

## Assistance in Acquiring the Project Management Technology (*APMT*®)

By earning the **PMP**® (*Project Management Professional*) credential of the *Project Management Institute (PMI)*®, join the World Elite of Project Management professionals to increase (i) your operational efficiency and especially (ii) the results of your organization through the planning and execution of its projects in the best conditions of scope, time, cost and quality.

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The Project Management Technology to be acquired, which is recognized as the *de facto* leading standard at the global level, is codified in the **Guide to the Project Management Body of Knowledge (PMBOK® Guide)**, Fourth Edition. The **PMBOK® Guide** is codified by PMI and referenced as ANSI/PMI 99-001-2008.

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# 1. Presentation of issues

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Internationally recognized as the *de facto* standard for excellence in Project Management, the **Project Management Professional (PMP®)** is a world-class prestigious credential awarded by the **Project Management Institute (PMI®)** to attest the knowledge, skills and qualifications required to lead and direct project teams and complete projects successfully within the constraints of time, budget and resources. The success of projects allows organizations to achieve their strategic objectives and to substantially and sustainably increase their performance.

The PMI was founded in 1969 in the U.S.A and was accredited as a standards body by the *American National Standards Institute (ANSI)*. Its PMP certification program first started in 1984. The PMI's certification program itself is certified **ISO 9001** demonstrating its established high quality and excellence. The reputation of leadership in the world of the PMP certification is testified since 2007 by the **ISO 17024** accreditation awarded to PMI by the *International Organization for Standardization (ISO)*. The ISO 17024 accreditation allows organizations that employ PMP credential holders to reference it as an indicator of competence and capability of its employees.

With a global elite of more than 370,000 PMP credential holders active in the Project Management profession, PMP certification is currently viewed by many organizations and governments as a prerequisite to serve as Project Manager or Project Director.

For African organizations (companies, governments, administrations, etc.) that are determined to achieve their strategic objectives, to substantially and sustainably increase their performance, the acquisition and the mastery of the **Project Management Technology (or Project Management Methodology)** are essential in particular through the PMP certification of their deserving managers and professionals. The specific benefits for the organization are:

- *improve the approach of project management through the appropriate use of an internationally recognized soft technology;*
- *provide a coherent and effective framework for the development of talents;*
- *improve productivity and project results;*
- *provide an international reference for partner organizations.*

Designed for ambitious and high potential professionals with significant experience in Project Management, obtaining the PMP credential has specific advantages including measures to:

- *increase its value to the organization;*
- *increase its scope for professional growth and promotion;*
- *accelerate their professional development;*
- *provide a professional and international recognition.*

Hence the usefulness of this customised service supplied by **Prescriptor®**: the **Assistance in Acquiring the Project Management Technology (APMT®)** in an organization.

## 2. APMT<sup>®</sup> life cycle

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**Prescriptor<sup>®</sup>** offers specialized *Assistance in Acquiring the Project Management Technology (APMT<sup>®</sup>)* whose life cycle can be summarized in five (5) phases for each PMP credential (*qualifications to lead and direct project teams*) candidate. They are: (i) *verification of eligibility requirements*, (ii) *accession to membership in PMI* (iii) *acquisition of knowledge and skills*, (iv) *certification exam* and (v) *validity of the credential*. The life cycle of assistance has in principle a period of six (6) months.

### 2.1. Verification of eligibility requirements

The prerequisite is to examine the profile of each short-listed candidate in terms of their academic education and experience in project management to verify if it meets the eligibility criteria for PMP certification. When an applicant meets the eligibility criteria, assistance may be validly initiated.

### 2.2. Joining PMI as member

Each candidate (*meeting the eligibility criteria for PMP credential*) will be required to join PMI as a member in order to immediately enter the global community of Project Management Professionals and enjoy the benefits specifically calibrated to facilitate the acquisition and the mastery of Project Management Technology.

### 2.3. Acquisition of knowledge and skills

The phase of acquiring skills and knowledge refers to the activities of acquisition and transfer of the Project Management Technology. There are four (4) steps: (i) *obtaining technical documents*, (ii) *attending workshops or courses focused on the PMBOK Guide*, (iii) *case studies and practice tests* and (iv) *assessments of skills and knowledge*.

