



A WOMAN-OWNED
SMALL BUSINESS

PROJECT MANAGEMENT TRAINING COURSES

THE MATHIS GROUP MISSION IS TO PROVIDE QUALITY,
CUSTOMIZED TRAINING AND CONSULTING SERVICES THAT
INSPIRE, EDUCATE, AND EQUIP ORGANIZATIONS TO BE
BETTER TOMORROW THAN THEY ARE TODAY.

DR. KEITH MATHIS, PMP, PMI-ACP, CSM

PRESENTATIONS THAT EDUCATE, MOTIVATE, AND INSPIRE

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Unique Entity ID (SAM):
S7KCEAWNLRJ8
DUNS Number: 007722098
EIN: 43-1948379
GSA Contractor Number:
GS-02F-0010V

PROJECT MANAGEMENT INSTITUTE AUTHORIZED TRAINING PARTNER



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MEET DR. KEITH MATHIS, PMP, PMI-ACP, CSM, CSPO, PMI® Authorized Training Partner



***Speaker, Trainer, and Seminar Leader
Specialist in Organizational Behavior
and Development***

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Over the last several years, Dr. Keith Mathis has emerged as one of the most effective business trainers in the field traveling throughout the United States, Canada, Mexico and South America. His provocative, informative, and humorous presentations on a variety of organizational development topics are demanded by progressive companies. Keith never merely talks to an audience, but he also seeks to involve them in his presentations through high content and numerous illustrations. Intellectually demanding of himself, Keith demands no less of his audiences.

As a consultant who specializes in project management and organizational behavior/development, he comes with thousands of presentations to every kind of organization. He is flexible by teaching in full-day formats, multi-day conferences or one-hour keynotes for conventions. His work includes teaching corporate America skills on topics such as team building, leadership, motivation, conflict resolution, project management, supervision, performance appraisals, goal setting and numerous other organizational proficiencies. His problem solving expertise provides him with the ability to help companies in the solving of the most complex difficulties.

He is co-founder of The Mathis Group, based in the Springfield, Missouri area. The Mathis Group, an Authorized Training Partner with PMI, offers a variety of courses which provide Professional Development Units (PDUs) for individuals who are seeking certification through one of the credentials of PMI®. The Mathis Group is also a woman-owned small business with a Federal GSA contract. Project Management training has been conducted for agencies such as FCC, USDA, and FAA. The States of Missouri and Kansas have contracted for training, as well as non-government organizations such as PPL Corporation and JP Morgan.

Keith continues to broaden his knowledge base and practical advice by teaching. He serves as an online adjunct professor of business/management at DeVry University and Liberty University.

Keith has authored numerous training programs as well as magazine and newspaper articles. He has written two books, *Dinosaur Tracks: Modern Leadership Strategies for Changing Employee Performance and Behavior* and *21 Deadly Project Management Mistakes*.

Keith holds a B.A. in Behavioral Science, a M.S. in Management, and a Ph.D. in Administration Management. He is certified as a PMP® (Project Management Professional) and a PMI-ACP® (Agile Certified Practitioner) by Project Management Institute. He is also a CSM (Certified ScrumMaster), a CSPO (Certified Scrum Product Owner), and a COI (Certified Online Instructor). Keith has also completed PMI's Train the Trainer program to become an approved instructor for PMP® Exam Prep Boot Camps.

Capability Statement

The Mathis Group is a training/consulting company who has been serving businesses, government agencies, and organizations since 1993. We pride ourselves on offering quality, customized training/consulting that inspires, educates and equips people. The Mathis Group is a woman-owned small business and is in the process of finalizing WBE status.

The Mathis Group has a GSA MAS contract (GS02F0010V) and has conducted training for several government agencies. Our courses have found their way into the Federal Aviation Administration (FAA), United States Coast Guard, Federal Communications Commissions (FCC), Internal Revenue Service, Drug Enforcement Administration, National Institutes of Health, United Nations, and US Department of Agriculture, just to name a few.

The Mathis Group is an Authorized Training Partner with Project Management Institute (PMI). We are committed to enhancing the ongoing professional development of PMI Members, PMI-certified Project Management Professionals, and other project management stakeholders through appropriate project management learning activities and products. We have agreed to abide by PMI established operational and educational criteria and are subject to random audits for quality assurance purposes. We have over 40 courses in our curriculum which have been registered with PMI and qualify for Professional Development Units (PDUs). The Mathis Group conducts classes both onsite and in public formats across the United States.

The Mathis Group has multi-year contracts with the State of Kansas to conduct their project management training. Courses range from a 1-day *Fundamentals of Project Management* to a 3-week intensive *Project Management Certification* class. We also continue our work with State of Missouri in providing their project management training. Our work with their different agencies range from *Business Analysis Certification* to *Agile Project Management*.

The Mathis Group is an expert in conducting boot camps for the PMP®/CAPM® (Project Management Professional) exam preparation and the PMI-ACP® (Agile Certified Professional) exam preparation. We conduct public boot camps throughout the year in various cities throughout the United States along with many onsite boot camps in various companies and agencies.

The Mathis Group's instructors are experienced, credentialed professionals who are experts in their field. Dr. Keith Mathis is the founder/co-owner of The Mathis Group, and he often conducts the training days himself.

Company Designations

Woman-Owned Business

GSA: GS02F0010V

NAICS: 611430

Unique Entity ID (SAM): S7KCEAWNLRJ8

DUNS: 007722098

CAGE: 3C1N9

PMI REP: 2022

Customization Process

The customization process will demonstrate that The Mathis Group is prepared to write, customize, deliver, and manage this project with the highest quality team.

Design of program

Designing this program will take place using strong customization principles that will influence the participants with strong content and application.

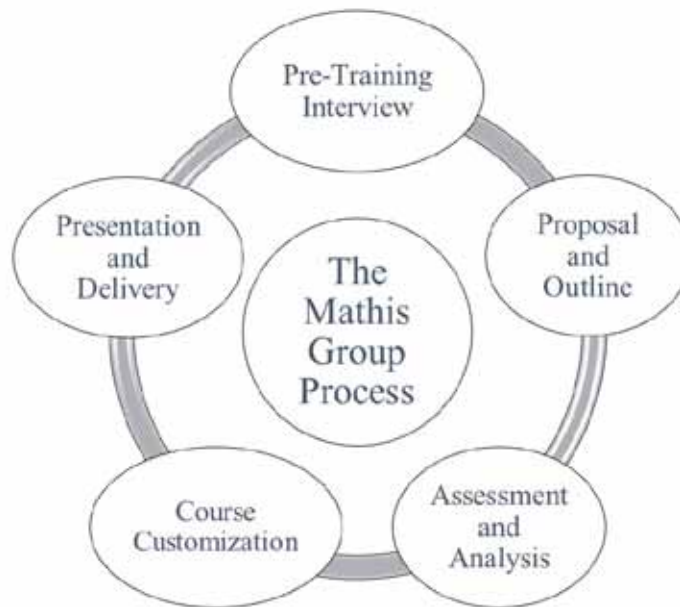


Figure 1

Why is customization important?

Customization allows the course to be tailored to meet the particular needs of each organization. The Mathis Group believes each company has certain specific issues. Conducting a training course without understanding those differences will prevent successful changes in behavior or performance. When true customization is complete, that skill base is specific and slanted to the targeted needs of that organizational culture.

How is the course customized?

You will notice in Figure 1 The Mathis Group Process. This process begins with a pre-training interview that gathers preliminary information. A general outline and proposal is developed and then followed by an assessment and analysis of your organization. Some of those needs will include culture, areas of strengths and weaknesses, application focus, and the best ways to implement the program.

Curriculum Design

Curriculum designers who have a thorough knowledge of the subject matter have designed the material. All consultants are seasoned professionals with years of experience.

(Continued on next page)

This training program will focus on moving from the introduction of new skills to application for long term use. Each program must move beyond introduction toward application of those skills for long term performance and behavior changes. Using different activities to reinforce the new skills reinforces application.

The following activities may be included in one or all of the training programs:

- Lecture/leader-led
- Discussion
- Reading
- Role play
- Case study
- Video/audio presentation
- Test/quiz
- Self assessment

Teaching Formats

The Mathis Group creates a teaching/learning atmosphere that is very upbeat and interactive. We offer courses in three formats: Face-to-Face, Live Instructor-Led Virtual, and Self-Paced Online.



Face-to-Face: In this format, students will use discussions, cases, and group activities to facilitate the course. In each session taught, we use a laptop, PowerPoint, and LCD/Proxima projector to introduce, explain, and summarize key concepts in the core competencies. Participants will interact and engage in discussions and small group analysis as well as debriefs and action plans throughout the entire course. Courses include numerous examples, fun, and ways to engage the participants in a non-threatening manner. Our trainers are available for consultation with the participants.



Live, Instructor-Led, Virtual: This format utilizes real-time training that gives the same education and information to anyone around the world that participants receive at an onsite or public seminar. Organizations can cost-effectively provide training by using technology to eliminate travel expenses and using that saving to train more employees.



Self-Paced Online: This format offers the same information and expertise as our onsite classes with the convenience of taking the course anytime, anywhere. Students will learn tips, techniques, and processes through online videos, which can be accessed 24/7 and completed at their own pace. All courses, except for Exam Prep Boot Camps, must be completed in 60 days. Students in Exam Prep Boot Camps are given access for 90 days.

Different Learning Connections

The Mathis Group will also differentiate learning categories to influence the participants during the training sessions. We are well aware that participants learn differently. In order to magnify impact and implementation of new core competencies, we make sure each program is filled with numerous learning techniques. The following learning matrix will demonstrate the depth and category of learning. The Mathis Group takes careful steps of action to make sure we are influencing the participants through mental dynamics, exposure to new data, inspirational examples, fun activities, and application of new skills. This entire package of influencing the participants brings about the greatest change in performance and behavior.

Table #1

Learning Matrix

Learning Category

Mental

Characteristics

Each course involves techniques that stimulate thinking, deductive reasoning and decisiveness.

New Data

Updated material and information are presented. Each course has deeper material provided with new techniques demonstrated.

Inspirational Examples

Examples, illustrations, and analogies are used in each course to create interest, interaction, and impact.

Activities

Activities and case studies are scattered throughout each course to lock down the new skills and their usage.

Application

Steps of action are used to reinforce usage of new skills.

The Mathis Group is a PMI® Authorized Training Partner

The Mathis Group is a Project Management Institute (PMI®) Registered Educational Provider (R.E.P.) since 2003 and an Authorized Training Partner since 2020. We are committed to enhancing the ongoing professional development of PMI® Members, PMI®-certified Project Management Professionals (PMP®), and other project management stakeholders through appropriate project management learning activities and products. We have agreed to abide by PMI® established operational and educational criteria, and are subject to random audits for quality assurance purposes. We have over 40 courses to offer as an ATP worth Professional Development Units (PDUs).

Partial Government Client Listing

- ☐ City Government of Atlantic City
- ☐ Consumer Product Safety Commission
- ☐ Drug Enforcement Administration
- ☐ Federal Aviation Administration
- ☐ Federal Communication Commission
- ☐ Hawaii Coast Guard
- ☐ Internal Revenue Service
- ☐ Iowa Department of Child Enforcement
- ☐ Michigan Department of Civil Service
- ☐ Michigan Department of Housing
- ☐ National Imagery and Mapping Agency
- ☐ National Institutes of Health
- ☐ Naval Surface Warfare Center
- ☐ Saginaw Police Department
- ☐ Social Security Administration
- ☐ St. Louis City Police
- ☐ State of Kansas
- ☐ State of Michigan
- ☐ State of Missouri
- ☐ United Nations
- ☐ United States Army Aviation and Missile Command
- ☐ United States Department of Agriculture
- ☐ United States Postal Service

Partial Client Listing

- ☐ Alumax Metal, Inc.
- ☐ Ameren
- ☐ American General Contractors Association
- ☐ Arch Cole
- ☐ Atlantic City Housing
- ☐ Beverly Farm Foundation
- ☐ Blue Cross and Blue Shield
- ☐ Broward Medical Center
- ☐ Brentwood Medical Center
- ☐ Career Track, Inc.
- ☐ Clyde Union
- ☐ Coopers & Lybrand
- ☐ Enterprise Leasing
- ☐ Entertainment Publications
- ☐ Exelon
- ☐ Federal Reserve Bank
- ☐ Flatter & Associates
- ☐ JP Morgan
- ☐ Kaiser Dental
- ☐ Knoll, Inc.
- ☐ Lear Corporation
- ☐ Lucent Technology
- ☐ Mallinckrodt Chemical
- ☐ Monsanto
- ☐ Motorola
- ☐ National Louis University
- ☐ Nova Southeastern University
- ☐ Oklahoma State University
- ☐ Phelps County Medical Center
- ☐ Portion Pak, Inc.
- ☐ PPL Corporation
- ☐ Protein Technologies
- ☐ Ralston Purina
- ☐ St. Louis Post Dispatch
- ☐ St. Louis University
- ☐ St. Luke's Hospital
- ☐ StarMed Staffing Group
- ☐ TCI
- ☐ United Van Line
- ☐ Veracity Engineering

Project Management Course Descriptions

PMP® Exam Prep Boot Camp - 4 or 5 Day

You pass or we pay for the 2nd & 3rd attempt!

Contact Hours - 35

PMI's Talent Triangle Breakdown

Ways of Working - 30.25

Power Skills - 3.75

Business Acumen - 1.00

PMI's Certification Breakdown

PMP - 35.00

PMI-ACP - 6.00

PMI-SP - 4.75

PMI-RMP - 6.75

PfMP - 5.00

PMI-PBA - 4.75

Course Description: If you are taking this certification course, you probably have some professional exposure to the duties of a project manager, or you may be considering embarking on a career in professional project management. Your ability as a project manager to demonstrate best practices in project management—both on the job and through professional certification—is becoming the standard to compete in today's fast-paced and highly technical workplace. In this course, you will apply the generally recognized practices of project management acknowledged by the Project Management Institute to successfully manage projects.

This course is specifically designed to provide you with the proven, practical body of project management knowledge and skills that you need to demonstrate project management mastery on the job. This course is a significant part of your preparation for the Project Management Professional (PMP®) Certification Exam.

The course enables candidates to develop professionally, increase their project management skills, apply a formalized and standards-based approach to project management, and seek career advancement by moving into a formal project manager job role, as well as to apply for Project Management Institute, Inc. (PMI®) PMP® certification.

The Mathis Group PMP® Exam Guarantee: In the unlikely event you do not pass the PMP® exam the first time, The Mathis Group will pay for your second attempt within 30 days. If you do not pass the PMP® exam the second time, we will pay for the third attempt within 30 days. *Note: The Mathis Group will pay the retake fee amount that is applied to PMI® members. The Mathis Group will not pay for any rescheduling fees assessed by PMI®.

Course Objectives:

Lesson 1: Creating a High-Performing Team

Lesson 2: Starting the Project

Lesson 3: Doing the Work

Lesson 4: Keeping the Team on Track

Lesson 5: Keeping the Business in Mind

What You Receive

- Digital and Hard Copy of PMI® Authorized PMP® Exam Prep
- Pre- and Post-Class Assessments
- Additional vocabulary practice tests
- 100 question final practice test
- Additional Practice tests
- Memory Chart



face-to-face



virtual
instructor-led



self-paced
online



PMI-ACP® Exam Prep Boot Camp - 3 Day

Contact Hours - 21

PMI's Talent Triangle Breakdown

Ways of Working - 15.75

Power Skills - 5.25

PMI's Certification Breakdown

PMP - 21.00

PMI-ACP - 21.00

PMI-SP - 6.00

PMI-RMP - 6.25

PfMP - 5.50

PMI-PBA - 5.25



face-to-face



virtual
instructor-led

Course Description: This three-day, fast paced boot camp prepares each participant with all the core competencies to pass the PMI-ACP® exam the first time. We teach you the terms, processes and skills to pass the course with minimal post course study. In addition, this course is based upon the PMI®-recommended reference materials on Agile, Scrum, XP, Lean, and other Agile approaches.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

The Mathis Group PMI-ACP® Exam Guarantee: In the unlikely event, you do not pass the PMI-ACP® exam the first time, The Mathis Group will pay for your second attempt within 30 days. If you do not pass the PMI-ACP® exam the second time, we will pay for the third attempt within 30 days. If you do not pass the PMI-ACP® exam after three attempts, we will refund the balance of the seminar price to you! *Note: The Mathis Group will pay the retake fee amount that is applied to PMI® members. The Mathis Group will not pay for any rescheduling fees assessed by PMI®.

Examine Agile Tools, Skills and Domains:

- The Tools and Techniques and Knowledge and Skills areas to pass the exam
- The Tasks of Agile Principles and Mindset
- The Tasks of Value-driven Delivery
- The Tasks of Stakeholder Engagement
- The Tasks of Team Performance
- The Tasks of Adaptive Planning
- The Tasks of Problem Detection and Resolution
- The Tasks of Continuous Improvement

What You Receive

- PMI-ACP® Exam Prep 2nd Edition by Mike Griffiths
ISBN# 978-1932735987
- In-Depth Course Workbook
- Flash cards
- Hundreds of practice test questions

Examine Agile Methodologies and Processes:

- The foundation of Agile, the Agile Manifesto and Principles
- Scrum roles, meetings, tools, techniques and artifacts
- XP (eXtreme Programming) roles and practices
- Comparing Scrum and XP roles and practices
- Lean development practices in Agile Project Management
- Agile estimation techniques
- Agile team dynamics, soft skills, negotiation, and coaching
- How Epics and User Stories are created
- Daily stand-ups, information radiators, team spaces, retrospectives, and osmotic communications
- Agile metrics, including velocity, escaped defects
- Comparing adaptive planning and traditional project management
- Value-driven delivery and Value Stream Analysis
- Product backlog grooming
- Problem detection and resolution

Business Analysis Certification Boot Camp - 3 Day

PDU's – 19.5

PMI's Talent Triangle Breakdown

Ways of Working - 19.50

PMI's Certification Breakdown

PMP - 19.50

PMI-ACP - 19.50

PMI-SP - 19.50

PMI-PBA - 19.50



face-to-face



virtual
instructor-led

Course Description: This three-day fast paced boot camp prepares each participant to take the State Business Analysis (BA) Certification. This course will focus on Business Analysis skills and tools taken from *A Guide to Business Analysis Body of Knowledge (BABOK® Guide)*. Participants will go through each process and knowledge area of the *BABOK® Guide* to give a thorough understanding of its content. The class will close out with the taking of the State BA Certification.

Students will learn the basic roles of stakeholders and how to gather real requirements, allow requirements gathering to influence the business case, and use communication techniques to strengthen stakeholder relationships throughout the entire project process. This course aligns with *A Guide to Business Analysis Body of Knowledge (BABOK® Guide)*, 2nd edition. Each student will receive a copy of the *BABOK® Guide*, 2nd edition.

Method of teaching: Students will use discussion, cases, group activities, and tests to facilitate the course.

Course Objectives:

Objective 1: Discuss the history of business analysis

- Analyze how to improve business processes
- Examine the systems development life cycle

Objective 2: Identify stakeholders and their roles

- Define the business analyst role
- Define business analyst competencies

Objective 3: List and define *BABOK® Guide*'s knowledge areas

- Define key terms used in business analysis
- Define and detail business analysis planning and monitoring

Objective 4: Discuss estimation techniques

- Examine decision, financial, and risk analysis
- Define and detail business analysis elicitation
- Develop techniques for conducting elicitation

Objective 5: Define and detail requirements management and communication

- Discover techniques for managing requirements traceability
- Define and detail enterprise analysis
- Define business need
- Define business case
- Define and detail requirements analysis
- Examine techniques for prioritizing requirements
- Analyze models for requirement analysis
- Define and detail solution assessment and validation
- Discuss validation techniques

Project Management Fundamentals - 1 Day

PDU's - 6.5

PMI's Certification Breakdown
PMP - 6.50

PMI's Talent Triangle Breakdown
Ways of Working - 6.50



virtual
instructor-led



self-paced
online

Course Description: This one-day course will focus on ways employees can run projects faster and more effectively. This course will recommend a six-phase process, as well as numerous preventative actions to efficiently speed up a project. Participants will learn how to successfully create, monitor, and guide the project's scope and critical path, and how to manage multiple projects. Participants will diagnose and prevent problems such as scope creep, time slippage, and team conflicts. This course will follow the Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Define the six-step project management process

- Examine the project's life cycle
- Identify the triple constraints of every project
- Define the project drivers

Objective 2: Discuss five ways to give proper leadership within culture

- Design an agenda for the first project team meeting
- Summarize major areas to brainstorm
- Manage brainstorming and planning meetings

Objective 3: Demonstrate interviewing techniques that will assist in determining project specifics

- Review constraint red flags to watch
- Show how to set, control and monitor project scope

Objective 4: Classify who to place on your project team

- Create a modified code of conduct for running an empowered team
- Label role descriptions and project responsibilities when you have no position power

Objective 5: Examine forms in scheduling a project and possible scheduling issues

(Continued on next page)

- Formulate a Work Breakdown Structure
- Discover how to track multiple projects
- Evaluate a real timeline
- Evaluate why time calculations are wrong
- Examine characteristics of a milestone
- Analyze strengths and weaknesses of a Gantt chart

Objective 6: Define the critical path

- Evaluate the strengths and weaknesses of a critical path
- Discuss how to handle delays
- Assess how to crash a project

Objective 7: Examine steps in creating a project budget and developing a master budget control process

- Discuss implementation of project plan

Objective 8: Identify seven things which must be communicated in every project

- Apply close down checklists and handoff procedures

Comprehensive Project Management - 2 Day

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 12.00

Power Skills - 1.00

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 1.00

PMI-SP - 1.00

PMI-RMP - 1.00

PfMP - 1.00

PMI-PBA - 1.00



face-to-face



virtual
instructor-led

Course Description: This intensive two-day course will focus on ways employees can run projects faster and more effectively. This course will recommend a six-phase process, as well as numerous preventative actions to efficiently speed up a project. Participants will learn how to successfully create, monitor, and guide the project's scope and critical path, and how to manage multiple projects. Participants will diagnose and prevent problems such as scope creep, time slippage, and team conflicts. This course will follow the Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Define the six-step project management process

- Examine the project's life cycle
- Define the project drivers
- Identify the triple constraints of every project

Objective 2: Discuss five ways to give proper leadership within your culture

- Classify how to manage the project through influence rather than power
- Design an agenda for the first project team meeting
- Identify a checklist for team meetings

Objective 3: Demonstrate interviewing techniques that will assist in determining project specifics

- Review constraint red flags to watch
- Show how to set, control, and monitor project scope
- Summarize major areas to brainstorm
- Manage brainstorming and planning meetings

Objective 4: Classify who to place on your project team

- Label role descriptions and project responsibilities when you have no position power
- Create a modified code of conduct for running an empowered team

(Continued on next page)

Objective 5: Examine forms in scheduling a project and possible scheduling issues

- Formulate a Work Breakdown Structure
- Discover how to track multiple projects
- Evaluate a real timeline
- Evaluate why time calculations are wrong
- Examine the characteristics of a milestone
- Analyze the strengths and weaknesses of a Gantt chart

Objective 6: Define the critical path

- Evaluate the strengths and weaknesses of a critical path
- Discuss how to handle delays
- Discuss the effects of a late start
- Summarize danger signals for which to watch
- Assess how to crash a project

Objective 7: Examine steps in creating a project budget and developing a master budget control process

