

Capstone: Applying Project Management in the Real World

by Google

About this Course

In this final, capstone course of the Google Project Management Certificate, you will practice applying the project management knowledge and skills you have learned so far. We encourage learners to complete Courses 1-5 before beginning the final course, as they provide the foundation necessary to complete the activities in this course.

As you progress through this course, you will “observe” a project manager in a real-world scenario and complete dozens of hands-on activities. You will:

- analyze project documents to identify project requirements and evaluate stakeholders
- complete a project charter and use it as a tool to align project scope and goals among stakeholders
- identify tasks and milestones and document and prioritize them in a project plan
- define quality management standards and explore how to effectively share qualitative data
- demonstrate your project’s impact through effective reporting

By the end of this course, you will have developed a portfolio of project management artifacts that will demonstrate the skills you have learned throughout the entire program, such as your ability to manage stakeholders and teams, organize plans, and communicate project details. These artifacts can exhibit your career readiness when applying for jobs in the field. To further prepare you to interview for project management jobs, you will reflect on past projects, develop an “elevator pitch,” and anticipate common interview questions. Current Google project managers will continue to instruct and provide you with the strategies, tools, and resources to meet your goals.

After completing this program, you should be equipped to apply for introductory-level jobs as a project manager. You will also have the opportunity to claim a certification of completion badge that will be recognizable to employers.

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Basic Info	Course 6 of 6 in the Google Project Management: Specialization
Level	Beginner
Language	English Volunteer to translate subtitles for this course
How To Pass	Pass all graded assignments to complete the course.
User Ratings	4.8 stars

Syllabus

Week 1
<div><div>Initiating a project</div><div><p>You will learn to analyze project documents and supporting materials to identify project requirements, evaluate stakeholders, and problem-solve. You’ll complete a project charter and use it as a tool to align project scope and goals among stakeholders. You will also add specificity to project goals to make them SMART and apply effective negotiation skills with stakeholders to prioritize project goals.</p><div><div></div><div>11 videos, 7 readings, 5 practice quizzes</div></div><div><div>1. Video: Introduction to Course 6</div><div>2. Reading: Course 6 Capstone overview</div><div>3. Reading: Helpful resources to get started</div><div>4. Reading: Program surveys</div><div>5. Discussion Prompt: Meet and greet</div><div>6. Reading: Project management artifacts</div><div>7. Video: Project charters: Purpose and components</div><div>8. Practice Quiz: Activity: Draft a project charter</div><div>9. Video: Project charters: Stakeholder alignment</div><div>10. Practice Quiz: Activity: Revise your project charter</div></div></div></div>

- 11. **Video:** Project charters: Drafting SMART goals
- 12. **Practice Quiz:** Activity: Update your project charter goals
- 13. **Video:** Project charters: Defining scope, benefits, and costs
- 14. **Practice Quiz:** Test your knowledge: Project charter components
- 15. **Video:** Afsheen: Initiating a project effectively
- 16. **Video:** Completing a stakeholder analysis
- 17. **Reading:** Stakeholder management: Tips and takeaways
- 18. **Practice Quiz:** Activity: Complete a stakeholder analysis
- 19. **Video:** Finding mutually beneficial solutions
- 20. **Reading:** Negotiating scope with stakeholders
- 21. **Reading:** Achieving a win-win outcome
- 22. **Video:** Stanton: Managing scope changes with stakeholders
- 23. **Video:** Applying influence in negotiations
- 24. **Peer Review:** Activity: Draft an influential email
- 25. **Video:** Wrap-up

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 **Graded:** Activity: Complete your project charter

Week 2

Building out a project plan

You will examine project documentation, conduct online research, and analyze key conversations to identify tasks and milestones and then document and prioritize them in a project plan. You will also demonstrate effective communication techniques for making accurate time estimates for project tasks.

