



PARTICIPANT'S GUIDE

TABLE OF CONTENTS

PARTICIPANT'S GUIDE	1
GENERAL FEATURES OF THE COURSE.....	2
1. DESCRIPTION.....	2
2. PARTICIPANT PROFILE.....	2
3. COURSE'S REGISTER MODES.....	2
4. DURATION AND COURSE DEDICATION	3
4.1 IMPORTANT DATES	3
5. IMPORTANT CONSIDERATIONS	5
6. LEARNING GOALS.....	5
7. CONTENT STRUCTURE AND SPECIFIC LEARNING GOALS	5
8. METHODOLOGY	13
8.1 LEARNING RESOURCES.....	13
8.2 EVALUATION CRITERIA.....	14
9. INSTRUCTORS.....	14
10. PARTICIPANT SUPPORT SERVICES	15
10.1 EDX HELP CENTER	15
10.2 PARTICIPANT SUPPORT	15
11. GENERAL POLICIES	15
11.1 IDBX ACCESSIBILITY POLICY	15
11.2 ACADEMIC INTEGRITY POLICY	15
11.3 PRIVACY POLICY.....	16
11.4 LATE DELIVERY POLICY.....	16

GENERAL FEATURES OF THE COURSE

1. DESCRIPTION

We welcome you to the course entitled *PROJECT MANAGEMENT FOR DEVELOPMENT* offered by the Inter-American Development Bank (IDB) through the edX edge platform.

One of the challenges faced every day by public organizations, nongovernmental organizations, development agencies, and other stakeholders that promote economic and social development in Latin America and the Caribbean is transforming proposals into concrete realities that improve society's well-being and ensure that these results are obtained within the time frames and resources available.

This course introduces concepts and tools that can be applied to project management and can generate material changes toward meeting expected objectives. Therefore, this Massive Open Online Course (MOOC) seeks to strengthen the management of development projects in the region, so that they are executed efficiently and effectively.

Course contents are aligned with the guidelines and standards of best project management practices presented in A Guide to the Project Management Body of Knowledge, Sixth Edition, 2017, of the Project Management Institute (PMI)[®]. The conceptual basis of this course is the Project Management for Results (PM4R) methodology, developed by the IDB's Inter-American Institute for Economic and Social Development (INDES), which is accredited as a PMI[®] Registered Education Provider (R.E.P.). The PM4R methodology adapts international best practices to development project management.

The course includes case studies that help understand key project management concepts and tools; explanations by experts with extensive experience in the subject, and who are Project Management Professionals (PMPs), certified by PMI[®]; discussion forums; and selected readings, among other activities.

2. PARTICIPANT PROFILE

This course is aimed at professionals who are involved in project management. These include professionals from the public sector, non-governmental organizations, or development agencies.

The course is provided free of charge for all students.

3. COURSE'S REGISTER MODES

The course is free, consists of 9 content modules plus introduction and closure and is composed of animated videos, instructional, readings, exercises, activities and questionnaires. Remember that you can take the course under one of the following modalities:

- **Audit track:** Having limited and free access to the course material. With this option you will not get a verified certification at the end of the course and you will not have access to the graded assessment questionnaires.

- **Verified Certificate:** in this option you can obtain an official certificate issued by the IDB and edX that you can share on your CV and on LinkedIn.

Throughout the course, you will be informed when your access expires. Take the opportunity to review or download the materials of your interest before that day. Remember to check the customized schedule in this [link](#).

To obtain the verified certificate of the course, you must meet **three** conditions:

1. Pass the course, obtaining at least 65% of the total points.
2. Pay \$ 49 dollars, which is the minimum cost of issuing certificates that edX establishes
3. Complete identity verification in edX undergo [identity verification in edX](#).

If you wish to obtain the certificate of the course, you must opt for the verified certificate mode.

Also, if you registered yourself as an audit track without a certificate and decide to obtain it, you can change the modality by making the respective payment. Review the dates and complete the graded assignments required to earn the certificate. Edx has [financial assistance](#) for students who need it. If you opt for this alternative, you can download [the tutorial with the steps to obtain the verified certificate](#).

4. DURATION AND COURSE DEDICATION

This course is "self-paced", we estimate that you should dedicate around 30 hours to complete all the course's activities, including the graded evaluation activities.

Remember that if you opted to take the course in the audit track mode, you will have free access to the course material, including videos, lectures, fora, additional resources, and non-scored practical exercises. However, you will not have access to the scored evaluation questionnaires.