- Discuss the implementation of a project plan

Objective 8: Identify seven things which must be communicated in every project

- Review who should be communicated to
- Evaluate the results of poor communication
- Analyze signs of poor updates
- Describe ways to communicate bad news
- Apply close down checklists and handoff procedures
- Identify phase-out of the project
- Perform a postmortem

Mastering Project Management - 3 Day

PDU's - 19.5

PMI's Talent Triangle Breakdown

Ways of Working - 18.75

Power Skills - 0.75

PMI's Certification Breakdown

PMP - 19.50

PMI-ACP - 0.75

PMI-SP - 2.25

PMI-RMP - 3.50

PfMP - 0.75

PMI-PBA - 0.75



face-to-face



virtual
instructor-led

Course Description: This three-day course will provide an overview of the project management process. It will include applicable hands-on activities and team exercises to reinforce project management core competencies. Participants will learn tools and techniques which will help them run their projects faster and more effectively. This course will follow the Project Management Institute's process groups and knowledge areas of the *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Recognize the process groups and knowledge areas of project management

- Identify the benefits of project management
- Describe the project manager's role in project management
- Describe project charter
- Distinguishes the scope of a project including scope statement and scope definition
- Explain the work breakdown structure of a project including decomposition, milestones, critical path

Objective 2: Analyze activity sequencing and various tools: precedence diagramming method, arrow diagramming method, conditional diagramming methods

- Examine various estimating tools: analogous estimating, parametric estimating, PERT estimating, etc.
- Examine tools for schedule development including critical path method, duration compression, simulation, and critical chain method
- Interpret quality planning and examine tools such as benefit cost analysis, benchmarking, and flow charting
- Examine communication planning
- Examine risk management planning and apply a risk management plan
- Analyze tools for risk identification: brainstorming, interviewing, SWOT analysis, Delphi technique, etc.
- Discuss risk monitoring and control

(Continued on next page)

Objective 3: Discuss cost estimating and cost budgeting

- Explain earned value analysis including:
 - Schedule variance
 - Cost variance
 - Cost performance index
 - Schedule performance index
- Define and recognize procurement planning
- Examine contract types: fixed price, cost reimbursable, time and materials, unit price, and target price
- Discuss the solicitation process
- Examine request seller responses, solicitation, and bidder conferences

Objective 4: Define and describe the following:

- Project team
- Characteristics of effective and ineffective teams
- Destructive and supportive roles of team members
- Team motivation
- Team development

Objective 5: Evaluate how to perform quality assurance

- Discuss scope verification, control, and reporting
- Analyze ways to handle scope changes
- Identify scope creep
- Discuss schedule control
- Discuss cost control
- Define performance reporting

Objective 6: Summarize ethical considerations

Objective 7: Examine the process of closing a project including contract closure

Advanced Skills on Project Interviewing, Risk and Negotiation - 2 Day

PDU's - 15

PMI's Talent Triangle Breakdown

Ways of Working - 8.00

Power Skills - 7.00

PMI's Certification Breakdown

PMP - 15.00

PMI-ACP - 7.00

PMI-SP - 7.00

PMI-RMP - 13.75

PfMP - 7.00

PMI-PBA - 7.00



face-to-face



virtual
instructor-led

Course Description: This two-day course will focus on ways to use communication to gather detailed information from the customer, analyze the information, and expedite the outcomes desired by the customer. Participants will understand how to focus a message and incorporate means to gain information using effective communication skills. This course will recommend ways to build stronger communication skills and provide insight to different communication styles. Participants will learn how to examine and measure objectives within cost, schedule, and cultural issues. Risk for this program will be examined as defining the probability of the project. This course will also examine risk identification, risk communication, and risk planning. In addition, this course will examine the strategies of successful negotiation throughout the project's life cycle. Attendees will learn the value of successful negotiation, the negotiation process, and different negotiation models. This course will include examples of negotiation over scope, deadlines, change, and getting the best price from your vendor. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Interviewing Module

- Develop ways to increase understanding
- Compare kinds of communication
- Discuss what communication should be communicated upline
- Examine reasons why communicating upline is extremely difficult
- Identify questions to ask if miscommunication is common
- Discuss how to match your body language and the message
- List characteristics of a poor listener
- Predict obstacles of listening
- Develop techniques for disagreeing
- Discuss caution signs that a disagreement is turning into a conflict
- Create questions which explore the customer's desires and requirements
- Identify ways of asking questions which open up communication
- Examine feedback techniques for clarifying the real message being given from the customer
- Choose which follow-up questions will detail the expressed wishes of the customer
- Analyze the interview data and determine true requirements of the customer

(Continued on next page)

- Develop a sequence of questions which encourages customers to give information freely
- Evaluate the best feedback technique to use in mirroring the requirements back to the customer for approval
- Analyze interview skills that will give insight into any project
- Discuss which areas to brainstorm
- Assess how to set project objectives that are measurable and realistic
- Discuss collecting data and information

Objective 2: Negotiation Module

- Define and detail negotiations in projects including interpersonal negotiations and contract negotiations
- Examine the negotiation process
- List and examine negotiation strategies
- Analyze preparation techniques for negotiation
- Examine how to lead the negotiation process
- Discuss how to deal with the other party's negative tactics
- Examine how to align the support of others before, during, and after the negotiation
- Identify communication skills needed for successful negotiation
- Analyze win-win negotiations
- Create strategies for controlling conflict in negotiation
- Discuss negotiating to resolve conflict
- Evaluate how to negotiate with your project team
- Examine negotiation skills for purchasing
- Examine how to use BAFO to your advantage

Objective 3: Risk Module

- Examine how to conduct risk analysis
- Discuss confronting the attitudes on risk
- List techniques to confronting risk
- Examine ranking
- Discuss performance, system, and process risks
- Examine data gathering
- Explain how to evaluate plans
- Examine how to manage risk plans
- Discuss transferring risk
- Examine monitoring risk
- Develop risk teams
- Create a special response team
- Describe risk trade off
- Define the major processes of risk management
- Analyze the process of Plan Risk Management
- Examine the process of Identify Risks
- Discuss the process of Perform Qualitative Risk Analysis
- Discuss the process of Perform Quantitative Risk Analysis
- Examine the process of Plan Risk Responses
- Examine the process of Implement Risk Responses
- Examine the process of Monitor Risks

Agile Project Management - 2 Day

Succeeding in a Project Filled with Uncertainty and Change

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 12.50

Power Skills - 0.50

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 12.50

PMI-SP - 1.50

PMI-RMP - 1.25

PfMP - 0.50

PMI-PBA - 0.50



Course Description: Agile Project Management officially began in 2001 and has become a popular project management approach. This two-day course will examine the focus of energizing, empowering, and enabling project teams to provide customer value in a strong Agile framework. Participants will examine the value and process to actively involve the customer in delivering features and functionality throughout the duration of the project. This course will explore actions which reinforce the ability to respond to a changing project environment while focusing on delivering high customer value in every project.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Define Agile Project Management and the Agile manifesto

- Compare why traditional projects struggle and fail
- Discuss criteria on when to use the Agile methodology
- Discuss when and how to use the hybrid approach to utilize traditional Project Management and Agile Project Management
- Identify the success factors of Agile Project Management
- Identify the principles of Agile Project Management
- Compare predictive planning and adaptive planning
- Discuss the rights and roles of the Agile business case

Objective 2: Define user stories, story mapping, Kanban boards, and burn down charts

- Examine the usage of product vision box and product backlog
- Discuss the characteristics of a time box

Objective 3: Review how to use daily stand up meetings successfully

- Examine the role and core skills of the project manager in Agile Project Management
- Examine the role of the culture to support the project team in Agile Project Management
- Examine the engaging role of the customer in Agile Project Management
- Discuss customer value in Agile Project Management

(Continued on next page)

Objective 4: Examine strategies of Agile Project Management

- Examine Agile modeling
- Discuss the characteristics of the cone of uncertainty
- Describe value stream in Agile Project Management

Objective 5: Discuss the positives of co-location, information radiators and team space

- Analyze the planning processes of initiating, iteration, control, and closeout
- Analyze estimating in Agile Project Management such as size, iteration, and releases
- Analyze scheduling in Agile Project Management
- Analyze tracking and communication in Agile Project Management
- Analyze risk and changes in Agile Project Management
- Examine types of contracts that work best with the Agile framework

Business Analysis Fundamentals - 2 Day

PDU's - 14

PMI's Talent Triangle Breakdown

Ways of Working - 14.00

PMI's Certification Breakdown

PMP - 14.00

PMI-PBA - 14.00



face-to-face



virtual
instructor-led



self-paced
online

Course Description: *Business Analysis Fundamentals* is a two-day course which will provide foundational skills in business analysis. Students will learn the basic roles of stakeholders and how to gather real requirements from each stakeholder; allow requirements gathering to influence the business case; and use communication techniques to strengthen stakeholder relationships throughout the entire project process. The course content was developed using *A Guide to Business Analysis Body of Knowledge (BABOK®)*, 3rd edition (IIBA), *Business Analysis for Practitioners (PMI)*, and other top Business Analysis resources.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Review an overview of business analysis

- Discuss the history of business analysis
- Show the Business Analysis Overview Process
- List *BABOK®*'s knowledge areas
- Define key terms used in business analysis
- Examine the Business Analysis approach
- Define the business analyst role
- Define business analyst competencies
- Examine the Business Analysis tiers

Objective 2: Create a Business Analysis Plan

- Examine the Business Analysis Planning Process

Objective 3: Identify stakeholders and their roles

- List requirements interview questions
- Define active listening

Objective 4: Analyze the Requirements

- Examine requirements elicitation
- Explain the Feasibility Study
- Examine product and project scope

(Continued on next page)

Objective 5: Uncover and Analyze Needs

- Compare Needs and Requirements
- Design a Root Cause Analysis
- Create the Business Case
- Manage and Enforce the Scope
- Define the Scope

Objective 6: Define and Manage Requirements

- Compare Functional and Supplemental requirements
- Examine types of requirements
- Define and detail requirements management
- Review guidelines for writing requirements

Objective 7: Examine Project Life Cycle Models

- Define and model approaches including waterfall, vee, agile, rad, legacy, prototype, evolutionary, and spiral

Objective 8: Create Tools to Use

- Examine the Zachman Framework for Understanding Organizations
- Summarize Business Drivers

Objective 9: Choose the Right Analysis Techniques

- Analyze models for requirement analysis
- Discuss estimation techniques

Objective 10: Validate and Verify Solutions

- Define and detail solution assessment and validation
- Discuss validation techniques
- Discover techniques for managing requirements traceability

Objective 11: Moving from Planning to Implementation

- Prepare requirements package
- Examine transitioning

Objective 12: Examine Communication in Business Analysis

- Discover the Business Analyst's role
- Examine Business Analysis in an Agile methodology

Conflict Management - 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Power Skills - 6.50

PMI's Certification Breakdown

PMP - 6.50

PMI-ACP - 6.50

PMI-SP - 6.50

PMI-RMP - 6.50

PfMP - 6.50

PMI-PBA - 6.50



virtual
instructor-led

Course Description: This one-day course will focus on ways to reduce professional or personal conflict. Participants will gain insight into ways to acquire control of volatile situations and prevent anger from escalating. They will receive clear steps of action for getting to the root of the conflict. Ways to facilitate bad situations, techniques for gaining consensus, and simple confrontation techniques that reduce stress will all be examined.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Define conflict

- Analyze eight most common times for conflict
- Identify six reasons for conflict among workers
- Discuss the positive side of conflict
- Examine rules for handling anger
- Analyze hostility and how it surfaces
- Examine how to handle personal and professional hostility
- Compare levels of group conflict
- Identify seven stages of group conflict
- Compare ways to confront others while helping them save face
- Review assertiveness techniques
- Apply facilitation skills for allowing everyone to be heard
- Discuss the facilitator's responsibilities
- Create questions to guide others through the process
- Analyze ways to prevent arguing
- Discuss times to make amends

Objective 2: Review active listening skills

- Discuss hedge words people use to distort communication
- Choose words to use that help
- Analyze techniques people use to avoid issues

Objective 3: Create action plans for quick resolution

- Create a code of conduct for controlling a resolution meeting

Objective 4: Examine confrontation techniques

Creating a Successful Project Business Case - 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Ways of Working - 6.50

PMI's Certification Breakdown

PMP - 6.50



virtual
instructor-led

Course Description: This intensive one-day course will focus on the business case. Students will learn what a business case is, what it includes, why it is necessary for successful project management, and how to develop one for every project. Students will also learn how to conduct a business case review to ensure the project's success. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Define the business case

- Identify the purpose of a business case
- Define and detail the project charter
- Define content areas of a business case

Objective 2: Discuss areas of document objectives, reasons, benefits, and benefits realization

- Discuss areas of timescale, costs, and investment appraisal
- Define and detail sensitivity analysis

Objective 3: Examine the building/creation of a business case

- Examine methods of developing a business case
- Examine different formats for a business case
- Examine business case templates

Objective 4: Define business case review

- Examine questions to ask during a business case review
- Define inputs and outputs from a business case review
- Examine options after a business case review

Objective 5: Identify levels of responsibility with a business case

- Analyze a business case example

Creating a Successful Project Business Case - 2 Day

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 12.75

Business Acumen - 0.25

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 0.25

PMI-SP - 0.25

PMI-RMP - 0.25

PfMP - 0.25

PMI-PBA - 0.25

Course Description: This two-day course will focus on the business case. Students will learn what a business case is, what it includes, why it is necessary for successful project management, and how to develop one for every project. Students will also learn how to conduct a business case review to ensure the project's success. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.



Course Objectives:

Objective 1: Define business case

- Identify purpose of a business case
- Define and detail project charter
- Examine the relationship between organizational strategy and the business case
- Define content areas of a business case

Objective 2: Discuss areas of document objectives, reasons, benefits and benefits realization

- Discuss areas of timescale, costs and investment appraisal
- Define and detail sensitivity analysis
- Define estimating concepts and detail four models of estimating
- Define and detail project data collection
- Examine hard and soft data
- Examine strategies for converting data to monetary values
- Detail five steps to converting data to monetary values

- Define and detail return on investment (ROI)
- Define and detail benefit/cost ratio, payback period, net present value, internal rate of return

Objective 3: Examine the building/creation of a business case

- Examine methods of developing a business case
- Examine different formats for a business case
- Examine business case templates

Objective 4: Define business case review

- Examine questions to ask during a business case review
- Define inputs and outputs from a business case review
- Examine options after a business case review

Objective 5: Identify levels of responsibility with a business case

- Analyze a business case example

Creating an Optimistic Project Management Environment - 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Power Skills - 6.50

PMI's Certification Breakdown

PMP - 6.50

PMI-ACP - 6.50

PMI-SP - 6.50

PMI-RMP - 6.50

PfMP - 6.50

PMI-PBA - 6.50



virtual
instructor-led

Course Description: In this one-day course participants will examine how having an optimistic environment will impact employee production. They will analyze what causes workplace negativity, examine the impact, and discover how to cultivate optimism. Students will examine how loyalty, trust, and laughter affect the workplace. Students will also discuss how to manage multiple generations.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Analyze the definition of optimism and negativity

- Compare the traditional and optimistic worker
- Examine the impact of negativity
- Review the common mistakes about optimism
- Describe the cost of negativity

Objective 2: Evaluate what causes workplace negativity

- Examine the benefits of being positive
- Discuss how negativity personally impacts employees

Objective 3: Compare the personalities which kill optimism

- Compare different influences in the workplace
- Examine self-esteem

Objective 4: Define emotional intelligence

- Examine emotional perception, facilitation, understanding, and management
- Summarize the influence of flow

Objective 5: Differentiate positive and negative labeling

- Examine laughter in the workplace
- Examine positive and destructive workplace characteristics
- Review how to cultivate optimism
- Examine the six steps to emotional resilience

Objective 6: Discuss how to manage different age groups

- Review the different generations
- Examine the characteristics of millennials
- Discover how to manage multiple generations

Creating an Optimistic Workplace - 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Power Skills - 6.50

PMI's Certification Breakdown

PMP - 6.50

PMI-ACP - 6.50

PMI-SP - 6.50

PMI-RMP - 6.50

PfMP - 6.50

PMI-PBA - 6.50



virtual
instructor-led

Course Description: In this one-day course, participants will learn ways to turn around negative situations in the workplace. They will outline new strategies to act quickly, examine why negative situations ripple into every area of the organization, and create approaches to turn a negative situation into an optimistic workforce.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Analyze the cost of negativity in U.S. organizations

- Examine the definition of negativity
- Evaluate the challenges of the modern workplace

Objective 4: Employee rules for confronting negativity

- Analyze how to break the victim complex
- Define ways to impact negative culture
- Discuss how to fight personal negativity

Objective 2: Formulate a five-step approach to examining negativity

- Review the CIA way negativity grows
- Examine the inner/personal dialog
- Identify the family influence

Objective 5: Create an action plan

Objective 3: Discuss the effect of someone else's negativity on you

- Assess ways to rebuild trust
- Discuss situational, habitual, and chronic negativity
- Create stairsteps toward negativity
- Compare results of negativity
- Compare ways of dealing with the negaholics

Creating Project Estimates in a Fixed Environment - 1 Day

PDU's – 6.5

PMI's Talent Triangle Breakdown

Ways of Working - 6.50

PMI's Certification Breakdown

PMP - 6.50

PMI-ACP - 6.50

PMI-SP - 6.50

PfMP - 6.50

PMI-PBA - 6.50



virtual
instructor-led

Course Description: In this one-day course, participants focus on successful ways to estimate project resources and gain skills which allow them to create a realistic project estimate. Organizations struggle with projects due to ineffective estimates. Many people believe there is no need to create an estimate if the budget and time table are being dictated. This course ensures the ability to detail the estimates by using a variety of estimating techniques and discusses the confidence of those estimates. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Explore the foundation for project estimation

- Define project estimating
- Discuss roles of individuals who have estimating responsibilities
- Define the life cycle for estimating the project
- Investigate the evolution of project estimates
- Create project estimating metrics
- Explain origins of estimating variances
- Explore the qualities of a good project estimates

Objective 2: Detail the preparation needed to create realistic estimates

- List stakeholders to be interviewed
- Examine project history
- Prepare an estimating plan
- Create a project estimating approach
- Discuss perception of level of accuracy
- Explore the purpose for estimates

Objective 3: Evaluate and create estimates for the project

- Examine the levels of scheduling and estimating
- Create a WBS to assist in estimating

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- Analyze the gathering of correct estimating information
- Create a CPM estimating approach
- Discuss who are the estimators
- Create a resource breakdown structure
- Examine the analogous estimating techniques
- Examine the parametric estimating techniques
- Examine the bottom-up techniques
- Discuss the range estimating techniques
- Investigate the need to limit optimism when estimating
- Define how progressive elaboration works
- Analyze the impact of risk on project estimating

Objective 4: Explore how to manage project estimates

- Define the baseline and how it works
- Create a resource plan
- Discuss the estimating management cycle
- Evaluate tools for managing estimates

Objective 5: Improve estimating processes

- Discuss the need to compare beginning estimates to ending estimates
- Create an improvement plan for estimates
- Explore how to audit the estimation process
- Analyze the steps for conducting a lessons learned on the project estimates

Dealing with Conflict and Negativity in a Project Management Environment - 1 Day

PDU's - 7

PMI's Talent Triangle Breakdown

Power Skills - 7.00

PMI's Certification Breakdown

PMP - 7.00

PMI-ACP - 7.00

PMI-SP - 7.00

PMI-RMP - 7.00

PfMP - 7.00

PMI-PBA - 7.00



virtual
instructor-led

Course Description: This one-day course will focus on ways to reduce professional or personal conflict and negativity. Participants will gain insight into ways to acquire control of volatile situations and prevent anger from escalating. They will learn how to turn negative situations around. They will receive clear steps of action for getting to the root of the conflict. Attendees will examine why negative situations ripple into every area of the organization. They will discover ways to facilitate bad situations, techniques for gaining consensus, and simple confrontation techniques that will reduce stress.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Define conflict

- Discuss the positive side of conflict
- Analyze common times for conflict
- Identify reasons for conflict among workers

Objective 2: Examine rules for handling anger

- Choose words to use that help
- Create action plans for quick resolution
- Analyze hostility and how it surfaces
- Examine how to handle hostility
- Compare levels of group conflict
- Examine seven stages of group conflict

Objective 3: Review active listening skills

- Discuss hedge words used to distort communication
- Analyze techniques people use to avoid issues

Objective 4: Examine conflict and facilitation strategies

- Compare ways to confront others while helping them save face
- Examine confrontation techniques
- Review assertiveness techniques
- Apply facilitation skills for allowing everyone to be heard
- Discuss the facilitator's responsibilities
- Create questions to guide others through the process
- Analyze ways to prevent arguing
- Discuss times to make amends

Dealing with Conflict and Negativity in a Project Management Environment - 2 Day

PDU's - 14

PMI's Talent Triangle Breakdown

Power Skills - 14.00

PMI's Certification Breakdown

PMP - 14.00

PMI-ACP - 14.00

PMI-SP - 14.00

PMI-RMP - 14.00

PfMP - 14.00

PMI-PBA - 14.00

Course Description: This two-day course will focus on ways to reduce professional or personal conflict and negativity. Participants will gain insight into ways to acquire control of volatile situations and prevent anger from escalating. They will learn how to turn negative situations around. They will receive clear steps of action for getting to the root of the conflict. Attendees will examine why negative situations ripple into every area of the organization. They will discover ways to facilitate bad situations, techniques for gaining consensus, and simple confrontation techniques that will reduce stress. They will create approaches to turn a negative situation into an optimistic workforce.



Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Define conflict

- Discuss the positive side of conflict
- Analyze eight most common times for conflict
- Identify six reasons for conflict among workers

Objective 2: Examine rules for handling anger

- Choose words to use that help
- Create action plans for quick resolution
- Analyze hostility and how it surfaces
- Examine how to handle personal and professional hostility
- Compare levels of group conflict
- Examine seven stages of group conflict

Objective 3: Review active listening skills

- Discuss hedge words people use to distort communication
- Analyze techniques people use to avoid issues

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Objective 4: Create a code of conduct for controlling a resolution meeting

- Compare ways to confront others while helping them save face
- Examine confrontation techniques
- Review assertiveness techniques
- Apply facilitation skills for allowing everyone to be heard
- Discuss the facilitator's responsibilities
- Create questions to guide others through the process
- Analyze ways to prevent arguing
- Discuss times to make amends

Objective 5: Examine definition of negativity

- Analyze the cost of negativity in U.S. organizations
- Evaluate the challenges of the modern workplace
- Formulate a five-step approach in examining negativity
- Review the CIA way negativity grows
- Discuss situational, habitual, and chronic negativity
- Discuss the effect of someone else's negativity on you
- Create stair steps toward negativity
- Assess results of negativity
- Compare ways in dealing with the negaholics
- Develop rules for confronting negativity
- Analyze how to break the victim complex
- Define ways to impact negative culture
- Discuss how to fight personal negativity

Objective 6: Evaluate the inner/personal dialog

- Identify the family influence
- Assess ways for rebuilding trust
- Create an action plan

Emotional Intelligence for Project Managers - 3 Day

PDU's - 19.5

PMI's Talent Triangle Breakdown

Ways of Working - 6.00

Power Skills - 11.50

Business Acumen - 2.00

PMI's Certification Breakdown

PMP - 19.50

PMI-ACP - 19.50

PMI-SP - 13.50

PMI-RMP - 13.50

PfMP - 19.50

PMI-PBA - 19.50



face-to-face



virtual
instructor-led

Course Description: This three-day course will focus on ways project managers can understand and use emotional intelligence in their personal lives and in the workplace. Students will be introduced to the basic concepts of emotional intelligence and will learn how to apply them to their project goals. Students will learn to evaluate themselves, their project teams, and their stakeholders. Students will be able to utilize the concepts in order to lead a high-functioning team to project success.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Define emotional intelligence

- Define emotional intelligence concepts
- Review the history of emotional intelligence
- Identify emotional intelligence models

Objective 2: Identify and discuss the benefits of emotional intelligence for the project manager

- List the attributes and skills of an effective project manager
- Identify areas of improvement needed

Objective 3: List and define an emotional intelligence framework in project management

- Self-awareness
- Self-management
- Social awareness
- Relationship management
- Team leadership

Objective 4: Explore the domain of self-awareness

- Identify the families of emotion and emotional red flags
- Identify and explore techniques to improve self-awareness

(Continued on next page)

Objective 5: Explore the domain of self-management

- Discuss self-control
- Identify emotional triggers
- Explore a process for managing emotions

Objective 6: Explore the domain of social awareness

- Define empathy and learn techniques to improve empathetic listening
- Use an emotional intelligence assessment checklist
- Identify and discuss organizational awareness
- Identify and discuss emotional boundaries
- Identify and explore techniques for improving social awareness

Objective 7: Explore the domain of relationship management

- Identify relationship competencies for the project manager
- List and discuss the steps to stakeholder relationships
- Explore relationship strategies for developing others
- Explore techniques for truth telling
- Explore techniques for managing relationships on projects

Objective 8: Explore the domain of team leadership

- Identify project team leadership competencies
- Explore communicating with emotional intelligence
- Identify and discuss methods of project communications
- Explore conflict management using emotional intelligence
- Explore project team concepts
- Discuss creating a positive team environment

Objective 9: Explore emotional intelligence on multiple/complex projects

- Identify and discuss concerns of project managers for large scale projects
- List and define different leadership styles
- Explore emotional intelligence in virtual teams

Fast Start: Facilitative Workshop for Creating Best Practices for the Project Management Environment - 3 Day

PDU's - 19.5

PMI's Talent Triangle Breakdown

Ways of Working - 6.50
Power Skills - 6.50
Business Acumen - 6.50

PMI's Certification Breakdown

PMP - 19.50
PMI-ACP - 13.00
PMI-SP - 13.00
PMI-RMP - 13.00
PfMP - 13.00
PMI-PBA - 13.00



face-to-face

Course Description: *Fast-Start: Facilitative Workshop for Creating Best Practices for the Project Management Environment* is an on-site, three-day workshop. This is not a training course, but an instructor-led facilitation effort with your staff to create customized Project Management Best Practices for your organization, PMO, or internal Project Center of Excellence.

Fast Start: Facilitative Workshop will use your staff to develop project management processes for your organization that are adjusted to your culture, management styles, organizational type and amount of controls desired by upper management. It will allow your organization to have a blueprint of processes to give direction on building and shaping the project management culture and methodology for the future. Each process will not only focus on what your organization is doing now, but also on what you desire it to do in the future. Where do you want your project management methodology to drive your organizational projects?

Fast Start: Facilitative Workshop allows your staff to walk away with all major processes for successfully running project in your environment customized to your own culture and organization.

Method of teaching: *Instructor-led facilitation. Participants will use flip charts, Post-it notes, and group activities to document all processes and methodology.*

Course Objectives:

Objective 1: Analyze the PMO model, authority and how it fits into organizational culture

- Create the Project Best Practices methodology and services
- Discuss the Project Best Practices roles and responsibilities

Objective 2: Examine internal processes and methodologies

- Discuss various environments in which project management can be structured
- Examine how internal project management processes will impact organizational change
- Examine how internal project management processes will impact internal culture

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Objective 3: Describe what you want your customized Project Management Best Practices to do

- Identify the classification of projects from a basic to large project to determine project rigor
- Discuss what is to be classified an operational work item compared to a project

Objective 4: Discuss training and mentoring provided by management to shift to the new project

- Organize Management Best Practices
- Examine core competencies and a team development associated with PM Best Practices
- Create metrics for measuring the Project Management Best Practices effectively
- Discuss evaluation and oversight strategies for the PMO and management
- Discuss the benefits of creating an internal certification

Hybrid Project Management: Blending Traditional and Agile Approaches for Project Success – 2 Day

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 6.25

Power Skills - 2.00

Business Acumen - 4.75

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 13.00

PMI-SP - 7.00

PMI-RMP - 6.75

PfMP - 6.75

PMI-PBA - 6.75



face-to-face



virtual
instructor-led

Course Description: Hybrid Project Management is popular because it combines both Traditional and Agile project management methodologies to plan any project regardless of the industry. This course includes teaching and activities that move beyond using the two popular approaches. It includes seldom discussed areas such as adjusting organizational culture, communication, and authority to support a hybrid environment.

This two-day, fast-paced course gives participants skills and techniques for blending a project approach that matches the project to increase success, as well as expand the participants' principles and core knowledge of hybrid project management.

This course is expansive and includes areas left out of other hybrid courses because it goes further than introducing methodologies and processes to openly discuss issues on authority, communication, and culture changes due to the hybrid methodology.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Discuss the definition of hybrid project management

- Define the Hybrid Manifesto

Objective 2: Evaluate the need for hybrid project management

- Identify why hybrid projects fail
- Discover the benefits of using the hybrid model over Traditional or Agile methodologies
- Define the value-added processes for hybrid

- Identify the roles and responsibilities for each method
- Validate the goals and outcomes of the project
- Understand the principles of both Traditional and Agile methodologies
- Assess the process for adjusting the processes from Traditional or Agile to a customized hybrid approach
- Create a customized hybrid process for the organization

(Continued on next page)

Objective 3: Create a checklist for selecting process components from various methodologies

- Contrast basics of Scrum and its various roles
- Compare the foundations of Kanban
- Build success factors of hybrid

Objective 4: Examine skills for a hybrid project manager

- Paraphrase the qualities of a hybrid project manager
- Discuss management's role in supporting hybrid project management in the organization
- Analyze supervision techniques and processes to support hybrid
- Examine the characteristics of a well-run hybrid team

Objective 5: Compare conditions that are best suited for Traditional, Agile, and Hybrid

- Create a hybrid process
- Discuss hybrid project methodology
- Discuss hybrid performance metrics and how to verify each team member is working
- Compile qualities of what must change in an organization's culture for hybrid to work

Knowledge Transfer in Project Management: Secrets to Increase Transferring Knowledge from the Team to the Customer – 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Ways of Working - 3.75

Power Skills - 0.50

Business Acumen - 2.25

PMI's Certification Breakdown

PMP - 6.50

PMI-ACP - 6.50

PMI-SP - 2.75

PMI-RMP - 2.75

PfMP - 6.50

PMI-PBA - 6.50



Course Description: Transferring Knowledge happens in project management to transition knowledge from the project team to the Customer. It is one of the best ways to educate current employees about new processes, procedures, and knowledge from a project or new initiatives. Knowledge transfer is more than on-the-job training; it means replicating the actions of an experienced worker.

Knowledge transfer in projects rarely happens organically but must include a transfer of knowledge plan with milestones for learning and understanding the new knowledge. Knowledge transfer can occur throughout the project or at the end prior to closing out and includes both tacit and explicit knowledge.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Understand an overview of knowledge transfer

- Define knowledge transfer
- Barriers to knowledge retention
- Benefits of knowledge transfer
- Create goals for knowledge transfer
- Understand knowledge shelf life

Objective 2: Defining explicit, tacit, and lost knowledge

- Determine the impact of lost organizational knowledge
- Understand the types of lost organizational knowledge
- Classify types of lost organizational knowledge
- Understand a typology of lost knowledge

- Setting the goals for knowledge transfer
- Compare types of knowledge

Objective 3: Analyze the characteristics of a good knowledge transfer program

- Appraise types of knowledge
- Create a continuous improvement process for knowledge transfer
- Determine the cost-benefit of transferring knowledge
- Mapping core skills for transfer
- Understand the motivation of the knowledge transfer strategy
- Select good transfer of knowledge methods

(Continued on next page)

- Evaluate the opportunities for knowledge transfer
- Predict the threats of knowledge transfer

Objective 4: Evaluate the type of learner

- Identify strategies for a resistant learner
- Understand the difference and fallout of push/pull learning
- Evaluate shallow learning
- Identify qualities of deep learning

Objective 5: Determine which SMEs possess knowledge in specific areas

- Create a Skills Transfer List by SME
- Create a knowledge transfer strategy
- Work with current experts and SMEs
- Examine an information collection plan
- Understand the types, frequency, and format
- Establish knowledge transfer milestones
- Compare accidental and intentional forgetting

Objective 6: Evaluate techniques for transferring knowledge

- Evaluate the current knowledge retention strategies
- Differentiate knowledge transfer which requires training
- Distinguish knowledge transfer through mentoring
- Create ideas for a new culture that supports knowledge retention and transfer

Objective 7: Select the criteria for documents and archiving

- Audit new knowledge usage
- Meet the documentation goals and objectives for the project
- Determine the criteria for document archiving
- Verify documents contents

Mastering the Interview and Gathering of Project Requirements - 2 Day

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 10.75

Power Skills - 0.25

Business Acumen - 2.00

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 13.00

PMI-SP - 2.25

PMI-RMP - 2.25

PfMP - 2.25

PMI-PBA - 13.00



face-to-face



virtual
instructor-led

Course Description: This two-day course will focus on ways to gather detailed, specific, and quantifiable requirements for the project. This course will teach students how to analyze the information and expedite the desired goals, objectives, and outcomes given by the customer. Participants will understand how to move beyond the gathering of basic or surface level requirements discussed by the customer to those which are detailed and measurable and needed for project success. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Explore the requirements gathering process

- Understand the iterative and incremental development of requirements
- Discuss the evolution of requirements

Objective 2: Scope the problem, goals or objectives

- Define problems the project will remove
- Set the goals the project will achieve
- Define the objectives the project will meet
- Explore how much analysis should be used
- Discuss the advantage and disadvantage of using a structured interview
- Analyze the types of questions needed to gather the right information

Objective 3: Understand and document the real problem

- Explore and define symptoms
- Explore how to conduct a root cause analysis

Objective 4: Document the different types of requirements

- Discuss input and output requirements
- Discuss reliability requirements
- Analyze performance requirements
- Explore safety and environmental requirements
- Define accessibility requirements
- Explore security or training requirements

(Continued on next page)

Objective 5: Evaluate the process or processes that will be affected

- Map the present process being followed
- Map the desired process when a project is completed
- Discuss the changes and impact to culture

Objective 6: Convert project objectives to scope deliverables

- Discuss the outcomes
- Explore the metrics to be measured

Objective 7: Detail functional requirements

- Define functional requirements
- Discuss organizational capabilities the system will support
- Explore behaviors or operations in which the system will act or respond

Objective 8: Detail non-functional requirements

- Define non-functional requirements
- Discuss how non-functional requirements are similar to constraints
- Explore how non-functional requirements stipulate a physical or performance characteristic

Objective 9: Detail conditional requirements

- Define when to use an alternative set of requirements

Objective 10: Develop a WBS from the project objectives

- Create a WBS with work packages
- Estimate cost using work packages
- Detail a WBS

Objective 11: Explore requirements associated with quality

- Find missing requirements
- Prioritize the requirements

Objective 12: Communicate project requirements

- Communicate project requirements to the stakeholders
- Communicate project requirements to the customer
- Communicate project requirements to the team

Objective 13: Understand auditing of project requirements

- Understand internal audits
- Understand external audits

Performance Improvement - 2 Day

Impacting the Quality of Your Organization

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 8.00

Power Skills - 3.50

Business Acumen - 1.50

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 5.00

PMI-SP - 6.00

PMI-RMP - 5.00

PfMP - 5.00

PMI-PBA - 5.00



face-to-face



virtual
instructor-led

Course Description: This two-day course is designed to teach skills which are vital for improving quality in the workplace. This course will focus on strong project management skills, clearly defined team functions, and pointed communication necessary to drive quality throughout the organization. Participants will learn how to facilitate and implement quality initiatives, monitor the collection of data, and explore planning and monitoring of quality projects.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Compare old and new philosophies

- Define quality for today
- Develop approaches for adjusting culture
- Identify a prevention mentality rather than a reactive one
- Evaluate data that must be analyzed

Objective 2: Discuss guidelines for executing continuous quality

- Examine continuous process improvement
- Describe rules for continuous improvement
- Analyze where continuous improvement can help
- Discuss symptoms of quality concerns
- Identify a continuous improvement team's concern
- Discuss ways to reduce resistance from organizations
- Compare roadblocks to continuous improvement and quality initiative
- Predict characteristics in the cost of quality
- Choose techniques for involving co-workers
- Evaluate Deming's seven deadly diseases
- Discuss the approaches of Deming, Juran and Cosby to quality

(Continued on next page)

Objective 3: Identify steps for creating a quality action plan

- Discuss implementation of the quality action plan
- Examine ways of monitoring the quality action plan
- Create improvement rules
- Analyze how to conduct quality audits

Objective 4: Discuss management's role compared to that of the frontline employee

- Examine how to shift from management decision making to team decision making
- Recognize five ways to give proper leadership within a culture
- Label role descriptions and project responsibilities when you have no position power
- Design an agenda for the first project team meeting
- Identify seven things which must be communicated in every project meeting to keep others informed

Objective 5: Define the project drivers

- Show how to set, control, and monitor project scope
- Formulate a Work Breakdown Structure for speeding up the quality approach
- Evaluate the strengths and weaknesses of a critical path in developing quality initiatives
- Examine how to handle delays on projects while driving quality forward
- Discuss implementation of a project plan

Objective 6: Apply close down checklists and handoff procedures

- Identify phase out of the project plan

Objective 7: Conduct a postmortem

- Examine how best practices of a project can make the difference in future success

Proactive Communication and Interview Skills for Gathering Business Requirements - 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Ways of Working - 3.25

Power Skills - 3.25

PMI's Certification Breakdown

PMP - 6.50

PMI-ACP - 3.25

PMI-SP - 3.25

PMI-RMP - 3.25

PfMP - 3.25

PMI-PBA - 3.25



virtual
instructor-led

Course Description: This one-day course will focus on ways to use communication to gather detailed information from the customer, analyze the information, and expedite the outcomes desired by the customer. Participants will understand how to focus a message and incorporate means to gain information using effective communication skills. This course will recommend ways of building stronger communication skills and will provide insight to different communication styles. Participants will learn new power by using certain words to impact the message and by asking questions that get noticed. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Evaluate how to approach people

- Identify perception
- Examine what impacts perception
- Compare reducing perception differences

Objective 2: Discuss how to gain understanding

- Analyze communication styles
- Develop ways to increase understanding
- Compare kinds of communication
- Describe what communication should be communicated upline
- Examine reasons why communicating upline is extremely difficult
- Identify questions to ask if miscommunication is common
- Discuss how to match your body language and the message
- List characteristics of a poor listener
- Predict obstacles of listening
- Identify ways of asking questions which open up communication

(Continued on next page)

Objective 3: Examine techniques for disagreeing

- Discuss caution signs that a disagreement is turning into a conflict

Objective 4: Create questions which explore the customer's desires and requirements

- Recognize which follow up questions will detail the expressed wishes of the customer
- Analyze the interview data and determine true requirements of the customer
- Develop a sequence of questions which encourages customers to give information freely
- Examine feedback techniques for clarifying the real message being given from the customer
- Evaluate the best feedback technique to use in mirroring the requirements back to the customer for approval
- Analyze interview skills that will give insight into any project

Objective 5: Discuss which areas to brainstorm when doing a client project

- Examine how to set project objectives that are measurable and realistic
- Discuss collecting data and information
- Evaluate how to analyze a problem
- Analyze the best skills and personnel needed to successfully fulfill this project
- Evaluate ways to create a project plan, set expectations, and monitor progress

Program Management - 2 Day

PDU's - 13

PMI's Certification Breakdown

PMP - 13.00

PMI's Talent Triangle Breakdown

Ways of Working - 13.00



face-to-face



virtual
instructor-led

Course Description: *Program Management* is a two-day class designed to offer direction in managing several projects under a common umbrella. These projects will often run within the same timeframe, using the same resources. An effective program manager can see an overview of the whole picture while still attending to the individual pieces.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Define program management

- Discuss strategic planning in program management
- Examine proposal management
- Examine the program management plan
- Examine structured diagrams in managing the program
- Identify program control
- Discuss program control tools
- Examine the program manager's role and responsibilities
- Identify the customer's role in program management
- Discuss team selection and team building within the program

Objective 2: Identify program management problems and propose solutions

- Discuss problems with multi-project planning
- Examine the triple constraints in program management

Objective 3: Examine program funding resources and authorization

- Discuss budgets and cost control within a program
- Discuss program organization and staffing
- Describe risk assessment and management within the program
- Identify communication management, external and internal
- Examine time management within the program

Project Change Management - 2 Day

How to Implement, Track, and Control Project Changes

PDU's - 13

PMI's Certification Breakdown

PMP - 13.00

PMI's Talent Triangle Breakdown

Ways of Working - 13.00



face-to-face



virtual
instructor-led

Course Description: This two-day seminar will show students how to implement, track, and control changes to the project. This seminar will focus on ways to reduce the uncertainty of project changes. Students will learn how to analyze each change while developing processes, tools and techniques which can be used immediately. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Discuss the definition of change

- Identify proactive and reactive characteristics
- Analyze why people resist change
- Examine four types of change
- Examine five roles of change agents
- Examine the drivers of change
- Classify the roadblocks to change

Objective 2: Identify three areas that impact change in people

- Assess five new focuses from change
- Examine six ways fear hinders change
- Examine seven qualities of a paralyzed state
- Identify eight factors that determine a person's viewpoint
- Compare four ways people respond to change
- Discuss when to create change quickly or gradually
- Formulate a checklist to help determine resistance
- Identify how to deal with setbacks

Objective 3: Create a strategy for change

- Analyze a force field analysis
- Create an action plan
- Compare change control to change management

(Continued on next page)

- Discuss what is included in integrated change control
- Explain tools for integrated change control
- Discuss the benefits for written change requests

Objective 4: Examine schedule changes

- Examine procurement changes
- Examine contract change control
- Examine scope change control
- Examine cost change control
- Create change management processes

Objective 5: Discuss sources of change

- Create change due to corrective actions
- Create change due to preventative actions

Objective 6: Discuss how to monitor and verify changes have been completed

- Discuss change authorization policies
- Create a strategy for examining risk after change approval
- Analyze the roles and responsibilities of change control board
- List the benefits of documentation in various situations
- Analyze the impact of change

Objective 7: Define change control board

- Compare positive and negative change control boards
- Discuss who should be on the change control board
- Create an internal process to work with change control board
- Discuss best practices for change control board

Project Change Management - 3 Day

A Systematic Approach to Controlling Project Changes

PDU's - 19.5

PMI's Talent Triangle Breakdown

Ways of Working - 17.50

Business Acumen - 2.00

PMI's Certification Breakdown

PMP - 19.50

PMI-ACP - 2.00

PMI-SP - 2.00

PMI-RMP - 2.00

PfMP - 2.00

PMI-PBA - 2.00



face-to-face



virtual
instructor-led

Course Description: This three-day seminar will show students how to implement, track, and control changes to the project. This seminar will focus on the examination of the change control board, procedures which will guide configuration management, and ways to negotiate changes with the customer. Students will learn how to protect the change management process while pleasing the customer. This course will follow one or more of Project Management Institute's knowledge areas of the PMBOK® Guide.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Discuss the definition of change

- Identify proactive and reactive characteristics
- Analyze why people resist change
- Examine four types of change
- Examine five roles of change agents
- Examine the drivers of change
- Classify the roadblocks to change

Objective 2: Identify three areas that impact change in people

- Assess five new focuses from change
- Examine six ways fear hinders change
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- Identify eight factors that determine a person's viewpoint
- Compare four ways people respond to change
- Discuss when to create change quickly or gradually
- Formulate a checklist to help determine resistance
- Identify how to deal with setbacks

Objective 3: Create a strategy for change

- Analyze a force field analysis
- Create an action plan
- Compare change control to change management
- Discuss what is included in integrated change control
- Explain tools for integrated change control
- Discuss the benefits for written change requests

Objective 4: Examine configuration management

- Identify the benefits of configuration management
- Identify and detail the key elements of:
 - Configuration management
 - Configuration identification
 - Configuration control
 - Configuration status accounting
 - Audit of configuration

(Continued on next page)

Objective 5: Examine schedule and procurement changes

- Examine contract, scope, and cost change control
- Create a change management process

Objective 6: Discuss sources of change

- Create change due to corrective actions
- Create change due to preventative actions

Objective 7: Discuss how to monitor and verify changes have been completed

- Discuss change authorization policies
- Create a strategy for examining risk after change approval
- Analyze the roles and responsibilities of change control board
- List the benefits of documentation
- Analyze the impact of change

Objective 8: Define change control board (CCB)

- Compare positive and negative CCBs
- Discuss who should be on the CCB
- Create an internal process to work with CCB
- Discuss best practices for CCB

Objective 9: Identify the roles of change management for the project manager, project sponsor, team members, and the CCB

Objective 10: Identify and detail the fields of a change request form

- Create a change request form
- Discuss change request timing
- Identify and detail the fields of a change request log
- Discuss unmanaged and managed changes regarding time, energy, and resources

Objective 11: Examine negotiation skills in project change management

- Identify negotiation personalities
- Discuss making offers and counteroffers

Objective 12: Discuss when to walk away

- Examine human responses to change
- Discuss responses to controllable change
- Discuss responses to uncontrollable change

Project Communications Management – 1 Day

PDU's – 6.5

PMI's Talent Triangle Breakdown

Ways of Working - 3.25

Power Skills - 3.25

PMI's Certification Breakdown

PMP - 6.50

PMI-ACP - 3.25

PMI-SP - 3.25

PMI-RMP - 3.25

PfMP - 3.25

PMI-PBA - 3.25



virtual
instructor-led

Course Description: This one-day course will focus on ways to use project communication and communication theories to influence others within and outside of the project team. Participants will learn how to focus on framing the data and information in a correct manner. Participants will also learn the proper usage of words and language for influencing project stakeholders. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Analyze the value of project interviews

- Evaluate how to approach people
- Identify perception
- Examine what impacts project perception
- Compare reducing perception differences

Objective 2: Discuss how to gain understanding

- Demonstrate what to do when you mess up
- Analyze communication styles
- Develop ways to increase understanding
- Compare kinds of project communication
- Describe what communication should be communicated upline
- Examine reasons why communicating upline is extremely difficult
- Identify questions to ask if miscommunication is common
- Detail characteristics of a poor listener
- Predict obstacles of listening during projects
- Examine project communication channels

Objective 3: Define project management's role in project meetings

- Describe ingredients of effective project meetings
- Evaluate receiving feedback on performance
- Design responses to negative project feedback

Project Communications Management - 2 Day

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 11.00

Power Skills - 2.00

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 2.00

PMI-SP - 2.00

PMI-RMP - 2.00

PfMP - 2.00

PMI-PBA - 2.00



face-to-face



virtual
instructor-led



self-paced
online

Course Description: This two-day course will focus on ways to use project communication and communication theories to influence others within and outside of the project team. Participants will learn how to focus on framing the data and information in a correct manner. Participants will also learn the proper usage of words and language for influencing project stakeholders. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Analyze the value of project interviews

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Objective 2: Discuss how to gain understanding

