

Certificate in Project Management

Program Handbook



**DALHOUSIE
UNIVERSITY**

College of
Continuing Education



THE UNIVERSITY OF BRITISH COLUMBIA

Extended Learning

Contact Information

Certificate in Project Management

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This program handbook is current as of August 2019. Note that future editions of this program handbook may contain changes to program requirements and policies that supersede those outlined in this handbook, except where participants are notified otherwise.

Contents

Program Overview	4
Program History	4
Program Approach	5
Who Should Take This Program?	5
Program Benefits	5
Program Format	6
Curriculum.....	7
Project Management Processes	7
Program Completion Requirements	8
Assessment Methods	9
Team Work and Peer Evaluations	9
Program and Admission Information.....	10
Admission Information	10
Application Process	10
Session Start Dates.....	10
Application Form.....	10
Evaluation of Applications	11
Program Fees	11
Books.....	11
Program Policies	11
Administration	15
Instructors.....	15
Application Form.....	16

Program Overview

Increasingly, today's leading companies need project management specialists capable of delivering mission-critical work on time and on budget. A solid understanding of sound project management techniques and processes and the confidence to apply them appropriately are essential to project success.

The Certificate in Project Management is tailored to address the learning needs of experienced project managers facing new challenges and novice managers leading their first project. The curriculum is focused on providing participants with the knowledge and skills they need to excel as project managers and is compatible with the project management industry standard set by the Project Management Institute (PMI).

The Certificate in Project Management is delivered 100% online – allowing participants flexibility to complete a program best suited to their learning needs. It offers a well-rounded educational experience with a combination of tutorials, readings, discussions, case studies, assignments and projects.

Program History

The Certificate in Project Management was developed in response to an identified need among aspiring project managers and experienced project managers to develop and enhance new skills. It offers a formal education program with opportunities to apply lessons learned in practical situations. In collaboration with professionals in the project management field, the program was developed to fill a niche not currently served by other project management programs.

In 2006, the Certificate in Project Management won a Program Excellence Award from the Canadian Association of University Continuing Education, a professional association with the mandate to enlarge the scope and opportunity for adult education in Canada.

Dalhousie University, College of Continuing Education, formed a partnership with UBC Continuing Studies and the Sauder School of Business in the summer of 2007 for the delivery of the Certificate in Project Management in Eastern Canada.

Program Approach

The program reflects the reality faced by today's project managers by tying together concepts and practices from every aspect of the project management processes. This program provides you with a core curriculum of modules that mirror real-world projects. Different emphases are provided, from focusing on working within teams to applying specialized concepts to real work situations.

The program is designed so that as each module is completed, a foundation is established upon which each subsequent module will build. This progression ensures that participants emerge with the theoretical knowledge and practical skills that are critical in today's workplace. As participants move through the various modules of the program, they develop a greater understanding of the full breadth of project management.

Who Should Take This Program?

The program is designed for aspiring and experienced project managers, as well as project leaders and team members wanting to expand their knowledge and skills in planning, participating and/or executing projects. The program is relevant to a variety of industries including the high-tech, corporate, education, government and small business sectors.

Program participants must have, at minimum, a high school diploma, three years of work experience or a combination of relevant work experience and education, and fluency in the English language before entering the program. While work experience is not strictly interpreted as project management experience, some experience in this area is encouraged.

Program Benefits

The program offers unique advantages to participants who want to strengthen existing competencies and add new tools and techniques to their skill-set in order to enhance their professional expertise and provide value to companies and clients. The program helps you:

- fast-forward your career with industry standard project management skills and techniques
- become project management leaders within their industry, ensuring timely and cost-effective completion of critical projects
- transition from project specialist to project leaders in high-functioning teams
- enhance performance and contributions to the organization's bottom-line

Program Format

The following table provides an overview of the 100% online Certificate in Project Management. Visit www.dal.ca/cce for current schedules, application deadlines, and more details on the program. Curriculum may be subject to change.