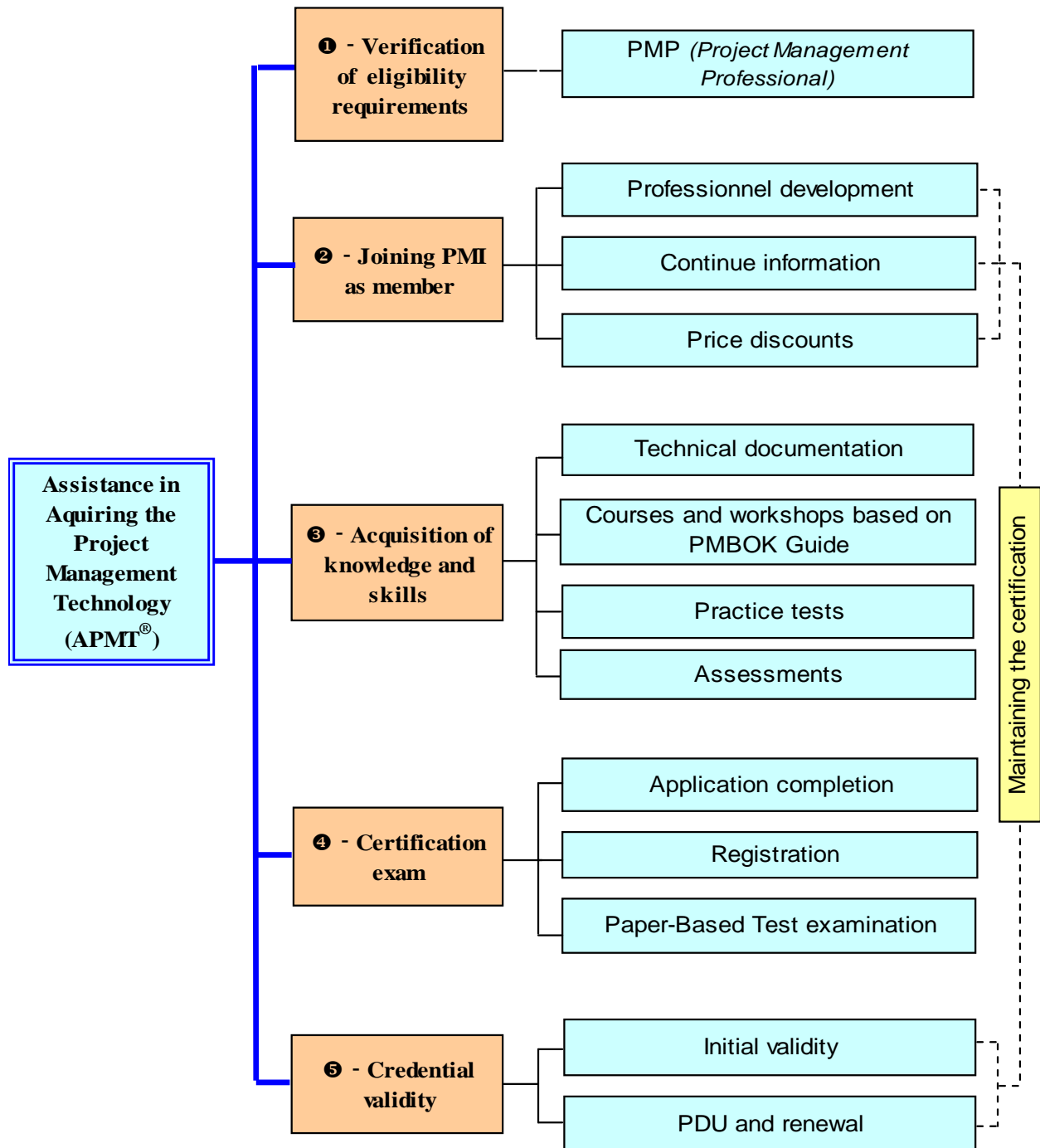
### 2.4. Certification exam

The application for registration of each candidate for the PMP credential exam will be prepared and submitted to PMI with the assistance of our technical services. After successful review by PMI, a notification of registration will be made by PMI to the candidate, indicating the type of examination (*Paper-Based Testing or Computer-Based Testing*), date and site of examination (either in Douala or Yaoundé). After the completion of the exam, copies are returned to the United States and the result is notified to each applicant within ten (10) days. The examination registration allows three (3) attempts maximum.

### 2.5. Credential validity

The PMP credential is valid for a period of three (3) years from the date the examination is passed. PMP certified professionals must maintain their certification by the development and updating of their skills and knowledge in project management by earning PDUs (*Professional Development Units*). The renewal of the PMP certification for a new round of three (3) years is conditioned on obtaining not less than 60 PDUs.

