



THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON DC



Master's Certificate in Project Management (100% online)

El **Master's Certificate in Project Management (MCPM) online** por la George Washington University aporta a sus participantes una sólida base de **conocimientos** y **habilidades** representada por el **Core Currículum en Gestión de Proyectos** en un corto período de tiempo. El programa online contiene todo el conocimiento base de gestión de proyectos del **PMBOK®** del **Project Management Institute** y otorga la certificación internacional avalada por una de las universidades más prestigiosas del mundo: **The George Washington University**. Está impartido **en inglés** para aquellas personas que necesiten entender la metodología y los conceptos de la guía PMBOK en inglés, ya sea por necesitar prepararse para proyectos internacionales o para extranjeros.

ESTRUCTURA DEL PROGRAMA

El Master consiste en la selección de **7 módulos**, que puede **combinar a su elección** en función de la siguiente relación:

Le recomendamos **comenzar con...**

- **Managing Projects**

Master en
Idioma inglés

Después elija **seis de los siguientes cursos...**

- **Project Leadership, Management and Communications**
- **Scheduling and Cost Control**
- **Risk Management**
- **Contract Management Principles and Practices**
- **Quality for Project Managers**
- **How to Gather and Document User Requirements**
- **PMP® Exam Preparation**

PROGRAMA:

Managing Projects

Introduction to Project Management

- What are "projects"?
- Why project management?
- The project life cycle
- Influences on a project
- Key stakeholders
- Project management process groups
- Project manager responsibilities

Project Initiation

- Understanding the role of senior management
- Needs Assessment
- Project selection - benefit/cost ratio
- Present value and net present value
- Building SMART objectives
 - Specific
 - Measurable
 - Agreed to
 - Realistic
 - Time-constrained
- Developing Requirements
- Project charters
- Project Requirements Document

Project Planning

- Scope planning
- The work breakdown structure
- Estimating
- Schedule Planning
- Network Diagrams - CPM
- Speeding up the Schedule
- Project Management Planning Software
- Cost Planning
- Responsibility Matrix
- Resource Loading and Levelling
- Risk Planning
- Procurement Planning
- Communication and quality planning

Project Implementation

- Baselines
- Developing the project team
- Organisations and team structures
- Managing change
- Managing Risk
- Performance reporting
- Reserves
- Assessing and monitoring project performance
- Earned value
- Sunk costs

Project Closeout

- Scope verification and customer acceptance
- Administrative and contractual closure
- Transferring lessons learned to future project

Project Leadership, Management and Communication

Leadership and Management

- What is leadership?
- The difference between leadership and management
- Assess your leadership competencies and developmental needs
- In light of the assessment, articulate your leadership vision and consider the best ways to realise it
- Processes for establishing direction, aligning people and motivating people to follow your vision
- Identify different leadership styles: tasking, encouraging, steering and entrusting

Leading Effective Teams

- What is a team?
- The stages of team development: forming, storming, norming, performing and adjourning
- Leading and maintaining effective, productive teams
- Evaluate team progress and coach team members as necessary

Building Relationships

- How individual differences affect your ability to lead
- Identify your motivational patterns using the Strength Deployment Inventory (SDI®)
- How to be more influential by understanding motivational patterns
- Using an understanding of individual differences to help you manage conflict more effectively

Ethics and Leadership

- Define ethics and the link between ethics and trust

- The role of ethical behaviour and leadership
- The difference between personal and organisational ethics
- The effect of the triple constraint on ethics

Negotiating Conflict

- Major sources of conflict on project teams
- The five modes of handling conflict: forcing, smoothing, withdrawing, compromising and problem solving
- The difference between 'competitive' negotiation and 'collaborative' negotiation
- Conflict scenarios and strategies for initiating conflict resolution
- Power bases used in typical organisations
- How to plan and conduct collaborative negotiation

Leading Change

- Your role in a changing organisation
- Predictable stages of adjusting to change
- Appropriate leadership strategies for each stage
- Developing a change management plan

Requirements Management: A key to Project Success

Requirements Factors Influencing Project Problems

The Project Requirements Process

- The project management and requirements management life cycles
- Steps in the requirements management process
- Fixed and evolving requirements
- Organisational standards

Stakeholder Assessment

- Identification and categorisation
- Communication plan
- Risk factors

Requirements Identification

- Conducting a stakeholder analysis
- Identifying risks and mitigation

Critical Success Factors

- Traceability matrix
- Global requirements mapping
- Test plan
- Requirements management standards

Requirements Derivation

- Functional and non-function requirements
- Global requirements
- Identifying multiple views
- Tools and techniques
- Documentation standards

Evaluation and Approval

- Selection of tools and techniques
- Requirement/prototype review
- Risk assessment
- Baseline documentation
- Change Management
- Evaluate policy for project needs
- Establish business criteria for change control
- Select tools and techniques
- Success criteria

Validation of Project Outcomes

- Acceptance criteria
- Project test results

Closeout Procedures

Negotiation Skills for Project Managers

Negotiation in the Project Environment

- Stakeholder Analysis
- Negotiating with key stakeholders
- Negotiation and the triple constraint
- Issues throughout the project lifecycle

Natural Tendencies in Negotiation

- Negotiating from positions
- Transformation of goals
- Destroying trust
- Need to win
- Emotional reaction

Developing the Best Alternative to Negotiated Agreement (BATNA)