- Demonstrate what to do when you mess up
- Analyze communication styles
- Develop ways to increase understanding
- Compare kinds of project communication
- Describe what communication should be communicated upline
- Examine reasons why communicating upline is extremely difficult
- Identify questions to ask if miscommunication is common
- Evaluate verbal softeners
- Detail characteristics of a poor listener
- Predict obstacles of listening during projects

Objective 3: Define project management's role in project meetings

- Describe ingredients of effective project meetings
- Evaluate receiving feedback on performance
- Design responses to negative project feedback

Objective 4: Examine techniques for disagreeing

- Discuss caution signs that a disagreement is turning into a conflict
- Formulate seven stages of intergroup conflict in project teams
- Describe ways to reduce intergroup conflict in project meetings

Objective 5: Define the processes in Project Communications Management

- Detail the process of Plan Communications Management
- Detail the process of Manage Communications
- Detail the process of Monitor Communications

Project Cost Management - 1 Day

PDU's - 6.5

PMI's Certification Breakdown

PMP - 6.50

PMI's Talent Triangle Breakdown

Ways of Working - 6.50



virtual
instructor-led



self-paced
online

Course Description: This one-day course will focus on basic cost management theories and techniques. Students will learn how to give value to the customer beyond cost. There will also be a discussion on ways to get the project back on track and how to adjust budgeting issues during over expenditures. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Examine budgeting basics

- Review estimating techniques
 - Rework
 - Labor
 - Past history
 - Technology
 - Effort
 - Pilot program
 - Hours
 - Training
 - Resources
 - Roll out
 - Contingency
 - Building/facility
 - Maintenance
 - Follow-up
- Discuss the pre-estimating process
- Evaluate constraint estimating
- Examine team design
- Discuss expert estimating
- Analyze cost projections
- Assess creative steps to estimating
- Detail the problem

Objective 2: Examine estimating the initial cost

- List constraints which impact cost
- Compare cost control systems
- Discuss cost estimate basics
- Review types of estimates
- Discover how to figure the ROI on your project
- Discover how to allocate costs

Objective 3: Discuss how to handle emergencies

- Evaluate unplanned work
- Examine scope creep
- Examine scope change
- Identify what to do when the estimate is too high
- Examine how to get the project back on budget

Objective 4: Define the processes of Project Cost Management

- Examine the process of Plan Cost Management
- Examine the process of Estimate Costs
- Examine the process of Determine Budget
- Examine the process of Control Costs

Project Integration Management – 1 Day

PDU's – 6.5

PMI's Talent Triangle Breakdown

Ways of Working - 5.50

Power Skills - 1.00

PMI's Certification Breakdown

PMP - 6.50

PMI-ACP - 1.00

PMI-SP - 2.00

PMI-RMP - 1.00

PfMP - 1.00

PMI-PBA - 1.00



virtual
instructor-led

Course Description: This one-day course will focus on ways employees can run projects faster and more effectively. This course will teach participants how to successfully create, monitor, and guide the project's scope and critical path and how to manage multiple projects. Participants will diagnose and prevent problems such as scope creep, time slippage, and team conflicts. Lastly, this course will examine the entire process of project planning and how to create successful practices in the future. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Define the six-step project management process

- Examine the project's life cycle

Objective 2: Design a proactive interview process

- Demonstrate interviewing techniques that will assist in determining project specifics
- Show how to set, control, and monitor project scope
- Manage brainstorming and planning meetings

Objective 3: Classify who to place on your project team

- Label role descriptions and project responsibilities when you have no position power
- Create a modified code of conduct for running an empowered team
- Classify how to manage the project through influence rather than power

Objective 4: Examine forms in scheduling a project and possible scheduling issues

- Formulate a WBS (Work Breakdown Structure)
- Evaluate a real timeline
- Evaluate why time calculations are wrong
- Analyze strengths and weaknesses of a Gantt chart

Objective 5: Examine steps in creating a project budget and developing a master budget control process

- Discuss implementation of project plan

(Continued on next page)

Objective 6: Identify important items which must be communicated in every project

- Review who should be communicated to
- Describe ways to communicate bad news

Objective 7: Apply close down checklists and handoff procedures

- Identify phase out of the project
- Perform a postmortem

Objective 8: Examine the integration process in project management

- Examine integration skills needed by the project manager
- Define the three major processes in project integration
- Detail the integration process of project plan development
- Detail the integration process of project plan execution
- Detail the integration process of project change control

Project Integration Management - 3 Day

PDU's - 19.5

CEUs - 2.0

PMI's Talent Triangle Breakdown

Ways of Working - 15.50

Power Skills - 3.00

Business Acumen - 1.00

PMI's Certification Breakdown

PMP - 19.50

PMI-ACP - 4.00

PMI-SP - 5.00

PMI-RMP - 4.50

PfMP - 4.00

PMI-PBA - 4.00



face-to-face



virtual
instructor-led

Course Description: This three-day course will focus on ways employees can run projects faster and more effectively. This course will recommend a six-phase process, as well as numerous preventative actions to efficiently speed up a project. Participants will learn how to successfully create, monitor, and guide the project's scope and critical path and how to manage multiple projects. Participants will diagnose and prevent problems such as scope creep, time slippage, and team conflicts. Lastly, this course will examine the entire process of project planning and how to create successful practices in the future. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Define the six-step project management process

- Examine the project's life cycle
- Assess five ways to give proper leadership within culture
- Identify the triple constraints of every project
- Define the project drivers

Objective 2: Design an agenda for the first project team meeting

- Demonstrate interviewing techniques that will assist in determining project specifics
- Review constraint red flags to watch
- Show how to set, control, and monitor project scope
- Summarize major areas to brainstorm
- Manage brainstorming and planning meetings
- Identify a checklist for team meetings
- Analyze signs of poor updates

Objective 3: Classify who to place on your project team

- Label role descriptions and project responsibilities when you have no position power
- Create a modified code of conduct for running an empowered team
- Classify how to manage the project through influence rather than power

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Objective 4: Examine forms in scheduling a project and possible scheduling issues

- Formulate a WBS, work breakdown structure
- Discuss how to track multiple projects
- Evaluate a real timeline
- Evaluate why time calculations are wrong
- Examine characteristics of a milestone
- Analyze strengths and weaknesses of a Gantt chart

Objective 5: Define the critical path

- Evaluate the strengths and weaknesses of a critical path
- Describe how to handle delays
- Discuss effects of a late start
- Assess how to crash a project
- Summarize danger signals to watch

Objective 6: Examine steps in creating a project budget and developing a master budget control process

- Discuss implementation of project plan

Objective 7: Identify seven things which must be communicated in every project

- Review who should be communicated to
- Evaluate the results of poor communication
- Describe ways to communicate bad news

Objective 8: Apply close down checklists and handoff procedures

- Identify phase out of the project
- Perform a postmortem

Objective 9: Examine the integration process in project management

- Examine integration skills needed by the project manager
- Define the three major processes in project integration
- Detail the integration process of project plan development
- Detail the integration process of project plan execution
- Detail the integration process of project change control

Project Management Concepts - 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Ways of Working - 4.5

Power Skills - 1.0

Business Acumen - 1.0

PMI's Certification Breakdown

PMP - 6.5

PMI-ACP - 2.5

PMI-SP - 3.0

PMI-RMP - 2.5

PfMP - 2.0

PMI-PBA - 2.0



virtual
instructor-led

Course Description: This one-day course will provide an overview of project management concepts and how they function within the organizational environment. It will include applicable hands-on activities and team exercises. Participants will learn tools and techniques which will help them run their projects faster and more effectively. This course will follow the Project Management Institute's process groups and knowledge areas of the *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Recognize the process groups and knowledge areas of project management

- Examine the project manager's role
- Define project charter and project success
- Identify and detail the scope of a project including the scope statement and scope definition
- Discuss freezing scope, scope validation, and scope control
- Formulate a Work Breakdown Structure (WBS)

Objective 2: Define the real critical path

- Discuss decomposition techniques
- Define activity sequencing and various tools, precedence diagramming method
- Examine tools for schedule development including critical path method, duration compression, simulation
- Compare estimating techniques
- Discuss schedule control

Objective 3: Discuss quality planning

- Define and detail performance reporting

Objective 4: Examine communications management

Objective 5: Examine risk management planning

- Detail tools for risk identification: brainstorming, interviewing, SWOT analysis, Delphi technique, etc.
- Discuss risk control

Objective 6: Examine characteristics of effective and ineffective teams

- Discuss barriers to team development
- Examine team building and leadership skills

Objective 7: Define cost control, schedule control, and closing procurements

Project Management Concepts - 2 Day

PDU's - 13.5

PMI's Talent Triangle Breakdown

Ways of Working - 9.00
Power Skills - 2.00
Business Acumen - 2.00

PMI's Certification Breakdown

PMP - 13.50
PMI-ACP - 5.00
PMI-SP - 5.00
PMI-RMP - 4.50
PfMP - 4.00
PMI-PBA - 4.00



face-to-face



virtual
instructor-led

Course Description: This two-day course will provide an overview of project management concepts and how they function within the organizational environment. It will include applicable hands-on activities and team exercises. Participants will learn tools and techniques which will help them run their projects faster and more effectively. This course will follow the Project Management Institute's process groups and knowledge areas of the *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Recognize the process groups and knowledge areas of project management

- Examine the project manager's role in project management
- Define project charter
- Identify and detail the scope of a project including the scope statement and scope definition
- Discuss scope verification and scope control
- Formulate a (WBS) work breakdown structure

Objective 2: Define the real critical path

- Discuss decomposition techniques
- Define activity sequencing and various tools, precedence diagramming method
- Examine tools for schedule development including critical path method, duration compression, simulation
- Discuss schedule control

Objective 3: Discuss quality planning

- Examine tools such as benefit-cost analysis, benchmarking, and flowcharting
- Define and detail performance reporting

Objective 4: Create a sample communication plan

- Assess how to handle delays

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Objective 5: Examine risk management planning and detail a risk management plan

- Detail tools for risk identification: brainstorming, interviewing, SWOT analysis, Delphi technique, etc.
- Discuss risk monitoring and control

Objective 6: Define and detail the project team

- Examine characteristics of effective and ineffective teams
- Determine destructive and supportive roles of team members
- Identify team motivation and team development
- Discuss dealing with conflict and maintaining accountability

Objective 7: Define and detail earned value analysis including schedule variance, cost variance, cost performance index, schedule performance index

Objective 8: Examine the process of closing a project including contract closure

- Create a close down checklist and handoff procedures

Project Management Mistakes and How to Avoid Them for Project Success - 2 Day

PDU's – 13

PMI's Talent Triangle Breakdown

Ways of Working - 12.00

Power Skills - 1.00

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 1.00

PMI-SP - 2.00

PMI-RMP - 2.00

PfMP - 1.00

PMI-PBA - 1.00



face-to-face



virtual
instructor-led

Course Description: This course will explore 14 common project management mistakes made during the life cycle of a project. Mistakes are identified; solutions are developed and applied so that these mistakes are manageable or avoided all together. This course will follow the Project Management Institute's process groups and knowledge areas of the *PMBOK® Guide*. Each student will receive a copy of the book, *21 Deadly Project Management Mistakes* by Dr. Keith Mathis.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Examine the mistake of planning before a customer interview is completed

Objective 8: Examine the mistake of no project audits

Objective 2: Examine the mistake of top-down planning

Objective 9: Examine the mistake of turf battles

Objective 3: Examine the mistake of vague roles and responsibilities definition

Objective 10: Examine the mistake of not monitoring the critical path

Objective 4: Examine the mistake of little accountability when productivity is low

Objective 11: Examine the mistake of conflict with culture and project command

Objective 5: Examine the mistake of an unrealistic timeline

Objective 12: Examine the mistake of overcommitting team members

Objective 6: Examine the mistake of a limited risk analysis

Objective 13: Examine the mistake of not confronting the status quo

Objective 7: Examine the mistake of a poor communication plan

Objective 14: Examine the mistake of no close down plan for ending the project

Project Management Mistakes and How to Avoid Them for Project Success - 3 Day

PDU's – 19.5

PMI's Talent Triangle Breakdown

Ways of Working - 18.00

Power Skills - 1.50

PMI's Certification Breakdown

PMP - 19.50

PMI-ACP - 1.50

PMI-SP - 2.50

PMI-RMP - 2.50

PfMP - 1.50

PMI-PBA - 1.50



face-to-face



virtual
instructor-led

Course Description: This course will explore 21 common project management mistakes made during the life cycle of a project. Mistakes are identified; solutions are developed and applied so that these mistakes are manageable or avoided all together. This course will follow the Project Management Institute's process groups and knowledge areas of the *PMBOK® Guide*. Each student will receive a copy of the book, *21 Deadly Project Management Mistakes* by Dr. Keith Mathis.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Examine the mistake of no established project methodology with fits organizational culture

Objective 2: Examine the mistake of planning before a customer interview is completed

Objective 3: Examine the mistake of top-down planning with little input from those working on the project

Objective 4: Examine the mistake of creating teams with improper skills

Objective 5: Examine the mistake of vague roles and responsibilities definition

Objective 6: Examine the mistake of little accountability when productivity is low

Objective 7: Examine the mistake of an unrealistic timeline

Objective 8: Examine the mistake of a shallow WBS

Objective 9: Examine the mistake of no implementation plan

Objective 10: Examine the mistake of a limited risk analysis

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Objective 11: Examine the mistake of a poor communication plan

Objective 12: Examine the mistake of no project audits

Objective 13: Examine the mistake of inadequate performance appraisals

Objective 14: Examine the mistake of turf battles

Objective 15: Examine the mistake of not monitoring the critical path

Objective 16: Examine the mistake of no system to track change orders

Objective 17: Examine the mistake of conflict with culture and project command

Objective 18: Examine the mistake of overcommitting team members

Objective 19: Examine the mistake of not confronting the status quo

Objective 20: Examine the mistake of no close down plan for ending the project

Objective 21: Examine the mistake of not creating best practices

Project Management Office (PMO) - 2 Day

Creating a Center of Excellence for Efficient Project Delivery

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 5.00
Power Skills - 4.00
Business Acumen - 4.00

PMI's Certification Breakdown

PMP - 13.00
PMI-ACP - 8.00
PMI-SP - 8.00
PMI-RMP - 8.00
PfMP - 8.00
PMI-PBA - 8.00



face-to-face



virtual
instructor-led

Course Description: This two-day course will give each participant an in-depth opportunity to examine the breadth of the Project Management Office. Participants will examine the role, purpose, and different models used, as well as how an organization would approach establishing a PMO. Participants will learn best practices for establishing, managing, and successfully leading toward project excellence with a PMO. We will discuss methodologies for the PMO that will allow students to understand and implement project management core competencies across the organization.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Examine the stages of the PMO

- Analyze the PMO functions
- Discuss the reasons why any organization should consider a PMO
- Examine the PMO in relation to portfolio management
- Relate the PMO to project management
- Examine the relationship with program management
- Discuss the differences between a Project Office and a Center of Excellence
- Create a list of standards the PMO will follow
- Apply PMO governance

Objective 2: Create the PMO methodology and services

- Assemble the right PMO staff
- Examine the role of executive leadership and sponsorship to the PMO
- Discuss the PMO roles and responsibilities
- Discuss training and mentoring provided by PMO
- Examine core competencies and a team development model

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Objective 3: Develop a curriculum for internal project management training

- Discuss the benefits of creating an internal certification
- Create metrics for measuring the PMO effectively
- Discuss evaluation and oversight strategies
- Examine project recovery processes and solutions
- Develop a model for creating internal best practices

Project Management Office (PMO) - 3 Day

Creating a Center of Excellence for Efficient Project Delivery

PDU's - 19.5

PMI's Talent Triangle Breakdown

Ways of Working - 17.00

Power Skills - 1.50

Business Acumen - 1.00

PMI's Certification Breakdown

PMP - 19.50

PMI-ACP - 2.50

PMI-SP - 2.50

PMI-RMP - 2.50

PfMP - 3.50

PMI-PBA -2.50



face-to-face



virtual
instructor-led

Course Description: This three-day course will give each participant an in-depth opportunity to engage in a complete examination of the breadth of the Project Management Office. Participants will examine the role, purpose, and different models used, as well as how an organization would approach establishing a PMO. Participants will learn best practices for establishing, managing, and successfully leading toward project excellence with a PMO. We will discuss methodologies for the PMO that will allow students to understand and implement project management core competencies across the organization.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Examine why a PMO fails

- Discuss various environments in which a PMO will thrive
- Discuss the reasons why any organization should consider a PMO
- Examine how a PMO impacts organizational change and internal culture
- Examine the PMO in relationship to portfolio management
- Relate the PMO to project management
- Examine the relationship with program management
- Discuss the differences between a Project Office and a Center of Excellence
- Create a list of standards the PMO will follow
- List what a PMO should do
- Identify how the PMO should support the strategic plan
- Discuss the link between strategic objectives and PMO
- Analyze the PMO model
- Apply PMO governance

Objective 2: Assemble the right PMO staff

- Examine the role of executive leadership and sponsorship to the PMO
- Create the PMO methodology and services
- Discuss the PMO roles and responsibilities

(Continued on next page)

- Discuss organizational change and acceptance of the PMO
- Discuss training and mentoring provided by PMO
- Examine core competencies and a team development model

Objective 3: Develop a curriculum for internal project management training

- Discuss the benefits of creating an internal certification
- Create metrics for measuring the PMO effectively
- Discuss evaluation and oversight strategies
- Examine project recovery processes and solutions
- Develop a model for creating internal best practices

Objective 4: Discuss better ways of establishing customer relationships

- Examine the relationship between a PMO and vendor contractor

Project Monitoring, Evaluation, and Oversight - 2 Day

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 12.00

Power Skills - 0.75

Business Acumen - 0.25

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 1.00

PMI-SP - 1.00

PMI-RMP - 1.00

PfMP - 1.00

PMI-PBA - 1.00



face-to-face



virtual
instructor-led



self-paced
online

Course Description: This two-day course will examine how to establish processes and evaluation techniques for auditing project solutions. Students will learn data collection techniques and how to convert soft data to monetary values which can be measured and evaluated. Students will discover various audits and how to measure project components such as performance, resources, planning, customer relationships, and vendor-contractor relationships. This course will also focus on establishing process improvements in the maintaining of oversight procedures. Students will be able to apply widely accepted standards and preferred evaluation and oversight principles, as well as provide means to compile, analyze, and optimize project performance. We will explore ways to deliver feedback and make recommendations to the appropriate individuals in the organization. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Define project oversight and why it is needed in organizations

- Develop evaluation processes and procedures
- Compare the difference between research and evaluation
- Evaluate current hindrances facing organizations when conducting oversight
- Analyze various ways of setting standards and measurements for projects
- Examine project metrics and requirements
- Define internal stakeholders for oversight and evaluation
- Discuss benchmarking techniques
- Define the what, why and how of evaluation
- Develop methods to evaluate projects you did not create
- Discuss models of successful evaluation
- Classify key success factors

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Objective 2: Examine data collection methods, formats and data analysis

- Evaluate ways to measure skills and knowledge
- Analyze how to calculate and interpret ROI
- Identify application and implementation costs
- Discuss forecasting methods
- Design evaluation templates and tools to conduct audits

Objective 3: Examine project planning audit

- Examine project performance audit
- Examine project resource audit
- Compare technology audits
- Examine customer acceptance audit
- Discuss vendor-contractor audits
- Create evaluation reports that impact the organization in a positive way

Objective 4: Discuss methods for making recommendations which encourage rather than disrespect

- Evaluate recording techniques for making recommendations
- Discuss recovery assessment processes
- Examine recovery indicators
- Examine a project recovery plan

Project Performance Management - 2 Day

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 12.50

Business Acumen - 0.50

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 0.50

PMI-SP - 1.50

PMI-RMP - 0.50

PfMP - 0.50

PMI-PBA - 0.50



face-to-face



virtual
instructor-led

Course Description: This two-day course will focus on developing strategies for tracking performance in project teams. Participants will examine issues such as benchmarking performance and establishing a gap between desired project performance and preferred performance. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Discuss advantages of performance management

- Identify performance needs
- Identify performance to project directives
- Analyze ways to communicate performance expectations in every project

Objective 2: Define ways in discovering the performance gap

- Classify benchmarking techniques of present performance
- Discuss training and the performance gap

Objective 3: Examine questions to ask in determining project performance

- Discuss how to break down project performance into understandable steps
- Define how to map the performance map
- Review monitoring of project performance indicators

Objective 4: Show how to link operational goals to project performance

- Analyze mentoring roles in advancing project performance
- Examine the impact of incorporating best practices in project performance
- Evaluate how to create a project performance results matrix
- Develop a project performance development plan to transition team members toward peak performance

Project Procurement Management - 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Ways of Working - 6.00

Power Skills - 0.50

PMI's Certification Breakdown

PMP - 6.50

PMI-ACP - 0.50

PMI-SP - 0.50

PMI-RMP - 0.50

PfMP - 0.50

PMI-PBA - 0.50



virtual
instructor-led

Course Description: This one-day course is structured to lay the proper foundation for procurement principles and processes. The emphasis of this program is to help teams or individuals learn how to function in the procurement world in day-to-day operations. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Examine the contracting process

- Compare the different buying decisions
- Compare the different buying roles
- Discuss the methods of contracting
- Evaluate the benefits of competition
- Analyze failure with competition

Objective 2: Examine non-competitive contracting

- Define sealed bids
- Discuss simplified agreements
- Compare contracting types
- Discuss time, material, hours
- Examine value-based pricing
- Examine fixed based pricing
- Explain purchase orders
- Describe evaluating and awarding contracts

Objective 3: Construct a SOW

- Create specifics for a proposal
- Examine managing proposals
- Discuss how to conduct a search for contract source

Objective 4: Create a selection matrix

- Label selection ratings
- Develop scoring criteria
- Explain rating risk analysis of the proposal

Objective 5: Examine negotiation

- Discuss the principles of negotiation
- Evaluate systems for successful negotiation

Objective 6: List price and budgeting requirements

- Examine interpreting changes
- Analyze the termination of contracts
- Discover how to handle appeals and disagreements in contract
- Examine contract closeout planning

Objective 7: Define the processes of Project Procurement Management

- Detail the process of Plan Procurement Management
- Detail the process of Conduct Procurements
- Detail the process of Control Procurements

Project Quality Assurance, Monitoring, and Auditing - 2 Day

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 13.00

PMI's Certification Breakdown

PMP - 13.00



face-to-face



virtual
instructor-led



self-paced
online

Course Description: In this two-day course, participants will focus on issues such as how to maintain quality by using audits and evaluations for monitoring purposes. Quality theories taught by Drs. Deming and Juran will be included as foundations for implementing new quality initiatives. In addition, several types of project audits will be explored as a means of controlling the project with more efficiency. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Methods: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Examine continuous process improvement for project processes

- Discuss five key checkpoints for quality management
- Analyze the mainline quality and monitoring processes
- Analyze the specific actions to improve quality
- Discuss quantitative measurements
- Examine the six general types of cost

Objective 2: Analyze the tools for quality control

- Evaluate Deming's 14 points to maintaining quality
- Identify Juran's 10 symptoms to quality problems
- Define the three major processes of project quality management
- Examine the process of quality assurance
- List the nine C's of quality
- Evaluate the four steps to Force Field Analysis
- Discuss seven keys to problem solving implementation

Objective 3: Examine benefits of project auditing

- Analyze project performance audit
- Examine customer acceptance audit
- Discuss methods for making recommendations
- Compare recording techniques for making recommendations
- Develop project audit performance points