The life cycle of *Assistance in acquiring the Project Management Technology (APMT®)* is summarized by the diagram below:



*Live Cycle of Assistance in acquiring the Project Management Technology (APMT®)*

### 3. Verification of eligibility requirements

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Before any commitment, verification of eligibility requirements is required for each candidate for the PMP certification. This is to ensure that the candidate meets the eligibility requirements for certification prescribed by the *Project Management Institute's PMP Credential Handbook* (available online at [www.pmi.org](http://www.pmi.org)). There are two (2) possible profiles to be eligible for the PMP:

<i>Educational Background</i>	<i>Project Management Experience</i>	<i>Project Management Education</i>
<i>High school diploma, associate's degree or global equivalent</i>	<i>Minimum five years/60 months of unique non-overlapping professional project management experience during which at least 7,500 hours were spent leading and directing project tasks</i>	<i>35 contact hours of formal Education in project management</i>
<i>Bachelor's degree or global equivalent</i>	<i>Minimum three years/36 months of unique non-overlapping professional project management experience during which at least 4,500 hours were spent leading and directing project tasks</i>	<i>35 contact hours of formal Education in project management</i>

### 4. Joining PMI as member

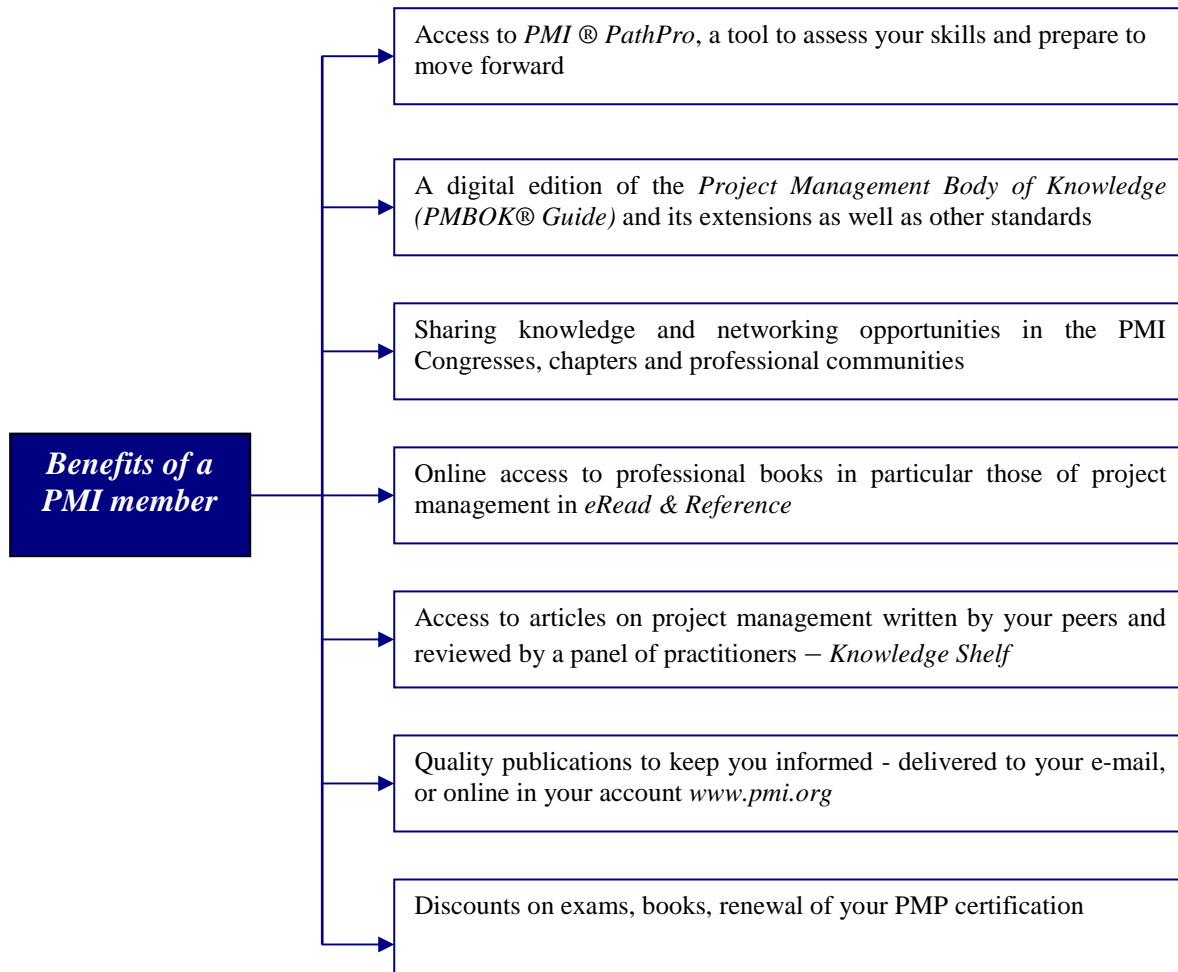
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For each eligible candidate, joining PMI as a member is required for an annual period and renewable before expiration. *The membership fees is U.S.\$ 129*. The candidate may choose to be a member of a chapter, a special interest group (*SIG - Specific Interest Group*) or a professional community of practice, this implies additional costs.

