Proposal for PMI Acquisition
of the
Institute for Practical Project Management
Deeply Practical Project Management
Intellectual Property

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IFPPM.org/pmi-proposal

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Attachments: https://www.dropbox.com/scl/fi/vxl6163gec62bjkqd4dl2/IFPPM-Resources-for-PMI.zip?rlkey=vl2or3br2ftvonhz1nt76c955&st=ykc9wgrm&dl=0

Flowcharts:

DPPM One Page Flowchart - Full
DPPM One Page Flowchart - Smaller
DPPM Risk Management One Page Flowchart

Books:

Deeply Practical Project Management
PM Development Methodologies
How To Plan Your Project With Microsoft Office

Project Example:

MDV3 Project Charter
MDV3 Project Management Plan
Supporting documents – WBS, Precedence Diagram, Gantt, Risk Register, etc.

Templates

Training slides

1. Executive Summary

The PMI provides excellent training in "what" project management is, however less emphasis on "how" to do it. The IFPPM DPPM material builds on the PMI framework to address "how" with a complete suite of materials – flowcharts, books, courses, example, templates – that can significantly enhance the PMI offerings and the skills of project managers around the world.

Founded in aerospace best practices for mission critical projects, and then refined over several decades from application to hundreds of projects in dozens of different organizations, DPPM distills the maximally practical PM best practices into a core process thread that describes exactly "how" to perform PM across the life cycle. The DPPM process addresses the universal challenge of complexity, and so is applicable to any kind of project from any domain and of any size.

The DPPM process is not a new or custom approach to project management. It is just an unusually comprehensive, clear, refined description of practical PM best practice fundamentals collected from the past 100 years. There is no other comparable material available from any other source.

The DPPM material can be most easily understood from the top-level flowcharts in Appendix A. The DPPM book then elaborates, with a comprehensive description across the life-cycle. An online course presents the book with additional imagery. A complete project example provides a reference case for customization and reuse. And a complete set of templates is provided.

The DPPM materials also resolve the waterfall/agile debate, describing project management as the overall framework from initiation to closing, and development methodologies as the options for product development *within* the execution stage, as further described in S3.2.2 below. A methodologies book then provides a comprehensive description of the main options for development methodologies, and provides over-arching recommendations for any kind of project.

The main online course based on the book hosted on Udemy has more than 77K learners and 22K reviews with a rating of 4.6, while the shorter version has another 79K learners. Appendix C provides comments from learners mentioning the PMP or PMBOK that provide third-party validation of the value the DPPM material adds to the PMI foundation.

In late 2024, after finding thousands of students were referencing his courses and certifications on LinkedIn, Stewart established the non-profit *Institute for Practical Project Management* (IFPPM.org). The IFPPM motivation is to help the PM profession, not to create revenue, so the downloadable resources are provided at no cost. There is a nominal cost of US$40 for the online courses and an exam leading to a formal *Deeply Practical Project Manager* (DPPM) certification, but so far free registration has been offered to almost everyone. Without any marketing, more than 1,900 people have now registered with the IFPPM.

Having been occupied with various AI matters since the IFPPM was established, Stewart is now turning back to the institute and preparing plans to grow the membership. However, after discussions with advisors, it has become apparent that a better option might be to offer the DPPM materials to the PMI to get the material out to the world faster. The IFPPM DPPM material can help ensure PMI PMPs are more than knowledgeable, they are *practically competent* in applied PM best practices. The DPPM material is already performing this function independently of the PMI. Incorporation of the material into the PMI offerings would greatly expand this benefit to project managers around the world, and significantly enhance the practical reputation of the PMI.

2. IFPPM Info

The *Institute for Practical Project Management* was established in October 2024. More information is below:

- **Website**. The online home is IFPPM.org
- **Non-profit**. The IFPPM is a Canadian federally registered non-profit.
- **Charter**. The IFPPM registered charter is: "To be the world's central source for practical project management information and resources, including documentation, templates, examples, training, and certification."
- **Board.** We have an excellent international advisory board and set of international ambassadors: IFPPM.org/team
- **Online courses.** The online courses are provided directly from the IFPPM website. The video bandwidth is unlimited and the server infrastructure auto-scaling to handle any level of spikes in load.
- **Certification**. The online DPPM exam consists of 80 randomly selected multiple choice questions with a passing rate of 80%. The DPPM certification is provided immediately on passing the exam as a PDF including the project manager's name and their unique DPPM certification ID. The DPPM certification is good for five years. There are currently no recertification requirements other than repassing the exam.
- **Trademarks.** Trademarks are in progress in both Canada and the US for the word mark "Deeply Practical Project Management" and the certification mark "DPPM".
- **Business Operations.** The IFPPM was established to provide practical PM knowledge, not as a revenue generating channel, and is supported by Stewart and does not require funding. All the downloadable resources are provided free to any member of the IFPPM. The online courses and certification exam currently cost US$40, however free registrations have been provided for almost all members so far. The current growth plan is to extend free access to select large organizations, including governments (see below).
- **Non-profit support.** The IFPPM has implemented a novel feature to support non-profits. The site checks the domain name of a registrant's email address, and if the domain is in our non-profit database, then the $40 fee for the courses and certification are waived so everything is free. A couple hundred non-profits have been loaded into the database, including the Canadian, US, EU, and many other governments, the UN, and many non-profit organizations, see IFPPM.org/non-profit-list. Of course, both PMI.org and IPMA.world are in the database. Very little marketing of this feature has been done so far, with widespread publicity planned for the coming year.

3. Intellectual Property

The IFPPM offers the following IP to the PMI if they are interested.

3.1 Flowcharts

Three flowcharts capture the core thread of the DPPM process, with information panes that summarize the most important PM principles. While these are single page documents, the value concentrated in these documents is extremely high. All the other DPPM content supports these top-level descriptions. Again, this is not a custom PM process, it is a distillation of approximately 100 years of practical PM best practice development. The three flowcharts are:

1. **Deeply Practical Project Management**. A one-page summary of the entire DPPM process, summarizing the core thread of proven project management process on a single page, providing an end-to-end map to help PMs manage projects of any size. The process is complete, and scales to billion dollar projects. Like all DPPM material, the process applies well beyond technical projects to any kind of project from any domain.

   This top-level flowchart is the fastest way to gain an understanding of the value provided by the DPPM material. Each process box includes an index at the bottom right to the section of the DPPM book that provides more info. Each box is also a clickable link to the course video that provides more info. Note that the DPPM process also resolves the waterfall / agile debate, as described in the middle section of the flowchart in the execution stage, and further explained in Section 3.2.1 below.

2. **DPPM For Small Projects**. Originally created on request for Habitat for Humanity, this flowchart provides a scaled down version of the DPPM process applicable for very small projects, such as holding conferences, moving offices, fund raising drives, etc. The core thread of practical processes are preserved, scaled down for low overhead organizations.

3. **DPPM Risk Management**. This flowchart summarizes the professional risk management process in one page. This simple risk planning process, producing a complete, supportable, defendable, already mitigated risk budget, is what makes all the rest of practical project management work. Note again this is not a custom process. All we have done is provide value add by professionalizing the standard best practice and documenting it in a maximally clear and practical fashion. The book and course provide elaboration on this practical risk planning flow. Each process step in the flowchart including an index at the bottom right to the DPPM book section that provides more information, and each step is a clickable link to the course video that elaborates. The MDV3 project example provides a complete risk register example including both qualification and quantification steps.

Copies of the flowcharts can be found in Appendix A of this document, zoomable to see the detail on your computer, and are included in the downloads folder.