 12 videos, 2 readings, 8 practice quizzes

- 1. **Video:** Introduction: Building out a project plan
- 2. **Video:** Identifying project tasks: Analyzing documentation
- 3. **Reading:** Tips for defining project tasks
- 4. **Practice Quiz:** Reflection: Analyzing a project charter
- 5. **Practice Quiz:** Activity: Identify project tasks: Analyze project documents
- 6. **Video:** Identifying project tasks: Conducting online research
- 7. **Discussion Prompt:** Share your domain knowledge
- 8. **Practice Quiz:** Activity: Identify project tasks: Conduct online research
- 9. **Video:** Identifying project tasks: Analyzing key conversations
- 10. **Practice Quiz:** Test your knowledge: Identifying tasks
- 11. **Ungraded Plugin:** Activity: Part 1: Identify project tasks from key conversations
- 12. **Practice Quiz:** Activity: Part 2: Identify project tasks from key conversations
- 13. **Video:** Ordering tasks and identifying milestones
- 14. **Peer Review:** Activity: Order tasks and milestones
- 15. **Video:** Time estimation: Asking the right questions
- 16. **Practice Quiz:** Test your knowledge: Time estimation
- 17. **Video:** Time estimation: Three-point estimating
- 18. **Reading:** The three-point estimating technique
- 19. **Ungraded Plugin:** Activity: Part 1: Identify time estimates for your project plan
- 20. **Practice Quiz:** Activity: Part 2: Identify time estimates for your project plan
- 21. **Video:** Time estimation: Applying confidence level ratings
- 22. **Practice Quiz:** Activity: Add confidence ratings
- 23. **Video:** Time estimation: Effective time estimate negotiation
- 24. **Video:** Time estimation: Negotiating with empathy

- 25. **Ungraded Plugin:** Respond: Negotiating with empathy
- 26. **Video:** Torie: Practicing empathy as a program manager
- 27. **Video:** Wrap-up


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 **Graded:** Weekly challenge 2

Week 3

Maintaining quality

You will learn to define and describe quality management standards and evaluate against those standards to ensure that the project is achieving the required level of quality. You will distinguish evaluation questions from survey questions and recognize how to effectively share qualitative data. You will also learn strategies to facilitate a productive retrospective by encouraging participation, accountability, and positivity.

 13 videos, 1 reading, 9 practice quizzes

- 1. **Video:** Introduction: Maintaining quality
- 2. **Video:** Key quality management concepts
- 3. **Video:** Defining quality standards
- 4. **Practice Quiz:** Activity: Add quality standards to your project plan
- 5. **Video:** Creating evaluation questions
- 6. **Practice Quiz:** Test your knowledge: Evaluation questions
- 7. **Video:** Determining evaluation indicators
- 8. **Practice Quiz:** Activity: Create evaluation questions and indicators
- 9. **Video:** Developing a survey
- 10. **Practice Quiz:** Test your knowledge: Survey development
- 11. **Discussion Prompt:** Quality counts
- 12. **Video:** Delivering an evaluation presentation
- 13. **Reading:** Evaluation presentations: Components and tips
- 14. **Practice Quiz:** Test your knowledge: Evaluation findings
- 15. **Peer Review:** Activity: Present evaluation findings
- 16. **Video:** The value of retrospectives
- 17. **Practice Quiz:** Activity: Complete a retrospective document
- 18. **Video:** Retrospectives: Encouraging participation
- 19. **Practice Quiz:** Reflection: Encouraging participation
- 20. **Video:** Retrospectives: Encouraging accountability
- 21. **Practice Quiz:** Reflection: Encouraging accountability
- 22. **Video:** Retrospectives: Addressing negativity
- 23. **Practice Quiz:** Reflection: Addressing negativity
- 24. **Video:** Dana: Leading positive retrospectives
- 25. **Video:** Wrap-up

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 **Graded:** Weekly challenge 3

Week 4

Effective stakeholder communication

You will learn to communicate and escalate project problems to stakeholders and to demonstrate your impact through effective reporting strategies. Additionally, you will prepare for job interviews in the field by reflecting on past projects, developing an “elevator pitch,” and anticipating common questions.