Membership of PMI entitles you to several real benefits that allow you to promote your professional development and your career. Not only will you have access to comprehensive services and tools available only to members of PMI, which allow you to receive professional support and continuous information dissemination to members, but in addition, you will enjoy discounts on many top quality services offered by the *Project Management Institute* including PMP certification.

Access to all technical standards on the Project Management and related professional areas published by PMI is essential. This is the same as accessing to an online library that provides access to useful reference books for the acquisition of knowledge and skills in Project Management.

The benefits of a PMI member can be summarized in the diagram below:



## 5. Acquisition of knowledge and skills

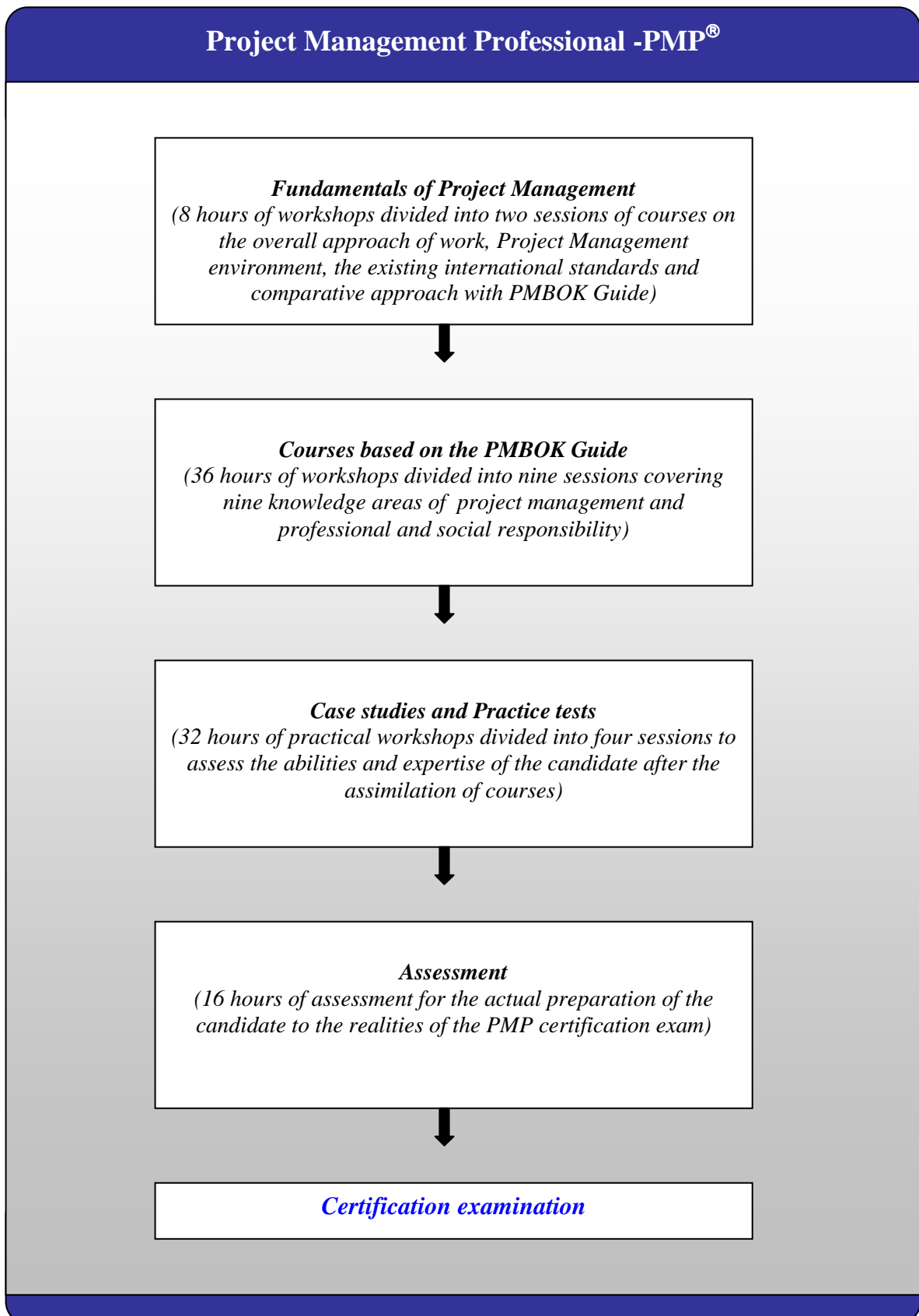
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### 5.1. Technical documentation