100% Online Program	
Format & Curriculum	<p>Created for those who want a flexible learning environment, the curriculum is presented in five 100% online courses each delivered over a six to eight-week period. The online program includes tutorials, exercises, case studies and individual team assignments and projects.</p> <p>Courses include:</p> <ul style="list-style-type: none"> • Project Management Fundamentals • Structured Project Management • Leading from the Middle • Agile Project Management • Applied Project Management
Meets PMI Standards	Yes
Duration of Program	Program requirements must be completed within two years

Curriculum

The Certificate in Project Management is based on the Project Management Institute (PMI) Body of Knowledge. The program offers an in-depth understanding of project management and assists participants to develop practical skills by learning current leading-edge practices and tools.

Participants are encouraged to refer to the Project Management web site at www.dal.ca/cce for current program times, dates and descriptions.

The curriculum that comprises the certificate program will change over time to reflect the needs of participants, developments in the profession and the availability of resources.

Project Management Processes

Following is a list and description of the 5 project management process groups covered in the program:

- Initiating Process
- Planning Process
- Executing Process
- Monitoring and Controlling Process
- Closing Process

Initiating Process

Explore project management methodologies, project life cycles, phases and alternative work-breakdown structures. Participants also examine processes repeated throughout a project life cycle, plan development, project execution and continuous change control.

Planning Process

Project planning processes involves clarifying and refining the objectives and the scope in as much detail as possible to develop a comprehensive project management plan. It also involves establishing the team, and planning all of the activities necessary to achieve the objectives and the scope. Planning processes include, among others, scope planning and definition, scheduling, budgeting, risk planning, communications planning and quality planning.

Executing Process

Project execution involves carrying out the project plan by performing the activities included therein. The majority of work on most projects is applied during the executing processes. During this activity, the project manager must apply leadership, team development, communications and negotiation skills to ensure that the work is performed as planned. The intent of this module is to determine the project manager's responsibilities during project execution and to explore some of the behavioural management skills required by project managers to be successful.

Monitoring and Control Process

Project control involves measuring the progress of the project toward achieving the project objectives and evaluating the remaining requirements for their completion. To effectively control the project, it is crucial to take action. Remember that project management should be proactive, this means correcting for negative trends before they get out of control, and leveraging positive trends as they emerge. The focus of this module is to explore project monitoring and controlling activities that will help project managers achieve the project objectives successfully.

Closing Process

Project closing is the last phase in the project life cycle, in which the results are verified and accepted, and the project is transitioned to operations or sustainment. The primary purpose of closing processes is to ensure that project objectives were achieved and that the results of the project met the requirements. Another important reason for closing projects properly, is that this process creates an opportunity for learning from the project and sharing this learning with stakeholders for continuous organizational improvements. The focus of this module is on the administrative and financial closing processes.

Program Completion Requirements

Once admitted into the Certificate in Project Management, participants must complete all requirements for graduation within the specified program duration timeframe. The most current information on program requirements is available at www.dal.ca/cce.

Assessment Methods

Program participants are assessed according to University assessment guidelines to ensure successful acquisition of skills and concepts. Assessment is based on attendance and participation, assignments, peer evaluations, presentations and projects if applicable.

Team Work and Peer Evaluations

Projects are inherently team based activities. The ability to work with others in a cooperative and collaborative way is one of the keys to successful project management. To reflect this reality the program includes a team project. Spread over the duration of the Applied Project Management course, the project allows students to work in teams while exercising the skills learned in the program. To promote effective team work and to allow course participants to develop their team working skills, team members enter into a “team agreement” that specifies the terms of reference within which the team will function.

Graduation Criteria

To be granted the Certificate in Project Management, participants must successfully complete required coursework and demonstrate competency in project management by earning a minimum passing grade 60% on each of the five courses.

In a typical educational program, students are obligated to make up for incomplete or failed assignments in a course by retaking the course on their own time at their own expense. As such, in the case of incomplete or failed assignments, individual accommodations may be made by the Program Director for a make-up assignment, project, exam or course. However, in keeping with standard academic practice, students will be required to cover expenses for any additional coursework, supervision or assessment involved.

Program and Admission Information

Admission Information

The Certificate in Project Management has a formal admissions procedure to ensure quality education and student support services. The admissions process also helps to ensure that the needs, intentions, and expectations of participants are adequately matched to the program's objectives and capabilities.

Application Process

A limited number of applicants are admitted to the Certificate in Project Management. Information on application forms and supporting documents should be as thorough as possible so that the admissions committee will have sufficient information to base their decision. Meeting minimum requirements does not ensure admission to the program.

