

03 - Final Notes (1st Module)

Where is this course?

- Google Career Certificates - Project Management

My Notes

My notes for this overall course will be laid out by module in the course, and have subheadings in order to differentiate between different topics/videos that are presented in the courses. I'll add in any extra notes/resources that I use where necessary, and hope it will be helpful for anyone looking!

Welcome to the Google Project Management Certificate

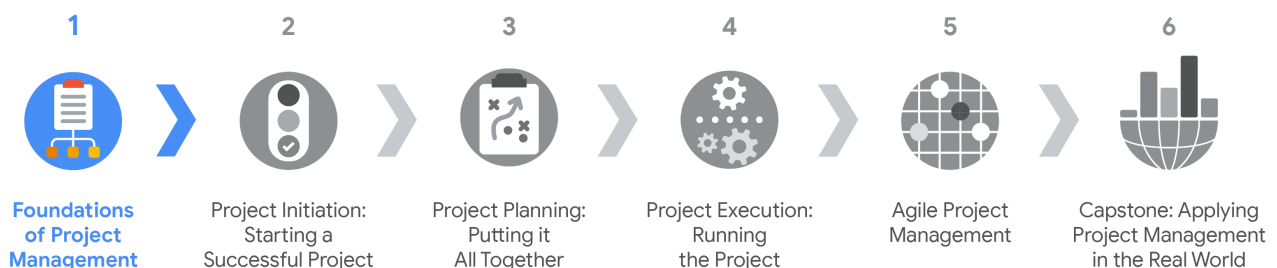
- What is a Project Management?

Project Management - Definition

The application of *knowledge, skills, tools, and techniques* to meet the *project requirements* and achieve the *desired outcome*

- Spans a large amount of disciplines, and doesn't require a deep amount of technical knowledge
 - Any specific skills that you may know allows for an advantage

Program and Course Overview



Course Overview

- 4 week program - Course 1
- Lesson Types include:
 - **Videos**
 - Google Employee as an instructor
 - **Readings**
 - Introduces new ideas and case studies to build on top of videos
 - **Discussion Forums**
 - Explore course topics for better understanding, and talk with peers
 - **In Video Questions**
 - Check up on learning as you go during videos
 - **Practice Quizzes**
 - Checks understanding, and gives feedback. Important to do
 - **Graded Quizzes**
 - Measures progress by grading quizzes
 - **Ungraded Peer-Review activities**
 - Practice applying skills that you are working to master. Other learners can view this, and give feedback
 - **Graded Peer-Review activities**
 - Assess the ability to apply skills, other learners will grade your work, and give feedback
- **Tips**
 - Take all 6 courses
 - Complete all items in order
 - Take time to do all the readings
 - Don't be afraid to rewatch a video
 - Take part in as many learning opportunities as possible

Foundations of Project Management - Course Objectives

- **Understand** which types of jobs are suitable for you
- **Define** key project management terms
- **Define** roles and responsibilities
- **Discuss** the types of jobs you can pursue
- **Define** "*project*" and "*project manager*"
- **Define** "*project life cycle*"
- **Describe** organisational structures and cultures

Helpful Resources

- **Helpful Habits**

- **Plan your time**

- Set up regular study times and stick with them
 - Use a Calendar/Timetable system to create a schedule, and list what you plan on doing each day to break down the work into achievable goals

- **Be curious**

- Ask questions, and search for more details online
 - Take notes on any extra information that you have gained

- **Take notes**

- Take notes on any content that you find interesting, that way you can refer to it later to revise or get any extra content
 - An effective way to make connections between different topics

- **Chat**

- Reach out with other learners to gain more information, and potentially have any questions you may have answered

- **Update your profile**

- Update your profile to something presentable, and something that allows for other people to get to know you more

- **Finding more Information**

- **Project Management Institute**

- A good resource for those in project, program, or portfolio management professions
 - Provides guides, industry standards, articles, templates, job boards, certifications, etc.

- **Scrum Guides**

- Defines "Scrum", which is used in Agile project management
 - Describes Scrum's roles, events, artifacts, and the rules that bind them together

- **Foundations of Project Management - Glossary**

- Can find out specific terms (for this unit) in the glossary

Surveys - Info

During this certificate program, you will be asked to complete a few short surveys. These are part of a research study to understand how effective the certificate has been for you.

- **Entry Survey**

- A brief survey to help us understand why you have entered the certificate

- Asks about experiences leading up to the course, and any goals that you hope to accomplish
- **Individual Course Feedback**
 - When you complete the last graded assignment within an individual course, you may be asked to fill in a survey
- **Certificate Completion Survey**
 - After you complete the last graded assignment in the final course of the certificate, you will be asked to answer a survey that revisits some earlier questions and asks what you have learned throughout the duration of the program.
 - This survey also asks if you would like to share your contact information with prospective employers.