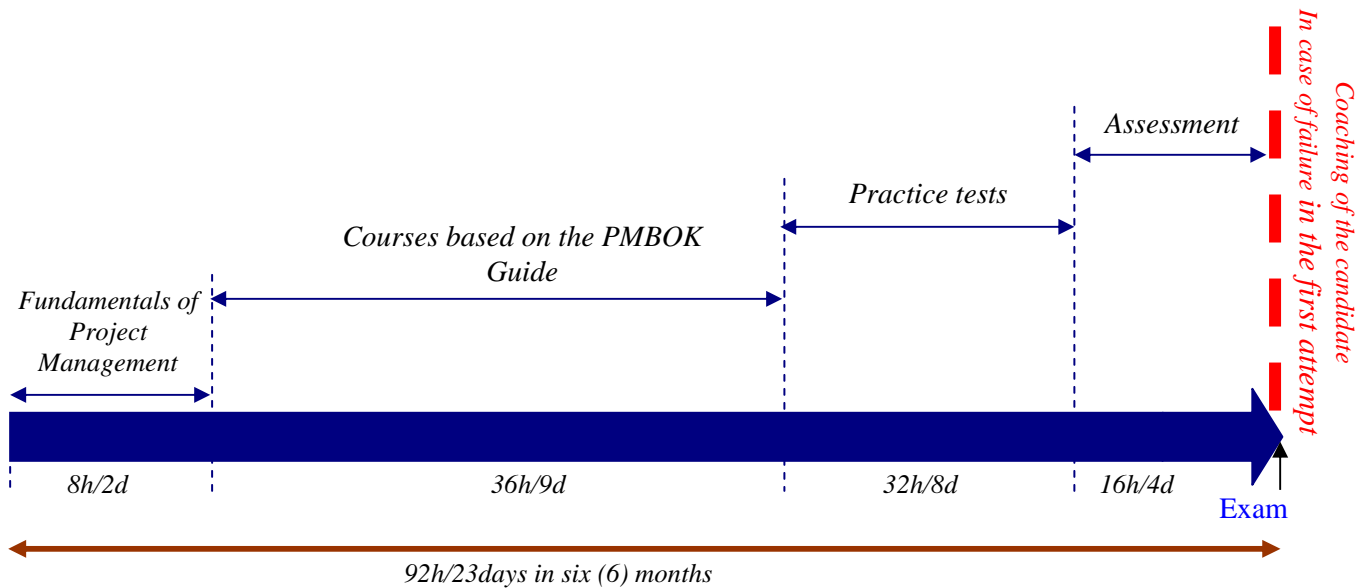
The necessary technical documentation is summarized in two (2) complementary groups:

- (i) The standards of Project Management especially the *PMBOK® Guide*, its extensions and other specialized standards developed by PMI ;
- (ii) Books published to facilitate the acquisition of Project Management Technology by the theoretical and practical preparation for PMP certification (*PMP Exam Prep* by Rita Mulcahy, *PMP Exam Study Guide* by Kim Heldman, *PMP Exam and Practice tests and study Guide* by J. Leroy & Ginger Lewin, *A Project Manager's Book of Forms: A Companion to the PMBOK Guide* by Cynthia Stackpole , *Q&A's for the PMBOK® Guide Fourth Edition* by Dr. Frank T. Anbari).