3.2 Books

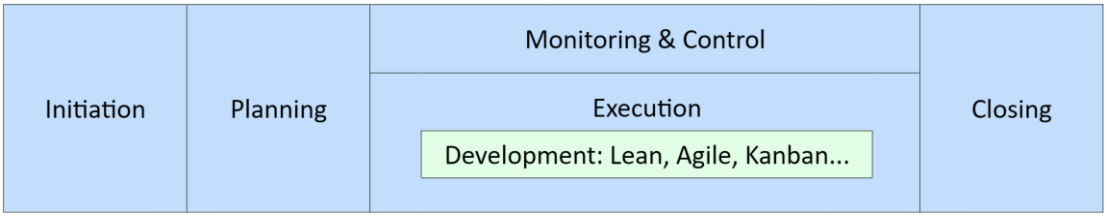
The DPPM material includes three books that describe: the DPPM process, options for development activities, and the simplest way to use MS Office tools to plan your project:

1. **Deeply Practical Project Management**. The DDPM book is the foundation document, describing the most important concepts in practical project management, the key attributes and skills required by the project manager, and the exact steps and documentation required for practical project management across the five stages of the life-cycle that are applicable to any kind of project.

   The book includes modules describing the keys to management and leadership, risk planning, and earned value management (EVM)[1]. Appendix B provides the full outline of the DPPM book and the course based on the book. Appendix C provides comments from learners that took the course and mention the PMP or PMBOK, providing validation of the value the DPPM material can provide to the PMI.

2. **Project Development Methodologies**. The DPPM approach also resolves the waterfall / agile debate. The DPPM book and book *Project Development Methodologies* describe project management as the overall process from initiation to closing applicable to *any* kind of project, whether technical or non-technical, and may cover dozens of different functional areas well beyond development of the specific product, service, or result. Whereas development methodologies such as Agile are focused on the development of the specific product, service, or result *within* the overall project execution stage. This preserves the project management predictability required by senior management, and enables the development team to use whatever development methodology works best for that specific project. This relationship is clarified in the graphic below:

   Project Management

   The book then describes the main options for development methodologies, including a deep dive into the history, genealogy, and key attributes of Waterfall, Incremental, Iterative, Spiral, Lean, Kanban, Agile, Scrum, and related methodologies. The book then concludes with key methodology recommendations that apply to *any* kind of project.

[11] Three useful enhancements are made to the standard EVM model. (a) Instead of using Earned Value (EV) for both the original estimate and in-project progress, which is confusing, a Deliverable Value (DV) is assigned to the original estimate, and then EV is naturally the percentage of DV complete at a given status point. (b) A schedule projection calculation is defined as Schedule Estimate At Completion (SEAC), and a simple method of calculation described. (c) The schedule risk buffer is incorporated as a Risk Schedule Variance (RSV) and a simple method of calculation defined.

3. **How To Plan Your Project With MS Office**. A comprehensive description, including application screenshot excerpts, is provided describing how to create the project WBS, precedence diagram, and schedule using MS PowerPoint and MS Project. The PMI may not be interested in such a detailed application usage manual. If they are, key to understanding the practical utility of this book are two important, often under appreciated points required to scale practical planning for large projects in practice:

   (a) Separate Drawing Tools. Practical PM requires that the larger the project, the more one should use PowerPoint or some other drawing application to create and manage the WBS and precedence diagram, instead of the tools integrated with the Gantt schedule application, because all Gantt applications have deficiencies in management of the layout and granularity of the WBS and precedence diagram that are required for practical, scalable management in practice. For example, Gantt applications provide limited control of the WBS and precedence diagram layout, and redraws them when the Gantt chart is updated, which will happen much more frequently than the WBS and precedence diagram should be updated.

   Interestingly, this counter-intuitive imperative may be the only case in existence where management of the same data in separate tools is actually the best choice, for the reasons described in more detail in the book and course. Also counter-intuitively, this becomes more important the larger the project, precisely to control complexity hypergrowth at the WBS and precedence diagram level.

   (b) Deliverable Oriented Gantt Schedule. Practical PM requires that the Gantt schedule, whether in MS Project or some other Gantt application, must be created and kept at a relatively high level, at the deliverable level not at the activity level, or it will become a massive management and update problem, and actually a problematic contributor to complexity instead of the supportive management tool it should be.

   Contrary to common practice, the Gantt schedule should not be exhaustively detailed, and should leave most of the deliverable detail to activity breakdown estimates in spreadsheets, or similar documentation, and this is more true the larger the project becomes, to prevent the Gantt schedule from becoming a management and update complexity time sink. The book and course describe the essential keys to keeping the Gantt schedule at that practical, manageable level, with activity detail that may change hourly managed by the deliverable owner separately as they see fit. (As always, deliverables must be divided into statusable work packages of less than four weeks.)

On very large projects, of course the project management process can nest. So the WBS, precedence diagram, and Gantt schedule can be kept at the relatively high level shown in the MDV3 example as provided with the download resources, and the software, hardware, support, and other team leads may keep lower level, similarly manageable project management documentation including WBS, precedence diagrams, and Gantt schedules, at their own level.

3.3 Courses

There are two main courses, the main DPPM course and a Lessons Learned course. (The main DPPM course is provided in several versions on the IFPPM website to focus on breakout subjects.)

1. **Deeply Practical Project Management**. The main DPPM course covers all the material in the DPPM book, with additional imagery and examples, consisting of 200 short videos in 8.5 hours. On the Udemy site the main course has more than 77K students, 22K reviews, and a rating of 4.6, with the shorter version having another 79K students, totalling more than 156K students in all. Appendix B provides a content outline of the DPPM book and course based on the book. Appendix C provides comments from those that took the main course that mention the PMP or PMBOK, providing third-party validation of the value the DPPM material adds to the PMI offerings.

   Covering the DPPM book, the DPPM course similarly describes the exact steps and documentation required for practical project management across the entire project life-cycle. As in the book, modules are included on project manager management and leadership, risk management planning, and earned value management.

   Of course, the entire DPPM course is very much worth the time, entertaining, and builds concepts on concepts like assembling a house from the bottom up. However, a small sense of the course can be obtained from the following three short videos:

   - First lecture: Where project management came from
   - Triple constraint: The most important concept in project management
   - Project planning: A one page planning flowchart

2. **Project Management Lessons Learned**. A more personal course, this course describes the ten most important lessons learned for successful project management distilled from Stewart's decades long year career. While the content is extraordinarily valuable, due to the personal nature of the stories and content it is not clear if the PMI would be interested in this course, or, if they are, how they would incorporate it in their offerings.

   If the PMI is interested in this course, they may wish to simply include the course as one project manager's deep lessons learned, or they may wish to repackage the material in some other way, however they may decide. There is no other known material that provides the same in-depth project management lessons learned from the front lines.

To review the courses, anyone with a PMI.org email address will automatically receive free access to the courses and DPPM certification exam when they register their account, as described on the non-profit page. For anyone else, the following link will also provide free registration and full course access, good for 100 uses: https://IFPPM.org/register/?secret=pmifree

3.4 Project Example

Following long time student requests, a representative project example was developed for a complex, multi-domain $44M initiative to build a new facility for the company Magical Devices to provide enhanced production capacity. The Magical Devices Version 3 (MDV3) project provides a complete example to illustrate the practical DPPM process that project managers can customize for their own projects. Each section includes notes of elaboration, with a reference to the DPPM book and course section that provides more information. The example includes the following:

1. Project Charter. The kind of short, simple, realistic charter the Sponsor needs to authorize proceeding to project planning to obtain more reliable budget and schedule estimates. Includes the need, objective, assumptions, constraints, conceptual solution, preliminary business case, stakeholder analysis, preliminary risks, and assignment of project manager.

