



د افغانستان اسلامي جمهوریت – جمهوري اسلامي افغانستان  
دمخابراتو او معلوماتي ټکنالوژي وزارت مخابرات و ټکنالوژي معلوماتي  
Islamic Republic of Afghanistan  
Ministry of Communication and Information Technology  
Postal Administration



د پست ریاست | د انکشافی پروژه مدیریت

**Islamic Republic of Afghanistan**  
**[Ministry of Communication & IT]**

**TERMS OF REFERENCE**

**FOR**

Project Management Professional

Course Syllabus

(PMP Certification Exam)

**Type of Contract: NCB**  
**Project ID: AFG/340112**

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## 1.0 PMP Training Course

- Course; Project Management Professional Training + PMP Certification
- Training Duration; 10 days+ 2 days Exposure
- Tentative Date; June, 15, 2019
- Number of Participants; 15
- Training Location; Istanbul, Turkey

### ➤ Course Description:

In this course, a case study must threaded throughout the program, and includes activities (development of many of the planning deliverables and more), which enable participants to apply the lessons learned in the units to the projects they are currently on. The curriculum should present in a dual fashion; the theory of PMI is balanced by the reality of the course instructors' project management experiences. The dual approach provides the student learner with real examples of the theory of PMI. There are numerous discussion topics throughout, along with exercises to reinforce what participants have learned in the classroom, which translates into opportunities for incorporation of improved practices into participants' current projects. Quizzes, also called knowledge checks are given after lessons to measure the students' progress. Additionally, a 100-question practice PMP® certification exam is included. Upon successful completion of this course, the participants should be granted PDUs that are required before taking the PMP® certification exam.

This course leads the student to have an understanding of the nine project management knowledge areas and the five process groups, and the ability to distinguish between core and facilitating processes of project management and the differences between qualitative and quantitative risk analysis, and when it is appropriate to use each type of analysis, and also help students to build the ability to manage conflict on the project team and among stakeholders, along with common communications issues and how to resolve them, and the ability to manage conflict on the project team and among stakeholders, along with common communications issues and how to resolve them.

### ➤ Qualifying to Take PMP Course and Certification Exam:

Category	General Education	PM Education	PM Experience	Experience	Number of Questions
One	Bachelors degree	35 contact hours	4,500 hours	Three years within last six years	*200
Two	High School graduate	35 contact hours	7,500 hours	Five years within last Eight years	

## **2.0 Learning Objectives**

### **2.1 Overview of Project Management**

2.2 Key project and project management definitions, concepts, process, proposal writing techniques, Project audit

### **3.0 The PMP Exam**

3.1 Overview of the PMP® Certification Exam - Basic information to prepare for taking the PMP® Certification including study resources. Information on the Professional Responsibility section of the exam

3.2 Explain the good reasons to take PMP exam. Identify the techniques learning from this class to resolve the experience problems on project, and decide when you are ready to take the PMP Exam. Be sure you have current Materials for the Exam, understand how the book is organized; review materials and exercises

3.3 Refer to other PMP exam preparation resources Such as PMBOK Guide-6th Edition also should be given to students

3.4 Study Magic Three and Be in Test-Taking Mode for the PMP Exam. Set up Step-by- Step Study Plan: Plan A: Using this book as a stand-alone or Plan B: Using this book with the PMP Prep System

3.5 How to use this book in a study group and apply to take the Exam. What are the PMP Exam like and the tricks for taking the PMP Exam Knowing the recurring Themes-PMI- isms to know for the PMP Exam and common project management errors and pitfalls

### **4.0 Project Management Framework**

4.1 Understand what is the Operation Work, the Project Management, a Program, PMP (Project Management Office) or Program Office, the objectives of Exam, Management

4.2 Organizational Structure can be defined in terms of the project manager's level of authority, such as functional, project, Matrix, Project Management role (Expediter or Project Coordinator), Life Cycle (Project Life Cycle and Project Management Process)