## 5.2. Process of acquiring knowledge and skills required to be certified as a PMP



The *Assistance in acquiring the Project Management Technology (APMT<sup>®</sup>)* is provided during a target period of six (6) months and follows the sequence defined below:



The approach of acquiring knowledge and skills in project management technology is designed based on (i) the global environment, (ii) the Project Management framework and nine (9) knowledge areas codified in the PMBOK<sup>®</sup> Guide and (iii) the professional and social responsibility codified in the *Code of Ethics and Professional Conduct* of PMI.

The case studies in the form of practice tests created according to the situational questions model shall be taken by candidates and reviewed in order to reinforce their mastery of technology. To verify that the knowledge and skills acquired can really permit to pass the exam, appropriate assessment tests (*combining all areas covered*) will be carried out according to the standard model of the certification exam (*target score: 85%*).

### 5.3. What each PMP candidate receives

Each candidate receives a package consisting of:

- Registration as a member of PMI with all its benefits including the professional books available online;
- a working document in support of teaching workshops;
- a list of technical standards published by PMI;
- a guide containing all the formulas used in Project Management;
- questions for practice tests and assessments of knowledge and skills;
- a study plan tailored for each participant;
- Five (5) reference books for exam preparation (*PMP Exam Prep by Rita Mulcahy, PMP Exam Study Guide by Kim Heldman, PMP Exam and Practice tests and study Guide by J. Leroy & Ginger Lewin, A Project Manager's Book of Forms: A Companion to the PMBOK Guide by Cynthia Stackpole, Q&A's for the PMBOK<sup>®</sup> Guide Fourth Edition by Dr. Frank T. Anbari*);
- a certificate of project management education, requirements for eligibility for the PMP certification exam.



The detailed program based on the PMBOK® Guide is as follows:

<i>Parts</i>	<i>Days</i>	<i>Scope</i>
<b>Part 1</b> <b>Fundamentals of Project Management</b>	<b>Day 1 (4h)</b> <b>and</b> <b>Day 2 (4h)</b>	<ul style="list-style-type: none"> <li>• International environment of Project Management                             <ul style="list-style-type: none"> <li>• Professional organizations of project management</li> <li>• Standards of project management</li> <li>• Project management certification programs</li> <li>• Global leadership of Project Management Institute (PMI)</li> </ul> </li> <li>• Project and project manager                             <ul style="list-style-type: none"> <li>• What is a project</li> <li>• What is project management</li> <li>• Relationships among project management, program management, and portfolio management</li> <li>• Project management and operations management</li> <li>• Projects vs. operational work</li> <li>• Project manager: role, skills and compensation</li> </ul> </li> <li>• Project life cycle and organization                             <ul style="list-style-type: none"> <li>• Overview of the project life cycle</li> <li>• Project stakeholders</li> <li>• Organizational influences on project management</li> </ul> </li> <li>• Standard for project management of a project                             <ul style="list-style-type: none"> <li>• Project management body of knowledge (PMBOK Guide)</li> <li>• Project management processes for a project</li> </ul> </li> </ul>
	<b>Day 3 (4h)</b>	<b>Project integration management</b> <ul style="list-style-type: none"> <li>• Select projects</li> <li>• Develop project charter</li> <li>• Develop project management plan</li> <li>• Direct and manage the project execution</li> <li>• Monitor and control project work; Perform integrated change control</li> <li>• Close project or phase</li> </ul>
	<b>Day 4 (4h)</b>	<b>Project scope management</b> <ul style="list-style-type: none"> <li>• Collect requirements</li> <li>• Define scope</li> <li>• Create Work Breakdown Structure (using WBS Pro)</li> <li>• Verify scope</li> <li>• Control scope</li> </ul>
<b>Part 2</b> <b>The first three (3) knowledge areas : Integration, Scope, Time</b>	<b>Day 5 (4h)</b>	<b>Project time management</b> <ul style="list-style-type: none"> <li>• Define activities</li> <li>• Sequence activities</li> <li>• Estimate activity resources</li> <li>• Estimate activity durations</li> <li>• Develop schedule</li> <li>• Control schedule</li> <li>• Techniques : network diagram, Gantt, CPM</li> <li>• Techniques : diagrams AOA, AON</li> <li>• Application of Microsoft Project 2007</li> </ul>

