Haward Technology Middle East

COURSE OVERVIEW PM0543
Scheduling Professional (PMI-SP)
PMI Exam Preparation Training

Course Title
Scheduling Professional (PMI-SP)
(PMI Exam Preparation Training

Course Date/Venue
Session 1: September 29- October 03, 2024/Boardroom 1, Elite Byblos Hotel Al Barsha, Sheikh Zayed Road, Dubai, UAE
Session 2: December 15-19, 2024/Boardroom 1, Elite Byblos Hotel Al Barsha, Sheikh Zayed Road, Dubai, UAE

Course Reference
PM0543

Course Duration/Credits
Five days/4.0 CEUs/40 PDHs

Course Description

This practical and highly-interactive course includes various practical sessions and exercises. Theory learnt will be applied using our state-of-the-art simulators.

This course is designed to provide participants with a detailed and up-to-date overview of PMI scheduling professional (PMI-SP). It covers the project schedule configuration management policies and procedures; the schedule approach, based on the unique characteristics of the project; the scheduling policies and procedures; the scheduling-related components for project management plans; the information about project scheduling objectives and goals; the role of the schedule and scheduling procedures; and the work breakdown structure (WBS), organizational breakdown structure (OBS), control accounts (CA) and work packages.

Further, the course will also discuss the activities and milestones in identifying and documenting the work to be performed; the activity durations and activities incorporating defined dependencies milestones and constraints; the critical and near-critical path(s), the project resource breakdown structure (RBS) and schedule model; the alignment of schedule and analyzation of major milestones; the schedule risk analysis; the consensus of the project customer, sponsor, project manager and project team members; and the performance measurement baseline (PMB).

During this interactive course, participants will learn the collection of activity status, resource information and updates; the schedule analysis and audit; the alternative project execution options, incorporating of approved risk mitigation activities into the schedule, updating the schedule model and documenting schedule baseline changes; the final acceptance of the contractual schedule components; the evaluation of final schedule performance and update of the organizational process assets; the final schedule reports, archive of schedule files, development and fostering of relationships with project stakeholders; the generation and maintenance of visibility of project schedule; the verbal and written schedule status updates and impact on schedule of corrective actions; and the schedule issues.

The course will take you step-to-step through the latest planning and control techniques, particularly those used by the Project Management Software and the Project Management Body of Knowledge (both APM's book and PMI's PMBOK). The course is in line with the PMI knowledge requirements and with the relevant experience will enable the participant to apply to the PMI for acceptance to their examination for the PMI-PMP registration. (Details of the full PMI requirements are available on the PMI web-page, www.pmi.org)

Course Objectives

Upon the successful completion of this course, each participant will be able to:-

- Get prepared for the next PMI-SP exam and have enough knowledge and skills to pass such exam in order to get the PMI-SP certification from Project Management Institute (PMI)

- Establish project schedule configuration management policies and procedures

- Develop schedule approach, based on the unique characteristics of the project

- Establish scheduling policies and procedures by using resources such as organizational process assets and project documents

- Develop the scheduling-related components for project management plans

- Provide information about project scheduling objectives and goals, the role of the schedule and scheduling procedures

- Develop the work breakdown structure (WBS), organizational breakdown structure (OBS), control accounts (CA) and work packages

- Define activities and milestones to identify and document the work to be performed

- Estimate activity durations in order to develop an overall schedule model

- Sequence activities and incorporate defined dependencies milestones and constraints to develop a logical, dynamic schedule model

- Identify critical and near-critical path(s) to meet project delivery date requirements

- Develop the project resource breakdown structure (RBS) to define the resource constrained schedule

- Adjust schedule model to calculate the resource constrained schedule

- Align schedule to ensure accomplishment of overall program objects as well as analyze major milestones to assess whether schedule model delivery estimates meet required deadlines

- Perform schedule risk analysis using quantitative tools or techniques to determine if project milestone dates are achievable within acceptable risk tolerances

- Obtain a consensus of the project customer, sponsor, project manager and project team members in order to establish an approved baseline schedule

- Establish the performance measurement baseline (PMB) to enable performance measurement and management

- Collect activity status to update and review the project progress and collect resource information and updates to report on resource utilization and availability

- Perform schedule analysis and audit to identify and report project schedule, status, changes, impacts or issues

- Identify alternative project execution options, incorporate approved risk mitigation activities into the schedule and update the schedule model and document schedule baseline changes

- Obtain final acceptance of the contractual schedule components, evaluate final schedule performance and update the organizational process assets

- Distribute final schedule reports, archive schedule files, develop and foster relationships with project stakeholders and generate and maintain visibility of project schedule

- Provide senior management and other stakeholders with verbal and written schedule status updates and impact on schedule of corrective actions to maintain stakeholder awareness

- Communicate schedule issues to elevate awareness to relevant stakeholders

PMI Recognition of Haward Courses

The Project Management Institute (**PMI**) recognizes Haward's Certificates and Continuing Education Units (CEUs).