4.3 Project Management Process

4.4 Rita's Process Chart: Initiating, Planning, Executing, Monitoring & Controlling, Closing, AND Notes on the Chart

4.5 Rita's Process Game: The What-Comes-Before Game, how to use the rest of the Chapter

4.6 Initiating Process Group (Inputs to the initiating Process Group), Planning Process Group, Executing Process Group, Monitoring and Controlling Process Group (Scope Verification, Scope Control, Schedule Control, Cost Control, Perform Quality Control, Manage Project Team, Manage Stakeholders, Performance Reporting, Risk Monitoring and Control, and Contract Administration), Closing Process Group, Input and Output

## **5.0 Integration Management**

5.1 Integration in project management is evident in situations where individual processes interact

5.2 The processes and activities required to identify, define, combine, unify, and coordinate the various processes and project management activities with the project management process groups

5.3 Rita's Process Chart—Integration Management: Where are we in the project management process, the Integration Management Process

5.4 Develop Project Charter: Exercise, Constraints and Assumptions, Project Statement of Work, Enterprise Environmental Factors, Organizational Process Assets, Processes, Procedures and policies, Corporate Knowledge Base, Historical Information, Lessons Learned, Project Selection Methods, Project Management Methodology, Project Management Information System, Management Plans

5.5 Develop Preliminary Project Scope Statement, Develop Project Management Plan (Configuration Management System, Change Control System, Work Authorization System, Base line, Project Management Plan Approval, Kickoff Meeting

5.6 Direct and Manage Project Execution, Monitor and Control Project Work (Corrective Action, and close project

## **6.0 Scope Management**

6.1 Defining the scope of a project is one of the most challenging tasks for a project manager.

6.2 The importance of formally initiating a project and the need for proper documentation of the scope of the project

6.3 The importance of working with stakeholders to ensure that the project meets their expectations

6.4 Rita's Process Chart—Scope Management (Product Scope, Project Scope, Scope Baseline)

6.5 Project Scope Management Plan, Scope Definition, Stakeholder Analysis, Product Analysis, Project Scope Statement

6.6 Create the Work Breakdown Structure (WBS), A WBS (on a Summary Level) for a Hardware/Software Creation and Installation Project), Scope Verification, and Scope Control

## **7.0 Time Management**

7.1 The importance of determining project activities and breaking them down to the smallest components how to manage the project schedule

7.2 Rita's Process Chart—Time Management, Schedule Management Plan

7.3 Activity Sequencing: Methods to Draw Network Diagrams, Precedence Diagramming Method (PDM) or Activity-on-Node (AON), Arrow Diagramming Method (ADM) or Activity-on Arrow (AOA), Types of Dependencies, Milestones, Leads and Lags, Requested Changes

7.4 Activity Resource Estimating, Activity Duration Estimating (One-Time Estimate, Analogous Estimating, Parametric Estimating, Heuristics, Reserve Analysis)

7.5 Schedule Development: Schedule Network Analysis, PERT, Critical Path Method, Critical Path, Near-Critical Path, Float (Slack), schedule compression, Fast Tracking, Crashing, What-if Scenario Analysis, Monte Carlo Analysis, Resource Leveling, Critical Chain Method, Milestone Charts, Bar Charts (also called Gantt Charts), Project Schedule, Scheduling Tools and Their Benefits, Schedule Baseline, Requested Changes

7.6 Schedule Control: Progress Reporting, 50/50 Rule, 20/80 Rule, 0/100 Rule

## **8.0 Cost Management**

8.1 Ways of estimating and budgeting costs and effective monitoring and control of project costs

8.2 Rita's Process Chart—Cost Management: The Cost Management Process, Things About Estimating to Know for the Exam, Inputs to Estimating,

8.3 Management Plan: Life Cycle Costing, Value Analysis, Cost Risk

8.4 Cost Estimating (Type of Cost, Bottom-up Estimating, Project Management Software, Determining Resource Cost Rates. Reserve Analysis, Cost of Quality, Accuracy of Estimates) and Cost Budgeting

8.5 Cost Control (Earned Value Technique), Terms to Know, Formulas and Interpretations to Memorize, Accounting Standards, Net Present Value (NPV), Internal Rate of Return (IRR), Payback Period, Benefit Cost Ratio, Opportunity Cost, Sunk Costs, Law of Diminishing Returns, Working Capital, Project Selection Methods, and Depreciation

