Well, did they learn? What were the transferable skills?</td>
</tr>
<tr>
<td>• Description of what a student must be able to do at the conclusion of a course</td>
<td></td>
</tr>
<tr>
<td>Assessing Outcomes</td>
<td></td>
</tr>
<tr>
<td>• This is typically the focus of university administrators and accreditation agencies</td>
<td></td>
</tr>
</tbody>
</table>
Program Goal and Learning Outcomes - Example

**Student is acquainted with the full project life cycle and various project management processes.**

- List and describe the project phases that make up a typical project and summarize PM processes that occur within each.
- Describe the typical PM process documentation and PM deliverables that are produced by project managers in each project phase.
Course Design Spreadsheet: Topic Selection

Desired Topics For Course (Concepts that Students Should Understand)

Technical Knowledge Modules

**Project Management Principles (T-PM)**

1. Core concepts: prerequisites for a project (business case) and projects, PM, and the role of the project manager.
2. Benefits of PM
3. Projects and their environment
4. Organizational strategy, and opportunities
5. Projects, business strategy and project alignment
6. Projects, organizational structure, and governance
7. Project portfolios and project selection
8. Competencies of project personnel
9. Project constraints: types, interdependency, and balance
10. Project initiation: opportunity evaluation, sponsors, stakeholders and strategy, and change

**Total Hours**

- Learning Outcome (LO)
  1. Analyze the importance of PM in the context of various organizational cultures and strategies, and identify the essential components of a project and the processes that are considered essential to its implementation.
  2. Evaluate factors important to project selection and prioritization, including project complexity, available resource capacity.
  3. Evaluate and recommend an appropriate project management methodology to meet project expectations in a given organizational context.

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**Step 1: Adapt desired Coverage Depth for Course 1 by Clicking Dropdown box**

<table>
<thead>
<tr>
<th>Step</th>
<th>Desired Coverage Depth</th>
<th>Course 1</th>
<th>Hours</th>
<th>Your Estimate</th>
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<td>PM-101</td>
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<td>16.00</td>
</tr>
</tbody>
</table>

Then, select the Concepts

First, study the Learning Outcomes

Adjust the Coverage

Finally adjust your lecture hours
Designing a PM Course: KM as a Baseline

Knowledge Module (KM): Project Management Principles

- **Definition**
  This module introduces the principles of PM applicable to all projects. It examines the core concepts and applied techniques for cost effective management of projects. It provides an introduction to the importance of PM, organizational strategy, project selection and prioritization, as well as organizational capability within the context of projects such as – structure, culture and roles, project life cycle and organization, and developing project-related product or service description, and chartering a project.

- **Key Topics**
  - Core concepts – business case, project, PM, and role of project manager
  - Benefits of Project Management
  - Projects and their environment
  - Organizational strategy and opportunities
  - Projects, strategy and project alignment
  - Projects, organizational structure and governance
  - Project portfolios and project selection
  - Competencies of project personnel
  - Project constraints: types, interdependency, and balance
  - Project Initiation: opportunity evaluation, sponsors, stakeholders and strategy, and chartering a project

- **Learning Outcomes**
  - Analyze the importance of PM in the context of various organizational cultures and strategies, and summarize the essential components of a project and the processes that are considered essential to its successful implementation.
  - Evaluate factors important to project selection and prioritization as evidenced by organizational capability and available resource capacity.
  - Evaluate and recommend an appropriate project management strategy for a new project to meet stakeholder expectations in a given organizational context.
Designing A PM Course

Course

Knowledge Modules

Session Topics

PM-1

KM-1

Topic 1-1

KM-2

Topic 1-2

Topic 2-1

KM-n

Topic 2-4

...

Topic n...
Q&A - # 1
Where are the Guidelines and Resources Available?

http://www.pmiteach.org
Faculty Resources Contribution

Other Faculty Contributed Resources

To enhance the compendium of available teaching resources in project management, faculty are invited to submit materials that they have used effectively in their teaching. It may be as simple as a helpful reference to an article or book or as complex as a teaching case with a detailed instructor’s manual. Educators who are considering a new approach to teaching a particular topic or course may find a valuable resource here, developed by a colleague in another university or even a different country. We encourage you to expand the library of teaching resources. Contribute a resource—search for a resource—use a resource.

Contribute

Find all contributed resources here

Resources available

Sort By  MOST RECENT  ALL KNOWLEDGE MODULES  ALL RESOURCE TYPE
Live Demo of Website

• Live Demo of Website
• Please click [http://www.pmiteach.org](http://www.pmiteach.org) for this demo
Q&A #2
Future Directions

• Tremendous amount of interest in the curriculum initiative.
• Win-Win for all
  – Faculty have opportunity to leverage the curriculum and resources knowledgebase
  – Students can land jobs more readily with PM competency
  – Employers get “project ready” employees
• We plan to grow the curriculum
  – It will be refreshed periodically.
  – Additional foundational courses.
Opportunities

• Assist us in several ways
  • Submit resources
  • Review submitted resources
  • Show leadership in promoting the guidelines

Contact: pmcurriculum@pmi.org
Thanks!

Acknowledgement:

Sincere thanks to all the volunteers!