 16 videos, 8 readings, 6 practice quizzes

1. **Video:** Introduction: Effective stakeholder communication
2. **Video:** Communicating project problems
3. **Practice Quiz:** Reflection: Summarizing project problems
4. **Video:** Chris: The art of problem-solving
5. **Video:** Connecting project problems to goals
6. **Practice Quiz:** Reflection: Connecting problems to goals
7. **Video:** Writing emails to escalate a problem
8. **Video:** Laura: Stakeholder communication best practices
9. **Video:** Completing a closeout report
10. **Ungraded Plugin:** Identify: Components of a closeout report
11. **Practice Quiz:** Activity: Complete the project closeout report
12. **Video:** Project impact report
13. **Practice Quiz:** Test your knowledge: Impact report
14. **Peer Review:** Activity: Draft an executive summary
15. **Video:** Wrap-up
16. **Video:** Personal closing report
17. **Practice Quiz:** Activity: Complete a personal closing report
18. **Reading:** Course 6 glossary
19. **Reading:** Congratulations: Next steps
20. **Discussion Prompt:** Connect with other Google Project Management Certificate Graduates
21. **Video:** Acing an elevator pitch
22. **Peer Review:** Activity: Prepare your elevator pitch
23. **Discussion Prompt:** Share your elevator pitch
24. **Video:** The STAR method
25. **Discussion Prompt:** Asking questions
26. **Video:** Interviewing remotely
27. **Video:** Interview tips from Googlers
28. **Reading:** Prepare for interviews with Interview Warmup
29. **Reading:** Sign up for the Big Interview program
30. **Reading:** Top tips for interview success
31. **Video:** Congratulations from your instructors
32. **Reading:** Showcase your work
33. **Reading:** Claim your Google Project Management Certificate badge
34. **Reading:** Project Management at Google: Tips to take with you
35. **Video:** Exploring Professional Opportunities
36. **Practice Quiz:** End-of-certificate checklist
37. **Ungraded Plugin:** End of course survey

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 **Graded:** Weekly challenge 4

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How It Works

General

How do I pass?

To earn your Certificate, you'll need to earn a passing grade on each of the required assignments—these can be quizzes,

peer-graded assignments, or programming assignments. Videos, readings, and practice exercises are there to help you prepare for the graded assignments.

What do start dates and end dates mean?

Once you enroll, you'll have access to all videos, readings, quizzes, and programming assignments (if applicable). If you choose to explore the content without purchasing, you may not be able to access certain assignments. If you don't finish all graded assignments before the end of the session, you can reset your deadlines. Your progress will be saved and you'll be able to pick up where you left off.

What are due dates? Is there a penalty for submitting my work after a due date?

Within a course, there are suggested due dates to help you manage your schedule and keep work from piling up. Quizzes and programming assignments can be submitted late without consequence. However, it is possible that you won't receive a grade if you submit your peer-graded assignment too late because classmates usually review assignment within three days of the assignment deadline.

Can I re-attempt an assignment?

Yes. If you want to improve your grade, you can always try again. If you're re-attempting a peer-graded assignment, re-submit your work as soon as you can to make sure there's enough time for your classmates to review your work. In some cases you may need to wait before re-submitting a programming assignment or quiz. We encourage you to review learning material during this delay.

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Peer-graded assignments

Peer-graded assignments require you and your classmates to grade each other's work.

How do peer graded assignments work?

After you submit your assignment, you will review some of your peers' assignments. The number of assignments you must review is set by the instructor of the course.

I reviewed my peers' assignments! What happens next?

While you're reviewing your peers' assignments, they'll review yours. If you submit your assignment on time, you'll get your grade within a week, as long as at least one peer reviews your assignment. If you submit late, you'll need all of the peer reviews the instructor requires.



[Learn more about Peer Graded Assignments.](#)

How are grades calculated?

You and your classmates will be asked to provide a score for each part of the assignment. Final grades are calculated by combining the median scores you received for each section.

What kind of feedback should I give?

Use the instructor's criteria in the rubric to grade honestly and fairly. If your peers' answers are excellent, score them highly and tell them what they did well. If their answers aren't as good, give the score they deserve, and be sure to provide



[respectful, useful feedback](#)

so they can do better next time they attempt the assignment.

Is there a penalty for submitting my work late?

No, but it's important to submit your work as close to the due date as you can. Classmates grade most of the assignments within three days of the due date. If you submit yours too late, there may not be anyone to review your work.

If I fail an assignment, can I try again?

Yes! You can always try again, but you'll need to resubmit your work as soon as possible to make sure your classmates have enough time to grade your work.

Can I edit my assignment?

Yes, but you'll need to re-submit your work and any grade you've already received will be deleted.

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Course 6 of Specialization

Start your path to a career in project management

In this program, you'll learn in-demand skills that will have you job-ready in less than six months. No degree or experience is required.



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