# Pacing Guide: IT Project Management

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<tr>
<th>Week</th>
<th>Topic</th>
<th>Summary of Resources and Activities</th>
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| 1    | Preparing for Success | 1. View the introductory video  
2. Familiarize yourself with learning resources |
|      | Project Management Overview | 1. Familiarize yourself with Knowledge Center  
2. Read the following chapters in the *PMBOK*:  
   - chapter 1 ("Introduction")  
   - chapter 2 ("Organizational Influences and Project Life Cycle")  
3. (Optional) Review the following modules in SkillSoft:  
   - proj_17_a01_bs_enus: IT Project Management Essentials: Introduction to IT Project Management  
   - proj_05_a02_bs_enus: Project Management Overview  
   - PROJ0511: An Introduction to Project Management  
   - PROJ0512: Project Life Cycles and Stakeholders  
   - proj_01_a01_bs_enus: Project Management Fundamentals  
4. Read the following sections in Project Management: A Systems Approach to Planning, Scheduling, and Controlling:  
   - section 5.27 ("Proverbs and Laws") of chapter 5 ("Management Functions")  
   - section 6.2 ("Time Robbers") of chapter 6 ("Management of Your Time and Stress") |
|      | Project Management Processes | 1. Read the following chapters in the *PMBOK*:  
   - chapter 3 ("Project Management Processes")  
2. Familiarize yourself with the following chapters in the *PMBOK*:  
   - chapter 4 ("Project Integration Management")  
   - chapter 5 ("Project Scope Management")  
   - chapter 6 ("Project Time Management")  
   - chapter 7 ("Project Cost Management")  
   - chapter 8 ("Project Quality Management")  
   - chapter 9 ("Project Human Resource Management")  
   - chapter 10 ("Project Communications Management")  
   - chapter 11 ("Project Risk Management")  
   - chapter 12 ("Project Procurement Management")  
   - chapter 13 ("Project Stakeholder Management") |
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| 3. | Complete the following task in TaskStream:  
   |   |   |
|   |   |   |
|   | MGT2 IT Project Management: Task 1, Part A |
| 2 | **Project Charter** | 1. Review the following chapters in the *PMBOK*:  
   |   |   |
|   |   |   |
|   |   | chapter 4 ("Project Integration Management")  
|   |   | section 6.1 ("Plan Schedule Management") of chapter 6 ("Project Time Management")  
|   |   |   |
|   | 2. Read the following sections of chapter 11 ("Planning") in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:  
   |   |   |
|   |   |   |
|   |   | section 11.25 ("Total Project Planning")  
|   |   | section 11.26 ("The Project Charter")  
|   |   |   |
|   | 3. (Optional) Review the following module in SkillSoft:  
   |   |   |
|   |   | proj_06_a01_bs_enus: Integrated Initiation and Planning  
|   |   |   |
|   | 4. Complete the following task in TaskStream:  
   |   |   |
|   |   | MGT2 IT Project Management: Task 1, Part B |
|   |   |   |
|   |   |   |
|   | **Project Procurement Management** | 1. Read the following chapter in the *PMBOK*:  
   |   |   |
|   |   |   |
|   |   | chapter 12 ("Project Procurement Management")  
|   |   |   |
|   | 2. Read the following chapter in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:  
   |   |   |
|   |   |   |
|   |   | chapter 19 ("Contract Management")  
|   |   |   |
|   | 3. (Optional) Review the following modules in SkillSoft:  
   |   |   |
|   |   | proj_14_a01_bs_enus: Planning Project Procurement  
|   |   | proj_14_a02_bs_enus: Managing Procurements  
|   |   |   |
|   |   |   |
|   | **Project Scope Management** | 1. Read the following chapter in the *PMBOK*:  
   |   |   |
|   |   |   |
|   |   | chapter 5 ("Project Scope Management")  
|   |   | section 6.2 ("Define Activities") of chapter 6 ("Project Time Management")  
|   |   |   |
|   | 2. Read the following chapter in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:  
   |   |   |
|   |   |   |
|   |   | chapter 11 ("Planning")  
|   |   |   |
|   | 3. (Optional) Review the following modules in SkillSoft:  
   |   |   |
|   |   | proj_07_a01_bs_enus: Project Requirements and Defining Scope  
|   |   | proj_08_a01_bs_enus: Defining and Sequencing Project Activities  
|   |   |   |
|   | **Project Risk Management** | 1. Read the following chapter in the *PMBOK*:  
   |   |   |
|   |   |   |
|   |   | chapter 11 ("Project Risk Management")  
|   |   |   |
2. Read the following chapter in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:
   - chapter 17 ("Risk Management")
3. (Optional) Review the following modules in SkillSoft:
   - proj_13_a01_bs_enus: Risk Management Planning
   - proj_17_a05_bs_enus: IT Project Management Essentials: Managing Risks in an IT Project
   - proj_13_a03_bs_enus: Risk Response, Monitor, and Control
4. Complete the following task in TaskStream:
   - MGT2 IT Project Management: RMGT Task 1, Part C

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<th>WBS Dictionary</th>
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| 1. | Read the following sections in the *PMBOK*:
   - section 5.4.3.1 ("WBS Dictionary") of chapter 5 ("Project Scope Management")
   - section 6.3 ("Sequence Activities") of chapter 6 ("Project Time Management")
   - section 6.4 ("Estimate Activity Resources") of chapter 6 ("Project Time Management")
   - section 6.5 ("Estimate Activity Durations") of chapter 6 ("Project Time Management")
| 2. | (Optional) Review the following modules in SkillSoft:
   - proj_09_a01_bs_enus: Estimating and Budgeting Project Costs
   - proj_17_a05_bs_enus: IT Project Management Essentials: Managing Risks in an IT Project