The recognition and acceptance of our PDUs/CEUs fall under Categories E, F and G of PMI's "Professional Education" section at the PMP Application. Hence, what the delegates simply need to do is to complete this section as part of the PMP Application and submit it to PMI upon the receipt of Haward's certificates and ANSI/IACET's CEUs. PMI will automatically accept the delegates with 40 Contract Honors as a fulfillment of the required Professional Education.

Haward Technology, being the first **Authorized Provider** of the International Association for Continuing Education & Training (**IACET-USA**) in the Middle East, is authorized to award ANSI/IACET **CEUs** that are automatically accepted and recognized by the Project Management Institute (**PMI**).

Exclusive Smart Training Kit - H-STK®

*Participants of this course will receive the exclusive "Haward Smart Training Kit" (**H-STK®**). The **H-STK®** consists of a comprehensive set of technical content which includes **electronic version** of the course materials, sample video clips of the instructor's actual lectures & practical sessions during the course conveniently saved in a **Tablet PC**.*

Who Should Attend
This course provides an overview of all significant aspects and considerations of PMI scheduling professional (PMI-SP) for those with advanced knowledge and experience developing, managing and maintaining project schedules.

Exam Eligibility & Structure
To be eligible for the PMI-SP certification, you must meet certain educational and professional experience requirements. All project scheduling experience must have been accrued within the last five consecutive years prior to your application submission:-

Educational Background	Project Scheduling Experience	Project Scheduling Education
Secondary diploma (high school diploma, associate's degree or global equivalent)	At least 36 months spent in the specialized area of professional project scheduling within the last five consecutive years	40 contact hours of formal education in the specialized area of project scheduling*
OR		
Four-year degree (bachelor's degree or global equivalent)	At least 24 months spent in the specialized area of professional project scheduling within the last five consecutive years	30 contact hours of formal education in the specialized area of project scheduling*
OR		
Bachelor's or post-graduate degree from a GAC accredited program (bachelor's or master's degree or global equivalent	At least 12 months spent in the specialized area of professional project scheduling within the last five consecutive years	30 contact hours of formal education in the specialized area of project scheduling*

Training Methodology
All our Courses are including **Hands-on Practical Sessions** using equipment, State-of-the-Art Simulators, Drawings, Case Studies, Videos and Exercises. The courses include the following training methodologies as a percentage of the total tuition hours:-

30% Lectures
20% Practical Workshops & Work Presentations
30% Hands-on Practical Exercises & Case Studies
20% Simulators (Hardware & Software) & Videos

In an unlikely event, the course instructor may modify the above training methodology before or during the course for technical reasons.

Accommodation
Accommodation is not included in the course fees. However, any accommodation required can be arranged at the time of booking.

Course Certificate(s)
Internationally recognized certificates will be issued to all participants of the course who completed a minimum of 80% of the total tuition hours.

Certificate Accreditations
Certificates are accredited by the following international accreditation organizations:-

• The International Accreditors for Continuing Education and Training (IACET - USA)

Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units** (CEUs) in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Haward Technology Middle East will award **4.0 CEUs** (Continuing Education Units) or **40 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.

• British Accreditation Council (BAC)

Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

Training Fee
US$ 5,500 per Delegate + **VAT**. The rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Exam Fee
US$ 895 per Delegate + **VAT**.

Course Instructor(s)

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:

Mr. Manuel Dalas, MSc, BSc, PMI-PMP, is a **Senior Project & Management Consultant** with over **20 years** of industrial experience in **Oil**, **Gas**, **Refinery**, **Petrochemical**, **Power** and **Nuclear** industries. His wide expertise includes **Project** Management, **Project Management Professional (PMP)**, **Project Risk Management Concepts**, **Project Management Framework**, **Integration** Management, **Scope** Management, **Time** Management, **Human Resource** Management, **Communications** Management, **Balanced Scorecard**, **Change** Management, **Contract** Management, **Procurement & Purchasing** Management, **Strategic & Planning** Management, **Root Cause Analysis**, **Quality Assurance** Management, **Claim & Counterclaim** Management, **Budgeting**, **Project Scheduling** and **Risk** Management. Further, he is also well-versed in **Petroleum Economics**, **Maintenance Planning & Scheduling**, **Maintenance & Reliability Management**, **Process Piping**, **Vibration Monitoring**, **Safety Relief Valve**, **Hydraulic**, **Heat Exchanger**, **Process Plant Start-Up**, **Commissioning & Troubleshooting**, **Process Plant Performance & Efficiency**, **Process Plant Optimization**, **Revamping & Debottlenecking**, **Hydrogen Sulfide** and **Flare Systems**. Currently, he is the **Technical Consultant** of the **Association of Local Authorities of Greater Thessaloniki** where he is in charge of the mechanical engineering services for piping, pressure vessels fabrications and ironwork.