<p><b>Part 3</b> The following three (3) knowledge areas: Cost, Quality, Human Resources</p>	<p><b>Day 6 (4h)</b></p>	<p><b>Project cost management</b></p> <ul style="list-style-type: none"> <li>• Estimate costs</li> <li>• Determine budget</li> <li>• Cost baseline</li> <li>• Control costs</li> <li>• Project financing</li> <li>• Earned Value Management</li> </ul>
	<p><b>Day 7 (4h)</b></p>	<p><b>Project quality management</b></p> <ul style="list-style-type: none"> <li>• Plan quality</li> <li>• Perform quality assurance</li> <li>• Perform quality control</li> <li>• Quality management theories</li> </ul>
	<p><b>Day 8 (4h)</b></p>	<p><b>Project human resources management</b></p> <ul style="list-style-type: none"> <li>• Develop human resources plan</li> <li>• Acquire project team</li> <li>• Develop project team</li> <li>• Manage project team</li> <li>• Organization chart (RACI matrix, role and responsibility matrix)</li> <li>• Motivational theories and conflicts management techniques</li> </ul>
<p><b>4<sup>ème</sup> partie</b> The three (3) last knowledge areas: Communications, Risks, procurements</p>	<p><b>Day 9 (4h)</b></p>	<p><b>Project communications management</b></p> <ul style="list-style-type: none"> <li>• Identify stakeholders</li> <li>• Plan communications</li> <li>• Distribute information</li> <li>• Manage stakeholder expectations</li> <li>• Report performance</li> </ul>
	<p><b>Day10 (4h)</b></p>	<p><b>Project risk management</b></p> <ul style="list-style-type: none"> <li>• Plan risk management</li> <li>• Identify risks</li> <li>• Perform qualitative risk analysis</li> <li>• Perform quantitative risk analysis</li> <li>• Plan risk responses</li> <li>• Monitor and control risks</li> </ul>
	<p><b>Day11 (4h)</b></p>	<p><b>Project procurement management</b></p> <ul style="list-style-type: none"> <li>• Plan procurements</li> <li>• Conduct procurements</li> <li>• Administer procurements</li> <li>• Close procurements</li> </ul>
<p><b>Tests and assessments</b></p>	<p><b>12 days (48h)</b></p>	<p><b>Attain the level of expertise required to pass the exam</b></p>

## 6. Certification exam

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### 6.1. Application file preparation

The careful preparation of the application file for PMP certification requires appropriate information on the academic and professional profile of the candidate. The candidate must provide a Curriculum Vitae (CV) detailing his experience in project management, and his academic education. Proof may be required for some CV items. The file is prepared according to the requirements of PMI.

### 6.2. Registration

The application properly completed is submitted to PMI. After a successful processing of the application by PMI with possibly an audit of information, a notification of eligibility for the PMP certification exam is sent to the candidate. This notification is normally received within two (2) weeks after the submission of the application to PMI. The candidate must pass the examination within one (1) year, with three (3) possible attempts, from the date of eligibility.

### 6.3. PBT (*Paper-Based Testing*) Exam

The PMP certification examination is a PBT (on paper) type but can also be a CBT (*Computer-Based Testing*) examination. The PMP examination is comprised of 200 multiple-choice questions (four options) covering all aspects of Project Management. The completion time is 4 hours. A percentage of 61% of correct answers is required to ensure success.

### 6.4. Guarantee of success

The *APMT*<sup>®</sup> of *Prescriptor*<sup>®</sup> is specifically designed for the candidate to succeed the PMP certification exam during the first attempt. *The critical condition is that the candidate shall invest his efforts optimally guided by a rigorous study plan.* But in case of failure in the first attempt, a personalized assistance plan is set up to coach each candidate to succeed in the second attempt, or worse, in the third and final attempt including payment of the required re-examination fees.

## 7. Certification validity

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PMP certified status is valid for a period of three (3) years from the date of the credential examination.

Renewal of the PMP certification for a new cycle of three (3) years is conditioned by an accumulation of sixty (60) PDUs (*Professional Development Units*) during the three (3) year period of validity. The *Continuing Certification Requirements* program to maintain an active certification status is established by PMI to support the professional development of PMP and the renewal of their certification.

## 8. APMT<sup>®</sup> cost

The APMT<sup>®</sup> (*Assistance in acquiring the Project Management Technology*) cost excluding VAT per candidate is detailed in the table below in U.S. dollars. This cost includes the fees and disbursements. It is US\$ 4 855.35 or US\$ 4,150 for fees and US\$ 705.35 for disbursements equivalent to 2 595 427 CFAF (*1US\$ = 534.55 CFA francs*) or 2 600 000 CFAF. It is payable in one (1) or two (2) instalment(s).