- If you opt for the **Audit track**, you can complete the course during one week from the day you subscribed. (If there is less than one week until the end of the course when you enrolled to it, you will have the time left until the course ends).
- If you opt for the **Verified track**, you can access the course until the closing date, (**Jan 28th, 2022**) and will have unlimited access to the course content.

4.1 IMPORTANT DATES

The most important dates you should keep in mind are the following

- January 28th, 2021: course becomes available
- January 19th, 2022: deadline to apply for the verified certificate
- January 28th, 2022: end of the available period and the course becomes archived.

Remember to check the personalized schedule in the [first page](#) of the course or the right or in the tab "[dates](#)".

- **Thu, Jan 28, 2021**
Course Starts
- **Mon, Feb 8, 2021** Due next
Quizzes (sobre videos y lecturas): [1.1 Module 1 - Project Charter](#)
- **Sun, Feb 14, 2021**
Quizzes (sobre videos y lecturas): [2.1 Module 2: Scope Planning Tool](#)
- **Thu, Feb 18, 2021**
Upgrade to Verified Certificate
Don't miss the opportunity to highlight your new knowledge and skills by earning a verified certificate.
- **Sat, Feb 20, 2021**
Quizzes (sobre videos y lecturas): [3.1 Module 3: Time Management Tool \(Schedule\)](#)
- **Fri, Feb 26, 2021**
Quizzes (sobre videos y lecturas): [4.1 Module 4 - Cost Management Tool \(S-Curve\)](#)
- **Thu, Mar 4, 2021**
Quizzes (sobre videos y lecturas): [5.1 Module 5 - Procurement Management Tool \(Procurement Matrix\)](#)
- **Tue, Mar 9, 2021**
Quizzes (sobre videos y lecturas): [6.1 Module 6 - Risk Management tool \(Risk Matrix\)](#)
- **Mon, Mar 15, 2021**
Quizzes (sobre videos y lecturas): [7.1 Module 7 - Communications Matrix Tool](#)

In the dates tab you will find a suggested schedule according to the modality you have chosen and the date on which you have registered.

Course Progress **Dates** Participants' Guide Discussion General FAQs Technical FAQs Participant Support Keep Learning Learn more

Project Management for Development

If you are enrolled in the **verified certificate track**, the edX platform will show you in this space a suggested schedule, these are customized dates to help you plan and control the pace of your studies.

If you can't send a quiz, notice that an assignment is overdue, or read a message that you haven't met the suggested deadline, don't worry as you can change the suggested dates at any time until the course closes (**January 28th, 2022**).

You can change the due dates by clicking on the button "Shift due dates" to update the calendar.

Important Dates

It looks like you missed some important deadlines based on our suggested schedule. To keep yourself on track, you can update this schedule and shift the past due assignments into the future. Don't worry—you won't lose any of the progress you've made when you shift your due dates.

[Shift due dates](#)

This process will not affect the progress you have made in the course so far.

Keep in mind that this button will not be activated when the suggested date has not expired, also it will not be possible to change the expiration date of any open response evaluation and the end of course date is not modifiable.

5. IMPORTANT CONSIDERATIONS

To complete the course, you will need:

- A computer with Internet access. We also recommend having updated versions of one of the following browsers: Chrome, Firefox, Safari or Internet Explorer (version 9 onwards).
- You can also access the course through your mobile device or tablet, downloading the edX application from Google Play or Apple Store.

If this is your first edX course, we recommend that you start by viewing the [demo course](#)¹ before you start, to learn how to navigate the platform. If you are already familiar with edX, you can review the first section of the course, "Start here", where you will find all the information you need to successfully complete this MOOC.

This MOOC does not have tutors. Therefore, the forums will not be moderated by the course team. However, we will be monitoring and intervening to highlight contributions and take action if the [participation criteria in the forums](#) is not complied with.

6. LEARNING GOALS

By the end of the course, the participant will be able to:

Identify the seven (7) steps of the IDB's Project Management for Results (PM4R) methodology.

To achieve these general objectives, in each module you should meet the specific objectives that, taken together, will help you attain this goal.

7. CONTENT STRUCTURE AND SPECIFIC LEARNING GOALS

The content of the course is structured in nine modules that pursue specific objectives aligned with the above-mentioned general objectives. In what follows, you will see the objectives of each module, the learning resources that each one contains, the time required, and the share of the graded activities in the total score.