- Defining BATNA
- Determining the need to negotiate
- Strengthening the BATNA
- Using BATNA
- The other party's BATNA

The Two Major Schools of Negotiation: Competitive and Collaborative

- Competitive Negotiation
- Determining primary and secondary issues
- Establishing maximum and minimum positions

- Defining the conflict range
- Assessing the negotiation range
[Understanding and Developing Your Negotiation Style](#)
- Myers-Briggs Type Indicator® (MBTI) and communication style
- Personality preferences and style
- Temperament Theory and collaboration
[Collaborative Negotiation: Creating Win–Win by Exploring Differences](#)
- Clarifying interests
- Developing options
- Establishing Criteria
[Negotiating Within the Team](#)
- Identifying interests
- Defining the process
- Determining roles
[Negotiating Between Teams](#)
- Establishing an approach
- Monitoring the dialogue
- Clarifying all interests
[Preparing to Negotiate Your Project](#)
- Analysing your situation
- Predicting the other party's situation
[Dealing with Conflict in Negotiations](#)
- Insights from MBTI®
- Sequence of strengths as conflict escalates
[Breakthrough Strategies to Get Past "No"](#)
- Managing emotional content
- Reframing vs. reacting
- Building a golden bridge
- Educating vs. escalating
[Maintaining and Building Your New Skills](#)
- Personal Action Plan
- Other useful strategies for long-term gains

Budget and Financial Management

- [Strategic Focus and Drivers](#)
- Identifying and examining strategy
- Business trends
 - Mergers and acquisitions
 - Aggressive asset management
 - Outsourcing
 - Legislative and regulatory scrutiny
 - Balanced scorecard
- [Managing Stakeholder Expectations](#)
- Identify and analyse stakeholders
- Getting buy-in
[The Basics of Finance](#)
- Financial basics
- Accounting
- Costs, profits and profitability

- Financial statements
 - Balance sheets
 - Income statements
 - Cash flow statements
- [Budgeting Skills](#)
- Budgeting basics
- Budget cycles
- Budgeting processes: planning, approving, managing and reporting
- Budget elements
- Gather and categorise
- Prioritise
- Develop initial estimates
- Compile and total estimates
- Perform tradeoffs
- Finalise initial budget for approval
[Presenting a Budget for Approval](#)
- Communicating budgets to decision makers
- Negotiating for resources
[Managing and Reporting Budget and Financial Results](#)
- Monitoring performance
 - Variances
 - Earned value technique
- Taking corrective action
- Budget reporting
- Closing out budgets
- Revenue recognition

Risk Management

- [Introduction to Risk](#)
- Definition and characteristics of "risk"
- Elements and factors of risk
 - Event (future occurrence)
 - Probability (uncertainty)
 - Impact (amount at stake)
- Types of risk
- Components of risk management
 - Identification
 - Quantification
 - Response development
 - Response control
- [Risk Management Planning and Identifying Risks](#)
- Risk management planning
- Risk identification
- Idea generation tools and techniques
[Analysis Fundamentals](#)
- Probability and impact
- Presenting risk
 - Narrative
 - Qualitative
 - Quantitative

- Probability analysis
[Analysing and Prioritising Risk](#)
- Determining risk tolerances
- Analysing risks
- Establishing and evaluating profitability
- Risk-based financial tools and techniques
- Expected-value analysis
- Decision trees
- Prioritising risks
[Risk Response Planning](#)
- Risk response strategies for opportunities and threats
- Risk acceptance
- Risk avoidance
- Risk mitigation
 - Probability minimisation
 - Impact minimisation
 - Transference
- Establishing reserves
[Execution, Evaluation and Update](#)
- Risk Response monitoring and control
- Execute risk strategies
- Contingency plans and work-arounds
- Risk evaluation
- Reassessing risk
- Risk documentation

PMP Exam Preparation

[Project Management Process Groups](#)
[Project Integration Management](#)
[Project Scope Management](#)
[Project Quality Management](#)
[Project Time Management](#)
[Project Cost Management](#)
[Project Risk Management](#)
[Project Human Resource Management](#)
[Project Procurement Management](#)
[Project Communications Management](#)
[Professional Responsibility](#)
[Studying For and Taking the Exam](#)

DOBLE CERTIFICACION

Además, el MCPM ofrece una **doble certificación**: el **Associate's Certificate in Project Management**, que se entregará tras finalizar el tercer módulo y el **Master's Certificate in Project Management por The George Washington University** una vez haya superado con éxito los siete módulos.



METODOLOGÍA MASTER ONLINE

Nuestra formación destaca por su **enfoque práctico** y orientado a las necesidades del mercado. por ello este Máster está tutorizado a cargo de **profesionales en activo**, relacionados con las principales empresas y multinacionales de diversos sectores. Los módulos se imparten de forma **dinámica** y combinan la exposición de los temas con herramientas de **enseñanzas interactivas, a través de casos prácticos y ejercicios**, para asegurar que se aprende mientras practica. Ud. aplica los principios y las técnicas más actuales de la gestión de proyectos en **situaciones reales**, integrando **aspectos técnicos, económicos y de recursos humanos**.

En general, cada módulo tiene una media de 30 horas de duración y debe completarse dentro de 42 días como máximo. Habrá un examen final sobre el tema que determinará su éxito junto con los estudios de caso y ejercicios a completar.

DURACIÓN: De **155 horas hasta 168 horas** distribuidas en **7 módulos a su elección**.