Objective 4: Discuss recovery assessment process and model

- Examine recovery indicators
- Examine a project recovery plan
- Discuss recovery lessons learned

Project Quality Management - 1 Day

PDU's - 6.5

PMI's Certification Breakdown

PMP - 6.50



virtual
instructor-led

PMI's Talent Triangle Breakdown

Ways of Working - 6.50

Course Description: In this one-day course, participants will focus on how to deliver the level of quality that is required by the customer and how to keep continuous improvement throughout the project. In addition, this course will also expose participants to various project quality tools and teach them how to use those tools in a project setting. This course will follow one or more of Project Management Institute's knowledge areas of the PMBOK® Guide.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Compare old and new philosophies in project management

- Define quality for today's projects
- Identify a prevention mentality rather than a reactive one
- Set up guidelines for executing continuous quality through the project
- Discuss symptoms of quality concerns in past and future projects

Objective 2: Predict characteristics to the cost of quality in projects

- Choose techniques for involving co-workers
- Evaluate Deming's seven deadly diseases
- Identify Juran's six-step approach to quality

Objective 3: Define the processes Project Quality Management

- Examine the process of Plan Quality Management
- Examine the process of Manage Quality
- Examine the process of Control Quality

Objective 4: Examine creative solutions in solving project plans

- Evaluate the four steps to Force Field Analysis
- Discuss the benefits of Force Field Analysis
- Define contingency planning and examine the crisis correctly
- Evaluate the strength of project audits

Objective 5: Define recovery plan

- Examine the range of project recovery
- Discuss the nine C's of quality

Project Quality Management - 2 Day

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 12.75

Power Skills - 0.25

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 0.25

PMI-SP - 0.25

PMI-RMP - 0.25

PfMP - 0.25

PMI-PBA - 0.25



face-to-face



virtual
instructor-led

Course Description: In this two-day course, participants will focus on additional planning of the project while examining issues such as how to keep continuous improvement, symptoms of quality concerns, and how to maintain quality throughout the project. In addition, participants will study techniques and theories taught by Drs. Deming and Juran as foundations for implementing new quality plans. Specifically, this course will focus on conducting risk analysis, problem solving, handling conflict, and maintaining quality throughout the entire project. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Compare old and new philosophies in project management

- Define quality for today's projects
- Identify a prevention mentality rather than a reactive one
- Evaluate data that must be analyzed
- Set up guidelines for executing continuous quality through the project
- Examine continuous process improvement for project processes
- List rules for continuous improvement
- Analyze where continuous improvement can help
- Discuss symptoms of quality concerns in past and future projects
- Design a continuous improvement for the project team's concern
- Judge ways to reduce resistance from organizational culture
- Compare roadblocks to continuous improvement and quality initiative

Objective 2: Predict characteristics to the cost of quality in projects

- Choose techniques for involving co-workers
- Evaluate Deming's seven deadly diseases
- Identify Juran's six-step approach to quality

(Continued on next page)

Objective 3: List steps for creating a quality action plan in projects

- Discuss implementation of the quality action plan
- Examine ways of monitoring the quality action plan
- Identify the strengths and weaknesses of Gantt charting
- Discuss the strengths and weaknesses of CPM charting

Objective 4: Define the processes of Project Quality Management

- Examine the process of Plan Quality Management
- Examine the process of Manage Quality
- Examine the process of Control Quality

Problem Solving Module

Objective 5: Classify who should be on the problem-solving team

- Evaluate why participation helps solve the problem faster
- Discuss benefits of problem-solving analysis in projects
- Review what influences the problem-solving experience in projects
- Define the problem-solving processes for successful projects
- Assess the resources needed to fulfill the problem-solving plan

Objective 6: Examine creative solutions in solving project plans

- Compare what to do if you inherit a goofy solution
- Perform a SWOT Analysis
- Evaluate the four steps to Force Field Analysis
- Discuss the benefits of Force Field Analysis
- Define contingency planning and examine the crisis correctly

Objective 7: Evaluate how to implement the solution

- Discuss seven keys to problem solving implementation
- Identify the seven reasons for implementation failure

Project Recovery: How to Detect, Diagnose, and Turn Around Failing Projects - 3 Days

PDU's - 19.5

PMI's Talent Triangle Breakdown

Ways of Working - 12.25

Power Skills - 2.50

Business Acumen - 4.75

PMI's Certification Breakdown

PMP - 19.5

PMI-ACP - 19.50

PMI-SP - 8.25

PMI-RMP - 7.75

PfMP - 7.25

PMI-PBA - 7.25

Course Description: This three-day course prepares participants in skills and techniques for detecting, diagnosing, and turning around failing projects. It will focus on process analysis and turn around strategies to support project recovery.

Projects can be unpredictable and may get into trouble and not fulfill the desired outcomes, goals, and objectives. At times, these projects will even fail and bring reduced opportunities with lower benefits. Failures can sometimes be caught early and turned around.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: General Definitions and Issues for Project Recovery

- Define project recovery
- Define project success
- Identify types of failure
- Categorize degrees of project failure
- Examine the value of a planned and strategic recovery process

Objective 2: Discuss what to do before the project gets into the red

- Describe the meaning of success for this project
- Apply a health check-up on the project before the crisis

Objective 3: Recognize when the project needs recovery

- Analyze the level of intervention
- Create a recovery charter
- Solicit management support
- Create an analysis log
- Begin preliminary analysis
- Assemble a recovery team
- Create a temporary short-term plan to keep the project moving

(Continued on next page)



Objective 4: Discuss what to do after the project gets into the red

- Identify the six-phase recovery process
- Design an interview
- Perform the recovery interview
- Analyze why project fail and develop a gaps list
- Evaluate the research and possible solutions
- Create a change management plan
- Identify a series of problems which placed the project into crisis
- Create an intervention plan for quick project movement
- Execute the recovery plan

Objectives 5: Examine how to move the project out of the red

- Perform an audit
- Perform a root cause analysis
- Express roles and responsibilities of team
- Identify communication requirements for each stakeholder
- Create a strategy and plan the recovery process
- Discuss strategies for monitoring and evaluating project progress
- Develop an action plan for future troubles
- Manage, evaluate, and adjust the ongoing recovery effort
- Developing intervention plans
- Recommend a project restart

Objective 6: Manage the Stakeholders During Recovery

- Identify emotional issues
- Develop a communication plan and processes
- Create escalation process to remove roadblocks
- Gain frequent feedback from team members, customers, and management

Objective 7: Verify the project metrics and standards are working

- Compare audits to health recovery check-ups
- Recognizing the warning signs in the recovery
- Determine when the project will return to the original schedule

Project Resource Management - 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Ways of Working - 3.25

Power Skills - 3.25

PMI's Certification Breakdown

PMP - 6.50

PMI-ACP - 6.50

PMI-SP - 6.50

PMI-RMP - 3.25

PfMP - 3.25

PMI-PBA - 3.25



virtual
instructor-led

Course Description: In this one-day course, participants will focus on the area of resources in a project. This area includes the processes that organize, manage, and lead the project team. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Define the processes of Project Resource Management

- Examine the process of Plan Resource Management
- Examine the process of Estimate Activity Resources
- Examine the process of Acquire Resources
- Examine the process of Develop Team
- Examine the process of Manage Team
- Examine the process of Control Resources

Objective 2: Examine the process group of Plan Resource Management

- Identify inputs and outputs
- Detail tools and techniques used in this process: expert judgment, data representation, organizational theory, and meetings

Objective 3: Examine the process group of Estimate Activity Resources

- Identify inputs and outputs
- Detail tools and techniques used in this process: expert judgment, bottom-up estimating, analogous estimating, parametric estimating, data analysis, project management information system, meetings

Objective 4: Examine the process group of Acquire Resources

- Identify inputs and outputs
- Detail tools and techniques used in this process: decision making, interpersonal and team skills, pre-assignment, and virtual teams

Objective 5: Examine the process group of Develop Team

(Continued on next page)

- Identify inputs and outputs
- Detail tools and techniques used in this process: collocation, virtual teams, communication technology, interpersonal and team skills, recognition and rewards, training, individual and team assessments, and meetings

Objective 6: Examine the process group of Manage

Team

- Identify inputs and outputs
- Detail tools and techniques used in this process: interpersonal and team skills and project management information system

Objective 7: Examine the process group of Control

Resources

- Identify inputs and outputs
- Detail tools and techniques used in this process: data analysis, problem solving, interpersonal and team skills, project management information system

Objective 8: Identify and examine motivation theories

Objective 9: Identify and examine phases of performance management

Project Resource Management - 2 Day

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 4.00

Power Skills - 8.50

Business Acumen - 0.50

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 9.00

PMI-SP - 9.00

PMI-RMP - 9.00

PfMP - 9.00

PMI-PBA - 9.00



face-to-face



virtual
instructor-led

Course Description: This two-day course will focus on planning for resource needs. It is filled with behavioral skills that will help motivate, equip, and keep project team members accountable and on task. This course will also include issues such as conflict. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Define the processes of Project Resource Management

- Examine the process of Plan Resource Management
- Examine the process of Estimate Activity Resources
- Examine the process of Acquire Resources
- Examine the process of Develop Team
- Examine the process of Manage Team
- Examine the process of Control Resources

Managing Team Module

Objective 2: Analyze job responsibilities

- Discuss priority checklist
- Assess modern day accountability myths

Objective 3: Evaluate how to coach project team toward success

- Develop workers with new skills
- Define ways to equip and empower
- Discuss values of successful coaching of project teams
- Analyze common coaching mistakes of project teams

Objective 4: Develop a Mission Statement and Vision

- Develop core values
- Identify vision through leadership
- Examine why visions fail
- Evaluate where you are going
- Explain tough-minded leadership

Objective 5: Contrast different change strategies

- Classify why project teams block change
- Choose ways to reduce project team resistance
- Evaluate changes which support goals

Objective 6: Discuss strategies for creating trust

- Describe requirements for being an overcomer on project teams
- Analyze two types of motivation within a project team
- Examine ways to align motivational techniques to workers

(Continued on next page)

- Analyze the disciplining of project team members and ways for changing behavior
- Identify how to track project team members

Conflict Module

Objective 7: Discuss the positive side of conflict

- Define conflict
- Analyze eight most common times for conflict
- Identify six reasons for conflict among workers

Objective 8: Examine rules for handling anger

- Choose words to use that help
- Create action plans for quick resolution
- Analyze hostility and how it surfaces
- Examine how to handle personal and professional hostility
- Compare levels of group conflict
- Compare the seven stages of group conflict
- Compare ways to confront others while helping them save face
- Examine confrontation techniques

Objective 9: Review active listening skills

- Discuss hedge words people use to distort communication
- Analyze techniques people use to avoid issues
- Review assertiveness techniques

Objective 10: Create a code of conduct for controlling a resolution meeting

- Apply facilitation skills for allowing everyone to be heard
- Discuss the facilitator's responsibilities
- Create questions to guide others through the process
- Analyze ways to prevent arguing
- Discuss times to make amends

Project Risk Management - 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Ways of Working - 5.75

Business Acumen - 0.75

PMI's Certification Breakdown

PMP - 6.50

PMI-ACP - 6.50

PMI-SP - 6.50

PMI-RMP - 6.50

PfMP - 6.50

PMI-PBA - 6.50



virtual
instructor-led

Course Description: This one-day course will teach participants how to examine and measure objectives within cost, schedule, and cultural issues. Risk for this program is examined as defining the probability of the project. This course will examine risk identification, risk communication, and risk planning. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Define risk

- Examine sources of risk
- Define risk management
- Analyze signals of risk
- Discuss transferring risk
- Examine monitoring risk
- Creating risk management plans
- Conduct an expected monetary analysis

Objective 2: Evaluate how to confront attitudes on risk

- List techniques to confronting risk
- Examine how to conduct risk analysis
- Examine ranking
- Examine statistical process control
- Describe risk turmoil
- Discuss process risk
- Examine data gathering
- Explain how to evaluate plans
- Develop how to facilitate a brainstorming session
- Examine tornado diagram
- Explain a decision tree analysis
- Discuss the four strategies for negative risks
- Discuss the four strategies for positive risks

Objective 3: Examine how to manage risk plans

Objective 4: Define the major processes of Project Risk Management

- Examine the process of Plan Risk Management
- Examine the process of Identify Risks
- Examine the process of Perform Qualitative Risk Analysis
- Examine the process of Perform Quantitative Risk Analysis
- Examine the process of Plan Risk Responses
- Examine the process of Implement Risk Responses
- Examine the process of Monitor Risks

Project Risk Management - 2 Day

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 12.75

Business Acumen - 0.25

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 0.25

PMI-SP - 0.25

PMI-RMP - 13.00

PfMP - 0.25

PMI-PBA - 0.25



face-to-face



virtual
instructor-led



self-paced
online

Course Description: This two-day course will teach participants how to examine and measure objectives within cost, schedule, and cultural issues. Risk for this program is examined as defining the probability of the project. This course will examine risk identification, risk communication, and risk planning. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Define risk

- Examine sources of risk
- Define risk management
- Analyze signals of risk
- Describe risk trade off

Objective 3: Examine how to manage risk plans

- Discuss transferring risk
- Examine monitoring risk

Objective 4: Develop risk teams

- Create a special response team

Objective 2: Evaluate how to confront attitudes on risk

- List techniques to confronting risk
- Examine how to conduct risk analysis
- Examine ranking
- Discuss scenario
- Examine statistical process control
- Describe risk turmoil
- Discuss performance risk
- Discuss system risk
- Discuss process risk
- Examine data gathering
- Explain how to evaluate plans
- Review interviewing
- Develop how to facilitate a brainstorming session

Objective 5: Define the major processes of Project Risk Management

- Examine the process of Plan Risk Management
- Examine the process of Identify Risks
- Examine the process of Perform Qualitative Risk Analysis
- Examine the process of Perform Quantitative Risk Analysis
- Examine the process of Plan Risk Responses
- Examine the process of Implement Risk Responses
- Examine the process of Monitor Risks

Project Risk Management Advanced - 2 Day

PDU's - 14

PMI's Talent Triangle Breakdown

Ways of Working - 14.00

PMI's Certification Breakdown

PMP - 14.00

PMI-RMP - 14.00



face-to-face



virtual
instructor-led

Course Description: *Project Risk Management Advanced* is a two-day course which will review the basic concepts of project risk and project risk management and then dig deeper into identifying risks and strategizing solutions for those risks. Participants will explore tools and techniques for collecting, analyzing, implementing, and monitoring data and the responses to combat risk. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Review definitions of risk and project risk management

- Appraise high risk projects
- Identify classical causes of project risk failure
- Identify success factors for risk management
- Examine the iterative process with risk management
- Examine the risk management planning process
- Identify and detail tools and techniques for the risk management planning process
- Discuss the discovery of project risks

Objective 2: Define and detail tools and techniques for identifying risk

- Describe qualitative risk analysis
- Describe quantitative risk analysis
- Assemble risks by probability and impact
- Categorize risk causes
- Define and detail data gathering tools
- Define and detail risk impact calculations

Objective 3: Compare risk response strategies

- Differentiate between threats and opportunities
- Recognize risk mitigation, acceptance, transference, and acceptance
- Recognize risk opportunity strategies of exploit, share and enhance
- Define and detail tools and techniques for response identification and selection

Objective 4: Examine the monitoring and controlling risks process

- Define and detail tools and techniques for monitoring and controlling risks
- Manage contingency reserves
- Collect trigger conditions, overall risk, and compliance

Project Schedule Management - 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Ways of Working - 6.50

PMI's Certification Breakdown

PMP - 6.50

PMI-SP - 6.50



virtual
instructor-led

Course Description: This one-day course will consider ways to plan and schedule time, as well as individual issues that affect productivity. Students will learn how to wisely confront procrastination and explore ways to better manage time issues and constraints. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Create a Work Breakdown Structure

- Define activity attributes
- Review sequence activities
- Examine four types of activity relationships
- Describe precedence diagramming method

Objective 2: Estimate Activity Resources

- Compare resources and determine size and complexity
- Describe resource calendars
- Organize activities and estimate durations
- Develop and compare fixed driven to effort driven activities
- Evaluate the four types of estimating

Objective 3: Complete a Critical Path Analysis

- Explain the importance of a critical path
- Identify a forward and backward path for each project
- Create leads and lags
- Define critical change method

Objective 4: Define the processes of Project Schedule Management

- Examine the process of Plan Schedule Management
- Examine the process of Define Activities
- Examine the process of Sequence Activities
- Examine the process of Estimate Activity Durations
- Examine the process of Develop Schedule
- Examine the process of Control Schedule

Project Schedule Management - 2 Day

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 10.00

Power Skills - 3.00

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 3.00

PMI-SP - 13.00

PMI-RMP - 3.00

PfMP - 3.00

PMI-PBA - 3.00



face-to-face



virtual
instructor-led

Course Description: This two-day course will consider ways to plan and schedule time, as well as individual issues that affect productivity. Students will learn how to wisely confront procrastination and explore ways to better manage time issues and constraints. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Discuss myths and realities of time management

- Examine excuses for not managing your individual time
- Define roles and responsibilities which demand time
- Examine how to balance your time to create total human wellness in your life
- Review qualities of time management
- Define guidelines of time management

- Identify ways to plan your work and learn how to plan
- Create ways to handle the paperwork

Objective 4: Discuss time tips on interruptions and decisiveness

- Discuss time tips on the telephone in meetings
- Formulate time tips on personal habits
- Evaluate how to organize yourself

Objective 2: Evaluate causes of procrastination

- Compare ways to stop procrastination
- Describe ways of dealing with deadlines
- Organize to set proper deadlines
- Develop goals to help budget your time
- Evaluate the four D's in managing time more effectively

Objective 5: Define the processes of Project Schedule Management

- Examine the process of Plan Schedule Management
- Examine the process of Define Activities
- Examine the process of Sequence Activities
- Examine the process of Estimate Activity Durations
- Examine the process of Develop Schedule
- Examine the process of Control Schedule

Objective 3: List ways to say "No"

- Explain how to set and establish priorities

Project Scheduling - 2 Day

PDU's - 14

PMI's Talent Triangle Breakdown

Ways of Working - 14.00

PMI's Certification Breakdown

PMP - 14.00

PMI-SP - 14.00



face-to-face



virtual
instructor-led

Course Description: *Project Scheduling* is a two-day course which will review the basic concepts of the project management process with the emphasis content being on the planning and scheduling process. Participants will explore the Schedule Development Process as diagrammed by Project Management Institute. Areas include creating a WBS, defining activities, creating a network diagram, estimating activity durations and resources, developing the schedule, and creating a baseline. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Review the basic management process

- Construct the project planning and scheduling process
- Discuss reasons for not planning and scheduling
- Construct and detail the schedule development process

Objective 2: Define scheduling methods

- Define scheduling tools
- Define schedule model
- Examine the Work Breakdown Structure (WBS)
- Define and detail activity definition
- Discuss tools and techniques for activity definition
- Define and detail activity sequencing and creating the network diagram
- Compare precedence diagramming and arrow diagramming

Objective 3: Define and detail estimating

- Examine estimating tools and models
- Define and detail developing the schedule
- Discuss critical path, PERT, and GERT

Objective 4: Discuss duration compression - crashing and fast tracking

- Discuss simulation tools for schedule development
- Discuss resource leveling
- Discuss critical chain
- Define the baseline schedule
- Define and detail schedule control

Project Scope Management - 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Ways of Working - 6.25

Power Skills - 0.25

PMI's Certification Breakdown

PMP - 6.50

PMI-ACP - 0.25

PMI-SP - 1.50

PMI-RMP - 0.25

PfMP - 0.25

PMI-PBA - 0.25



virtual
instructor-led

Course Description: In this one-day course, participants will focus on successful ways to control project scope. Organizations struggle with projects due to ineffective scope development and tracking. This course will ensure the ability to detail the scope and deliverables, as well as how to handle changes to the scope. This course will also include project life cycle, project definition, project baselines, and using the work breakdown structure. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Create interview strategies to gather project requirements

- Create questions which explore the customer's desires and requirements
- Identify ways of asking questions which open up communication
- Analyze the interview data and determine true requirements of the customer
- Brainstorm how to set project objectives that are measurable and realistic

Objective 2: Create scope requirements for project

- Discuss how to interview the client
- Describe how to define the work

Objective 3: Create a Work Breakdown Structure

- Examine characteristics of a milestone
- Examine schedule issues
- Discuss schedule for multiple projects
- Discuss schedule for individual projects
- Develop a critical path
- Examine scheduling changes and adjustments
- Discuss controlling the schedule

Objective 4: Evaluate a real timeline

- Evaluate why time calculations are wrong

Objective 5: Analyze strengths and weaknesses of a Gantt chart

- Define the critical path
- Evaluate the strengths and weaknesses of a critical path
- Discuss how to handle delays
- Discuss effects of a late start

Project Scope Management - 2 Day

PDU's - 13

PMI's Certification Breakdown
PMP - 13.00

PMI's Talent Triangle Breakdown
Ways of Working - 13.00



face-to-face



virtual
instructor-led

Course Description: In this two-day course, participants will focus on successful ways to control project scope. Organizations struggle with projects due to ineffective scope development and tracking. This course will ensure the ability to detail the scope and deliverables, as well as how to handle changes to the scope. This course also includes project life cycle, project definition, project baselines, and using the work breakdown structure. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Create scope requirements for project

- Discuss how to interview the client
- Describe how to define the work

Objective 2: Create a Work Breakdown Structure

- Examine characteristics of a milestone
- Examine schedule issues
- Discuss schedule for multiple projects
- Discuss schedule for individual projects
- Examine scheduling changes and adjustments
- Discuss controlling the schedule

Objective 3: Assemble brainstorming and planning meetings

- Create a modified code of conduct for running an empowered team

Objective 4: Examine forms in scheduling a project and possible scheduling issues

- Discuss how to track multiple projects

Objective 5: Evaluate a real timeline

- Evaluate why time calculations are wrong

Objective 6: Analyze strengths and weaknesses of a Gantt chart

- Develop a critical path
- Define the critical path
- Evaluate the strengths and weaknesses of a critical path
- Discuss how to handle delays
- Discuss effects of a late start

Objective 7: Examine steps to create a project budget and develop a master budget control process

- Discuss implementation of project plan

Project Stakeholder Management - 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Ways of Working - 5.50

Power Skills - 1.00

PMI's Certification Breakdown

PMP - 6.50

PMI-ACP - 6.50

PMI-SP - 6.50

PMI-RMP - 6.50

PfMP - 6.50

PMI-PBA - 6.50



virtual
instructor-led

Course Description: This one-day course will explore project stakeholder management. Participants will identify the stakeholder management processes and explore tools and techniques for the successful implementation of each process. This course will follow one or more of Project Management Institute's knowledge areas of the PMBOK® Guide.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Identify the four Project Stakeholder Management processes

Objective 2: Examine the process of Identify Stakeholders

Objective 3: Examine the process of Plan Stakeholder Engagement

Objective 4: Examine the process of Manage Stakeholder Engagement

Objective 5: Examine the process of Monitor Stakeholder Engagement

Objective 6: Define and apply analytical tools and techniques in the stakeholder management processes

Objective 7: Define and apply communication methods in the stakeholder management processes

Objective 8: Examine interpersonal skills and management skills in the stakeholder management processes

Objective 9: Define and apply information management systems in the stakeholder management processes

Objective 10: Examine tools and techniques for monitoring and evaluating stakeholder engagement