To apply:

- choose a program start date
- complete the application form
- submit the supporting documents for evaluation
- upon acceptance, submit required fees.

Applications accepted on an ongoing basis.

Session Start Dates

Program start dates and admission procedures are online at www.dal.ca/cce.

Application Form

Complete the online application form, which is available at www.dal.ca/cce, or complete the application form at the back of this handbook. In addition to the application form, you should also provide the following documents to support your application:

- a one-page letter of intent that specifies your goals and objectives for taking the program
- a résumé or curriculum vitae documenting your educational achievements and relevant work or volunteer experience.

Evaluation of Applications

An admissions committee reviews all applications. Individuals are advised in writing whether they have been accepted into the program.

Program Fees

Participants should be aware that in some cases textbooks and materials related to courses may constitute an additional cost to the fees outlined below. Fees may be subject to change.

Program Fees	The total registration fee for the program is \$6,995 CAD (\$1,250-\$1,995 CAD for each course).
Payment Options	All course fees are paid on a course-by-course basis. Visit: www.dal.ca/cce for more details on the current schedule and individual course costs.

Books

[Books for the Project Management Online courses](#) are not included in the tuition fees. Students are responsible for purchasing their own books from either online book sellers, local book stores or online publishers. Books are mandatory in order to complete online assignments and readings.

Program Policies

The policies in this section apply to participants enrolled in the Certificate in Project Management.

Changes to Curriculum

The courses that comprise the Certificate in Project Management will change over time to reflect the needs of participants, developments in the field of project management, and the availability and best use of resources.

As certificate programs evolve, the following guidelines apply to minor changes:

- as the curriculum changes over time, participants are expected to complete the overall requirements that were mandatory at the date of their acceptance into the program

- participants who have completed courses that are subsequently removed from the program curriculum will receive credit for those courses.

In the event of a major program change, participants will be notified of options for completing under old or new program requirements.

Extensions

Under exceptional circumstances, extensions may be granted. To apply for an extension, please contact the Program Director at 902-494-3247.

Limited Enrolment

A limited number of applicants are admitted to the Certificate in Project Management. This number can vary depending on the availability of instructors and teaching facilities. Meeting minimum requirements does not ensure admission to the program.

Availability of Courses

Course schedule and course contents are reviewed regularly to respond to participants' needs, changing technologies and availability of facilities.

Prior Learning Assessment/Advanced Standing

We are unable to accommodate requests for prior learning assessment, course substitution or advanced standing.

Academic Integrity

Dalhousie University College of Continuing Education, takes academic misconduct in the form of cheating and plagiarism seriously and such activities are not tolerated. Students found cheating or plagiarizing will meet stiff penalties which may include dismissal from the program or course with a failing grade with no refund of tuition fees. For additional information about cheating and

plagiarism policies, please read the Dalhousie policy on academic misconduct at <http://plagiarism.dal.ca>.

Professional Conduct

The special nature of our programs obligates Dalhousie University College of Continuing Education, to foster a learning environment that respects the diversity of individuals, but also applies standards and ethics in keeping with a professional, adult workplace. Our goal is to make programs a positive learning experience. Therefore, students in our programs are expected to conduct themselves in accordance with professional standards of behaviour, respect and scholarly integrity. The ability to work respectfully in a team environment and specifically with other students, instructors and staff is essential and will be assessed in one or more aspects of the program.

In addition, the Senate of the University may require a student to withdraw from the University at any time for unsatisfactory conduct, for failure to abide by regulations, for unsatisfactory progress in a program of studies or training, or for any other reason which is deemed to show that withdrawal is in the interests of the student and/or the University. In such cases there will be no refund of tuition.

Use of Information Technology

Participants must abide by the Dalhousie University Computing and Information Technology Policies. For details, see <http://www.its.dal.ca/policies>.

Computer Access

It is expected that participants of this program have a computer with high speed Internet access and a printer at home. It is also expected that participants have the latest version of a reputable antivirus software program installed on their computer. This is to protect the computer security of students and instructors who will be communicating with you digitally throughout the program.