2. Project Plan. The kind of comprehensive project plan the Sponsor needs to approve proceeding to execution, or adjust the scope, schedule, and/or budget before the project starts, and the project manager needs to manage and control the project once underway. Includes the need, objective, business case, requirements, solution definition, work breakdown structure, precedence diagram, Gantt schedule, budget, cost curve, risk register, stakeholders, project team, resource loading, critical resources, project communications, quality peer and user reviews, procurement approach, and change control process. This project plan provides an excellent example of the essential balance required between high-level definition and completeness, leaving all the rest of the detail to the core team leads responsible for each domain area, that is required for practical, successful project management for complex projects in real life.

3. Supporting Documents. Includes editable soft-copy of all the supporting documents, including:

   (a) Business case calculations;
   (b) Stakeholder register;
   (c) Requirements;
   (d) Work breakdown structure;
   (e) WBS dictionary;
   (f) Precedence diagram;
   (g) Gantt schedule;
   (h) Risk register.

   Also includes PDF versions of five main views of the Gantt schedule for those without access to MS Project, also included as zoomable images in the project plan: full, critical path, milestones, calendar order, summary tasks.

The soft-copy documents are provided in both MS Office and Open Document formats, and the Gantt schedule is provided in both MS Project and GanttProject open format. The entire MDV3 example is downloadable with the rest of the resources from the main download link.

3.5 Templates

Simple, practical templates for the most common PM documentation, including:

1. Project charter;
2. Stakeholder register;
3. Project plan;
4. Estimating spreadsheet;
5. Risk register;
6. Decision matrix;
7. Issues list;
8. Project management plan;
9. Change request;
10. Risk withdrawal justification;
11. User review;
12. Formal peer review;
13. Monthly report;
14. Final report

Provided in both MS Office and Open Document formats.

The templates are downloadable with the rest of the resources from the main download link.

3.6 Training Slides

A set of training slides based on the DPPM book and reflecting the material in the DPPM course. The source is in LibreOffice Impress format, easily convertible with some reformatting to MS PowerPoint format.

These training slides, also provided in PDF on the IFPPM website, are a recent addition to the site downloads, intended to provide a free resource for project management trainers that wish to provide courses in the DPPM methodology. Future plans include a website accessible listing of DPPM trainers searchable by geographic area.

The training slides are downloadable with the rest of the resources from the main download link.

3.7 Trademarks

Trademarks for the word mark "Deeply Practical Project Management" and the certification mark "DPPM" are in progress in Canada and the US. Status is as follows:

1. **Canada.** Status of Canadian marks:

    a. Deeply Practical Project Management. Word mark application submitted Dec 2024, now approved by the Canadian trademark office and proceeding to the comment phase.

    b. DPPM. Certification mark application submitted Dec 2024, now approved by the Canadian trademark office and proceeding to the comment phase.

2. **United States.** Status of US marks:

    a. Deeply Practical Project Management. Word mark application submitted Jan 2025, in progress.

    b. DPPM. Certification mark application submitted Jan 2025, in progress.

If desired, ownership of these marks could be assigned to the PMI.

4. Acquisition Options

Options for PMI acquisition and incorporation of the IP could include the following:

- **Flowcharts/Templates/Example**. These could be easily relabeled under the PMI brand. The PMI would probably wish to make some stylistic changes to the flowcharts. However, rebranding could be done very quickly, in a matter of a small number of weeks.

  Stewart strongly recommends making the flowcharts, templates, and MDV3 example project free downloads for PMI members as excellent marketing tools. They are immensely useful, and there is nothing similar available elsewhere. The benefits associated with global publicity of these practical documents, to both project managers and the practical reputation of the PMI, would be considerable.

- **Books**. The books could be offered as purchasable additions to the PMI catalog. Rebranding of the first two books, *Deeply Practical Project Management* and *Project Development Methodologies*, would mainly require more professional graphics. Rebranding could likely be done in 90 to 180 days.

  The DPPM book in particular would very likely sell very well, becoming an indispensable companion to the PMBOK. Note the fundamentals of practical project management do not change very often. The last innovation to practical PM fundamentals was critical chain, publicized by Goldratt in 1997, almost 30 years ago. Therefore, this book will not need to be updated very often. However, every PMP or aspiring PMP will need a copy.

- **Courses**. There would be significant benefit to making the main DPPM course available as a paid offering, providing the DPPM book content in an online format.

  It would be fair to estimate that PMI rebranding of the DPPM course would be a significant exercise, primarily because the PMI would presumably wish to recreate the course in their own course creation tool. The PMI may wish to use their own voiceover as well, although Stewart is willing to provide his voice over if desired. The PMI may also wish to replace the approximately 1,500 images with their own imagery. Stewart estimates rebranding of this course would therefore be a 6 to 12 month exercise.

- **Trademarks.** If interested, Stewart is willing to assign rights to the trademarks to the PMI.

- **Certification**. Presumably the PMI would simply roll the DPPM material into the PMP certification process. However, if the PMI wishes to consider adding the DPPM certification to their offerings, perhaps as a preceding or follow-on certification to the PMP, Stewart would be supportive as required.

As an option, the PMI may wish to retain Stewart as a part-time consultant for some period to assist with incorporation of the DPPM material into the PMI offerings. However, realistically speaking, Stewart understands that once acquired it is likely that the PMI will have their own views on how to perform the rebranding, and accepts that his input would be advice only.

5. IFPPM / DPPM History

The professionalism of the DPPM methodology is grounded in the mission critical focus of project management as Stewart was trained in aerospace. Then the deep practicality comes from applying the process in real life on more than 1,000 smaller projects in dozens of organizations over 20 years, distilling the process down to the core thread universally applicable to any size project in any domain. More info can be found below, and also at IFPPM.org/about-ifppm.

2007 – Aerospace Refined

The Deeply Practical Project Management (DPPM) process was originally collected by Dr. William Stewart based on his training and experience managing complex projects in the aerospace industry, where projects are mission critical, schedule and budget constraints are very tight, and the PM process must be extraordinarily effective and efficient.

Then since 2007, Stewart taught the course more than 330 times to more than 4,000 people from a wide range of industry, government, and non-profit organizations, and helped teams plan more than 1,000 different projects. Based on this real-world feedback, the professional aerospace process was streamlined down to the essential core thread of practical processes applicable to any size project, in any domain.

2017 – Book & Online Course

The course reference manual was published as the book *Deeply Practical Project Management*, together with an online version of the course, in 2017.

As of 2026, the main and shorter DPPM courses together had more than 150K students from around the world, validating the need for a practical PM methodology that can be used immediately by anyone, for any size project and domain.

2020 – Professional Example

In response to repeated requests from students, a complete set of professional project management documentation was prepared for a realistic, multi-domain project example called Magical Devices Version 3 (MDV3), demonstrating how the DPPM methodology can be implemented in real life.

The MDV3 example is complete, including a project charter, project management plan, stakeholder register, requirements, work breakdown structure, precedence diagram, Gantt schedule, risk register, and related elements. The example can be easily modified for any kind of project, from $10K to $10B. The MDV3 example is now used by tens of thousands of people around the world as a model to build the documentation for their own projects.

2021 – Certification

An informal practical project manager certification was provided to those that finished the DPPM course. As of 2024, thousands of people were referencing the DPPM course and their certifications on LinkedIn, demonstrating the need for a more formal process to provide an official DPPM certification validated by an exam.

2022 – Software Guide

In response to student requests, the book *How to Plan Your Project with Microsoft Office* was published. This book provides step-by-step descriptions of how to use the Microsoft Word, PowerPoint, and Project applications to plan your project's scope, schedule, and budget. It describes how to generate all the reports you need for professional project management, including all the reports in the example MDV3 project management plan.

