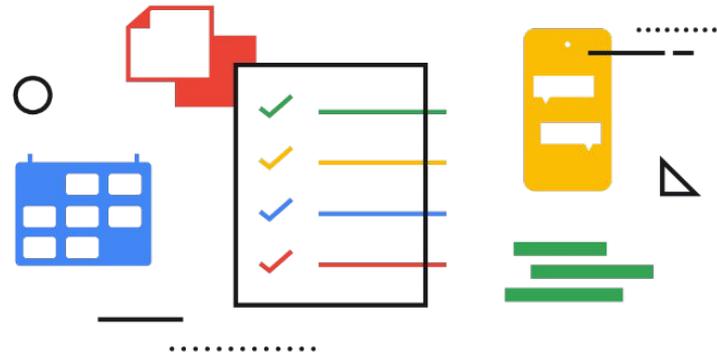


# Google Project Management Certificate



Key Competencies & Job Mapping

## Developing talent for in-demand jobs

Nearly two-thirds of all new jobs created since 2010 require either high- or medium-level digital skills,<sup>1</sup> but 1 in 3 American workers have very limited or no digital skills.<sup>2</sup> To help bridge that gap, we've trained more than 8 million Americans on digital skills to date and invested in building tools and trainings to help create pathways to high-quality jobs.

Google Career Certificates provide job seekers with access to more than 1.5 million in-demand jobs<sup>3</sup> across the fields of data analytics, digital marketing & e-commerce, IT support, project management, and user experience (UX) design. These certificates are taught and developed by Google employees working in these fields; they are hands-on, practical, and rigorous. The certificates can be completed in under six months part-time.

### GOOGLE PROJECT MANAGEMENT CERTIFICATE

The Google Project Management Certificate is designed to prepare learners for entry-level roles in project management.

Industry experts - like the Project Management Institute and Scrum.org - collaborated with us by offering resources, feedback, and beta testing the certificate content.

# 479K+

in-demand job openings  
in project management<sup>4</sup>

# 75%

of Google Career Certificate  
graduates report an  
improvement in their career  
trajectory (e.g. new job or  
career, promotion or raise)  
within 6 months of certificate  
completion<sup>5</sup>

### THE GOOGLE PROJECT MANAGEMENT CERTIFICATE PREPARES LEARNERS FOR IN-DEMAND JOBS SUCH AS:

- Project manager
- Project coordinator
- Project assistant
- Operations manager
- Operations associate
- Program manager
- Scrum Master
- Project associate
- Project analyst
- Project administrator
- Technical project manager

<sup>1</sup> Brookings, 2017

<sup>2</sup> National Skills Coalition, 2020

<sup>3</sup> Burning Glass Labor Insight: Feb. 1, 2021 - Jan. 31, 2022, U.S.

<sup>4</sup> Burning Glass Labor Insight, February 1, 2021- January 31, 2022, U.S.

<sup>5</sup> Program graduate survey responses, U.S., 2021

# Program overview

Upon completing the **Google Project Management Certificate**, program graduates will:

- Know how to manage and run agile and traditional projects & programs from initiation to completion.
- Possess a toolbox of templates and artifacts to manage an array of scenarios and essential elements (e.g. schedules, budgets, requirements, etc.).
- Understand organizational structure, business processes, effective communication and leadership styles.

Certificate graduates qualify for over 100 hours of project management education that apply directly to requirements for globally-recognized PMI credentials, like the Certified Associate in Project Management (CAPM)<sup>®</sup> certification, at a discounted price.



Team management



Scheduling



Negotiating



Budget management



Customer service



Presenting

## Course 1

Foundations of Project Management

## Course 2

Project Initiation: Starting a Successful Project

## Course 3

Project Planning: Putting It All Together

## Course 4

Project Execution: Running the Project

## Course 5

Agile Project Management

## Course 6

Capstone: Applying Project Management in the Real World

### CONTENT BREAKDOWN:



285

Videos



152

Readings



245

Quizzes



89

Hands-on Exercises



32

Discussion Prompts

# Course 1 — Foundations of Project Management

In this course, we cover foundational project management terminology and learners gain a deeper understanding of the role and responsibilities of a project manager. We also introduce the kinds of jobs learners might pursue after completing this program.