During his career life, Mr. Dalas has gained his practical and field experience through his various significant positions and dedication as the **Technical Manager**, **Project Engineer**, **Safety Engineer**, **Deputy Officer**, **Instructor**, **Construction Manager**, **Construction Engineer**, **Consultant Engineer** and **Mechanical Engineer** for numerous multi-billion companies including the **Biological Recycling Unit** and the **Department of Supplies** of **Greece**, **Alpha Bank Group**, **EMKE S.A**, **ASTE LLC** and **Polytechnic College of Evosmos**.

Mr. Dalas has a **Master** degree in **Energy System** from the **International Hellenic University, School of Science & Technology** and a **Bachelor** degree in **Mechanical Engineering** from the **Mechanical Engineering Technical University of Greece** along with a **Diploma** in **Management & Production Engineering** from **Technical University of Crete**. Further, he is a **Certified Instructor/Trainer**, **Certified Internal Verifier/Trainer/Assessor** by the **Institute of Leadership & Management (ILM)** and a **Certified Project Manager Professional (PMI-PMP)**, and also a **Certified Energy Auditor** for **Buildings**, **Heating & Climate Systems** and a **Member** of the **Hellenic Valuation Institute** and the **Association of Greek Valuers** and he is a **Licensed Expert Valuer Consultant** of the **Ministry of Development and Competitiveness**.

Course Program

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the course for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

Domain 1: Schedule Strategy (14%)	
Task 1	*Establish Project Schedule Configuration Management Policies & Procedures Incorporating Best Practices, Regulations, Governing Standards & Organization Policies & Procedures to Ensure Accessibility, Storage, Retrieval, Maintenance, Change Control & Baseline Schedule Control*
Task 2	*Develop Schedule Approach based on the Unique Characteristics of the Project, including Enterprise Environmental Factors & Organizational Process Assets in order to Define Schedule Requirements*
Task 3	*Establish Scheduling Policies & Procedures Regarding Methodology, Selection of a Scheduling Tool, Scheduling Parameters, Performance Thresholds, Activity Granularity, Presentation Format, Earned Value Management (EVM) Implementation, Analysis Techniques & Approval Requirements by Using Resources such as Organizational Process Assets & Project Documents in order to Develop the Schedule Management Plan & Standardize Operational Procedures*
Task 4	*Develop the Scheduling-Related Components for Project Management Plans (for example, Integration, Scope, Cost, Quality, Resources, Communication, Risk & Procurement Management), through Review of Contract Requirements in order to Integrate Scheduling Activities into the Overall Project Management Process*
Task 5	*Task 5: Provide Information about Project Scheduling Objectives & Goals, the Role of the Scheduler & Scheduling Procedures to Project Team Members to Facilitate Effective Participation in the Project*
	Knowledge and Skills: • *Applicable Contract Requirements, Regulations & Governing Standards* • *Schedule Control Processes (for example, Baseline Control, Status Update Procedure, Variance Thresholds)* • *Scheduling Development Concepts (for examples, Coding, Work Breakdown Structures, Organizational Breakdown Structure, Resources Breakdown Structures)* • *Project Charter*
Domain 2: Schedule Planning & Development (31%)	
Task 1	*Develop the Work Breakdown Structure (WBS), Organizational Breakdown Structure (OBS), Control Accounts (CA) & Work Packages through Communication with Subject Matter Experts & Stakeholders & Analysis of the Contractual Commitments in order to Ensure Completion of the Project Scope*
Task 2	*Define Activities & Miles tones through Communication with Subject Matter Experts, Decomposition & Application of Scheduling Policies & Procedures to Identify & Document the Work to be Performed*