2024 - Methodologies Book

To help explain the difference between project management and project development, too often combined to great confusion, the book *Project Development Methodologies* was published. This book describes the most common methodologies for development of the project output within the execution stage, including Waterfall, Incremental, Iterative, Spiral, Lean, Kanban, Agile, Scrum, and others.

Over-arching recommendations are included for any kind of project. Understanding how these methodologies developed and why provides the deep background that enable project managers to optimize the processes for their projects and in general throughout all their work.

2024 – IFPPM Established

To provide practical PM resources world wide and meet the demand for formal DPPM certifications, the *Institute for Practical Project Management* (IFPPM) was established as a Canadian federally registered non-profit organization.

The registered purpose of the IFPPM is: *"To be the world's central source for practical project management information and resources, including documentation, templates, examples, training, and certification. The IFPPM has a special focus on provision of cost-effective outreach and resources for the non-profit sector, including associations, governments, non-governmental organizations, and other non-profit organizations."*

Future Work

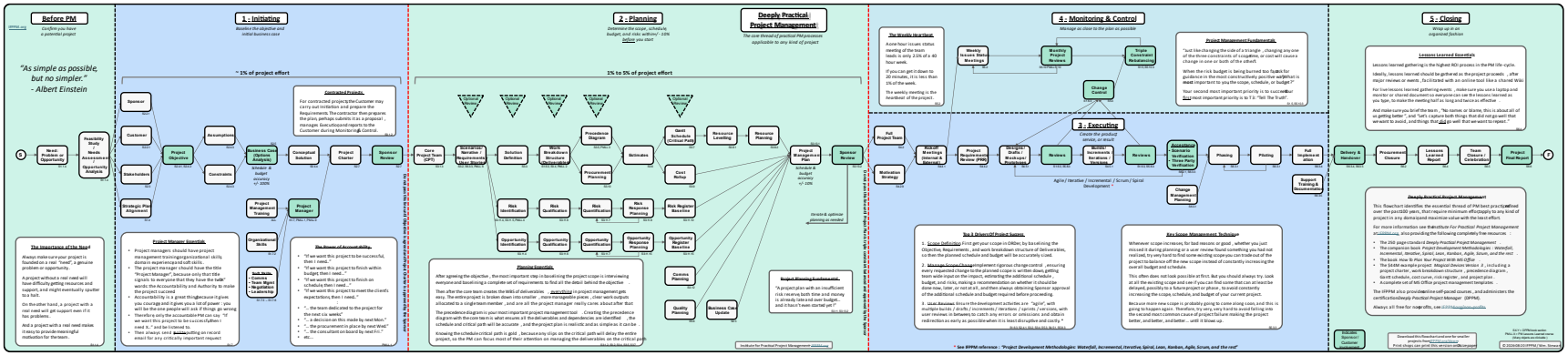
In the years ahead, the IFPPM will put a particular focus on the following areas:

- Helping non-profits of all kinds implement practical project management and certify their project managers.
- Broadening awareness and use of the IFPPM resources in the commercial sector.
- Build out the library of examples beyond the MDV3 project to show how the DPPM methodology can be applied to a variety of domains.
- Provide funding and assistance to help develop open source project management applications as free software alternatives to (for example) the expensive Microsoft Project.
- Hold conferences to share information and resources on how to manage projects in the most effective, efficient, and practical manner.
- Provide a searchable database on the website for those that wish to find a DPPM certified project manager.
- Provide a searchable database on the website for those that wish to find a DPPM certified instructor for live training.

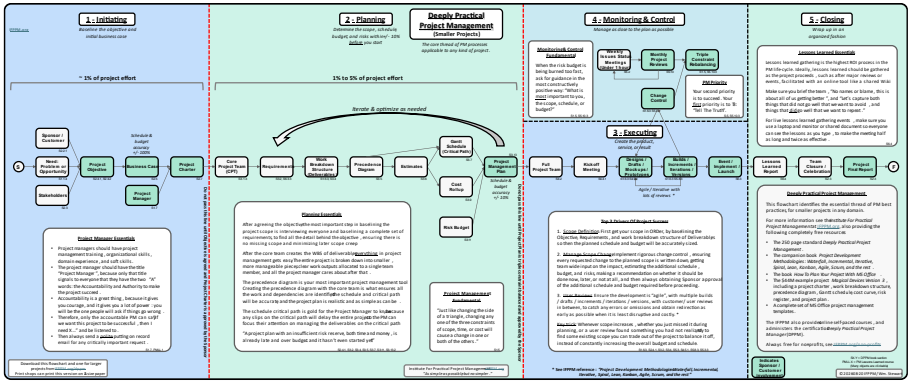
Appendix A - DPPM Flowcharts

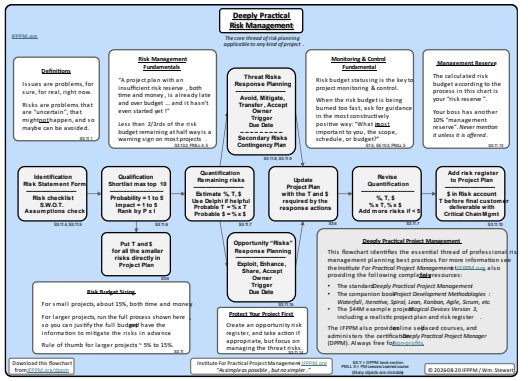
The DPPM flowcharts are the top-level documents, which the rest of the DPPM material supports. The flowcharts below are zoomable in this Word soft-copy document for full size viewing. They are also included in full size PDF from the main download link.

The full DPPM process is shown below, with indexes at the bottom right of each step to the DPPM books, and panes describing the most important principles in PM. This is not a custom process, it is a distillation of 100 years of practical PM best practice fundamentals.



The scaled down DPPM process for small projects, and a one-page presentation of the professional risk planning process.





Appendix B - DPPM Book & Course Outline

The following outline describes the content of the main DPPM book and the course which follows the book, the result of 20 years of refinement. The process is domain neutral, and applies to any kind of project of any size.

The first chapter describes the most important concepts in PM, and the role and essential skills of the project manager. The next five chapters walk through the practical essentials of the five stages of PM. Modules are also included on the professional risk planning process, and on earned value management (EVM).

1. Project Management Overview

1.1 Project Management Basics

1.1.1 What Is Project Management?
1.1.2 Who Can Use Project Management?
1.1.3 Application To Small Projects
1.1.4 Where Projects Come From
1.1.5 Why Processes Are Useful

1.2 The Project Management Process Framework

1.2.1 Project Management Background
1.2.2 Project Definition
1.2.3 Program Definition
1.2.4 The Five PM Stages
1.2.5 The PM Knowledge Areas
1.2.6 Project Players
1.2.7 Exercise: Baseline Your Project Players

1.3 Techniques & Tools

1.3.1 Two Basic Project Management Techniques
1.3.2 Project Management Tools

1.4 Strategic Plan

1.4.1 The Link To The Strategic Plan
1.4.2 Exercise: Link To Your Strategic Plan

1.5 Triple Constraint

1.5.1 The Triple Constraint

1.6 Keys To Success

1.6.1 Exercise: Project Success & Failure
1.6.2 The Standish Group Chaos Report
1.6.3 The Top 3 Drivers Of Project Success

1.7 The Project Manager

1.7.1 The Role Of The Project Manager
1.7.2 Project Manager Requirements
1.7.3 Communications Essentials
1.7.4 Team Formation
1.7.5 Team Foundations
1.7.6 Team Dynamics
1.7.7 Negotiation Essentials
1.7.8 Leadership Essentials
1.7.9 Exercise: Your Project Manager Development