What is Project Management?

- **Project Definition**

Project - Definition

- A unique endeavour, and usually includes a set of unique deliverables
- A temporary pursuit; it has a defined beginning and end

- **Project Management Definition**

Project Management - Definition

The application of *knowledge*, *skills*, *tools*, and *techniques* to meet the *project requirements* and achieve the *desired outcome*

- **Why is Project Management important?**

- Valuable to businesses as it helps ensure that a project delivers the expected outcomes both on time and in budget
- *Example*
 - A school district signs a deal with a tele-health company to make sure students don't have to miss school for simple health issues
 - The deal is to be completed by the end of the school year
 - The students can interact with a doctor through a smart-device while they are at school

- Implementing the technology to make this work is the *project*
 - It has a clear start and end date
- *How is this project managed?*
 - Each one of the steps here has to be carefully planned (i.e. *managed*) in order for the project to be completed
 - This can be done via:
 - **Organise**
 - Organise a training session for staff to get them more used to the new technology, policy and procedures
 - **Budget**
 - For new tablets, computers, and other equipment that may be necessary
 - **Maintain strong communication**
 - With doctors, tele-health company, staff, students to make sure everything is working as planned
- **Poor Project Management** can lead to:
 - 48% of projects missing delivery dates
 - 43% of projects missing budget targets
 - 31% of projects failing to meet an organisation's goals
- **Program Managers**
 - A manager that manages multiple projects

What does a Project Manager do?

- **Main activities for a Project Manager**
 - **Planning and Organising**
 - Gathering requirements from teammates/customers
 - Figure out what the project is trying to do
 - Kick-off meeting
 - Send a survey
 - *Create a project plan*
 - Keeps everyone in pace and aligned
 - Key step
 - **Managing Tasks**
 - Starts once project is underway
 - Manage tasks for team members
 - Communicates milestones to the larger team/customers

- keeps team members and customers updated on how the project is progressing
- **Budgeting**
 - Needs to allocate funds appropriately, in order to have some buffer, and to avoid going over budget
- **Controlling costs and other factors**
 - Plans may change
 - Cause for costs to go up
 - Needs to be managed accordingly
- All these tasks are to ensure that the projects are done on time and on budget
 - Also to make sure that all the projects bring value to the company
- Use different tools, techniques, and methodologies everyday to create some form of impact

Transferable Project Management skills

- **Main skills of Project Management**
 - **Planning and Organising**
 - Retail Manager scenario
 - Which employee workstyles will compliment each other in a productive way
 - All duties and responsibilities to be covered in each shift
 - All employee's availabilities
 - **Managing Tasks**
 - For moving house example
 - packing each room individually
 - label all the rooms
 - **Budgeting**
 - For moving house have to control budget for
 - boxes
 - moving company
 - and budget for extra expenses
 - **Controlling costs and other factors**
 - Surprise birthday party scenario
 - Birthday person coming home early for a surprise birthday party
 - People not being able to make it
 - For moving house
 - manage boxes efficiently
 - try to avoid errors where possible

- Bring up some examples of how you used these skills in practical life during a job interview
 - Allows for the company to see how you can employ skills already
 - Mainly to judge time management and leadership from previous experience
 - "Tell me about a time where you had to juggle several tasks at once"
 - "Tell me about a time where you had to influence a customer or teammate"
- **Path to becoming a project manager**
 - "Most of us in our everyday life use program management"
 - **Example**
 - When you have a few hours left in the day you have to decide between
 - Going to the grocery store
 - Cleaning the house
 - You also have to decide how long each task will take
 - And you have to choose whatever works best for the situation

From certificate to career success

Internship - Definition

A short-term way to get hands-on experience in the industry

Contract Work - Definition

Working on contract for a company rather than being an official employee of a company, a contractor may be hired on a project-by-project basis


- **Project Management Roles**
 - **Very high demand role**
 - A 2017 study said that by 2027, 87.7 million people will be required to fill in project management roles
 - **Very high amount of growth**
 - This is seen throughout the industry, **although especially in:**
 - Manufacturing and Construction
 - Information Services and Publishing
 - Management and Professional Services
 - Finance and Insurance
 - Utilities
 - Oil and Gas