Task 3	Estimate Activity Durations, Utilizing Subject Matter Experts & Scheduling Techniques such as Three-Point Estimate, Parametric, Analogous and/or Program Evaluation & Review Technique (PERT) in order to Develop an Overall Schedule Model
Task 4	Sequence Activities, Incorporating Defined Dependencies (Internal, External & Cross Programs) Milestones & Constraints (for Example, Calendars, Geography, Contracts) in order to Develop a Logical, Dynamic Schedule Model
Task 5	Identify Critical & Near-Critical Path(s) using Techniques such as Critical Path Method, Critical Chain, Program Evaluation & Review Technique (PERT) & Monte Carlo Simulation in order to Meet Project Delivery Date Requirements
Task 6	Develop the Project Resource Breakdown Structure (RBS), Determine Resource Availability & Assign Resources to Activities by Working with Functional Managers, Project Managers & Project Team Members in order to Define the Resource Constrained Schedule
Task 7	Adjust Schedule Model Based Upon Resource Availability, Available Budget & other known Constraints in order to Calculate the Resource Constrained Schedule
Task 8	Align Schedule with Overall Program Plan or Integrated Master Plan (IMP) through Review of Enterprise Objectives & Contract Documentation, in order to Ensure Accomplishment of Overall Program Objectives
Task 9	Analyze Major Milestones against Statement of Work (SOW), the Contract and/or Memorandum of Understanding to Assess whether Schedule Model Delivery Estimates Meet Required Deadlines
Task 10	Perform Schedule Risk Analysis using Quantitative Tools or Techniques (for Example, What-If Scenarios, Monte Carlo Simulation) in order to Determine if Project Milestone Dates are Achievable within Acceptable Risk Tolerances
Task 11	Obtain a Consensus of the Project Customer, Sponsor, Project Manager & Project Team Members in order to Establish an Approved Baseline Schedule
Task 12	Establish the Performance Measurement Baseline (PMB) using Organizational Processes & Standard Techniques in order to Enable Performance Measurement & Management
	Knowledge & Skills: • Scope Statements, including Deliverables & Deadlines • Work Breakdown Structure (WBS) • Organizational Breakdown Structure (OBS) • Resource Breakdown Structure (RBS) • Cost Structure as related to Schedule Development • Activity Definition • Activity Execution Techniques (Duration/Time, Effort/Work) • Dependency Relationship Types (Finish to Start, Start to Finish, Finish to Finish, Start to Start) • Leads & Lags • Prioritization within the Schedule Model • Resource Groups • Resource Calendars • Resource Allocation Techniques • Activity Network Diagram (AND) • Precedence Diagramming Method (PDM)

	• Capacity Requirements/Resource Requirements • Contingency Reserve or Buffer (Funds, Budget, or Time) • Cost & Schedule Integration • Schedule Baselining • Performance Measurement Baseline (PMB) • Inter-Project Dependencies • Milestone Definition • Schedule Model Components • Schedule Risk-Assessment Techniques (for example, Monte Carlo simulation, PERT)
*Domain 3: Schedule Monitoring and Controlling (35%)*
Task 1	Collect Activity Status at Defined Intervals from Activity Owners via Reports, Meetings, Inspections or Other Standard Procedures in order to Update & Review the Project Progress
Task 2	Collect Resource Information & Updates via Reports, Timesheets, Meetings, Inspections or Other Standard Procedures in order to Report on Resource Utilization & Availability
Task 3	Perform Schedule Analysis & Audit on In-House & Subcontractor Schedules using Industry Standards, Guidelines & Best Practices in order to Identify & Report Project Schedule, Status, Changes, Impacts or Issues
Task 4	Identify Alternative Project Execution Options using Tools & Techniques such as What-If Scenario Analyses in order to Optimize the Schedule
Task 5	Incorporate Approved Risk Mitigation Activities into the Schedule by Utilizing Defined Change Control Processes in order to Establish a New Performance Measurement Baseline (PMB)
Task 6	Update the Schedule Model & Document Schedule Baseline Changes received through Formal Change-Control Processes in order to Maintain an Accurate Schedule & Facilitate Forensic Schedule Analysis if Required
	Knowledge & Skills: • Progress Measurement Techniques (for example, Percent Complete, Actual/Remaining Duration, Estimate to Complete) • Industry Standards, Guidelines & Best Practices with Respect to Activity Status Update Frequency, Format & Content • Metrics to Monitor, Analyze & control the Schedule • Cost & Schedule Reserve Analysis • Activity Prioritization • Available Data, Logical Data Organization/Relationships within Data Elements • Electronic File Storage & Retrieval Standards • Resource Breakdown Structure (RBS) • Resource Calendars • Resource Groups • Resource Allocation Techniques