## By the end of this course, learners will be able to:

- Define project management and describe what constitutes a project.
- Explore project management roles and responsibilities across a variety of industries.
- Detail the core skills that help a project manager be successful.
- Describe the life cycle of a project and explain the significance of each phase.
- Compare different program management methodologies and approaches and determine which is most effective for a given project.
- Define organizational structure and culture and explain how it impacts project management.
- Define change management and describe the role of the project manager in the process.

## SKILLS ACQUIRED:

- ❑ Organizational culture
- ❑ Career development
- ❑ Strategic thinking
- ❑ Change management
- ❑ Project management

## TOPICS:

- ★ Embarking on a career in project management
- ★ Becoming an effective project manager
- ★ The project management life cycle and methodologies
- ★ Organizational structure and culture

## CONTENT BREAKDOWN:

	38	Videos
	24	Readings
	32	Quizzes
	6	Hands-on Exercises
	6	Discussion Prompts

# Course 2 — Project Initiation: Starting a Successful Project

This course will demonstrate how to set a project up for success in the first phase of the project life cycle: the project initiation phase. In exploring the key components of this phase, we cover how to define and manage project goals, deliverables, scope, and success criteria. We also teach how to use tools and templates like stakeholder analysis grids and project charters to help set project expectations and communicate roles and responsibilities.

## By the end of this course, learners will be able to:

- Understand the significance of the project initiation phase of the project life cycle.
- Describe the key components of the project initiation phase.
- Determine a project's benefits and costs.
- Define and create measurable project goals and deliverables.
- Define project scope and differentiate among tasks that are in-scope and out-of-scope.
- Understand how to manage scope creep to avoid impacting project goals.
- Define and measure a project's success criteria.
- Complete a stakeholder analysis and explain its significance.
- Utilize RACI charts to define and communicate project team member responsibilities.
- Understand the key components of project charters and develop a project charter for project initiation.
- Evaluate various project management tools to meet project needs.

## SKILLS ACQUIRED:

- ☐ Stakeholder management
- ☐ Strategic thinking
- ☐ Business writing
- ☐ Project management
- ☐ Project charter

## TOPICS:

- ★ Fundamentals of project initiation
- ★ Defining project goals, scope, and success criteria
- ★ Working effectively with stakeholders
- ★ Utilizing resources and tools for project success

## CONTENT BREAKDOWN:

	35	Videos
	27	Readings
	28	Quizzes
	11	Hands-on Exercises
	4	Discussion Prompts

# Course 3 — Project Planning: Putting It All Together

In this course, we explore how to map out a project in the second phase of the project life cycle: the project planning phase. We examine the key components of a project plan, how to make accurate time estimates, and how to set milestones. Next, we teach how to build and manage a budget and how the procurement processes work. Then, we cover discover tools that can help identify and manage different types of risk and how to use a risk management plan to communicate and resolve risks. Finally, we explore how to draft and manage a communication plan and how to organize project documentation.

## By the end of this course, learners will be able to:

- Describe the components of the project planning phase and their significance.
- Explain why milestones are important and how to set them.
- Make accurate time estimates and describe techniques for acquiring them from team members.
- Identify tools and best practices to build a project plan and risk management plan.
- Describe how to estimate, track, and maintain a budget.
- Explain the procurement process and identify key procurement documentation.
- Draft a communication plan and explain how to manage it.
- Explain why milestones are important and how to set them.
- Explain why a project plan is necessary and what components it contains.
- Make accurate time estimates and describe techniques for acquiring them from team members.

## SKILLS ACQUIRED:

- Project planning
- Strategic thinking
- Risk management
- Task estimation
- Procurement

## TOPICS:

- ★ Beginning the planning phase
- ★ Building a project plan
- ★ Managing budgeting and procurement
- ★ Managing risks effectively
- ★ Organizing communication and documentation

## CONTENT BREAKDOWN:

	49	Videos
	32	Readings
	43	Quizzes
	15	Hands-on Exercises
	6	Discussion Prompts

# Course 4 — Project Execution: Running the Project

This course delves into the execution and closing phases of the project life cycle. We cover project tracking and how to effectively manage and communicate changes, dependencies, and risks. We explore how to measure customer satisfaction and implement process improvement techniques. Next, we teach data prioritization, how it can inform decision-making, and how to effectively present findings. We also cover team development and explore tools that help facilitate team communication, organize and facilitate meetings, and effectively communicate project updates. Finally, we cover the project closing process and how to create and share closing project documentation.