START HERE

¹ Until December 2020, the demo course is only available in English with Spanish subtitles.

- Become familiar with the edX platform and identify how to access the learning resources.
- Identify the rules of participation and the guidance and help resources contained in the course.
- Identify the evaluations of each module and distinguish the types of questions that you will find in the questionnaires.
- Identify the general objective of the course and the tasks that you will need to complete to pass it.

"Start Here" module's purpose is to guide you throughout the course.

MODULE 1: PROJECT CHARTER

Learning goals

- Identify the project charter's objectives and its main characteristics.

The following table presents details about the learning resources of Module 1:

Contents	Activities
Module 1: Project Charter	Module 1 Objectives
	Watch the Introduction to the Project Charter video.
	Read a Case Study.
	Watch the Project Charter video.
	Read about the Project Charter.
	Complete the practical exercise about the Project Charter.
	Participate in the Project Charter forum.
	Watch the Module Summary: Project Charter video.
	Complete the Module 1 Quiz.
Learn from the Experts	Read the activity's description.
	Review the questions that have been asked in the past about the topics in Module 1.
	Watch the Learn from the Experts video in session 1 or 4.

MODULE 2: SCOPE PLANNING TOOL

Learning objectives

- Identify the parts that make up a Work Breakdown Structure.

The following table presents details about the learning resources of Module 2:

Contents	Activities
Module 2: Scope Planning Tool	Module 2 Objectives
	Watch the Introduction to the Work Breakdown Structure (WBS) video.
	Watch the Scope Planning Tool video.
	Read about the Scope Planning Tool.
	Complete the practical exercise about the Work Breakdown Structure.
	Watch the Module Summary: Scope Planning Tool video.
	Complete the Module 2 Quiz.
Learn from the Experts	Read the activity's description.
	Review the questions that have been asked in the past about the topics in Module 2.
	Watch the Learn from the Experts video in session 1 or 3.

MODULE 3: TIME MANAGEMENT TOOL (SCHEDULE)

Learning objectives

- Identify the steps and tools for preparing a project schedule.
- Prepare the schedule network diagram.
- Calculate a project's critical path.

The following table presents details about the learning resources of Module 3:

Contents	Activities
Module 3: Time Management Tool (Schedule)	Module 3 Objectives
	Watch the Schedule video.
	Watch the Time Management Tool video.
	Read about the Time Management Tool.
	Complete the practical exercise about the Time Management Tool.
	Participate in the Work Breakdown Structure and Time Management Tool forum.
	Watch the Module Summary: Time Management Tool (Schedule) video.
	Complete the Module 3 Quiz.
Learn from the Experts	Read the activity's description.
	Review the questions that have been asked in the past about the topics in Module 3.
	Watch the Learn from the Experts video in session 1 or 3.

MODULE 4: COST MANAGEMENT TOOL (S-CURVE)

Learning objectives

- Plot a project's S-Curve.

The following table presents details about the learning resources of Module 4:

Contents	Activities
Module 4: Cost Management Tool (S-Curve)	Module 4 Objectives
	Watch the S-Curve video.
	Watch the Cost Management Tool video.
	Read about the Cost Management Tool.
	Complete the practical exercise about the S-Curve.

	Watch the Module Summary: Cost Management Tool (S-Curve) video.
	Complete the Module 4 Quiz.
Learn from the Experts	Read the activity's description.
	Review the questions that have been asked in the past about the topics in Module 4.
	Watch the Learn from the Experts video in session 4 or 6.

MODULE 5: PROCUREMENT MANAGEMENT TOOL

Learning objectives

- Identify the information needed to complete a project's procurement matrix correctly.

The following table presents details about the learning resources of Module 5:

Contents	Activities
Module 5: Procurement Management Tool	Module 5 Objectives
	Watch the Procurement Matrix video.
	Watch the Procurement Management Tool video.
	Read about the Procurement Management Tool (Procurement Matrix).
	Complete the practical exercise about the Procurement Matrix.
	Participate in the S-Curve and Procurement Matrix forum.
	Watch the Module Summary: Procurement Management Tool (Procurement Matrix) video.
	Complete the Module 5 Quiz.
Learn from the Experts	Read the activity's description.
	Review the questions that have been asked in the past about the topics in Module 5.
	Watch the Learn from the Experts video in session 4 or 6.