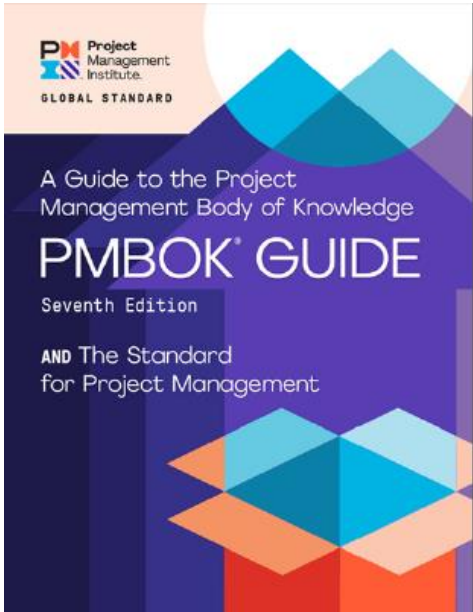|	
	• *Schedule Risk Analysis* • *Project Schedule Change Control* • *Reserve Analysis* • *Knowledge of Ongoing Audit Analysis* • *Activity Network Diagram (AND)* • *Precedence Diagramming Method (PDM)* • *Schedule Risk Assessment Techniques (for example, Monte Carlo Simulation, Program & Evaluation Review Technique [PERT])* • *Schedule & Cost Variance Management*
Domain 4: Schedule Closeout (6%)	
Task 1	*Obtain Final Acceptance of the Contractual Schedule Components by Working with Sponsor and/or Customer in order to Facilitate Project Closeout*
Task 2	*Evaluate Final Schedule Performance against Baseline Schedule, Scheduling Approach & the Implementation using Standard Scheduling Tools & Techniques including Solicitation of Feedback from Stakeholders in order to Identify Lessons Learned & Develop Best Practices*
Task 3	*Update the Organizational Process Assets through Documentation of Identified Lessons Learned & Best Practices in order to Improve Business Processes*
Task 4	*Distribute Final Schedule Reports including Earned Value Management (EVM) Calculations & Variance Analysis to Stakeholders in order to Facilitate Project Closeout*
Task 5	*Archive Schedule Files (for Example, Final Schedule Model, Schedule Management Plan, Periodic Status Reports, Schedule Change Log) as per Defined Procedures in order to Satisfy Contractual Requirements & Prepare for Potential Forensic Schedule Analysis*
	Knowledge & Skills: • *Contractual Schedule Components* • *Schedule Close-Out Procedures* • *Feedback Techniques* • *Schedule Review Techniques* • *Schedule Issue Management* • *Transition Planning*
Domain 5: Stakeholder Communications Management (14%)	
Task 1	*Develop & Foster Relationships with Project Stakeholders consistent with the Communication Management Plan in order to Enhance Support for the Project Schedule*
Task 2	*Generate & Maintain Visibility of Project Schedule by Working with the Project Manager and/or Stakeholders in order to Maintain Stakeholder Support*

Task 3	*Provide Senior Management & other Stakeholders with Verbal & Written Schedule Status Updates & Impact on Schedule of Corrective Actions as Defined by the Communication Management Plan in order to Maintain Stakeholder Awareness*
Task 4	*Communicate Schedule Issues that could Impact Delivery of Project Scope or Adherence to the Schedule Management Plan in order to Elevate Awareness to Relevant Stakeholders*
	Knowledge & Skills: • *Targeting Communications to Senior Management* • *Methods & Techniques Used to Maintain Visibility of Project Schedule* • *Elements of the Communication Management plan*

MOCK Exam

Upon the completion of the course, participants have to sit for a MOCK Examination similar to the exam of the Certification Body through Haward's Portal. Each Participant will be given a username and password to log in Haward's Portal for the Mock exam during the 7 days following the course completion. Each participant has only one trial for the MOCK exam within this 7-day examination window. Hence, you have to prepare yourself very well before starting your MOCK exam as this exam is a simulation to the one of the Certification Body.

Book(s)

As part of the course kit, the following e-book will be given to all participants:

Title: A Guide to the Project Management Body of Knowledge (PMBOK Guide)-
ISBN: 978-1628256642
Author: Project Management Institute
Publisher: Project Management Institute

Haward Technology Middle East

Simulator (Hands-on Practical Sessions)
Practical sessions will be organized during the course for delegates to practice the theory learnt. Delegates will be provided with an opportunity to carryout various exercises using our state-of-the-art "MS Project" and "Mindview software".

Mindview Software

Course Coordinator
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