## By the end of this course, learners will be able to:

- Identify what to track in a project & compare varying methods.
- Discuss how to effectively manage and communicate changes, dependencies, and risks.
- Explain key quality management concepts of quality standards, quality planning, quality assurance, and quality control.
- Create continuous improvement and process improvement and describe how to measure customer satisfaction.
- Explain the purpose of and conduct a retrospective
- Demonstrate how to prioritize and analyze data and how to communicate a project's data-informed story.
- Identify tools that provide effective team communication and explore best practices for communicating project updates.
- Describe the steps of the closing process for stakeholders, the project team, and project managers.

## SKILLS ACQUIRED:

- Quality management
- Strategic thinking
- Project execution
- Risk management
- Project management

## TOPICS:

- ★ Introduction to project execution
- ★ Quality management and continuous improvement
- ★ Data-informed decision-making
- ★ Leadership and influencing skills
- ★ Effective project communication
- ★ Closing a project

## CONTENT BREAKDOWN:

	61	Videos
	25	Readings
	54	Quizzes
	13	Hands-on Exercises
	4	Discussion Prompts

# Course 5 — Agile Project Management

This course explores the history, approach, and philosophy of Agile project management, including the Scrum framework. We cover how to differentiate and blend Agile and other project management approaches. We explore Scrum pillars and values and compare essential Scrum team roles. We address how to build, manage, and refine a product backlog, implement Agile's value-driven delivery strategies, and define a value roadmap. We also teach strategies to effectively organize the five important Scrum events for a Scrum team, how to introduce an Agile or Scrum approach to an organization, and how to coach an Agile team. Finally, we cover how to search for and land opportunities in Agile roles.

## By the end of this course, learners will be able to:

- Explain the Agile project management approach and philosophy, including values and principles.
- Explain the pillars of Scrum and how they support Scrum values.
- Identify and compare the essential roles in a Scrum team and what makes them effective.
- Build and manage a Product Backlog and perform Backlog Refinement.
- Describe the five important Scrum events and how to set up each event for a Scrum team.
- Implement Agile's value-driven delivery strategies and define a value roadmap.
- Explain how to coach an Agile team and overcome challenges.
- Conduct a job search for an Agile role and learn how to succeed in an interview.

## SKILLS ACQUIRED:

- ❑ Coaching
- ❑ Influencing
- ❑ Agile management
- ❑ Problem solving
- ❑ Scrum

## TOPICS:

- ★ The fundamentals of Agile
- ★ Scrum 101
- ★ Implementing scrum
- ★ Applying Agile in the organization

## CONTENT BREAKDOWN:

	51	Videos
	27	Readings
	46	Quizzes
	15	Hands-on Exercises
	6	Discussion Prompts

# Course 6 — Capstone: Applying Project Management in the Real World

In this course, learners “observe” a project manager in a real-world scenario and complete dozens of hands-on activities. They develop a portfolio of project management artifacts that will demonstrate the skills they have learned throughout the entire program, such as their ability to manage stakeholders and teams, organize plans, and communicate project details. These artifacts exhibit their career readiness when applying for jobs in the field. To further prepare for interviewing for project management jobs, learners reflect on past projects, develop an “elevator pitch,” and practice common interview questions.

## By the end of this course, learners will be able to:

- 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 their project’s impact through effective reporting.

## SKILLS ACQUIRED:

- Quality management
- Stakeholder management
- Problem solving
- Effective communication
- Project management

## TOPICS:

- ★ Initiating a project
- ★ Building out a project plan
- ★ Maintaining quality
- ★ Effective stakeholder communication

## CONTENT BREAKDOWN:

	51	Videos
	42	Readings
	29	Quizzes
	29	Hands-on Exercises
	6	Discussion Prompts