## **9.0 Quality Management**

9.1 The importance of developing and utilizing a quality plan and methods of managing quality for a project

9.2 Rita's Process Chart—Quality Management: Definition of Quality, Definition of Quality Management, Quality Theorists, Gold Plating, Prevention Over Inspection, Marginal Analysis, Continuous Improvement (or Kaizen), Just in Time (JIT), Total Quality management (TQM), Responsibility for Quality, Impact of Poor Quality, Cost of Conformance and Cost of Nonconformance, For Understanding the Difference Between Quality Planning, Assurance, and Control

9.3 Quality Planning: Cost-Benefit Analysis, Benchmarking, Design of Experiments (DOE), Cost of Quality (COQ), Outputs of Quality Planning

9.4 Perform Quality Control: Population/Sample, Mutual Exclusivity, Probability, Normal Distribution, Statistical Independence, Standard Deviation, 3 or 6 Sigma, quality Control Tools, Seven Basic Tools

of Quality, Cause and Effect Diagram (Fishbone diagram, Ishikawa diagram, Flowchart, Pareto Chart, Run Chart, Scatter Diagram, Control Chart)

## **10.0 Human Resource Management**

10.1 How to effectively manage resources is paramount to the successful completion of a project

10.2 The stages of team development and the methods used to guide teams through the various stages

10.3 Roles and Responsibilities of Project Manager, PM Team, Sponsor, Team, Stakeholders, and Functional Manager

10.4 HR Responsibilities for Project Manager and Human Resource Planning: Enterprise Environmental Factors, Organizational Process Assets, Project Organizational Charts and Position Descriptions, Responsibility Assignment Matrix, Organizational Breakdown Structure, Staffing Management Plan, Resource Histogram, Recognition and Reward Systems

10.5 Acquire Project Team: Enterprise Environmental Factors, Organizational Process Assets, Negotiation, Halo Effect

10.6 Develop Project Team: Team Building, Training, Ground Rules, Co-Location (or War Room), Give Out Recognition and Rewards, Team Performance Assessment

10.7 Manage Project Team: Observation and Conversation, Project Performance Appraisals, Issue Logs, Powers of the Project Manager, Leadership Styles, Conflict Management, Problem Solving, Expectancy Theory, Arbitration, Perquisites, Fringe Benefits, Motivation Theory, Maslow's Hierarchy of Needs, Herzberg's Theory (Hygiene Factors, Motivating Agents)

## **11.0 Communications Management**

11.1 A myriad of challenges in developing and executing a project communications plan

11.2 Participants explore how communication media, frequency and content are adapted to fulfill the communication needs of stakeholders

11.3 Communications Planning: Who Do We Communicate With, Communications Model, Effective Communication, and Effective Listening, Communications Technology, Communications Methods, Control of Communications, Meetings, Communication Channels, Communications Management Plan

11.4 Information Distribution, Performance Reporting, and Manage Stakeholder (Issue Logs, Communication Blockers, Approved Change Requests and Approved Corrective Actions)

## **12 Risk Management**

12.2 Risk is a given on any project.

12.3 The progression of risk from identification to analysis to response

12.4 The importance of developing and maintaining a risk-management plan and a risk-response plan Definition of Risk Management, Threats and Opportunities

- 12.5 Definition of Uncertainty, Risk Factors, Risk Averse, Risk Tolerances and Thresholds
- 12.6 Inputs to and Outputs of Risk Management, The Risk Management Processes, Risk Management Planning (Outputs of Risk Management Planning, Risk Categories)
- 12.7 Risk Identification: Documentation Reviews, Information Gathering Techniques, Types of Risk, Checklist Analysis, Assumptions Analysis, Diagramming Techniques, Outputs of Risk Identification
- 12.8 Qualitative Risk Analysis: Probability and Impact Matrix, Risk Data Quality Assessment, Risk Categorization, Risk Urgency Assessment, Outputs of Qualitative Risk Analysis
- 12.9 Quantitative Risk Analysis: Determining Probability and Impact, Expected Monetary Value, Monte Carlo Analysis, Decision Tree, Proving the Value of Project Management, Outputs of Quantitative Risk Analysis
- 12.10 Risk Response Planning and Strategies, Outputs of Risk Response Planning,
- 12.11 Risk Monitoring and Control: Workarounds, Risk Audits, Risk Reassessments, Status Meetings, Reserve Analysis, Closing of Risks That Are No Longer Applicable. Outputs of Risk Monitoring and Control, Common Risk Management Errors