- Also note that the generic role of 'project manager' can have **specific roles in different fields**, such as:
 - Construction Project Manager
 - IT Project Manager
 - Engineering Project Manager
- **Different potential roles**
 - Operations Manager
 - Program Manager
 - Project Coordinator
 - Project Assistant
 - Operations Coordinator
 - Operations Assistant
- **Skills that you learn from one industry can also be applied in another industry**
 - Demand for a wide variety of skill due to continually changing processes (such as tech)
 - Also note that you don't have to be an expert in the field either, you just have to be able to manage projects, and have some basic knowledge
- **Consider doing an internship**
 - Experience within a company
 - Boost resume, and stand out compared to other candidates
 - Real work experience + networking
 - win-win
- **Transferable roles**
 - Events manager internship -> full time project management role later on
- **Contract work**
 - Won't be a full time employee
 - Good way to get your foot in the door
 - Also a good way to build a portfolio
 - Able to try out a few different projects at once
 - Lets you explore different types of companies and project types
 - As it is temporary, can really explore

Explore Project Management Roles

- **Project Management job categories and common roles**
 - **Entry Level Project Management Roles**
 - Entry level project management positions are a good way to get your foot in the door, and learn how a company operates and manages projects

- Good idea as it allows for growth, and also allows for learning more from experienced project managers
- Examples include
 - **Junior Project Manager**
 - Performs all aspects of being a project manager alongside a more experienced professional
 - **Project Administrator**
 - Assists the rest of the project team with administrative tasks
 - **Project/Program Assistant**
 - Supports team members working on a project and offers administrative support
 - May perform research or create training documents along with other jobs as assigned by program leaders
 - **Project/Program Coordinator**
 - Participates in hands-on project work and administrative tasks.
 - Works under a project manager to make sure projects are completed on time and within budget
 - **Project Support Specialist**
 - Works alongside a project manager and team members to oversee assigned projects.
 - May also be responsible for training and developing employees to perform designated tasks.
- **Traditional Project Management Roles**
 - Once you have gained some experience in the entry level positions, you can explore traditional project management roles
 - Examples include
 - **Project Manager**
 - Responsible for the initiating, planning, executing, monitoring, and closing of a project.
 - Includes industry-specific titles like IT project manager, construction project manager, or engineering project manager, which utilize skills that are transferable among industries.
 - **Project Analyst**
 - Moves a project along by sharing information, providing support through data analysis, and contributing to strategy and performance.
 - **Project Leader/Director**
 - Drives core decision-making and sets the direction for the project.
 - Usually knowledgeable about the product or deliverable.

- **Project Controller**
 - Primarily responsible for project planning.
 - You are likely to see this job title in industries like engineering and construction.
- **Technical Project Manager**
 - Conducts project planning and management for identified goals within a company.
 - Ensures that projects are completed to the requirements within a defined time frame and budget.
- **Project Management Office (PMO) Analyst**
 - Manages the progress of complex projects to ensure timely execution and completion.
- **Program and Portfolio Management Roles**
 - General Progression
 Graphic of project manager > program manager > portfolio manager
 - **Project Manager**
 - Responsible for the day-to-day management of projects
 - Shepard projects from start to finish (i.e. a guide for their teams)
 - Applies the right tools, techniques, and processes to complete the project successfully, on time and within budget
 - **Program Manager**
 - Step up in responsibility
 - Responsible for multiple projects that are related or similar to one another
 - Also manage the coordination of these projects.
 - For example all project managers at Google are considered program managers as they all manage multiple projects
 - **Portfolio Manager**
 - Step up in responsibility
 - Responsible for multiple related programs within an organisation
 - Generally refers to all the programs/projects within an entire organisation
 - Coordinates various programs in order to make sure they are on track
 - Looks at all projects and programs within a company and prioritizes work as necessary
- **Operational Management Roles**
 - Experience several departments and how they interact/operate
 - Allows for you to work alongside peers and management from various business segments

- Skills used in project management can be used in the executive side of business as well
- Some examples include
 - **Operations Analyst**
 - Manages and coordinates research, investigates workflows, creates business procedures, and recommends changes to improve the project and company.
 - **Operations Manager**
 - Oversees strategic decision-making and rolls out plans of action based on financial, schedule, and resource reporting.
 - **Chief Operating Officer**
 - Responsible for overseeing the day-to-day administrative and operational functions of a business.
- **Agile Roles**
 - Agile Project Management roles
 - Examples include
 - **Scrum Master**
 - Coordinates and guides the Scrum team.
 - Knowledgeable in Agile framework and Scrum and is able to teach others about the Scrum values and principles.
 - May also be listed as a *Technical Program Manager* or *Technical Project Manager*.
 - **Product Owner**
 - Drives the direction of product development and progress.
- **Industry Specific Management Roles**
 - Note that you can move between industries
 - You are able to use an specific knowledge you have built up as well to be able to be more efficient
 - Main thing to worry about are soft-skills
- **Main Takeaway**
 - Project Management is a career with a lot of potential
 - Make sure to learn a lot of transferable skills
 - They can be utilised in multiple industries