<i>N°</i>	<i>Phases of the Cycle</i>			<i>Price exc. VAT</i>	
1	Verification of eligibility requirements for PMP certification			-	
2	Joining PMI as member ( <i>disbursements</i> )			<b>\$129</b>	
3	Acquisition of knowledge and skills	Workshops ( <i>fees</i> )	<i>Titles</i>	<i>Number of hours</i>	<b>\$3 900</b>
			<i>Courses</i>	44	
			<i>Practice tests</i>	32	
			<i>Assessments</i>	16	
			<b>Total</b>	<b>92</b>	
	Specialized Technical Documentation ( <i>disbursements</i> )	<i>PMP Exam Prep by Rita Mulcahy</i>	<b>\$99</b>		
		<i>PMP Exam Study Guide by Kim Heldman</i>	<b>\$59.99</b>		
		<i>PMP Exam and Practice tests and study Guide by J. Leroy &amp; Ginger Lewin</i>	<b>\$58</b>		
		<i>A Project Manager's Book of Forms: A Companion to the PMBOK Guide</i>	<b>\$85.41</b>		
		<i>Q&amp;A's for the PMBOK® Guide Fourth Edition by Dr. Frank T. Anbari</i>	<b>\$23.95</b>		
4	Certification exam PBT ( <i>disbursements</i> )			<b>\$250</b>	
5	Administrative and logistics diligence ( <i>fees 32.25\$ x 8h</i> )			<b>\$250</b>	
<b>Total</b>				<b>\$4 855.35</b>	

The service cost (*hourly rate*) offered by *Prescriptor*<sup>®</sup> is 30% less than the average fare (*June 2010*) of five (5) international reference providers offering a similar service. The following table gives the details.

Organization	Service features	Price of the service	Hourly rate	Average	Reduction
1. <b>Project Management &amp; Leadership</b>	4 days (40 CLH* or PDU**)	US\$ 1 800	<b>\$45.00</b>	} <b>\$60.63</b>	
2. <b>Training Regime</b>	4 days (36 CLH or PDU)	US\$ 1 995	<b>\$57.00</b>		
3. <b>International Institute for Learning</b>	5 days (35 CLH or PDU)	US\$ 2 495	<b>\$71.29</b>		
4. <b>Project Management Training Institute</b>	4 days (40 CLH or PDU)	US\$ 2 395	<b>\$59.88</b>		
5. <b>RMC Project Management</b>	4 days (40 CLH or PDU)	US\$ 2 800	<b>\$70.00</b>		
6. <i>Prescriptor</i> <sup>®</sup>	23 days (92 CLH or PDU)	US\$ 3 900	\$42.39	(-) \$18.24	(-) 30.08%

\* CLH = Contact Learning Hours

\*\* PDU = Professional Development Units

## 9. Minimum requirements for IT logistics

IT logistics is a key and essential element for the process of acquiring the Project Management Technology. Without it, it is virtually impossible to optimally meet the challenges involved, including the control of PMI Project Management environmental and the PMBOK standard. Thus, two (2) sets of requirements arise.

### 9.1. Mastery of basic IT tools

This is to assure that the candidate is a friendly user of basic software tools such as Microsoft Word, Microsoft Excel, Adobe PDF, Internet Explorer, search techniques in the search engines such as Google, connect to the platform of PMI member, open and save files, participate in web based seminars (Webinars) and intervene in the discussion forums online.

### 9.2. Hardware, software and network

To gain access to content online, it is essential to have at least a desktop Pentium 3 with an internet connection, antivirus software and basic computer applications (*including OS, Word, Excel, Adobe PDF and Internet Explorer*).

## 10. Expertise in technology acquisition and transfer

The team of expert-instructors of *Prescriptor*<sup>®</sup> is wholly composed of PMP certified experts relying on a dual approach designed to the strict alignment of requirements and constraints of *acquiring and efficiently applying the Project Management Technology*. *Prescriptor*<sup>®</sup>'s dual approach is twofold: (i) successfully complete the acquisition of the *Project Management Technology* by the candidate rewarded by the earning of PMP credential, (ii) switch the candidate's knowledge and skills for effective implementation of the *Project Management Technology* within its organization to increase performance in planning and execution of projects.