Taking Courses Prior to Applying to the Program

Participants may take one online course before making a formal application to the program. This will help participants decide if the Certificate in Project Management program is the appropriate professional development program for them. In order to apply the credit for the course toward the certificate, participants must have successfully completed the required course assignments.

Cancellation Policy

If a withdrawal is made up to 10 business days prior to the start of the course, the full fee will be refunded. If a refund is requested after that date, a 20% administration cost will be deducted. **If a withdrawal is made less than 3 business days prior to the start date no refund will be issued. Written notice is required.**

You may substitute another to attend at no additional charge. If the course is cancelled for any reason, we will contact the registrants and provide a full refund. Dalhousie's liability is limited to the return of the registration fee only.

Administration

Dalhousie University College of Continuing Education, presents the Certificate in Project Management in partnership with UBC Continuing Studies and Executive Education, Sauder School of Business. All of these groups recognize the need for skilled project managers and are committed to delivering a program that graduates innovative leaders in this field.

Instructors

The instructors and online tutors have been selected to provide a balance of academic instruction and real-world experience, and they ensure that the program is comprehensive and dynamic. Our instructors/online tutors not only know project management because they work in the field, they also know how to effectively communicate their knowledge to participants. Our teaching staff includes instructors and online tutors who work as independent consultants or as full-time staff in companies that practice project management.

Application Form

Applicants should read and thoroughly understand the Program Handbook before applying to the program. Payment of the \$200 administration fee (100% online program) is required upon acceptance into the program.

Applicants must complete either the online application form (<http://www.dal.ca/faculty/cce/programs/project-management/project-management-certificate-program-online/application-form.html>) or paper-based form thoroughly so that the admissions committee has sufficient information on which to base their decision. In addition to filling out an application form, ensure you include the following with your application:

- a résumé or curriculum vitae documenting education achievements and recent work and volunteer experience, including the names and phone numbers of three references
- a brief word-processed letter of intent that specifies your goals, interests, program expectations and describes your level of computer knowledge and experience.

Mode of Study:

- 100% Online Program

SESSION START DATE: _____

NAME

TODAY'S DATE

HOME ADDRESS

CITY

PROVINCE/STATE

COUNTRY

POSTAL/ZIP CODE

WORK ADDRESS

CITY

PROVINCE/STATE

COUNTRY

POSTAL/ZIP CODE

TELEPHONE (DAY)

FAX

EMAIL

Educational Background

a. List all degree(s), diplomas, certificates, and other formal or informal courses of study/qualifications you consider relevant to your application. Applicants may be requested to provide a copy of post-secondary transcripts, diplomas or degrees.

DEGREE/CERTIFICATE/DIPLOMA

INSTITUTION

YEAR COMPLETED

DEGREE/CERTIFICATE/DIPLOMA

INSTITUTION

YEAR COMPLETED

b. List all project-management or management-related courses in which you are currently enrolled or have completed in the last three years (use additional page if needed).

INSTITUTION

COURSE NAME

YEAR COMPLETED

INSTITUTION

COURSE NAME

YEAR COMPLETED

Work Experience

Give details about your current work experience or attach a résumé if preferred.

NATURE OF ACTIVITY

COMPANY/ORGANIZATION

YEAR(S)

NATURE OF ACTIVITY

COMPANY/ORGANIZATION

YEAR(S)

Letter of Intent

In a separate letter of intent, define your interests, program expectations and the goals you expect to achieve upon completion of the program. Please also comment on your level of computer literacy and familiarity with the Internet. Maximum of 500 words.

References

List the names and phone numbers of three academic or professional references, and include their affiliation to you.

NAME AFFILIATION TELEPHONE

NAME AFFILIATION TELEPHONE

NAME AFFILIATION TELEPHONE

Send this form and all supporting documents to:

**Dalhousie University
College of Continuing Education
2201 – 1459 LeMarchant Street
Halifax, NS B3H 4R2**



**Fax: 902-494-3662
Email: conted@dal.ca
Web: www.dal.ca/cce**



We Respect Your Privacy

Your contact information is maintained on our mailing list and is used to send you Dalhousie University College of Continuing Education program brochures and other communications regarding upcoming courses and events that may be of interest to you. Your information will not be released to others.

Please check here if you **do not** wish to be on:

- mailing list (if this box is checked, you will not be mailed our course brochures)
- email list