1.8 Chapter Summary

2. Initiation

2.1 Introduction

2.1.1 The Purpose Of Initiation
2.1.2 The Project Manager Role

2.2 Sponsor & Customer

2.2.1 The Sponsor & Customer

2.3 Stakeholders

2.3.1 The Project Stakeholders
2.3.2 Stakeholder Analysis
2.3.3 Exercise: Baseline Your Stakeholders

2.4 Scope

2.4.1 The Project Objective
2.4.2 Objective Process
2.4.3 Assumptions & Constraints
2.4.4 The Conceptual Solution
2.4.5 Exercise: Baseline Your Initiation Scope

2.5 Business Case

2.5.1 The Business Case
2.5.2 The Benefit Cost Ratio (BCR)
2.5.3 Example – Business Case BCR & ROI
2.5.4 Exercise: Baseline Your Business Case

2.6 Project Manager & Mandate

2.6.1 The Project Manager & Mandate

2.7 Charter

2.7.1 The Project Charter
2.7.2 Exercise: Baseline Your Project Charter

2.8 Chapter Summary

3. Planning

3.1 Introduction

3.1.1 The Purpose Of Planning
3.1.2 Planning Process Flowchart
3.1.3 The Core Project Team
3.1.4 Exercise: Gather Your Core Project Team

3.2 Requirements

3.2.1 From Objective To Requirements
3.2.2 Requirements – A Long Time Challenge
3.2.3 Example – Health System
3.2.4 Importance Of Requirements
3.2.5 Gathering Requirements
3.2.6 Requirements Attributes
3.2.7 Requirements Key Points
3.2.8 Requirements Document & Approval

3.2.9 Example – Buying Chairs
3.2.10 Exercise: Baseline Your Project Requirements

3.3 Solution

3.3.1 The Solution Definition
3.3.2 Exercise: Baseline Your Project Solution Definition

3.4 Deliverables

3.4.1 The Work Breakdown Structure (WBS)
3.4.2 Example – An Aircraft
3.4.3 Example – Shed
3.4.4 Example – Supper
3.4.5 Example – Standards Development
3.4.6 Example – Process Improvement
3.4.7 WBS Process
3.4.8 WBS Key Points
3.4.9 WBS Hierarchical Decomposition
3.4.10 WBS Phasing & Combined Methods
3.4.11 Example – Hierarchical Decomposition
3.4.12 Example – Project Phasing
3.4.13 Breaking Down By Responsibility
3.4.14 Breaking Out Waiting Time
3.4.15 Breaking Out Interim Deliveries
3.4.16 Breaking Down By Duration
3.4.17 Relationship Of WBS & Requirements
3.4.18 The WBS Dictionary
3.4.19 Deliverables - Work Packages - Activities
3.4.20 WBS Drawing Tools
3.4.21 Exercise: Baseline Your Project WBS

3.5 Logic

3.5.1 The Precedence Diagram
3.5.2 Kinds of Precedence Links
3.5.3 Leads & Lags
3.5.4 Example – Generic
3.5.5 Example – Shed
3.5.6 Example – Supper
3.5.7 Example – Standards Development
3.5.8 Example – Process Improvement
3.5.9 Precedence Diagram Process

3.5.10 Precedence Diagram Patterns
3.5.11 Precedence Diagram Tools
3.5.12 Exercise: Baseline Your Precedence Diagram

3.6 Estimating

3.6.1 Exercise: The Power Of Estimation
3.6.2 Estimating Methods
3.6.3 The Statistical Power Of Multiple Estimates
3.6.4 Activity Breakdown
3.6.5 Fine Tuning
3.6.6 Factoring For Productivity & Availability
3.6.7 An Estimating Spreadsheet
3.6.8 PERT & Straight 3-Point Techniques
3.6.9 Example – PERT & 3-Point
3.6.10 The Delphi Technique
3.6.11 Handling Estimating Error
3.6.12 Exercise: Estimate Your Project

3.7 Schedule

3.7.1 The Gantt Chart
3.7.2 Example – Gantt Chart
3.7.3 Gantt Chart With Work Packages
3.7.4 Gantt Chart With Activities
3.7.5 The Critical Path
3.7.6 Critical Path Process
3.7.7 Example – Critical Path Process
3.7.8 Example – Forward Pass
3.7.9 Example – Backward Pass
3.7.10 Example – Critical Path With Float
3.7.11 Exercise: Baselining Your Schedule
3.7.12 The Schedule Milestones
3.7.13 Exercise: Milestones

3.8 Resources

3.8.1 Resource Leveling
3.8.2 Resource Planning
3.8.3 Exercise: Baseline Your Resource Plan

3.9 Cost

3.9.1 Estimating Cost
3.9.2 Cost Breakdown
3.9.3 Cost Accounts
3.9.4 The Project Cost Baseline
3.9.5 Exercise: Cost

3.10 Procurement

3.10.1 Deciding To Build Or Buy
3.10.2 Procurement Documents
3.10.3 Contract Types
3.10.4 Selecting The Winner
3.10.5 Exercise: Baseline Your Procurement Planning

3.11 Risks

3.11.1 Risk Management
3.11.2 Risk Management Process
3.11.3 Risk Management Planning
3.11.4 Risk Identification
3.11.5 Standard Risk Statement Form
3.11.6 Risk Qualification
3.11.7 Risk Quantification
3.11.8 Risk Response Planning
3.11.9 Other Risk Elements
3.11.10 The Risk Register
3.11.11 Critical Chain Management
3.11.12 Risk Buffer Allocation
3.11.13 Risk Reserve & Management Reserve
3.11.14 Opportunity Risks
3.11.15 Opportunity Planning
3.11.16 Exercise: Baseline Your Risk Budget

3.12 Communications

3.12.1 Communications Planning
3.12.2 Exercise: Baseline Your Communications Plan

3.13 Project Management Plan

3.13.1 The Project Management Plan
3.13.2 Final Project Plan Review
3.13.3 Exercise: Baseline Your Project Plan

3.14 Chapter Summary

4. Execution

4.1 Introduction

4.1.1 The Purpose Of Execution

4.2 Project Team

4.2.1 Building The Project Team
4.2.2 Project Team Key Points
4.2.3 Functional Organizations
4.2.4 Projectized Organizations
4.2.5 Matrix Organizations
4.2.6 Management Of Matrix Organizations
4.2.7 Matrix Personnel Allocation
4.2.8 Delegation
4.2.9 Team Motivation
4.2.10 Managing People Conflict
4.2.11 Exercise: Gather The Project Team

4.3 Communications

4.3.1 Communication Modes

4.4 First Steps

4.4.1 Kickoff Meetings
4.4.2 Project Requirements Review (PRR)
4.4.3 Exercise: Take Project First Steps

4.5 Design & Build

4.5.1 Design Before Build
4.5.2 Exercise: Design & Build Your Project

4.6 Problem Identification

4.6.1 Finding Root Causes

4.7 Chapter Summary

5. Monitoring & Control

5.1 Introduction

5.1.1 The Purpose Of Monitoring And Control
5.1.2 Managing Expectations

5.2 Weekly Heartbeat

5.2.1 The Weekly Status Meeting
5.2.2 Exercise: Organize Your Weekly Meeting

5.3 Scope

5.3.1 Managing Scope Change
5.3.2 Change Impact Analysis
5.3.3 Change Approval
5.3.4 Exercise: Organize Your Project Change Control

5.4 Time

5.4.1 Schedule Statusing
5.4.2 Managing Schedule
5.4.3 Crashing & Fast-Tracking

5.5 Cost

5.5.1 Cost Statusing
5.5.2 Managing Cost

5.6 Risk

5.6.1 Managing Risk

5.7 Earned Value Management (EVM)

5.7.1 EVM Overview
5.7.2 EVM Metrics
5.7.3 EVM Cost Projections
5.7.4 EVM Schedule Projections
5.7.5 EVM Meaning
5.7.6 Example – EVM