MODULE 6: RISK MANAGEMENT TOOL (RISK MATRIX)

Learning objectives

- Identify the information needed to complete a project’s risk matrix correctly.
- Identify the impact level and the probability that a given risk will occur.
- Identify response strategies to identified risks.

The following table presents details about the learning resources of Module 6:

Contents	Activities
Module 6: Risk Management Tool (Risk Matrix)	Module 6 Objectives
	Watch the Risk Management video.
	Watch the Risk Management Tool video.
	Read about the Risk Management Tool.
	Complete the practical exercise about the Risk Management Tool.
	Watch the Module Summary: Risk Management Tool video.
	Complete the Module 6 Quiz.
Learn from the Experts	Read the activity’s description.
	Review the questions that have been asked in the past about the topics in Module 6.
	Watch the Learn from the Experts video in session 4 or 6.

MODULE 7: COMMUNICATIONS MATRIX TOOL

Learning objectives

- Identify the information needed to complete a project’s communications matrix correctly.

The following table presents details about the learning resources of Module 7:

Contents	Activities
	Module 7 Objectives

Module 7: Communications Matrix Tool	Watch the Communications Matrix video.
	Watch the Communications Management Tool video.
	Read about the Communications Matrix Tool.
	Complete the practical exercise about the Communications Matrix Tool.
	Participate in the Risk Matrix and Communications Matrix forum.
	Watch the Module Summary: Communications Matrix Tool video.
	Complete the Module 7 Quiz.
Learn from the Experts	Read the activity's description.
	Review the questions that have been asked in the past about the topics in Module 7.
	Watch the Learn from the Experts video in session 7 or 9.

MODULE 8: HUMAN RESOURCES MANAGEMENT TOOL

Learning objectives

- Identify the information needed to complete a project's RACI matrix correctly.

The following table presents details about the learning resources of Module 8:

Contents	Activities
Module 8: Human Resources Management Tool	Module 8 Objectives
	Watch the RACI Matrix video.
	Watch the Human Resources Management Tool video.
	Read about the Human Resources Management Tool.
	Complete the practical exercise about the RACI Matrix.
	Watch the Module Summary: Human Resources Management Tool video.

	Complete the Module 8 Quiz.
Learn from the Experts	Read the activity's description.
	Review the questions that have been asked in the past about the topics in Module 8.
	Watch the Learn from the Experts video in session 7 or 9.

MODULE 9: PROJECT CONTROL TOOL

Learning objectives

- Apply the earned value methodology to analyze a project's performance.

The following table presents details about the learning resources of Module 9:

Contents	Activities
Module 9: Project Control Tool	Module 9 Objectives
	Watch the Project Control Tool video.
	Read about the Project Control Tool.
	Complete the practical exercise about Earned Value.
	Participate in the RACI Matrix and Project Control Tool forum.
	Watch the Module Summary: Project Control Tool video.
	Read the Project Stakeholder Engagement Management annex.
	Complete the Module 9 Quiz.
	Review the questions that have been asked in the past about the topics in Module 9.
	Watch the Learn from the Experts video in session 7 or 9.

CONCLUSIONS MODULE

Welcome to the World of Project Management.	Watch the PMI video.
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Participate in the Find Your Country's Project Management Institute (PMI) activity.

8. METHODOLOGY

The course is available in a virtual modality, where there is no tutor in charge of monitoring the participant's progress, but rather it is self-directed so that each participant should advance autonomously in the schedules and times that they decide.

In the design of the course, we have combined passive learning resources, such as videos and readings, with active learning resources, in which participation and commitment are the basis for learning.

The purpose of the active learning resources is to apply theoretical content to your country's reality through guided activities that incorporate social and collaborative learning principles.

It is important to keep in mind that learning takes place through a conscious effort to investigate, analyze, reflect and share on topics of interest. We invite you to get the most out of the course by actively participating in it.

The first resource in each module consists of a page containing the description, learning goals, activities and assessments to be conducted. We recommend that you read this first page carefully to know which activities must be performed for the successful completion of the course, and the estimated time needed.

8.1 LEARNING RESOURCES

Each module is divided into sub-modules. Within them you will find various types of components or learning resources:

- **Videos:** Through short videos, experts with extensive experience in the subject and who are Project Management Professionals (PMPs), certified by PMI®, explain the steps of the IDB's Project Management for Results (PM4R) methodology.
- **Readings:** Readings will enable you to understand each of the tools of the PM4R methodology in greater detail. At the end of each reading, you will also find bibliographical references that will enable you to deepen your knowledge about the topic presented in each module.
- **Case Study:** This activity promotes the analysis of the issues addressed in the course, based on a case study that was developed from a real project financed by the InterAmerican Development Bank. The case study enables you to put into practice each of the tools presented in the PM4R methodology.