Finding the perfect role

Networking refers to when you meet other people in a professional setting with the goal of learning, sharing knowledge, and creating new business connections

- **How to find a role**
 - **Buzzwords**
 - "Data Driven"
 - "Team Player"
 - "Self Starter"
 - Note that some roles list "Project Management" as a skill and not a dedicated role
 - If you have project management skills, you can have an operational/program manager
 - End-to-end system management
 - Note not all "project management" roles are listed as such
 - Make sure to look through the job description to see if it suits your skillset/experience
 - **Required Skills examples**
 - Organisational Management
 - Broad range of communications
 - Strong planning and communication skills
 - Budget preparation and monitoring
 - **Potential Tasks (for Project Management)**
 - Create monthly status reports
 - Implement new and necessary technologies
 - Tracing work plans and performance metrics
 - Assisting other members of the operational team
 - Ensuring timely responses to requests for information
 - Everyone has worked with a project manager in the past...
 - **Teachers**
 - Designing a curriculum that's accessible for students with unique needs
 - Managing a budget
 - communicating with others
 - parents
 - department heads
 - school admins
 - developing processes to make things run efficiently in a classroom
 - etc.
 - You can use a similar role (such as student leader) in your resume/interview

- "I assembled and lead a team of 20 students to:"
 - plan and execute events
 - Like fundraisers
 - Community events
 - Academic assemblies for over 300 students
- You can surprise yourself with how much experience you may have

Gilbert: Project Management skills in my role

- **Project Management skills**
 - Communicating to stakeholders
 - Managing a budget
 - Managing a project timeline
 - Organising events for university students
 - Organise guest speakers
- **Translation of skills**
 - Being in a management position can allow for you to develop the skills necessary
 - Such as being a manager at a retail store
 - Being able to talk, and have difficult conversations
 - Being able to manage a budget
 - Being able to manage resources
 - Being able to manage your time
 - Start applying project management frameworks/practices in everyday life as well to be able to get them ingrained into you
 - For example planning yourself for the next 3 months

Using Buzzwords in your job search

- **Skills**
 - **Coordination**
 - Getting people/teams to work together
 - Can be expressed via
 - "coordination of efforts to achieve project deliverables"
 - "coordinate internal resources to ensure successful project completion"
 - Project Management mainly looks at managing the coordination of resources to achieve the end goal
 - One of the top skills any Project Manager can have
 - **Organisation**

- Ability to stay focused on different tasks
- Can be expressed via
 - "solid organisational skills, including attention to detail and multitasking skills"
 - "highly organised"
- Organisational skills are important when it comes to project management
- **Leadership**
 - Being able to lead a group of people
 - Can be expressed via
 - "Strong leadership qualities"
 - "Ability to lead"
 - Needs to display leadership in many ways
 - Effective planning
 - Efficient task coordination
 - Inspiring team members
 - Key decision making
 - Vital for project management
- **Example of a Job Description for Project Management**
 - From Coursera

Project Manager
<ul style="list-style-type: none"> • Excellent time management, prioritization, and organizational skills • Demonstrated ability to lead others • Outstanding communication skills • Successful track record in coordinating the work of internal and external teams to develop new products

- Look at other positions that don't explicitly mention "project management", but require similar skills
- Such as this example of a "Operations Associate"

Operations Associate
<ul style="list-style-type: none"> • Plan and organize team objectives and priorities • Develop and execute reporting and process design • Monitor daily operations and enhance processes to maximize efficiency • Coordinate training plans

- **Common Project Management buzzwords**

- Buzzwords are a good way to see if the role would suit your skills, so here is a massive list of them:
 - Analytical
 - Assertive
 - Assessing outcomes
 - Assessing progress
 - Attention to detail
 - Conflict resolution
 - Collaborative
 - Coordination
 - Communication
 - Development
 - Evaluation
 - Executing plans
 - Financial analysis
 - Impact assessment
 - Leadership engagement
 - Managing meetings
 - Managing client expectations
 - Managing conflicts
 - Managing relationships with stakeholders
 - Managing vendors
 - Meeting deadlines
 - Monitoring
 - Multitasking
 - Planning
 - Prioritizing
 - Problem-solving
 - Process development
 - Process improvement
 - Project coordination
 - Project implementation
 - Project initialization
 - Project planning
 - Project reporting
 - Quality control

- Risk assessment
- Risk management
- Solution development
- Strategic planning
- Strong interpersonal skills
- Strong verbal communication
- Strong written communication