Project Execution: Running the Project



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About this Course

This is the fourth course in the Google Project Management Certificate program. This course will delve into the execution and closing phases of the project life cycle. You will learn what aspects of a project to track and how to track them. You will also learn how to effectively manage and communicate changes, dependencies, and risks. As you explore quality management, you will learn how to measure customer satisfaction and implement continuous improvement and process improvement techniques. Next, you will examine how to prioritize data, how to use data to inform your decision-making, and how to effectively present that data. Then, you will strengthen your leadership skills as you study the stages of team development and how to manage team dynamics. After that, you will discover tools that provide effective project team communication, how to organize and facilitate meetings, and how to effectively communicate project status updates. Finally, you will examine the steps of the project closing process and how to create and share project closing documentation. Current Google project managers will continue to instruct and provide you with hands-on approaches for accomplishing these tasks while showing you the best project management tools and resources for the job at hand.

Learners who complete this program should be equipped to apply for introductory-level jobs as project managers. No previous experience is necessary.

SHOW ALL



Flexible deadlines

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Shareable Certificate

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Beginner Level



Approx. 26 hours to complete



English

Subtitles: English

Syllabus - What you will learn from this course

WEEK 1

Introduction to project execution

You will learn how the course is structured, what aspects of a project to track, and how to track them. You will also learn how to effectively manage changes, dependencies, and risks and how to communicate critical risks to stakeholders.



6 hours to complete



12 videos , 8 readings, 6 quizzes

See Less



12 videos

Introduction to Course 4

The importance of tracking

Common items to track

Different tracking methods

Belinda: tracking and managing a budget

Pranjal: Managing multiple tracks

Why risks and changes occur

Identifying and tracking dependencies

Techniques to help manage risks

Escalating issues

Communicating changes to the team

Wrap-up



8 readings

Course 4 overview

Helpful resources to get started

Choose the right tracking method for your project

Project status reports

Activity Exemplar: Build and explain a project status report

Case study: Using risk management tools

Activity Exemplar: Put together a ROAM analysis

Writing an effective escalation email



5 practice exercises

Activity: Build and explain a project status report

Test your knowledge: Project tracking

Test your knowledge: Dependencies

Activity: Put together a ROAM analysis

Weekly challenge 1

WEEK 2

Quality management and continuous improvement

You will learn how to manage quality using various techniques. You will learn how to effectively communicate with customers and different ways to measure customer satisfaction. You will also explore continuous improvement and process improvement techniques and how to conduct a retrospective during the project to improve processes.



4 hours to complete



14 videos , 3 readings, 5 quizzes

See Less



14 videos

Introduction: Quality management and continuous improvement

Key quality management concepts

Fostering customer relationships with communication skills

Measuring customer satisfaction

Ensuring accessibility during feedback collection

Sue: The importance of understanding customer needs

Continuous improvement and process improvement

Data-driven improvement frameworks

Differentiating projects from programs

Jacob: Cultivating a continuous improvement mindset

The purpose of a retrospective

Conducting a retrospective

Gernot: Using retrospectives to get back on track

Wrap-up



3 readings

Recap: Quality management concepts

User acceptance testing: Goals, best practices, and management

Retrospective Template



5 practice exercises

Test your knowledge: Quality management

Test your knowledge: Compile feedback to measure satisfaction

Test your knowledge: Continuous improvement

Test your knowledge: Retrospectives

Weekly challenge 2

WEEK 3

Data-informed decision-making

You will learn the value of gathering data, how to prioritize data to meet project needs, and how to use data to inform your decision-making. You will also learn how to explain your project data to stakeholders and team members using effective visuals and presentation techniques.



4 hours to complete



10 videos , 6 readings, 4 quizzes

See Less



10 videos

Introduction: Data-informed decision-making

The value of data

Common types of project data

Discerning important data

Using data analysis to inform decisions

Presenting data to tell a project's story

Data visualization tools

Effective presentation techniques

Making presentations accessible

Wrap-up



6 readings

Common data metrics for project management

Data ethics considerations

The six steps of data analysis

Different ways to visualize data

Preparing an effective presentation

Activity Exemplar: Create a presentation



4 practice exercises

Test your knowledge: Prioritizing and analyzing data

Test your knowledge: Presenting and visualizing data

Activity: Create a presentation

Weekly challenge 3

WEEK 4

Leadership and influencing skills

You will learn the factors that influence team effectiveness, the stages of team development, and how to manage team dynamics. You will discover how to create an ethical and inclusive environment in which high-functioning teams work together to achieve project goals. You will also explore how to use different techniques and sources of power to influence others.



4 hours to complete



12 videos , 3 readings, 5 quizzes

See Less



12 videos

Introduction: Leadership and influencing skills

The necessity of project teamwork

The factors that impact team effectiveness

Leading high-functioning teams

Emilio: Learning to lead

Team development and managing team dynamics

Rowena: Delegating the details

Ethical and inclusive leadership

Steps to effective influencing

Using sources of power to influence

Chris: Influencing others by demonstrating project impact

Wrap-up



3 readings

Providing "air cover" to your team

A framework for ethical decision-making

Creating an effective influencing statement



5 practice exercises

Test your knowledge: Effective teams

Test your knowledge: Managing team development and dynamics

Reflection: Effective influencing

Reflection: Positive influence statements

Weekly challenge 4

WEEK 5

Effective project communication

You will learn what tools provide effective project team communication, how to organize and facilitate meetings to ensure project success, and how to effectively communicate project status updates to project stakeholders and team members.



4 hours to complete



6 videos , 3 readings, 4 quizzes

See Less



6 videos

Introduction: Effective project communication

Communicating in different ways

Common communication tools

How to organize effective meetings

Common types of project meetings

Wrap-up



3 readings

Principles of effective email writing

Facilitating inclusive and accessible meetings

Checklist for productive meetings



3 practice exercises

Test your knowledge: Project communication

Test your knowledge: Effective meetings

Weekly challenge 5

WEEK 6

Closing a project

You will learn how to determine when a project is finished and why closing a project is important. You will examine the steps of the closing process and how to create and share project closing documentation.



4 hours to complete



7 videos , 5 readings, 3 quizzes

See Less



7 videos

Introduction: Closing a project

The importance of project closure

The closing process for clients and stakeholders

The closing process for the team

Sarah: Why I love retrospectives

The closing process for the project manager

Course wrap-up



5 readings

Case study: The impact of skipping project closure steps

Demonstrating project impact to stakeholders

Activity Exemplar: Create a project closeout report

Course 4 glossary

Getting started on Course 5



3 practice exercises

Test your knowledge: Closing a project

Activity: Create a project closeout report

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Top Reviews



☆☆☆☆ By NN • MAR 9TH 2022

facilitators for this whole programme have presented this so well, I would recommend the course to anyone wanting to start a career in project management as I believe they will be set up for success.

★★★★★ By AN • SEP 4TH 2022

Every part of this training suprises me. All modules I have taken are thorough, insightful and detailed to help anyone in or looking to get into project managment. Well done Google and thank you!

☆☆☆☆☆ By AB • MAY 4TH 2023

Great course, I agree this is beginner level for me and easy to follow and relate in my current role. I have a basic understanding and knowledge of the content, now I need experience applying it.



This was quite an insightful chapter. The resource personnel was clear and was able to educate me and pique my interest to study more. Well done and thanks so much for putting this together

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