Objective 11: Identify traits for stakeholder management success

Role & Responsibility of a Business Analyst in an Agile Methodology - 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Ways of Working - 6.50

PMI's Certification Breakdown

PMP - 6.50

PMI-ACP - 6.50

PMI-PBA - 6.50



virtual
instructor-led

Course Description: Agile Project Management officially began in 2001 and has become a popular project management approach. This course will focus on how to interact with the customer in an agile framework to show value. The Business Analyst must use specific skills to actively involve the customer in delivering features and functionality throughout each iteration of the project. This presentation will explore actions which reinforce the ability to respond to a changing project environment while focusing on delivering high customer value in every project.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Define Agile Project Management and the Agile manifesto

- Compare why traditional projects struggle and fail
- Discuss criteria on when to use the Agile methodology
- Identify the success factors of Agile Project Management
- Identify the principles of Agile Project Management
- Compare predictive planning and adaptive planning

Objective 2: Review how to use daily stand up meetings successfully

- Examine the role of Business Analyst in the Agile Project Environment
- Examine the role and core skills of the project manager in Agile Project Management
- Examine the role of the culture to support the project team in Agile Project Management

- Examine the role of Business Analyst in enterprise
- Examine the role of Business Analyst in the project

Objective 3: Compare goals-based and issue-based analysis

- Examine product ownership analysis

Objective 4: Discuss the strengths and weaknesses in using a combination of roles

- ScrumMaster and Business Analyst
- Team leader and Business Analyst
- Product Owner and Business Analyst
- Team with one member and Business Analyst

Scrum Project Management Foundations - 2 Day

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 10.00

Power Skills - 3.00

PMI's Certification Breakdown

PMP - 13.0

PMI-ACP - 13.0

PMI-SP - 3.0

PMI-RMP - 4.0

PfMP - 3.0

PMI-PBA - 3.0



face-to-face



virtual
instructor-led

Course Description: In the early 1990s, Ken Schwaber and Jeff Sutherland created Scrum as a simplified project management approach. The goal of Scrum is to produce software or a product every 30 days for the customer. While Scrum is a straightforward process but not easy to put into place and maintain. It is also not simple to shift from traditional project management to Scrum methodologies and cultures. During this two-day course, participants will examine the beginning framework of Scrum, the roles and responsibilities of team members, and each aspect of running projects using Scrum methodologies. Students will learn how to shift the roles from a traditional project manager to ScrumMaster. The course will include situations to challenge participants with what Scrum is and is not.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: History of Scrum

- Meet the designers
- Understand the basics

- The principles of Scrum Project Management
- The roles of the Scrum Project Management

Objective 2: Define Scrum Roles and

Responsibilities

- ScrumMaster
- Product Owner
- Team Members (Development Team, Product Team)
- Project Manager

Objective 4: Define Scrum Events - Ceremonies

- Sprints
- Sprint planning
- Sprint review meetings
- Daily Stand Up meeting
- Retrospective meeting

Objective 3: Describe Scrum and Its Success

Factors

- The Scrum methodology and how/why it is successful
- The when and how the hybrid project management approach utilizes traditional and Scrum

Objective 5: Review Scrum Artifacts

- Product Backlog
- Sprint Backlog
- Release Backlog
- Release

Objective 6: Identify the Sprint Review

- Single team reviews
- Multiple team reviews

(Continued on next page)

Objective 7: Launching Scrum

- Apprentice Stage
- Journeyman Stage
- Master Stage

Objective 8: Planning a Scrum Project

- Estimating the work on the Product Backlog
- Discuss the definition of done

Objective 9: Estimate a Scrum Project

- Creating user stories
- Estimating user stories

Objective 10: Contracting Challenges in a Scrum Project

- Fixed-price contracts
- Cost-plus contracts
- Time and materials

Objective 11: Communicating in a Scrum Project

- Benefits of communicating with team members
- Co-location and collaboration with team members

Objective 12: Providing value-driven delivery

- Defining value-driven
- Importance of value-driven justification
- Continuous value justification

Objective 13: Defining quality initiatives

- Acceptance criteria for quality and the prioritization backlog
- Quality control and assurance
- PDCA – Plan, Do, Check, Act cycle

Objective 14: Defining risk and reducing it

- Risk identification
- Risk assessment
- Risk prioritization
- Risk contingency

Objective 15: Retrospectives and Continuous Improvements

- Process for conducting retrospectives
- Process for conducting continuous improvements
- Process for applying retrospectives
- Process for applying continuous improvements

Scrum Project Management: Running Projects

Leaner and Faster - 3 Day

PDU's - 19.5

PMI's Talent Triangle Breakdown

Ways of Working - 15.00

Power Skills - 4.50

PMI's Certification Breakdown

PMP - 19.50

PMI-ACP - 19.50

PMI-SP - 4.50

PMI-RMP - 5.50

PfMP - 4.50

PMI-PBA - 4.50



face-to-face



virtual
instructor-led

Course Description: In the early 1990s, Ken Schwaber and Jeff Sutherland created Scrum as a simplified project management approach. The goal of Scrum is to produce software or a product every 30 days for the customer. While Scrum is a straightforward process, it is not easy to put into place and maintain. It is also not simple to shift from traditional project management to Scrum methodologies and cultures. During this three-day course, participants will examine the beginning framework of Scrum, the roles and responsibilities of team members, and each aspect of running projects using Scrum methodologies. Students will learn how to shift the roles from a traditional project manager to ScrumMaster. The course will include situations to challenge participants with what Scrum is and is not.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: History of Scrum

- Meet the designers
- Understand the basics
- The success factors of Scrum Project Management
- The principles of Scrum Project Management
- The roles of the Scrum Project Management

Objective 2: Define Scrum Roles and Responsibilities

- ScrumMaster
- Product Owner
- Team Members (Development Team, Product Team)
- Project Manager

Objective 3: Describe Scrum and Its Success

Factors

- The Scrum methodology and how/why it is successful
- The when and how the hybrid project management approach utilizes traditional and Scrum

Objective 4: Define Scrum Events - Ceremonies

- Sprints
- Sprint planning
- Sprint review meetings
- Daily Stand Up meeting
- Retrospective meeting

Objective 5: Review Scrum Artifacts

- Product Backlog
- Sprint Backlog
- Release Backlog
- Release

(Continued on next page)

Objective 6: Identify the Sprint Review

- Single team reviews
- Multiple team reviews
- Publisher stakeholders

Objective 7: Launching Scrum

- Apprentice Stage
- Journeyman Stage
- Master Stage

Objective 8: Planning a Scrum Project

- Estimating the work on the Product Backlog
- Discuss the definition of done
- Determine the challenges with suggested changes
- Scaling Scrum to the proper size, approach, and methodology

Objective 9: Estimate a Scrum Project

- Creating user stories
- Estimating user stories
- Committing user stories

Objective 10: Contracting Challenges in a Scrum Project

- Fixed-price contracts
- Cost-plus contracts
- Time and materials

Objective 11: Communicating in a Scrum Project

- Benefits of communicating with team members
- Co-location and collaboration with team members

Objective 12: Providing value-driven delivery

- Defining value-driven
- Importance of value-driven justification
- Continuous value justification
- Earned value analysis

Objective 13: Defining quality initiatives

- Acceptance criteria for quality and the prioritization backlog
- Quality control and assurance
- PDCA – Plan, Do, Check, Act cycle

Objective 14: Defining risk and reducing it

- Risk identification
- Risk assessment
- Risk prioritization
- Risk contingency

Objective 15: Retrospectives and Continuous Improvements

- Process for conducting retrospectives
- Process for conducting continuous improvements
- Process for applying retrospectives
- Process for applying continuous improvements

Secrets to Managing Virtual Projects and Remote Teams - 2 Day

PDU's - 14

PMI's Talent Triangle Breakdown

Ways of Working - 3.00
Power Skills - 8.00
Business Acumen - 3.00

PMI's Certification Breakdown

PMP - 14.0
PMI-ACP - 14.0
PMI-SP - 11.0
PMI-RMP - 11.0
PfMP - 11.0
PMI-PBA - 1.0



Course Description: Virtual projects and remote teams are commonplace in the modern workplace. Managing virtual projects and teams requires new techniques and approaches different from traditional onsite projects. This 2-day course examines ways to set and monitor team performance while building trust and responsibility within the team. It includes ways to build more transparent communication in a virtual setting while verifying that the stakeholders understand all messages.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Introduction to Managing Virtual/Remote Projects Teams

- Define the range of virtual teams
- Compare the types of virtual teams
- Describe the benefits of virtual projects and teams
- Create a remote policy
- Identify common problems and challenges
- Analyze a technology assessment
- Discover how to shift when managing a virtual project and team

- Explain barriers to decision-making in virtual teams
- Examine how to monitor performance

Objective 3: Building a High-Performing Virtual/Remote Team

- Examine strategies for building trust
- Identify the type of training for the team
- Develop team members' decision-making strategies
- Recognize strategies for building trust and encouraging engagement from all parties
- Create specific all-staff meetings

Objective 2: Advantages and Disadvantages of Virtual/Remote Teams

- Discuss the advantages and disadvantages of virtual and remote teams
- List the goals of virtual teams
- Evaluate the effectiveness of teams
- Discover the identity of the virtual team
- Create a team charter
- Develop decision-making strategies

Objective 4: Building a High-Performing Virtual/Remote Project Manager

- Identify the type of training for the project manager
- Develop processes to verify the performance and decisions of others

(Continued on next page)

- Examine how to monitor the frequency and tools for measuring the performance of the project remotely
- Show strategies for engaging each person from a foundation of strengths
- Create individual check-up meetings with each employee

Objective 5: Design Strategies for Measuring the Virtual/Remote Project Progress

- Create checklists
- Review e-leadership roles and strategies
- Develop a manager's activity list
- Identify clear deadlines for each person

Objective 6: Exchange Virtual/Remote and Team Communication

- List the 5 Cs of communication
- Define synchronous and asynchronous communication
- Explain communication etiquette

Objective 7: Establish an Escalation Policy for Virtual/Remote Projects

- Identify the type of training for the project manager
- Create a process for team problems

Objective 8: Drivers of Virtual Projects and Teams

- Define drivers of the remote and virtual culture
- Discuss cheaper and highly efficient technology
- Recognize the flexibility demands of Millennials and Gen Z
- Develop how to shift from face-to-face to remote

Objective 9: Leadership Methods for Virtual Projects

- Define transactional analysis and transformational leadership
- Explain when to use transactional analysis and transformational leadership

Objective 10: Performance and Identity in Virtual Teams

- List the 5 dysfunctions of a team
- Examine the cause of poor performance in virtual teams
- Contrast feedback methods for poor performance in virtual teams
- Create emails that impact and motivate others

Objective 11: Individual and Virtual Team Metrics

- Assess the performance in virtual teams
- Examine individual metrics
- Create individual virtual check-ups
- Discuss types of motivation in virtual teams
- Create a continuous improvement in the culture
- List tips for better results

Objective 12: Virtual/Remote Project Handoff and Closure

- Demonstrate how to close out the project with remote teams
- Discover how to conduct lessons learned and retrospectives
- Evaluate the performance of the project and team members

Successful Negotiation in a Project Management Environment - 2 Day

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 6.75

Power Skills - 6.00

Business Acumen - 0.25

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 6.25

PMI-SP - 6.25

PMI-RMP - 6.25

PfMP - 6.25

PMI-PBA - 6.25



face-to-face



virtual
instructor-led



self-paced
online

Course Description: This highly interactive two-day course will examine the strategies of successful negotiation throughout the project's life cycle. Participants will learn the value of successful negotiation, the negotiation process, and different negotiation models. This course will include examples in negotiation over scope, deadlines, change, and getting the best price from your vendor. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Define negotiation

- Identify the benefits of negotiations
- Define and detail negotiating skills for project managers
- Define and detail negotiations in projects including interpersonal negotiations and contract negotiations

Objective 2: Examine the negotiation process

- List and examine negotiation strategies
- Examine preparation techniques for negotiation
- Discuss how to lead the negotiation process

Objective 3: Recognize how to deal with the other party's negative tactics

- Examine how to align the support of others before, during and after the negotiation
- Identify communication skills needed for successful negotiation
- Analyze win-win negotiations
- Create strategies for controlling conflict in negotiation
- Apply negotiating to resolve conflict

Objective 4: Develop how to negotiate with your project team

- Discover negotiation skills for purchasing
- Examine how to use BAFO to your advantage

Unleashing the Power of the *PMBOK® Guide – 7th Edition* in the Organization - 2 Day

PDU's – 13

PMI's Talent Triangle Breakdown

Ways of Working - 7.00
Power Skills - 3.00
Business Acumen - 3.00

PMI's Certification Breakdown

PMP - 13.00
PMI-ACP - 13.00
PMI-SP - 6.00
PMI-RMP - 6.00
PfMP - 6.00
PMI-PBA - 6.00



face-to-face



virtual
instructor-led

Course Description: The Project Management Institute publishes a set of good practices known as the Project Management Body of Knowledge (*PMBOK® Guide*). In alignment with *The Standard for Project Management*, this guide provides a structure for running an effective project. The guide focuses on delivering outcomes, shifting from a process-based standard to one based on principles.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Objective 1: Review the changes made in the *PMBOK® Guide – 7th edition*

Objective 2: Examine *The Standard for Project Management*

- Discuss the relationship between the *PMBOK® Guide – 7th edition* to *The Standard for Project Management*
- Summarize the twelve project management principles

Objective 3: Detail the *PMBOK® Guide – 7th edition* project domains

- Stakeholder Performance domain
- Team Performance domain
- Development Approach and Life Cycle Performance domain
- Planning Performance domain
- Project Work Performance domain
- Delivery Performance domain
- Measurement Performance domain
- Uncertainty Performance domain

Objective 4: Examine the tailoring process in project management

Objective 5: Examine models, methods, and artifacts used in the domains

Use Case Modeling - 2 Day

PDU's – 13

PMI's Certification Breakdown

PMP - 13.00

PMI's Talent Triangle Breakdown

Ways of Working - 13.00



face-to-face



virtual
instructor-led

Course Description: This hands-on, interactive two-day course will help participants examine the fundamentals of Use Case Modeling and its application for gathering requirements in the project life cycle. This course will present extensive, iterative Use Case Modeling methodology, including identification, development, and implementation. Students will participate in Use Case processes, examine the importance/impact of Use Cases, and gain the skills necessary to utilize Use Case Modeling effectively as a requirement gathering tool.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Discuss the importance of gathering requirements in project management

- Define what constitutes a quality requirement and what purpose it serves
- Examine guiding principles for gathering quality requirements
- Examine the challenges of effective requirements gathering
- Examine classic mistakes made in gathering requirements
- Examine the difference between functional and non-functional requirements
- Discuss the “black box” mentality of users and its implications on requirements gathering
- Compare/Contrast software development project life cycle models
- Examine the “4+1” view of software architecture
- Compare/Contrast traditional requirements gathering techniques with Use Case Modeling

Objective 2: Examine the history and evolution of Use Case Modeling

- Examine the benefits of Use Case Modeling
- Define who benefits from Use Case Modeling
- List the goals of Use Cases
- Define Use Case Diagrams and their purpose
- Compare/Contrast Use Cases, Use Case Diagrams, and scenarios
- Define scenarios and paths as they relate to Use Cases and Use Case Diagrams

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Objective 3: Examine important components needed in gathering requirements including the mission, vision, values, SOW, risk analysis, prototypes, use cases, glossary, constraints, and business rules catalog

- Examine the Use Case Template and its components
- Define Use Case components including users, basic path, alternative path, exception path, extension points, triggers, assumptions, preconditions, post-conditions, and author

Objective 4: Examine how to use a Use Case Modeling Workshop in Use Case development

- Define the use of iterative and incremental approaches to Use Case Modeling
- Examine three types of iterations in Use Case Modeling (Façade, Filled, & Focused)
- Discuss the objective, steps, tools, and deliverables of the Façade Iteration
- Discuss the objective, steps, tools, and deliverables of the Filled Iteration
- Discuss the objective, steps, tools, and deliverables of the Focused Iteration
- Discuss the purpose of stereotypes (extend and include) in specializing Use Cases
- Define supporting artifacts to Use Cases such as packages, components, and class models
- Examine the benefits to requirements traceability using Use Case Modeling
- Compare/Contrast Use Cases and Test Cases
- Discuss how to manage Use Case influenced projects by requirements rather than tasks
- Examine the application of Use Cases to non-requirement gathering activities

Vendor Management - 1 Day

PDU's – 7.0

PMI's Talent Triangle Breakdown

Ways of Working - 4.00

Power Skills - 1.00

Business Acumen - 2.00

PMI's Certification Breakdown

PMP - 7.00

PMI-ACP - 5.00

PMI-SP - 3.00

PMI-RMP - 3.00

PfMP - 3.00

PMI-PBA - 3.00



virtual
instructor-led

Course Description: This one-day course will give foundational skills to workers who are overseeing contractors. Participants will learn ways to hold contractors accountable to the terms and conditions of the contract. Students will improve knowledge and competencies of staff in vendor management, increase tools in dealing with low performance vendors and remedy the lack of performance, and understand the need to document specific events when a vendor does not comply with contract. Participants will also discover why and how building relationships with a vendor can payoff throughout the management of the contract.

Method of teaching: *Lecture, cases, and team discussions.*

Course Objectives:

Objective 1: Discuss vendor challenges

- Examine the future of vendor relationships
- Compare purchaser and vendor motivations
- Compare the pros and cons of outsourcing a project to a vendor
- Discuss reasons for vendor relationships
- Examine the real world of culture and language
- Evaluate how vendor management can benefit organizations

Objective 2: Award Contract

- Vendor orientation
- Vendor management plan
- Vendor measurements or scorecard
- Vendor performance
- Negotiation strategies used by vendors
- Strengths and weaknesses of contract types

Objective 3: Contract management

- Work plan to fulfill statement of work
- Benchmarks
- Communication
- Status and performance meetings

(Continued on next page)

- Types of audits
- Auditing process
- Difference between internal, external, and third-party auditing
- Areas for the auditing examination
- Best practice guide sheet for auditing
- Process designs for auditing the vendor
- Auditing Plan
- Ethical standards and procurement integrity
- Internal and vendor project manager relationships
- Vendor conflicts and how to resolve them
- Contract modifications
- Contract disputes
- Contract termination for convenience
- Procedures for termination for convenience
- Contract termination for default
- Procedures for termination for default

Objective 4: Contract closure

- Knowledge transfer
- Vendor/customer handoff
- Contract closeout
- Steps in contract closeout

Vendor Management - 3 Day

Managing, Monitoring and Controlling

Vendor Relationships

PDU's – 19.5

PMI's Talent Triangle Breakdown

Ways of Working - 15.75

Power Skills - 1.25

Business Acumen - 2.50

PMI's Certification Breakdown

PMP - 19.50

PMI-ACP - 3.75

PMI-SP - 3.75

PMI-RMP - 4.50

PfMP - 3.75

PMI-PBA - 3.75



face-to-face



virtual
instructor-led



self-paced
online

Course Description: This three-day course will provide detailed instruction in areas such as pre-solicitation, solicitation, and award of a contract. Each participant will develop tools for working with vendors, a clear understanding of vendor motivation, and techniques for making it a win-win relationship. This course will focus on ways to select, monitor, and control vendors, as well as how to make vendors a partner or an extension as stakeholders who deliver the right performance throughout the length of the project. In addition, this course will focus on all aspects of vendor management, such as developing vendor management plans, identifying performance measurements and discussing various contract types and their strengths and weaknesses.

Method of teaching: *Lecture, cases, and team discussions.*

Course Objectives:

Objective 1: Discuss vendor challenges

- Examine the future of vendor relationships
- Compare purchaser and vendor motivations
- Compare the pros and cons of outsourcing a project to a vendor
- Discuss reasons for vendor relationships
- Examine the real world of culture and language
- Evaluate how vendor management can benefit organizations

Objective 2: Examine phases in the acquisition process

- Explain the duties of the contract officer
- Identify best practices of vendor management
- Discuss reasons and roles for a Vendor Management Office
- Compare the procurement cycle to project management
- Compare organizational and government procurement processes

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Objective 3: Examine five-phase process of vendor management

- Phase one: Pre-Award Stage

- Forecasting future requirements
- Acquisition planning
- Project scope statements
- Make or buy discussion
- Baseline estimated cost
- Successful steps for creating an effective RFP
- Examine what impacts the RFP process
- Basic parts of the RFP
- Designing a statement of work
- Key elements of a performance work statement
- Methods of contract surveillance

- Phase two: Source selection

- Techniques on setting expectations with vendor
- Vendor risk
- Conducting a risk analysis of each vendor
- Risk sharing
- Criteria for evaluating the vendors
- Vendor evaluation process
- Sealed bidding process
- Success criteria for evaluating vendors
- Qualifications for vendor selection

- Phase three: Award Contract

- Vendor orientation
- Vendor management plan
- Vendor measurements or scorecard
- Vendor performance
- Negotiation strategies used by vendors
- Strengths and weaknesses of contract types

- Phase four: Contract management

- Work plan to fulfill statement of work
- Benchmarks
- Communication
- Status and performance meetings
- Types of audits
- Auditing plan
- Internal and vendor project manager relationships
- Auditing process
- Difference between internal, external and third-party auditing
- Areas for the auditing examination
- Vendor conflicts and how to resolve them
- Best practice guide sheet for auditing
- Process designs for auditing the vendor
- Monitoring contractor requests for payment
- Contract modifications
- Contract termination for convenience
- Procedures for termination for convenience
- Contract termination for default
- Procedures for termination for default
- Contract disputes
- Ethical standards and procurement integrity

- Phase five: Contract closure

- Knowledge transfer
- Vendor/customer handoff
- Contract closeout
- Steps in contract closeout

Project Management 90 Hour Intensive Overview

Overview

Course Description: This intensive 90-hour course will focus on ways employees can run projects faster and more effectively. Participants will learn how to successfully create, monitor, and guide the project's scope and critical path, as well as how to manage multiple projects. Participants will diagnose and prevent problems such as scope creep, time slippage, and team conflicts.

The 90-hour intensive is broken down into the following three courses. Each course is designed to be taught in four and a half days. Below, each of the three courses will be broken down, showing an overview, description of each course, and detailed objectives to demonstrate what will be taught.

Project Management I - 4 1/2 Day

Initiating, Planning, Integration and Staffing

PDU's - 30

PMI's Talent Triangle Breakdown

Ways of Working - 19.50

Power Skills - 4.00

Business Acumen - 6.50

PMI's Certification Breakdown

PMP - 30.00

PMI-ACP - 10.50

PMI-SP - 10.50

PMI-RMP - 10.50

PfMP - 10.50

PMI-PBA - 10.50



face-to-face



virtual
instructor-led

Course Description: Participants will begin their journey into project management concepts, theories, and foundational processes. The focus in this course will be on scheduling, creating a work breakdown structure, and planning for human resource needs. In planning for human resource needs, participants will study behavioral skills that will help motivate, equip, and keep project team members accountable and on task. This is the foundational course specifically designed to align with Project Management Institute's knowledge areas of the *PMBOK® Guide*. Each course will utilize both new content as well as best practices which will be taught from the Best Practice Manual.