### **13 Procurement Management**

- 13.2 The variety of types of contracts and procurement documents and effective evaluation criteria
- 13.3 Project Manager's Role in Procurement, Centralized/Decentralized Contracting, The Procurement Management Process
- 13.4 Inputs to the Procurement Management Process, Plan Purchases and Acquisitions (Make-or-Buy Analysis, Contract Type Selection, Cost Reimbursable (CR), Cost Plus Fee (CPF) or Cost Plus Percentage of Costs (CPPC), , Risk and Contract Type, Incentives, Types of Contract Statements of Work, Procurement Management Plan
- 13.5 Plan Contracting: Non-Disclosure Agreement, Standard Contract, Special Provisions (Special Conditions), Terms and Conditions, Letter of Intent, Privatizes, Non- Competitive Forms of Procurement
- 13.6 Request Seller Responses: Bidder Conferences (Contractor Conferences, Vendor Conferences, Pre-Bid Conferences), Advertising, Qualified Seller List, Proposal (or bid)
- 13.7 Select Sellers: Independent Estimate, Screening System, Past Performance History, Presentations, Negotiation, What is a Contract, What Do You Need to Have a Legal Contract, Contract Management Plan, Main Items to negotiate and Contract Management Plan
- 13.8 Contract Administration: Conflict, Contract Change Control System, Buyer- Conducted Performance Review, Claims Administration, Records Management System, Contract Interpretation, termination



**14 Professional and Social Responsibility**

14.2 Ensure Individual Integrity: Tell the Truth in Reports, Conversations and Other Communications, Follow Copyright Laws, Put the Project’s Needs Before your Own, Do Not Give or Take Bribes or Inappropriate Gifts, Do the Right Thing, Follow the Right Process

14.3 Contribute to the Project Management Knowledge, Enhance Personal Professional Competence, Promote Interaction Among Stakeholders (Balance Stakeholders’ Interests, Resolve Competing Interests, Deal with Problems and Conflicts as They Arise, Interact with Team and Stakeholders in a Professional and Cooperative Manner (Identify and Understand Culture Differences, Uncover Communication Preferences when Identifying Stakeholders

**15 Co-requisite**

At least 2-4 years of experience working in a Project Manager role leading a team, Already have understanding of PMI and the PMBOK Guide, Interest in taking/prepping for the PMP certification exam Has the sufficient experience to take the PMP certification exam (4,500 hrs. of experience over 5 years) Not expecting to gain concentrated knowledge in any one area.

**16. Teaching Strategies**

A variety of teaching strategies may be utilized in this course, including but not limited to, lecture, discussion, written classroom exercises, written lab exercises, performance based lab exercises, demonstrations, quizzes and examinations. Some quizzes may be entirely or contain lab based components. A mid-course and end course examination will be given.

Providing approx. 1000 questions bank for preparation of the final test.

Ramifying adults learning techniques by an expert who has delivered 500 workshops for global organizations.

**17. Equipment Needed**

Industry standard desktop computer for lab exercises. Equipment Breakdown Lab room

Videos and Projector

**18. Instructor**

Education: **PhD** Accredited PMI – PMP® Certified

Work Experience: at least 20 years in Program/Project Management. 15+ years of experience with active credential holders.

Language Efficiency: clear accent in English speaking and understand teaching methodology

**19. Library Assignments**

To be determined by the instructor

**20. Portfolio Assignment**

Student program outcome portfolios are required to demonstrate student competencies. In conjunction with the course structure, please select a project/paper that best demonstrates what the participants learned in this course and add it to your program portfolio.

**21. Firm Additional & Technical Requirements:**

The firm is required to provide logistics (Expediting visa for the participants, airport transportation, accommodation, meals, airline tickets)

Provide the course syllabus before training starts right after getting the contract signed

**22. Payment Schedule**

Payments in two stages:

50% shall be paid upon signing contract currency AFN

50% shall be paid after completion of PMP program currency AFN