5.8 Quality

5.8.1 Managing Quality
5.8.2 Peer Reviews
5.8.3 User Reviews
5.8.4 User Review Management Tool

5.9 Problem Resolution

5.9.1 Solution Options
5.9.2 Persuasion Techniques

5.10 Monthly Heartbeat

5.10.1 Monthly Project Statusing
5.10.2 One Page Monthly Report
5.10.3 The Monthly Review
5.10.4 Exercise: Organize Your Monthly Review

5.11 Chapter Summary

6. Closing

6.1 Introduction

6.1.1 The Purpose Of Closing

6.2 Procurement

6.2.1 Contract Closure

6.3 Acceptance

6.3.1 Change Management
6.3.2 Scope Verification
6.3.3 Scenario Based Scope Verification
6.3.4 Practical Delivery Criteria
6.3.5 Transition To Operations
6.3.6 Exercise: Close Your Project Scope

6.4 Lessons Learned

6.4.1 The Lessons Learned Process

6.5 Team Closure

6.5.1 People Transition
6.5.2 The Project Celebration
6.5.3 Exercise: Manage Team Closure

6.6 Final Report

6.6.1 The Project Final Report
6.6.2 Exercise: Final Report

6.7 Chapter Summary

Appendix C - DPPM Course Learner Comments

The DPPM course provides the same content as the DPPM book as online videos with additional imagery. The main course on Udemy has more than 77K students and 22K reviews, with a rating of 4.6. Comments from learners, primarily PMP holders, that mention the PMP or PMBOK can be found below, providing validation of the value the DPPM material adds to the PMI framework.

Learner	Comment
Alain Yeno	Extremely practical, with lots of hands on exercises from different industries. The PMBOK Guide applied to reality. I plan to rinse and repeat this course over and over again. One of the few great practical courses out there!
Albert Yahaya	Absolutely a good match, just earned my PMP last September.
Alexander Feravich	Really straightforward and clear. Wish I would have taken this class before I sat for my PMP test 2 years ago. Made the information a lot easier to understand.
Allan Madhuram	The only course you will need for a practical approach to project management. This course will walk you through ALL of the phases of project management based on the PMP methodology (PMBOK). Fantastic approach to explaining every step with examples, anecdotes and most importantly, templates which can be used for your own project implementation! Highly recommend this course!
Amit Sharma	This course is a gem. You should go through this course before reading PMBOK or just want learn project management in a practical way.
Andrew Johnston	I wish I had this when I was studying for my PMP.
Anna Graneberg	I really enjoyed the course. It explains all the content from the PMP certification in a more detailed and practical way. I would recommend it to anyone currently preparing for their certification, as it helps deepen your understanding. It's also a great refresher, like it was for me, to update your knowledge after some time.
Arun Kumar	Complete coverage of PMBOK with excellent presentation.
Balaji Peri	As an experienced project manager, I was skeptical initially whether the course would be interesting and resourceful. This is an amazing course. Not only it covers all project management concepts from PMBOK/PMP, but also a lot of practical wisdom with interesting examples and cases. Thank you!
Bashar Almomaine	Wow! The contents, the way of presenting the information is literally on a high professional level, you nailed it! As a certified PMP, I am glad that I had the opportunity to enroll in this course, as I am feeling the PMP certification now is much more valuable and usable.
Benjamin Steffen	Great summary of the PMP content combined with a hands-on perspective and loads of practical examples - great course, thank you!

Bernadette Tanyag	Useful and practical guidelines on project management that I found lacking in other PMP courses. Appreciate this!
Branimir Auaur	I'm planning on starting the PMP certification course in my own country, so this has been an immense help.
Brent Campbell	This is a good match. I am renewing my PMP. I especially like the part about the decision points at the beginning and the end of the planning process. I also like the 5% cost of doing an estimate. In my current project our CEO is criticizing us for using experts that cost us well under the 5% - now I have ammunition!
Catherine Mbuva	This is the BEST Project Management course I've taken (and I have a PMP). This really grounded project management for me!!!! I recommend it 100%.
Chandra Joshi	Really very helpful learning for those who want to go in the field of PMP.
Charles Harper	I am a PMP and this was a great review of the fundamentals.
Christopher Irons	This was a great course. I have been working on various certifications over the course of a 20 year career in IT. I have purchased many training materials, software labs, video courses, study guides, etc, and this was hands down the best material I have used to further my knowledge.
Corwynn Black	Very well done. Solid explanations and examples from each of the five project areas. It's a great place to start your PMP journey.
Dan Bischoff	I am interviewing for a PM position in two days. I took this course as a re-fresher to boost my confidence. It not only boosted my confidence, but have me valuable insight into key PMBOK areas that I haven't considered since I received my PM I certification in 2012. I thoroughly enjoyed the comprehensive approach, the provided resources and real world examples. Also, I am able to improve my resume, as I now understand how certain PM functions, that I have been performing for years, are much more valuable than I thought.
Darlene Boyd	I've been PMP certified since 2016, this is the essence of practicality. I like the pragmatic examples in layman's terms, very easy to follow.
Dave Middleton	This course does an amazing job preparing you for managing actual projects.
David Bonilla	I like the fact that the course is not a "page by page" follow up of the PMBOK, as it gives you tips and new concepts.
David Brown	I finished my PMP a few years ago. It was good, but this course distills the core value of that effort into a relatively short time. The title is very accurate -- it truly is practical project management. The chapter on closing was especially valuable. Great content... highly recommended.
David Eng	This is a really concise overview of the PMBOK guide. I crammed knowledge to pass the PMP test, but this course was really quite good at bringing the knowledge into the realm of application in real life. Definitely recommend!

David Hess	This is a great course for providing an easy to understand and practical approach to project management. I would recommend it to anyone that is preparing for the PMP exam.
Demetrius Corley	This course is very thorough. The slides and audio presentation are excellent. This is a great supplement for PMP examination study.
Dina Eid	The course is very well-structured; I learned a lot from the course and I'm currently preparing for my PMP exam.
Dr. Michael Glinka	In my opinion, this Project Management course offers an exceptional overview of PMI methodology, adhering to PMI guidelines. I was impressed by the course's clear structure and well-presented PMI content. In my view the course is highly recommended for both new and experienced project managers.
Eddie L. Bland	Very beneficial PMP recap so far. Man, I wish I would have taken this course before sitting for the PMP, some of the questions would not have been so frustrating :)
Eileen Rose	By far, one of the best courses I have taken since I became a PMP in 2008! Highly recommend!
Emanuele Fusilli	Frankly, in the jungle of Project Management courses you can find, this is one of the best thought out and executed. I will use this course as a living reference for my day to day job.
Emma Poulin	Excellent course. Even though I have many years experience as a PM and have held my PMP for a few years, I had 'ah hah!' moments during this course and I was able to immediately implement some of the strategies discussed on one of my complex projects.
Eric Toliver	All topic areas are conveyed in a way that are "deeply practical". Unlike most project management oriented courses, the approach used in this course conveys all the technical nuts and bolts but in a manner that is extremely easy to comprehend, and in ways I'm sure I will remember. Very well done! I would recommend this course first.
Eric Wolf	I am finding this course very interesting and helpful in the way it builds on the fundamentals of the PMP training. The instructor covers the information in a more engaging manner than the PMBOK guide and is a great addition to it.
Erica Romero	This course was a great way to understand the more formal content of the PMBOK in a practical way. I know that I will use some of the concepts I learned in my day-to-day work. I also recommended this course to a friend who is studying for the PMP exam, as I thought this material could help her better understand what she is learning as she prepares.
Gail Bayless	Good match for me, it is familiarizing me back to what I studied to get my PMP.
Gail Freedman	Really excellent course on project management, with in fact practical information aligned with the PMBOK, but not merely a rehash. I've already recommended this to other PMs I know.