To facilitate your learning process, you will be provided with a partial solution to the exercise that you will have to complete. After performing the practical exercise and answering the multiple-choice questions, you will be able to compare your answers with the answers suggested by course tutors.

- Discussion Forums: Through the exchange of ideas and experiences, participants will discuss the application of the PM4R methodology tools within the context of their projects.

8.2 EVALUATION CRITERIA

The final course grade is an average score based on the perform assessments as follows:

8.2.1 ASSESSMENT QUESTIONNAIRES

Quizzes include multiple-choice questions related to the topics introduced on the videos and the assigned readings. You have two opportunities to answer each question.

8.2.2 FORUM PARTICIPATION

After participating in the forum, you will have to answer a verification question.

To pass the course, you should obtain at least 65% of total points in the graded activities.

Only in the verified certificate mode you can see progress in the course, enter the "[Progress](#)" tab that you will find in the top menu of the platform.

9. INSTRUCTORS

Course instructors are professionals who are also PMPs, certified by PMI®. They have extensive experience in the practical application of the PM4R methodology.

ERNESTO MONDELO

Former PM4R Director IDB

Mondelo was responsible for the creation and development of the Project Management for Results (PM4R) program to extend development products for project management skills to executing agencies in Latin America and the Caribbean. He holds an International Masters of Business Administration from the Higher School of Business Administration and Management [Escuela Superior de Administración y Dirección de Empresas; ESADE] in Barcelona, Spain. Also, Mondelo has a Master's in Education from Framingham State University in Massachusetts, in the US, and he is a Project Management Professional (PMP), certified by the Project Management Institute (PMI). He has extensive experience in private sector development, public sector reform, and project management in Latin America and the Caribbean. Mondelo is knowledgeable about project identification, design, supervision, and evaluation. He has led the development of training content for project management and carried out numerous training activities for more than 3,000 professionals from the public and private sector in 24 countries throughout the region.

CLAUDIA BACA

International Project Management Expert

Baca is an independent consultant specialized in Organizational Project Management (OPM), and she has actively worked with the Project Management Institute (PMI) on its OPM standards since 2001. She is currently the team lead of the PMI Member Advisory Group, within the OPM area. She is based in Denver, Colorado, and has been an instructor and professor for the PMI Mile Hi Chapter in that city, a project management professor at Colorado State University, and the lead project management instructor at Front Range Community College, also in Denver. Baca has written several publications on OPM, Project Management Office (PMO), and business performance, among other related topics.

This is a massive open online course with thousands of registered participants. Due to the characteristics of the course, instructors do not answer questions about course contents, nor do they provide feedback on the activities performed.

10. PARTICIPANT SUPPORT SERVICES

As the course unfolds, the following services will be available:

10.1 EDX HELP CENTER

In the edX Help Center, you will find answers to frequently asked questions about starting the course, basic edX information, certificates and other related topics.

10.2 PARTICIPANT SUPPORT

In the "[Participant support](#)" tab you will find a series of resources that you can use according to your needs:

- [General FAQ](#): here you will find answers to general course topics, such as deadlines or the format of assessment questionnaires.
- [Technical FAQ](#): here you will find answers to technical questions, such as the visualization of resources on computers or mobile devices.
- [Technical assistance form](#): if you do not find an answer to your question, at the end of the page you will find a form through which you can request personalized technical assistance. The response time is less than 24 hours from Monday to Friday and up to 48 hours on weekends.

11. GENERAL POLICIES

11.1 IDBX ACCESSIBILITY POLICY

Since we use the edX platform to deliver the course, we have adopted the edX [accessibility policy](#).

11.2 ACADEMIC INTEGRITY POLICY

Since the edX platform is used to deliver the course, academic integrity issues are addressed through the [edX honor code](#).

11.3 PRIVACY POLICY

Since the edX platform is used to deliver the course, privacy issues are addressed through the [edX privacy policy](#).

11.4 LATE DELIVERY POLICY

If you opt for the verified certificate, the deadline for completing all the graded activities is the last day of the course. After the deadline, assessment options will be disabled.