Methods: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Initiating and Planning

Objective 1: Define the six-step project management process

- Examine the project's life cycle
- Recognize five ways to give proper leadership within culture
- Design an agenda for the first project team meeting
- Identify the triple constraints of every project
- Define the project drivers
- Demonstrate interviewing techniques that will assist in determining project specifics
- Review constraint red flags to watch
- Show how to set, control, and monitor project scope
- Summarize major areas to brainstorm

Objective 2: Classify who to place on your project team

- Label role descriptions and project responsibilities when you have no position power
- Create a modified code of conduct for running an empowered team

Objective 3: Examine forms in scheduling a project and possible scheduling issues

- Formulate a WBS, work breakdown structure
- Discuss how to track multiple projects
- Evaluate a real time line
- Evaluate why time calculations are wrong
- Examine characteristics of a milestone
- Analyze strengths and weaknesses of a Gantt chart

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Objective 4: Define the critical path

- Evaluate the strengths and weaknesses of a critical path
- Examine how to handle delays
- Discuss effects of a late start
- Examine steps in creating a project budget and developing a master budget control process
- Discuss implementation of project plan

Communication Module

Objective 5: Analyze the value of project interviews

- Identify perception
- Examine what impacts project perception
- Discuss how to gain understanding
- Demonstrate what to do when you mess up

Objective 6: Analyze communication styles

- Develop ways to increase understanding
- Compare kinds of project communication
- Describe what communication should be communicated upline
- Examine reasons why communicating upline is extremely difficult

Objective 7: Identify questions to ask if miscommunication is common

- Predict obstacles of listening during projects

Objective 8: Define project management's role in project meetings

- Describe ingredients of effective project meetings
- Evaluate receiving feedback on performance
- Design responses to negative project feedback
- Compare techniques for disagreeing

- Discuss caution signs that a disagreement is turning into a conflict
- Describe ways to reduce intergroup conflict in project meetings

Objective 9: Examine communication requirements

- Identify communication processes
- Create communication plan for standard project

Project Integration Management

Objective 10: Examine the integration process in project management

- Examine integration skills needed by the project manager

Objective 11: Define the processes in Project Integration Management

- Examine the process of Develop Project Charter
- Examine the process of Develop Project Management Plan
- Examine the process of Direct & Manage Project Work
- Examine the process of Manage Project Knowledge
- Examine the process of Monitor & Control Project Work
- Examine the process of Perform Integrated Change Control
- Examine the process of Close Project or Phase

Project Facilitation Module

Objective 12: Discuss the definition of project facilitation

- Evaluate benefits of facilitation and how it will help your organization

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- Discuss facilitation mess-ups during projects
- Examine the creation and usage of a code of conduct for the session
- Assess core duties which facilitators must do before, during and after a facilitation session
- Discuss best practices for setting meeting objectives and goals

Objective 13: Analyze body language and tone of voice which individuals use to communicate

- Examine ways to clarify body language of others
- Discuss five useful ways for brainstorming during projects
- Analyze the proper usage of questions to engage the audience
- Formulate paraphrasing techniques for clarifying the meaning and message of others
- Compare different ways to use probing, bridging and redirecting skills
- Discuss the positives of having a devil's advocate in project teams
- Examine professional ways to handle the negative participant
- Analyze assertiveness techniques to be used by facilitators
- Formulate a standard preparation plan for starting facilitation
- Examine best ways to be prepared for facilitation sessions
- Discuss best practices for ending a facilitation session

Objective 14: Describe the role and functions of a recorder in project teams

- Discuss best practices for the recorder and creating minutes for determined actions
- Design rules for when using a buddy system during a facilitation session

Objective 15: Analyze tactics for handling resistance in project meetings

- Evaluate the impact of conflict to the participants

Project Time Management Module

Objective 16: Discuss myths and realities of time management

- Examine excuses for not managing your individual time
- Define roles and responsibilities which demand time
- Examine how to balance your time to create total human wellness in your life

Objective 17: Review qualities of time management

- Define guidelines of time management

Objective 18: Describe ways of dealing with deadlines

- Organize to set proper deadlines
- Create goals to help budget your time
- Evaluate the four D's in managing time more effectively
- List ways to say "No"
- Explain how to set and establish priorities
- Identify ways to plan your work and learn how to plan

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- Discuss time tips on interruptions and decisiveness
- Discuss time tips on the telephone and in meetings

Managing Team Module

Objective 19: Analyze job responsibilities

- Discuss a priority checklist
- Assess modern day accountability myths

Objective 20: Evaluate how to coach the project team toward success

- Develop workers with new skills
- Identify vision through leadership
- Examine strategies for creating trust
- Define ways to equip and empower
- Discuss values of successful coaching of project teams
- Analyze common coaching mistakes of project teams

Objective 21: Contrast different change strategies

- Classify why project teams block change
- Choose ways to reduce project team resistance
- Evaluate changes which support goals
- Develop core values

Objective 22: Describe requirements for being an overcomer on project teams

- Analyze two types of motivation within a project team
- Examine ways to align motivational techniques to workers
- Analyze the disciplining of project team members and ways for changing behavior
- Identify how to track project team members

Project Management I Best Practices

PROJECT MANAGEMENT OVERVIEW INTRODUCTION

- Project Management Methodology Concept
- What is a Project?
- Roles and Responsibilities
- Planning Process

PROJECT INITIATING AND CONCEPT DEVELOPMENT

- What is Project Management Methodology?
- Project Management is an Iterative Process
- Applicability of the Methodology
- Tailoring of the Methodology to Specific Project and Specific Organizations
- Continual Improvements

WHAT IS A PROJECT?

- What is a Project?
- Temporary Process
- Well-Defined Goals
- Project Constraints
- What is Project Management?

ROLES AND RESPONSIBILITIES

- Roles and Responsibilities
- Who is Part of the Project Team?
- Importance of Stakeholders
- Project Manager
- Project Sponsor
- Steering Committee
- Development Team
- Change Management

(Continued on next page)

- Quality Assurance
- Customer
- Project Review Team Management
- Division of Purchases

PLANNING PROCESS

- The Evolving Plan
- The Planning Process
- Planning in the Initiating Phase
- Planning in the Planning Stage
- Planning in the Project Start-up Stage
- Planning in the Project Execution Stage
- Planning in the Project Close-Out Stage

PROJECT INITIATING AND DEFINITION INTRODUCTION

- The Initiating Phase
- Elements of the Initiating Phase
- Project Management Phases
- Business Case/Project Statement
- Enterprise Projects or Programs
- Business Analysis
- Concept Review
- The Concept Atmosphere
- Problems during the Initiating Phase

BUSINESS CASE

- Elements of the Business Case/Project Statement
- Who Does What
- How Should the Business Case/Project Statement be Developed
- A Plan for Planning
- Time frame for Completion
- Business Case Form
- Alternate Approaches to the Preparation of a Business Case
- Level of Detail
- Recommended Formats for Three Levels of Business Case
 - A. Business Case for a Mini Project
 - B. Business Case for a Medium Sized Project
 - C. Business Case for a Very Large Project

Project Management II - 4 1/2 Day

Budgeting, Quality, Change, Risk and Start-up

PDU's- 30

PMI's Talent Triangle Breakdown

Ways of Working - 18.00

Power Skills - 2.50

Business Acumen - 9.50

PMI's Certification Breakdown

PMP - 30.00

PMI-ACP - 15.00

PMI-SP - 12.00

PMI-RMP - 17.00

PfMP - 12.00

PMI-PBA - 12.00



face-to-face



virtual
instructor-led

Course Description: Participants will focus on additional planning of the project while examining issues such as risk, budgeting, and how to maintain quality throughout the project. Specifically, this course will focus on conducting risk analysis, problem solving, handling conflict, and maintaining quality throughout the entire project. In Phase II, when planning the budget, quality and risk are aligned with Project Management Institute's knowledge areas of the *PMBOK® Guide*. Each course will utilize both new content as well as best practices which will be taught from the Best Practice Manual.

Methods: Students will use discussion, cases, and group activities.

Course Objectives:

Budgeting, Quality, Change, Risk and Start-up

Objective 1: Identify quality processes which maintain high quality

- Review the Deming ideas on quality
- Evaluate ways to calculate cost
- Create a risk identification matrix
- Describe ways reduce risk
- Analyze ideas on maintaining high quality
- Identify change processes and procedures
- Examine change control systems

Quality Module

Objective 2: Compare old and new philosophies in project management

- Define quality for today's projects
- Identify a prevention mentality rather than a reactive one
- Evaluate data that must be analyzed

Objective 3: Set guidelines for executing continuous quality through the project

- Examine continuous process improvement for project processes
- Develop rules for continuous improvement
- Analyze where continuous improvement can help
- Discuss symptoms of quality concerns in past and future projects
- Design a continuous improvement project team's concern
- Judge ways to reduce resistance from organizational culture
- Compare roadblocks to continuous improvement and quality initiative

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Objective 4: Predict characteristics to the cost of quality in projects

- Choose techniques for involving co-workers
- Evaluate Deming's seven deadly diseases
- Identify Juran's six-step approach to quality
- List steps for creating a quality action plan in projects
- Discuss implementation of the quality action plan
- Examine ways of monitoring the quality action plan
- Identify the strengths and weaknesses of Gantt charting
- Discuss the strengths and weaknesses of CPM charting

Project Cost Management

Objective 5: Examine budgeting basics

- Review estimating techniques
- Discuss the pre-estimating process
- Evaluate constraint estimating
- Discuss Expert estimating
- Analyze cost projections
- Detail the problem
- Examine estimating the initial cost
- Discover how to figure ROI on your project
- Define the processes of Plan Cost Management
- Examine the process of Estimate Costs
- Examine the process of Determine Budget
- Examine the process of Control Costs

Project Risk Management

Objective 6: Define risk

- Examine sources of risk
- Define risk management
- Examine how to conduct risk analysis
- List techniques to confronting risk
- Examine ranking

Objective 7: Discuss performance risk

- Discuss system risk
- Discuss process risk
- Discuss transferring risk
- Define risk management

Objective 8: Define the processes of Project Risk Management

- Examine the process of Plan Risk Management
- Examine the process of Identify Risks
- Examine the process of Perform Qualitative Risk Analysis
- Examine the process of Perform Quantitative Risk Analysis
- Examine the process of Plan Risk Responses
- Examine the process of Implement Risk Responses
- Examine the process of Control Risks

Problem Solving Module

Objective 9: Classify who should be on the problem solving team

- Evaluate why participation helps solve the problem faster
- Discuss benefits of problem solving analysis in projects
- Review what influences the problem solving experience in projects
- Define the problem solving processes for successful projects
- Assess the resources needed to fulfill the problem solving plan

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Objective 10: Examine creative solutions in solving project plans

- Compare what to do if you inherit a goofy solution
- Perform a SWOT Analysis
- Evaluate the four steps to Force Field Analysis
- Discuss the benefits of Force Field Analysis

Objective 11: Define contingency planning and examine the crisis correctly

- Evaluate how to implement the solution
- Discuss 7 keys to problem solving implementation
- Identify the 7 reasons for implementation failure

Change Module

Objective 12: Discuss the definition of change

- Analyze why people resist change
- Evaluate four types of change
- Examine five roles of change agents
- Explain the drivers of change
- Assess five new focuses from change
- Examine six ways fear hinders change
- Evaluate seven qualities of a paralyzed state
- Evaluate when to create change quickly or gradually
- Formulate a checklist to help determine resistance
- Identify how to deal with setbacks

Objective 13: Create a strategy for change

- Analyze a force field analysis
- Create an action plan

Objective 14: Compare change control to change management

- Discuss what is included in integrated change control
- Explain tools for integrated change control
- Discuss the benefits for written change requests
- Examine schedule changes

Objective 15: Examine scope change control

- Examine cost change control
- Create change management processes
- Create change due to corrective actions
- Create change due to preventative actions

Objective 16: Discuss how to monitor and verify changes have been completed

- Discuss change authorization policies
- Analyze the impact of change
- Define change control board
- Discuss best practices for change control board

Project Management II Best Practices

PROJECT MANAGEMENT PLANNING

- Responsibilities
- Terminology

PLANNING PROCESS AND PROJECT PLAN

- What is Project Planning
- The Planning Process
- Importance of the Project Plan
- Steps in the Planning Process
- Overview of Project Scheduling

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ACTIVITY DEFINITION AND SEQUENCING

- Develop Project Tasks
- Define Task Relationships
- Defining Deliverables
- Development of a Project Schedule
- Define Precise and Measurable Milestones
- Steps to Creating a Project Schedule
- Estimate Task Duration
- Define Priorities
- Define Critical Path
- Document Task Relationship
- Document Assumptions
- Review the Results

BUDGETING

- Overview of Project Budgeting
- Identify Cost Factors
- Project Estimate Summary Worksheet
- Instructions for the Project Estimate Summary Worksheet
- Document Assumptions
- Review the Cost Estimates
- Estimated Cost at Completion Report

CHANGE MANAGEMENT

- Change Management
- Change Management Organization
- Change Management Plan
- Tasks During the Planning Phase
- Relationship to Quality Management
- Authority and Responsibility
- Control Items
- Change Management Procedures
- Storage of Control Items

QUALITY PLANNING

- Quality Process
- Creating the Quality Plan
- Responsibility for Quality
- Independence of the Quality Assurance Team
- Checklist
- References

REQUIREMENTS DEFINITION

- Importance of Project Requirements
- When are Requirements Defined?
- Requirements Specifications
- Who Defines Requirements?
- Approvals
- Managing Requirements Changes

RESOURCE PLANNING

- Overview of Resource Planning
- Determining the Size of the Team
- Determining Required Skills
- Identifying Required Non-Labor Assets
- Define Resource Profiles
- Forming the Team
- Support Functions
- Define Assumptions

RISK MANAGEMENT PLAN

- Identify Risks
- Risk Management Process
- Responsibility for Risk Identification
- Risk Management Worksheet Instructions
- Contingency Planning
- Risk Management Worksheet Sample
- Suggested Preventive and Contingency Measures
- Risk Identification Summary (Top Five Risk)

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PROJECT PLAN FORMAT

- The Project Plan Template
- Plan Approval
- Project Summary
- Project Charter
- Project Trade Off Matrix and Status Summary
- Project Organization
- Activity List / Work Breakdown Structure
- Work Product Identification
- Project Schedule
- Estimated Cost at Completion
- Resource Loading Profiles
- Requirements
- Risk Management Plan
- Change Management Plan
- Quality Plan
- Top Five Issues
- Issue Item Status
- Action Item Status

Project Management III - 4 1/2 Day

Execution, Monitoring, and Closedown

PDU's - 30

PMI's Talent Triangle Breakdown

Ways of Working - 9.25

Power Skills - 5.75

Business Acumen - 15.00

PMI's Certification Breakdown

PMP - 30.00

PMI-ACP - 20.75

PMI-SP - 20.75

PMI-RMP - 20.75

PfMP - 20.75

PMI-PBA - 20.75



face-to-face



virtual
instructor-led

Course Description: Participants will focus on monitoring and executing the project while moving into the closedown phase of the project. Additional focus will be on delivering quality customer service and value, regardless of if the customer is internal or external. Participants will discuss and participate in analysis of measuring the individual performance of team members. This section also focuses on how to properly hand the project off to the customer for effective transition. Phase III is aligned with Project Management Institute's knowledge areas of the *PMBOK® Guide*. Each course will utilize both new content as well as best practices which will be taught from the Best Practice Manual.

Methods: Students will use discussion, cases, and group activities.

Course Objectives:

Objective 1: Describe ways to execute and monitor the project process

- Classify how to manage the project and negotiate various agreements
- Summarize execution dangers to consider
- Design performance methods for tracking and monitoring
- Examine high conflict considerations
- Assess how to procure vendors for a project
- Apply close down checklists and handoff procedures
- Perform a postmortem and lessons learned

Execution Module

Objective 2: Discuss the benefits of execution

- Analyze a project execution methodology
- Identify the seven executing processes
- Assess the influences of managing in execution

- Review the hindrances to project execution
- Analyze escalation processes and policies

Negotiation Module

Objective 3: Analyze the benefits of negotiations

- Examine killer mistakes in negotiations
- Evaluate three ways of bargaining
- Discuss the three views of preparation
- Identify techniques for personal preparation
- Assess preparation techniques to counter your opponent

Objective 4: Design and arrange the first session

- Review how and why to set parameters in project negotiations
- Classify techniques for handling emotionally charged issues

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- Identify standard negotiation funneling practices
- Design questions that benefit your position while working on projects
- Discuss words to use in the questions for greater impact

Objective 5: Analyze barriers to overcome during negotiations

- Identify guidelines for examining the opponent's position
- Evaluate research techniques for checking out the opponent

Objective 6: Examine ways to overcome price objections in project resources

- Discuss the benefits of reinforcing price before negotiations
- Analyze standard negotiation strategies
- Identify techniques to use to follow up after the deal is made

Customer Service Module

Objective 7: Compare customer expectations to customer deliverables

- Define customer service for both internal and external customers in projects
- Evaluate customer expectations for projects
- Examine top customer complaints

Objective 8: Identify how to build credibility with customers

- Assess how to bond with customers
- Choose distinct connections every customer must receive

Objective 9: Analyze unspoken signals which distort communication

- Recognize how to put active listening to work

Objective 10: Choose ways for handling problem customers

- Review methods for calming down irate customers
- Discuss feedback systems that work in projects
- Analyze warning signals that customer service is dying
- Identify five ways to improve your customer service in every project

Performance Module

Objective 11: Discuss advantages of performance management

- Identify performance needs
- Identify performance to project directives

Objective 12: Classify benchmarking techniques of present performance

- Discuss training and the performance gap
- Examine questions to ask in determining project performance
- Discuss how to break down project performance into understandable steps

Objective 13: Review monitoring of project performance indicators

- Show how to link operational goals to project performance
- Analyze mentoring roles in advancing project performance
- Examine the impact of incorporating best practices in project performance
- Evaluate how to create a project performance results matrix
- Develop a project performance development plan to transition team members toward peak performance

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Conflict Module

Objective 14: Discuss the positive side of conflict

- Define conflict
- Analyze eight most common times for conflict
- Identify six reasons for conflict among workers
- Develop rules for handling anger
- Create action plans for quick resolution

Objective 15: Analyze hostility and how it surfaces

- Examine how to handle personal and professional hostility
- Compare levels of group conflict

Objective 16: Discuss hedge words people use to distort communication

- Analyze techniques people use to avoid issues

Objective 17: Create a code of conduct for controlling a resolution meeting

- Compare ways to confront others while helping them save face
- Examine confrontation techniques

Procurement Module

Objective 18: Examine contracting process

- Discuss methods of contracting

Objective 19: Compare contracting types

- Describe evaluating and awarding contracts
- Discuss how to conduct a search for contract source

Objective 20: List price and budgeting requirements

- Examine interpreting changes
- Analyze the termination of contracts
- Discover how to handle appeals and disagreements in a contract
- Examine contract closeout planning

Project Management III Best Practices

INTRODUCTION TO EXECUTION

- What Happens During Project Execution?
- Project Control Process
- Preventing Problems is Better than Fixing Them

APPROVAL PROCESS

- What is the Approval Process?
- Contractor Payments

CONFIGURATION MANAGEMENT CHANGE, VERSION AND ISSUE MANAGEMENT

- What Happens During Project Execution?
- You Can't Manage What You Don't Control
- The Change Control Form

Phase 1 - Requester Information

Phase 2 - Initial Review of the Change Request

Phase 3 - Initial Impact Analysis

Phase 4 - Final Review Results and Change Priority

- What is Issue Management
- The Issue Resolution Form

Phase 1 - Requester Information

Phase 2 - Initial Review of the Issues

Phase 3: Tracking

Phase 4: Final Review Results and Change Priority

CORRECTIVE ACTIONS

- The Best of Plans Can Go Wrong
- Where Problems Come From
- Fix the Problem with a Recovery Plan

(Continued on next page)

PROJECT REVIEWING

- Review Process
- Informal Review Process
- The Status Review
- Team Meetings
- Executive Meeting
- Link to Change, Issue and Quality Management

RISK MONITORING AND MITIGATION

- Preventing Problems
- What is After Risk Assessment?
- The Evolution of Risk Control
- Risk Monitoring is an Iterative Process
- Risk Manager
- Risk Meetings
- Ongoing Risk Identification
- Focus on Key Risk
- Risk Resolution
- Historical Record

TRACKING AND MONITORING PROJECT PERFORMANCE

- Introduction to Project Tracking and Monitoring
- The Project Plan as the Road Map
- The Project Plan as the Baseline
- Why Tracking and Monitoring?
- How and What is to be Tracked
- When Should Tracking be Done?
- Activity and Schedule Tracking
- Monitoring
- Planned Versus Actual Costs
- Cost
- Update the Cost Model
- Document Assumptions
- Tracking and Monitoring Costs
- Estimate at Completion (EAC) Summary Report
- Financial Metrics

- Resource Loading Updates
- Steering Committee
- Continued on next page
- Independent Reviews
- Periodic Updates
- Managing External Project Managers

PROJECT CLOSE-OUT INTRODUCTION

- Overview

POST-IMPLEMENTATION EVALUATION REPORT AND ARCHIVING

- What is a Post Implementation Evaluation Report?
- Identifying and Addressing Success
- Who Prepares the Report?
- Collecting Project Data
- Where is the Archive Maintained
- How is the Archived Material Used?

RECOGNITION AND CELEBRATION OF SUCCESS

- Recognition of Success
- What is Success?
- Conduct a Lessons Learned Session
- Document Lessons Learned

Project Management 120 Hour Intensive Overview

Overview

Course Description: This intensive 120-hour course will focus on ways employees can run projects faster and more effectively. Participants will learn how to successfully create, monitor, and guide the project's scope and critical path, as well as how to manage multiple projects. Participants will diagnose and prevent problems such as scope creep, time slippage, and team conflicts.

The 120-hour intensive is broken down into the following four courses. Each course is designed to be taught in four and half days. Below, each of the four courses is broken down, showing an overview, description of each course, and detailed objectives to demonstrate what will be taught.