Gary Noeth	Great refresher for PMP.
George Whitbeck	Wonderful course. A detailed refresher for any PMP.
Gerald Gentle	This course covers the PMBOK from beginning to end. This would be a very good course for people just starting as a PM as well as those that desire a refresher in sound processes. The course is properly named as Practical. The included templates and supporting documents help to make this a great value.
Heena Mehta	I was taking this class as a review and also to maintain my PMP re-certifcation credential. Course content - excellent. Very practical. Organization of material - excellent. Course very well organized in sections, both by material and by duration. I highly recommend the course to all PM practitioners.
Herbert Vehof	Very much to-the-point, clearly presented. Being a PMP myself - very good.
Israr Zaman	Truly a great course! I have been PMP certified for 10 years and found gold in the lectures so professionally delivered here. Wish this was available years back! Recommended for all project managers as first course or as a refresher. A life time resource to use and to share with others!
Jared Runge	Very good refresher for someone who is PMP certified already and a great prep tool for someone getting ready to earn their PMP. The material is presented clearly and at a good pace. I highly recommend it.
Java Puzzler	This is an absolutely excellent course. It actually provides deeply practical project management. This is by far the best course I have ever taken on how to actually successfully manage a project. It is full of concrete steps on how to actually apply everything you have learnt to real projects. This is a real course based on real experience and how to apply all that theory in reality to really complete a project successfully. It is explained thoroughly, completely, and with easy-to-use application strategies. I plan on referring to this course in the future on real projects because the tips techniques and insights really are valuable. Highly recommended!
Jeffrey Oakley	As I am starting out to gain my PMP, this course really helped me in understanding a bigger picture. Thank you.
Joaquim Bonde-Petersen	In this course I'm learning great practical tactics and strategies to manage a project. It gives sense to all the theoretical aspects of the PMBok.
John Cusack	Excellent match and a really good way to review the PMP contents and the practical application to project delivery.
Jonathan Deenik	Perfect, I'm working towards a PMP qualification.
Jose Ekuaga	This course is fantastic. It helped me gain profound knowledge of Project Management. Makes them simple. In addition, the course provides all the templates we need to run our projects. I highly recommend this course for those who want to take the PMP certificate exams, project

	manager interviews, or those who are junior or assistant project managers.
Juan Pagan-Ortiz	Excellent training material. I have my PMP already and I am using this to refresh on my knowledge.
Karin Brame	Finally, an online course that teaches the how of project management from an experience veteran, not just the what (i.e., PMBOK). Extremely helpful, actionable advice.
Kathy Pfister	Great refresher on what you may have learned for your initial PMP course. Real life examples and reminders of best practices.
Keith Wall	The course covers all the areas in the PMBOK, but rather than being focused on how to pass the exam, the focus is on practical application. I highly recommend it as a refresher, and for going into more depth with real world examples.
Kenneth Nivens	This was a great in-depth look at PMP.
Leah Henig	This is a Master Class in Project Management real world application. Every Project Manager starting out should take advantage of this course. You'll get the big picture of managing a project from start to finish with professional guidance on how to handle very common challenges in a large project. Best money spent on PMP training in my book!
Lorant Varadi	Useful recap years after passing the PMP exam.
Mahesh Chavare	Great course. I'm already PMP certified and wanted to brush up all the concepts without really going through the PMBOK guide so, this course really helped!
Manpreet Kaur	This was a nice practical course with great examples, for anybody who is either starting out in PMP filed, or needs a quick refresher course.
Marion Laugel	Very good review of PMP! Very interesting experience stories are shared as well as templates for a good understanding.
Mark April	This was the best practical project management course that I have taken, especially after becoming a PMP. I would recommend this course to anyone and everyone interested in project management as profession. Amazing course and it really was above and beyond what I expected. I'm ready for my next project.
Mark Thorogood	Truly outstanding course. I have been an PMP since 2006. I learned so much from this course. I wished it was available years ago.
Mawuli Gavi	I wish I had taken your course before my PMP exam. It will have saved me hours of study time. Great pace and examples.
Miguel Igea	It is being a great learning for me. I approved PMP 2 years ago but this course apart from refreshing all the contents I studied, gives me a pretty more practical understanding and great motivation to use them in next projects. Great course. Thanks.
Minhee Kim	I highly recommend this course if you want to improve your PM skill even though you already have PMP. This course is really awesome even though

	you might be already a professional PM. This course helps you to cultivate your pm capability and internalize the knowledge.
Mitchell Lanier	The course seems to be very through, covering everything from A-Z. I plan to take as much time to absorb and retain as much as possible so I can pass the PMP exam first time out with an exceptional score.
Mohd Zakaria	Best course for those that are PMP certified.
Monday Ahonsi	I took several courses and read many books while preparing for my PMP, and after to maintain my credential. Never come across anything as good. The content truly lives up to the title! An excellent course I will recommend to every project manager or would be project manager.
Murat Ozkok	I truly enjoyed this course. It gives a comprehensive summary of PMBOK principals along with practical examples.
Nicholas Hughes	I really like the course as a refresher on the main practical points of PMing. I have been PMP certified for nearly 10 years now and its good to get back to the foundations.
Otis McBride	It is an excellent review for current PMP or a great introduction to anyone considering becoming one or just looking to learn about a better way to manage their current pro-jects.
Patrick Shin	Fantastic PMP course.
Paul Rogusz	Excellent course with a thorough overview of all aspects of the project management process outlined in the PMBOK. I really appreciated the instructors' personal experience stories to help explain certain topics.
Peter Malinen	I already have my PMP certification so for now it is a good repetition on what to know and also has what I would focus on if I would start the journey again.
Peter Payne - Findlay	The course was a good review of PMBOK for me and would be a good startup point for anyone wanting to become PMP certified.
Pham Thuan	This course is very helpful for me since we can deeply understand how to apply the PMP knowledge in my daily job. The instructor explained the PMP terms in an easy to understand way, he also shared his experience during executing the project as well.
Phillip Johnson	Very thorough course on project management methodology. I appreciate how it covered project managers' roles in different organizations.
Piotr Gaik	The course is absolutely brilliant. The lecturer has a lot of practical knowledge. Shows how to apply PMP practices in specific project examples.
Prakrit Paliwal	The way the concepts are explained are more practical than those explained in the PMBoK guide.
Prashanth Valiyathodi	This is a great power packed course. The author shares a lot of interesting scenarios from his real experience. This was a great refresher for my PMP and I learnt a lot.
Preeti Arora	Very nicely explained all aspects of project management and PMP framework.