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| 1. | Read the following sections in the *PMBOK*:
   - section 6.6 ("Develop Schedule") of chapter 6 ("Project Time Management")
   - section 6.7 ("Control Schedule") of chapter 6 ("Project Time Management")
| 2. | Read the following chapter in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:
   - chapter 12 ("Network Scheduling Techniques")
   - section 13.2 ("Bar (Gantt) Chart") of chapter 13 ("Project Graphics")
   - chapter 9 ("The Variables for Success")
| 3. | Complete the following task in TaskStream:
   - MGT2 IT Project Management: Task 1, Parts D–F

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<th>5</th>
<th>Human Resource Management</th>
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| 1. | Review the following in the *PMBOK*:
   - section 2.1 ("Organizational Influence on Project Management") of chapter 2
## Organizational Influences and Project Life Cycle

- chapter 9 ("Project Human Resource Management")

2. Read the following in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:
   - chapter 3 ("Organizational Structures")

3. (Optional) Review the following modules in SkillSoft:
   - proj_11_a01_bs_enus: Planning Project Human Resources
   - proj_05_a01_bs_enus: Managing Projects Within Organizations

4. Read the following in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:
   - chapter 4 ("Organizing and Staffing the Project Office and Team")
   - section 5.5 ("Barriers to Project Team Development"), section 5.6 ("Suggestions for Handling the Newly Formed Team"), section 5.7 ("Team Building as an Ongoing Process"), and section 5.8 ("Dysfunctions of a Team") of chapter 5 ("Management Functions")

5. (Optional) Review the following modules in SkillSoft:
   - PROJ0571: Elements of Project Human Resource Management
   - PROJ0572: Implementing Project Human Resource Management
   - PROJ0570: Project Human Resources Management Simulation

## Communication

1. Read or review the following chapters or sections in the *PMBOK*:
   - section 2.2 ("Project Stakeholders and Governance") of chapter 2 ("Organizational Influences and Project Life Cycle")
   - chapter 13 ("Project Stakeholder Management")
   - chapter 10 ("Project Communications Management")

2. Read the following sections in chapter 5 ("Management Functions") of *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:
   - section 5.15 ("Communications")
   - section 5.16 ("Project Review Meetings")
   - section 5.17 ("Project Management Bottlenecks")
   - section 5.19 ("Active Listening")
### 3. (Optional) Review the following modules in SkillSoft:
- proj_12_a01_bs_enus: Stakeholders and the Communications Management Plan
- proj_12_a02_bs_enus: Processes for Managing Project Communications
- proj_06_a02_bs_enus: Integrated Project Execution, Monitoring, and Control
- PROJ0581: Communications Planning and Information Distribution
- PROJ012A: Communicating Effectively with Project Stakeholders Simulation
- PROJ0580: Project Communications Management Simulation

### 4. Read the following sections in the *PMBOK*:
- section 4.6 ("Close Project or Phase") of chapter 4 ("Project Integration Management")
- section 12.4 ("Close Procurements") of chapter 12 ("Project Procurement Management")

### 5. Read the following sections in chapter 2 ("Project Management Growth: Concepts and Definitions") of *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:
- section 2.10 ("The Many Faces of Success")
- section 2.11 ("The Many Faces of Failure")
- section 2.12 ("The Stage-Gate Process")
- section 2.13 ("Project Life Cycles")
- section 2.14 ("Gate Review Meetings (Project Closure)")

### 6. Read the following sections in chapter 11 ("Planning") of *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:
- section 11.20 ("Stopping Projects")
- section 11.21 ("Handling Project Phaseouts and Transfers")

### 7. (Optional) Review the following module in SkillSoft:
- proj_17_a06_bs_enus: IT Project Management Essentials: Testing Deliverables and Closing IT Projects

### 8. Complete the following task in TaskStream:
- MGT2 IT Project Management: Task 2

### 6  Project Metrics

### 1. Read the following chapter in the *PMBOK*:
- chapter 8 ("Project Quality Management")

### 2. Read the following sections in chapter 20 ("Quality Management") of *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:
- section 20.7 ("Quality Management Concepts")
### Problem Solving

1. Read the following in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:
   - chapter 10 ("Working with Executives")
   - sections 11.30–11.33 of chapter 11 ("Planning")
   - section 12.15 ("The Myths of Schedule Compression") of chapter 12 ("Network Scheduling Techniques")
   - chapter 16 ("Trade-Off Analysis in a Project Environment")
   - chapter 22 ("The Business of Scope Changes")
   - sections 20.14–20.16 of chapter 20 ("Quality Management")
   - sections 15.13–15.15 of chapter 15 ("Cost Control")

2. Complete the following task in TaskStream:
   - MGT2 IT Project Management: Task 3

### Task Details

- **section 20.8** ("The Cost of Quality")
- **section 20.9** ("The Seven Quality Control Tools")

3. (Optional) Review the following modules in SkillSoft:
   - proj_10_a02_bs_enus: Quality Assurance and Quality Control
   - proj_17_a04_bs_enus: IT Project Management Essentials: Monitoring and Controlling IT Projects

4. Read the following chapter in the *PMBOK*:
   - chapter 7 ("Project Cost Management")

5. Read the following chapter in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:
   - sections 15.5–15.7 of chapter 15 ("Cost Control")

6. (Optional) Review the following module in SkillSoft:
   - "Monitoring the Progress of an IT Project" in proj_17_a04_bs_enus: IT Project Management Essentials: Monitoring and Controlling IT Projects
   - proj_09_a02_bs_enus: Controlling Costs

7. Review the following chapter in the *PMBOK*:
   - chapter 7 ("Project Cost Management")

8. Read the following chapter in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:
   - sections 15.10–15.12 of chapter 15 ("Cost Control")