Priti Juneja	Wow!! Best PMP related course!! I wish I had taken this earlier.
Rabia Raja	I like it a lot. Very nicely summarized PMP bootcamp study but very precise.
Raghavendra Muliya	Greatly linked the theory to practice. Its better to call it the application guide of the PMBOK.
Raj Bidika	I have taken this course after earning PMP certification and I am stunned by the practical insights this course provides. Thank you for this wonderful course. I would definitely recommend this course for all newbies and experienced project managers.
Rajesh	Very good for my PMP exam.
Rakesh Thaker	Excellent Course. Nicely taken from Initiating till Closing. I am a PMP. This course has covered all aspect of PM Processes in a nice manner to manage the project to a success and become a PM.
Ranjith Menon	An amazing and refreshing course. Exactly what a PM needs to know to manage his projects effectively. Extremely happy that the course is taught by someone who actually has done the work and therefore knows what happens; rather than from folks who are experts on PMBOK but have no real world experience.
Richard Mohr	I highly recommend this course. It provided a concrete approach to applying the principles and best practices described in the PMBOK. It's something I can actually use in my job.
Robert Carman	Solid practical course that works to link the utopian outlook of the PMI PMP to the practical application in real scenarios.
Robert Esser	Very good explanations. It uses real world practical experience on and wraps it around the PMBOK and project management best practices.
Robert Gallagher	Great course, would definitely recommend for PMPs.
Robin Fleig	Great for PMP prep or as a refresher.
Roger Ainley	As a CPA & PMP, I have to take a lot of continuing education. Mostly I skim through as fast as possible just to get it done. This course was worth the time to slow down and digest all I could from it. I'd highly recommend this course for if you are preparing for PMP exam or if you just need to manage projects better. The PMBOK (3" thick!) covers theory in great detail, but does not give you the examples and templates provided in this course. With these tools in your arsenal, you are well on the way to developing a professional grade project plan.
Ronel Pauselli	The course provides a good overview of PMBOK project management principles. The practicality is very generic.
Ruben Helfgot	I have a PMP certification and can say that I wish I had taken this course 10 years ago; by far the best sessions I have seen.
Rudrappa Devarashetty	The course was a great recap on the PMP concepts.
Rui Melo Jorge	As a PMP the course is helping me cement acquired knowledge on the tools, skills and practical aspects of Project Management, with clear

	concise and to the point explanations supported with helpful resources and savvy advice. Highly recommended.
Sandro Crameri	Great course! It explains the essence of the PMP in an understandable and humorous way! Totally recommend it to everyone!
Sara Quoma	Yes, very good review after being a Certified PMP previously.
Sascha Cenani	Very well explained and a lot of interesting and helpful tips beyond the PMBOK.
Sathishkumar Selvaraj	Very useful and informative. Good for PMP Certification.
Sharon McLoughlin	Perfect. Broke down all of the elements from the PMP course into more easily understandable pieces. The tools provided will be very helpful in my day-to-day work.
Sohail Bukhari	I have taken other lengthy PMP courses but I have learnt more from this course than all the others put together. I highly recommend this course.
Somasundaram K	Yes, this is very nice and refreshing all my PMP learned areas. Great for any Project Manager of any industry and must read.
Srinivasan Prabhu	I did my PMP and this worked as a refresher albeit more simpler. The contents are explained in a much simpler fashion while still maintaining the requirements in PMBOK. The presentation is also simple & easy to understand. Thanks for the wonderful effort.
Stefan Bohr	This course is excellent and the author knows what he is talking about! I am experienced project manager (PMP) and I strongly recommend this course.
Stephen LAURIN	Excellent training, even when you already have a PMP, covers everything with very practical material and examples. 100% Recommend!
Steve Cox	Very well aligned with my previous PMI PMP training.
Suresh Kumar	This course covers the PM concepts in-depth and detail manner. I recommend to go through this course if you are planning to take the PMP exam.
T L	An excellent overview of proper Project Management principles. It was a great review for me as a PMP, looking to brush up. I highly recommend this course for anyone looking to learn about good PM processes or a PMP looking for a great review.
Tanya Turner	This course was a great refresher on practical application of concepts learned for the PMP. What made the course particularly useful and relatable were the real life examples of both positive and not so positive out-comes from adhering or not to the principles.
Tara Jafarmadar	Great PMP refresher. The course was interesting and engaging.
Thomas Henry	This course is great. You might think you understand Project Management because so many years ago you earned a PMP, but after time it's easy to forget important concepts. This is a great refresher course that puts things back into context.

Vadim Dmitriev	This course is a great supplement to the main training that you might have for PMP Exam prep. You will be able to look at project management at a different angle and get some really useful practical tips.
Valentina Aleksieva	The course is very well organized covering in great detail all important topics related to PMP at a glance. With lots of practical advice and useful examples. I would strongly recommend it to anybody who is interested in project management.
Vicken Balian	I already have my PMP and PMI-ACP. The content description does not lie... this is deeply practical and the fact that Dr. Stewart shares all his templates and Powerpoints is a bonus.
Viktor Nagy	Good material, would recommend to any of my peers preparing for PMP exam, and also to adjust, fine tune their inner habits, understanding and attitude towards this profession.
Vincent Beugnon	This course is an excellent way to refresh the knowledge gained during the preparation for my PMP exam 3 years ago!
William W West	Great review of the PMI process. I passed my PMP exam 20 years ago. I have worked for 3 companies and they do not always follow correct PMI processes. Taking this course has refreshed all of the processes in my mind and should be a huge benefit as I begin a new PM assignment in a new company and industry.
Yasir Ghani	I am already a PMP. I still took this course and feel that it sets the instructor apart as a resource having deep insight into practical aspects of Project Management. Thank you.
Yogesh Kulkarni	This course is very well designed and well explained all the core concepts. I highly recommend this course to those who wish to prepare for PMP certification.
Youlanda White	I am thinking about getting my PMP certification so this course helped in making my decision.
Zeeshan Zafar	I have already earned PMP but this course is really helpful to understand the practicality of PMP process for real situation.

Appendix D - Bio for W. Stewart PhD, PMP, DPPM

William (Bill) Stewart is Founder and President of *The Institute for Practical Project Management* (IFPPM.org), and a PMI certified Project Management Professional (PMP) who has managed projects from just a few thousand dollars up to $55M, and served in a range of senior management roles on projects up to $3B. Internationally recognized, he has spoken twice as a keynote speaker at International Project Management Association (IPMA) conferences. He has delivered more than 330 live onsite courses in project management, risk management, negotiating, and cost and schedule control to more than 4,000 people, mainly in the Ottawa region, and as far afield as Victoria, BC, St. Johns, Newfoundland, and Tampa, Florida.

Bill has more than thirty years of hands-on experience with project management, risk management, system engineering, contract management, and negotiating. He has worked for the Canadian federal government, business, academia, and founded a software startup. He is author of the books Deeply Practical Project Management, and Project Development Methodologies, and his online courses on Udemy are the world's leading online applied PM courses with more than 155K students.

Bill is currently a management consultant helping clients work better and get more done. Previously, he founded and ran the cloud computing company Cirrus Computing for ten years. Before that he spent 14 years in aerospace, where he served in a variety of project management and senior system engineering roles, and as company System Engineering Manager and Software Manager for a functional organization of 55 people. During his aerospace career, among others he managed projects to develop tactical information fusion systems, naval integrated support systems, right-sizing of company wide software engineering processes, and Canada's first cross-country health information system, and worked in senior management roles on aircraft fleet retrofit projects and naval helicopter integration projects.

His first real job from 1982 to 1987 was with the Canadian Public Service, where he established and managed a computing centre supporting 4,500 personnel, and developed and deployed software to manage course scheduling, resource management, personnel management, and payroll. He also developed and taught two programming courses accredited by Seneca College.

His professional training includes Executive Leadership, Project Management, Risk Management, System Engineering, and System Architecture. He has taught courses in Program Management, Project Management, Risk Management, Cost & Schedule Control, and Negotiating.

Bill received a Ph.D. in Computer Science from the University of New Brunswick in 1992 for development of an algorithm that builds geodesic domes in multiple dimensions in optimum space and time. While in graduate school he also taught eleven computer science courses.

Bill is author of the first web-published book The Living Internet, including contributions from many of the creators of the Internet. He is also author of the best practices document FunStandard.org. He owns the website FreeOpenSourceSoftware.org (although no longer maintained). His paper The Human Biological Advantage Over AI has been quietly influential in the AI community. His paper on public financing of political parties was published in Policy Options in 1990 and credited in the Canadian House of Commons when the federal party financing bill passed in 2003. He lives in Ottawa, Canada with his wife, and has two children.