Project Management I - 4 1/2 Day

Initiating and Planning

PDU's - 30

PMI's Talent Triangle Breakdown

Ways of Working - 13.50

Power Skills - 12.00

Business Acumen - 4.50

PMI's Certification Breakdown

PMP - 30.00

PMI-ACP - 16.50

PMI-SP - 17.25

PMI-RMP - 16.50

PfMP - 16.50

PMI-PBA - 16.50



face-to-face



virtual
instructor-led

Course Description: Participants will begin their journey into project management concepts, theories, and foundational processes. This is the first of four courses specifically designed to align with Project Management Institute's knowledge areas of the *PMBOK® Guide*. Each course will utilize both new content as well as best practices which will be taught from the best practices.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Initiating and Planning Module

Objective 1: Define the six-step project management process

- Examine the project's life cycle
- Recognize five ways to give proper leadership within culture
- Design an agenda for the first project team meeting
- Identify the triple constraints of every project
- Define the project drivers
- Demonstrate interviewing techniques that will assist in determining project specifics
- Review constraint red flags to watch
- Show how to set, control, and monitor project scope
- Summarize major areas to brainstorm

Objective 2: Classify who to place on your project team

- Label role descriptions and project responsibilities when you have no position power

Communication Module

Objective 3: Analyze the value of project interviews

- Evaluate how to approach people
- Identify perception
- Examine what impacts project perception
- Compare reducing perception differences
- Discuss how to gain understanding
- Demonstrate what to do when you mess up

Objective 4: Analyze communication styles

- Develop ways to increase understanding
- Compare kinds of project communication
- Describe what communication should be communicated upline
- Examine reasons why communicating upline is extremely difficult

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Objective 5: Identify questions to ask if miscommunication is common

- Evaluate verbal softeners
- Detail characteristics of a poor listener
- Predict obstacles of listening during projects

Objective 6: Define project management's role in project meetings

- Describe ingredients of effective project meetings
- Evaluate receiving feedback on performance
- Design responses to negative project feedback
- Compare techniques for disagreeing
- Discuss caution signs that a disagreement is turning into a conflict
- Formulate seven stages of intergroup conflict in project teams
- Describe ways to reduce intergroup conflict in project meetings

Project Facilitation Module

Objective 7: Discuss the definition of project facilitation

- Evaluate benefits of facilitation and how it will help your organization
- Discuss facilitation mess-ups during projects
- Examine the creation and usage of a code of conduct for the session
- Assess core duties which facilitators must do before, during and after a facilitation session
- Discuss best practices for setting meeting objectives and goals

Objective 8: Analyze body language and tone of voice which individuals use to communicate

- Examine ways to clarify body language of others
- Discuss five useful ways for brainstorming during projects
- Analyze the proper usage of questions to engage the audience
- Formulate paraphrasing techniques for clarifying the meaning and message of others
- Compare different ways to use probing, bridging and redirecting skills
- Discuss the positives of having a devil's advocate in project teams
- Examine professional ways to handle the negative participant
- Analyze assertiveness techniques to be used by facilitators
- Formulate a standard preparation plan for starting a facilitation
- Examine best ways to be prepared for facilitation sessions
- Discuss best practices for ending a facilitation session

Objective 9: Describe the role and functions of a recorder in project teams

- Discuss best practices for the recorder and creating minutes for determined actions
- Design rules for when using a buddy system during a facilitation session

Objective 10: Analyze tactics for handling resistance in project meetings

- Evaluate the impact of conflict to the participants

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Project Team Time Management Module

Objective 11: Discuss myths and realities of time management

- Examine excuses for not managing your individual time
- Define roles and responsibilities which demand time
- Examine how to balance your time to create total human wellness in your life

Objective 12: Review qualities of time management

- Define guidelines of time management

Objective 13: Evaluate causes of procrastination

- Compare ways to stop procrastination
- Describe ways of dealing with deadlines
- Organize to set proper deadlines
- Create goals to help budget your time
- Evaluate the four D's in managing time more effectively
- List ways to say "No"
- Explain how to set and establish priorities
- Identify ways to plan your work and learn how to plan
- Create ways to handle the paper work
- Discuss time tips on interruptions and decisiveness
- Discuss time tips on the telephone and in meetings
- Formulate time tips on personal habits
- Evaluate how to organize yourself

Project Management I Best Practices

PROJECT MANAGEMENT OVERVIEW INTRODUCTION

- Project Management Methodology Concept
- What is a Project?
- Roles and Responsibilities
- Planning Process

PROJECT INITIATING AND CONCEPT DEVELOPMENT

- What is Project Management Methodology?
- Project Management is an Iterative Process
- The Relationship of Project Management to the System Development Life Cycle (SDLC)
- Applicability of the Methodology
- Tailoring of the Methodology to Specific Project and Specific Organizations
- Continual Improvements

WHAT IS A PROJECT?

- What is a Project?
- Temporary Process
- Well-Defined Goals
- Project Constraints
- What is Project Management?

ROLES AND RESPONSIBILITIES

- Roles and Responsibilities
- Who is Part of the Project Team?
- Importance of Stakeholders
- Project Manager
- Project Sponsor
- Steering Committee
- Development Team

(Continued on next page)

- Configuration Management
- Quality Assurance
- End User
- Project Review Team Management
- Division of Purchases

PLANNING PROCESS

- The Evolving Plan
- The Planning Process
- Planning in the Initiating Phase
- Planning in the Planning Stage
- Planning in the Project Start-up Stage
- Planning in the Project Execution Stage
- Planning in the Project Close-Out Stage

Project Management II - 4 1/2 Day

Planning, Staffing, and Project Start Up

PDU's - 30

PMI's Talent Triangle Breakdown

Ways of Working - 14.00

Power Skills - 12.00

Business Acumen - 4.00

PMI's Certification Breakdown

PMP - 30.00

PMI-ACP - 16.00

PMI-SP - 17.50

PMI-RMP - 16.00

PfMP - 16.00

PMI-PBA - 16.00



face-to-face



virtual
instructor-led

Course Description: Participants will focus on how to conduct the initiating and planning phase of the project. This course will focus on scheduling, creating a work breakdown structure, and planning for human resource needs. In planning for human resource needs, participants will study behavioral skills that will help motivate, equip, and keep project team members accountable and on task. This section is aligned with Project Management Institute's knowledge areas of the *PMBOK® Guide*. Each course will utilize both new content as well as best practices.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Course Objectives:

Planning, Staffing, Project Start Up Module

Objective 1: Manage brainstorming and planning meetings

- Create a modified code of conduct for running an empowered team

Objective 2: Examine forms in scheduling a project and possible scheduling issues

- Formulate a Work Breakdown Structure
- Discover how to track multiple projects
- Evaluate a real time line
- Evaluate why time calculations are wrong
- Examine characteristics of a milestone
- Analyze strengths and weaknesses of a Gantt chart
- Define the critical path
- Evaluate the strengths and weaknesses of a critical path
- Discuss how to handle delays
- Discuss effects of a late start

Objective 3: Examine steps in creating a project budget and developing a master budget control process

- Discuss implementation of project plan

Managing Team Module

Objective 4: Analyze job responsibilities

- Discuss a priority checklist
- Assess modern day accountability myths

Objective 5: Evaluate how to coach the project team toward success

- Develop workers with new skills
- Discuss values of successful coaching of project teams
- Analyze common coaching mistakes of project teams

(Continued on next page)

- Develop a Mission Statement and Vision
- Identify vision through leadership
- Examine why visions fail
- Evaluate where you are going
- Explain tough-minded leadership
- Examine strategies for creating trust
- Define ways to equip and empower

Objective 6: Contrast different change strategies

- Classify why project teams block change
- Choose ways to reduce project team resistance
- Evaluate changes which support goals
- Develop core values

Objective 7: Describe requirements for being an overcomer on project teams

- Analyze two types of motivation within a project team
- Examine ways to align motivational techniques to workers
- Analyze the disciplining of project team members and ways for changing behavior
- Identify how to track project team members

Change Module

Objective 8: Discuss the definition of change

- Identify proactive and reactive characteristics
- Analyze why people resist change
- Evaluate four types of change
- Examine five roles of change agents
- Explain the drivers of change
- Classify the roadblocks to change
- Predict three areas that impact change on people
- Assess five new focuses from change
- Examine six ways fear hinders change
- Evaluate seven qualities of a paralyzed state
- Identify eight factors that determine a person's viewpoint

- Compare four ways people respond to change
- Evaluate when to create change quickly or gradually
- Formulate a checklist to help determine resistance
- Identify how to deal with setbacks

Objective 9: Create a strategy for change

- Perform a force field analysis
- Create an action plan

Conflict Module

Objective 10: Discuss the positive side of conflict

- Define conflict
- Analyze eight most common times for conflict
- Identify six reasons for conflict among workers

Objective 11: Examine rules for handling anger

- Choose words to use that help
- Create action plans for quick resolution
- Analyze hostility and how it surfaces
- Examine how to handle personal and professional hostility
- Compare levels of group conflict

Objective 12: Review active listening skills

- Discuss hedge words people use to distort communication
- Analyze techniques people use to avoid issues
- Review seven stages of group conflict

Objective 13: Create a code of conduct for controlling a resolution meeting

- Compare ways to confront others while helping them save face
- Examine confrontation techniques

(Continued on next page)

- Review assertiveness techniques
- Apply facilitation skills for allowing everyone to be heard
- Discuss the facilitator's responsibilities
- Create questions to guide others through the process
- Analyze ways to prevent arguing
- Discuss times to make amends

Project Management II Best Practices

PROJECT INITIATING AND DEFINITION INTRODUCTION

- The Initiating Phase
- Elements of the Initiating Phase
- Project Management Phases
- Business Case/Project Statement
- Enterprise Projects or Programs
- Business Analysis
- Concept Review
- The Concept Atmosphere
- Problems during the Initiating Phase

BUSINESS CASE

- Elements of the Business Case/Project Statement
- Who Does What
- How Should the Business Case/Project Statement be Developed
- A Plan for Planning
- Time frame for Completion
- Business Case Form
- Alternate Approaches to the Preparation of a Business Case
- Level of Detail
- Recommended Formats for Three Levels of Business Case
 - A. Business Case for a Mini Project
 - B. Business Case for a Medium Sized Project
 - C. Business Case for a Very Large Project

Project Management III - 4 1/2 Day

Budgeting, Quality, and Risk

PDU's - 30

PMI's Talent Triangle Breakdown

Ways of Working - 19.00

Power Skills - 6.00

Business Acumen - 5.00

PMI's Certification Breakdown

PMP - 30.00

PMI-ACP - 11.00

PMI-SP - 11.00

PMI-RMP - 18.75

PfMP - 11.00

PMI-PBA - 11.00



face-to-face



virtual
instructor-led

Course Description: Participants will focus on additional planning of the project while examining issues such as risk, budgeting, and how to maintain quality throughout the project. Specifically, this course will focus on conducting risk analysis, problem solving, handling conflict, and maintaining quality throughout the entire project. In Phase III, when planning the budget, quality and risk are aligned with Project Management Institute's knowledge areas of the *PMBOK® Guide*. Each course will utilize both new content as well as best practices.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Budgeting, Quality, and Risk

Objective 1: Identify seven things which must be communicated in every project

- Review who should be communicated to
- Evaluate the results of poor communication
- Identify a checklist for team meetings
- Analyze signs of poor updates
- Describe ways to communicate bad news

Quality Module

Objective 2: Compare old and new philosophies in project management

- Define quality for today's projects
- Identify a prevention mentality rather than a reactive one
- Evaluate data that must be analyzed

Objective 3: Set guidelines for executing continuous quality through the project

- Examine continuous process improvement for project processes
- Develop rules for continuous improvement
- Analyze where continuous improvement can help
- Discuss symptoms of quality concerns in past and future projects
- Design a continuous improvement project team's concern
- Judge ways to reduce resistance from organizational culture
- Compare roadblocks to continuous improvement and quality initiative

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Objective 4: Predict characteristics to the cost of quality in projects

- Choose techniques for involving co-workers
- Evaluate Deming's seven deadly diseases
- Identify Juran's six-step approach to quality
- List steps for creating a quality action plan in projects
- Discuss implementation of the quality action plan
- Examine ways of monitoring the quality action plan
- Identify the strengths and weaknesses of Gantt charts
- Discuss the strengths and weaknesses of CPM charts

Problem Solving Module

Objective 5: Classify who should be on the problem-solving team

- Evaluate why participation helps solve the problem faster
- Discuss benefits of problem-solving analysis in projects
- Review what influences the problem-solving experience in projects
- Define the problem-solving processes for successful projects
- Assess the resources needed to fulfill the problem-solving plan

Objective 6: Examine creative solutions in solving project plans

- Compare what to do if you inherit a goofy solution
- Perform a SWOT Analysis
- Evaluate the four steps to Force Field Analysis
- Discuss the benefits of Force Field Analysis

Objective 7: Define contingency planning and examine the crisis correctly

- Evaluate how to implement the solution
- Discuss seven keys to problem solving implementation
- Identify the seven reasons for implementation failure

Negotiation Module

Objective 8: Analyze the benefits of negotiations

- Examine killer mistakes in negotiations
- Evaluate three ways of bargaining
- Discuss the three views of preparation
- Identify techniques for personal preparation
- Assess preparation techniques to counter your opponent

Objective 9: Design and arrange the first session

- Review how and why to set parameters in project negotiations
- Classify techniques for handling emotionally charged issues
- Identify standard negotiation funneling practices
- Design questions that benefit your position while working on projects
- Discuss words to use in the questions for greater impact

Objective 10: Analyze barriers to overcome during negotiations

- Identify guidelines for examining the opponent's position
- Evaluate research techniques for checking out the opponent

(Continued on next page)

Objective 11: Examine ways to overcome price objections in project resources

- Discuss the benefits of reinforcing price before negotiations
- Analyze standard negotiation strategies
- Identify techniques to use to follow up after the deal is made

Project Management III Best Practices

PROJECT MANAGEMENT PLANNING

- Planning is the Seed for Success
- Responsibilities
- Terminology

PLANNING PROCESS AND PROJECT PLAN

- What is Project Planning
- The Planning Process
- Importance of the Project Plan
- Steps in the Planning Process
- Overview of Project Scheduling

ACTIVITY DEFINITION AND SEQUENCING

- Develop Project Tasks
- Define Task Relationships
- Defining Deliverables
- Development of a Project Schedule
- Define Precise and Measurable Milestones
- Steps to Creating a Project Schedule
- Estimate Task Duration
- Define Priorities
- Define Critical Path
- Document Task Relationship
- Document Assumptions
- Review the Results

BUDGETING

- Overview of Project Budgeting
- Identify Cost Factors
- Project Estimate Summary Worksheet
- Instructions for the Project Estimate Summary Worksheet
- Document Assumptions
- Review the Cost Estimates
- Estimated Cost at Completion Report

CONFIGURATION MANAGEMENT

- Configuration Management
- Configuration Management Organization
- Configuration Management Plan
- Tasks During the Planning Phase
- Relationship to Quality Management
- Authority and Responsibility
- Control Items
- Configuration Management Procedures
- Storage of Control Items
- Configuration Management Goes Beyond Development

QUALITY PLANNING

- Quality Process
- Creating the Quality Plan
- Responsibility for Quality
- Independence of the Quality Assurance Team
- Checklist
- References

REQUIREMENTS DEFINITION

- Importance of Project Requirements
- When are Requirements Defined?
- Requirements Specifications
- Who Defines Requirements?

(Continued on next page)

- Requirements Traceability
- Approvals
- Managing Requirements Changes
- References

RESOURCE PLANNING

- Overview of Resource Planning
- Determining the Size of the Team
- Determining Required Skills
- Identifying Required Non-Labor Assets
- Define Resource Profiles
- Forming the Team
- Support Functions
- Define Assumptions

RISK MANAGEMENT PLAN

- Identify Risks
- Risk Management Process
- Responsibility for Risk Identification
- Risk Management Worksheet Instructions
- Contingency Planning
- Risk Management Worksheet Sample
- Suggested Preventive and Contingency Measures
- Risk Identification Summary (Top Five Risk)

PROJECT PLAN FORMAT

- The Project Plan Template
- Plan Approval
- Project Summary
- Project Charter
- Project Trade Off Matrix and Status Summary
- Project Organization
- Activity List / Work Breakdown Structure
- Work Product Identification
- Project Schedule
- Estimated Cost at Completion
- Resource Loading Profiles
- Requirements
- Risk Management Plan
- Configuration Management Plan
- Quality Plan
- Top Five Issues
- Issue Item Status
- Action Item Status

Project Management IV - 4 1/2 Day

Project Execution, Monitoring, and Closedown

PDU's - 30

PMI's Talent Triangle Breakdown

Ways of Working - 13.50

Power Skills - 12.50

Business Acumen - 4.00

PMI's Certification Breakdown

PMP - 30.00

PMI-ACP - 16.50

PMI-SP - 16.50

PMI-RMP - 18.50

PfMP - 16.50

PMI-PBA - 16.50



face-to-face



virtual
instructor-led

Course Description: Participants will focus on monitoring and executing the project while moving into the closedown phase of the project. Additional focus will be on problem solving and delivering quality customer service and value, regardless of if the customer is internal or external. Participants will discuss and participate in analysis of measuring the individual performance of team members. This section also focuses on how to properly hand the project off to the customer for effective transition. Phase IV is aligned with Project Management Institute's knowledge areas of the *PMBOK® Guide*. Each course will utilize both new content as well as best practices.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

Objective 1: Describe ways to communicate bad news

- Classify how to manage the project through influence rather than power

- Define customer service for both internal and external customers in projects
- Evaluate customer expectations for projects
- Examine top customer complaints

Objective 2: Summarize danger signals to watch

- Assess how to crash a project
- Apply close down checklists and handoff procedures
- Identify phase out of the project
- Perform a postmortem
- Review current hindrances facing organizations

Objective 4: Identify how to build credibility with customers

- Assess how to bond with customers
- Identify ways of persuading customers to provide more information
- Choose distinct connections every customer must receive

Customer Service Module

Objective 3: Analyze why every project should be concerned about customer service

- Compare customer expectations to customer deliverables

(Continued on next page)

Objective 5: Rate human factors which mislead communication

- Analyze unspoken signals which distort communication
- Recognize how to put active listening to work
- Evaluate ways for handling problem customers
- Review methods for calming down irate customers
- Identify special care to the elderly or chronically ill
- Discuss feedback systems that work in projects
- Label warning signals that customer service is dying
- Identify five ways to improve your customer service in every project

Performance Module

Objective 6: Discuss advantages of performance management

- Identify performance needs
- Identify performance to project directives
- Analyze ways to communicate performance expectations in every project

Objective 7: Define ways in discovering the performance gap

- Classify benchmarking techniques of present performance
- Discuss training and the performance gap
- Examine questions to ask in determining project performance
- Discuss how to break down project performance into understandable steps
- Define how to map the performance map

Objective 8: Review monitoring of project performance indicators

- Show how to link operational goals to project performance
- Analyze mentoring roles in advancing project performance
- Examine the impact of incorporating best practices in project performance
- Evaluate how to create a project performance results matrix
- Develop a project performance development plan to transition team members toward peak performance

Procurement Module

Objective 9: Examine contracting process

- Discuss methods of contracting

Objective 10: Compare contracting types

- Describe evaluating and awarding contracts
- Discuss how to conduct a search for contract source

Objective 11: List price and budgeting requirements

- Examine interpreting changes
- Analyze termination of contracts
- Discover how to handle appeals and disagreements in a contract
- Examine contract closeout planning

(Continued on next page)

Project Management IV Best Practices

INTRODUCTION TO EXECUTION

- What Happens During Project Execution?
- Project Control Process
- Preventing Problems is Better than Fixing Them

APPROVAL PROCESS

- What is the Approval Process?
- Contractor Payments

CONFIGURATION MANAGEMENT CHANGE, VERSION AND ISSUE MANAGEMENT

- What Happens During Project Execution?
- You Can't Manage What You Don't Control
- The Change Control Form
 - Phase 1 - Requester Information
 - Phase 2 - Initial Review of the Change Request
 - Phase 3: Initial Impact Analysis
 - Phase 4: Final Review Results and Change Priority
- What is Issue Management
- The Issue Resolution Form
 - Phase 1 - Requester Information
 - Phase 2 - Initial Review of the Issues
 - Phase 3: Tracking
 - Phase 4: Final Review Results and Change Priority

CORRECTIVE ACTIONS

- The Best of Plans Can Go Wrong
- Where Problems Come From
- Fix the Problem with a Recovery Plan

PROJECT REVIEWING

- Review Process
- Informal Review Process
- The Status Review
- Team Meetings
- Executive Meeting
- Link to Change, Issue, and Quality Management

RISK MONITORING AND MITIGATION

- Preventing Problems
- What is After Risk Assessment?
- The Evolution of Risk Control
- Risk Monitoring is an Iterative Process
- Risk Manager
- Risk Meetings
- Ongoing Risk Identification
- Focus on Key Risk
- Risk Resolution
- Historical Record

TRACKING AND MONITORING PROJECT PERFORMANCE

- Introduction to Project Tracking and Monitoring
- The Project Plan as the Road Map
- The Project Plan as the Baseline
- Why Tracking and Monitoring?
- How and What is to be Tracked
- When Should Tracking be Done?
- Activity and Schedule Tracking
- Monitoring
- Planned Versus Actual Costs
- Cost Determination
- Update the Cost Model
- Document Assumptions
- Tracking and Monitoring Costs
- Estimate at Completion (EAC) Summary Report

(Continued on next page)

- Financial Metrics
- Resource Loading Updates
- Steering Committee
- Independent Reviews
- Periodic Updates
- Managing External Project Managers

PROJECT CLOSE-OUT INTRODUCTION

- Overview

POST IMPLEMENTATION EVALUATION REPORT AND ARCHIVING

- What is a Post Implementation Evaluation Report?
- Identifying and Addressing Success
- Who Prepares the Report?
- Collecting Project Data
- Where is the Archive Maintained
- How is the Archived Material Used?

RECOGNITION AND CELEBRATION OF SUCCESS

- Recognition of Success
- What is Success?
- Conduct a Lessons Learned Session
- Document Lessons Learned

Online Course Descriptions

Agile Project Management

Succeeding in a Project Filled with Uncertainty and Change

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 12.50

Power Skills - 0.50

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 12.50

PMI-SP - 1.50

PMI-RMP - 1.25

PfMP - 0.50

PMI-PBA - 0.50



self-paced
online

Course Description: Agile Project Management officially began in 2001 and has become a popular project management approach. This course will examine the focus of energizing, empowering, and enabling project teams to provide customer value in a strong Agile framework. Participants will examine the value and process to actively involve the customer in delivering features and functionality throughout the duration of the project. This course will explore actions which reinforce the ability to respond to a changing project environment while focusing on delivering high customer value in every project.

Method of teaching: Students will learn tips, techniques and processes through webinars, which can be accessed 24/7 and completed at their own pace. Remember, though, that you must complete the course within 60 days.

Course Objectives:

Objective 1: Define Agile Project Management and the Agile manifesto

- Compare why traditional projects struggle and fail
- Discuss criteria on when to use the Agile methodology
- Discuss when and how to use the hybrid approach to utilize traditional Project Management and Agile Project Management
- Identify the success factors of Agile Project Management
- Identify the principles of Agile Project Management
- Compare predictive planning and adaptive planning
- Discuss the rights and roles of the Agile business case

Objective 2: Define user stories, story mapping, Kanban boards, and burn down charts

- Examine the usage of product vision box and product backlog
- Discuss the characteristics of a time box

(Continued on next page)

Objective 3: Review how to use daily stand up meetings successfully

- Examine the role and core skills of the project manager in Agile Project Management
- Examine the role of the culture to support the project team in Agile Project Management
- Examine the engaging role of the customer in Agile Project Management
- Discuss customer value in Agile Project Management

Objective 4: Examine strategies of Agile Project Management

- Examine Agile modeling
- Discuss the characteristics of the cone of uncertainty
- Describe value stream in Agile Project Management

Objective 5: Discuss the positives of co-location, information radiators and team space

- Analyze the planning processes of initiating, iteration, control, and closeout
- Analyze estimating in Agile Project Management such as size, iteration, and releases
- Analyze scheduling in Agile Project Management
- Analyze tracking and communication in Agile Project Management
- Analyze risk and changes in Agile Project Management
- Examine types of contracts that work best with the Agile framework

Business Analysis Fundamentals

PDU's - 14

PMI's Talent Triangle Breakdown

Ways of Working - 14.00

PMI's Certification Breakdown

PMP - 14.00

PMI-PBA - 14.00



self-paced
online

Course Description: *Business Analysis Fundamentals* is a course which will provide foundational skills in business analysis. Students will learn the basic roles of stakeholders and how to gather real requirements from each stakeholder; allow requirements gathering to influence the business case; and use communication techniques to strengthen stakeholder relationships throughout the entire project process. The course content was developed using *A Guide to Business Analysis Body of Knowledge (BABOK®)*, 3rd edition (IIBA), *Business Analysis for Practitioners (PMI)*, and other top Business Analysis resources.

Method of teaching: Students will learn tips, techniques and processes through webinars, which can be accessed 24/7 and completed at their own pace. Remember, though, that you must complete the course within 60 days.

Course Objectives:

Objective 1: Review an overview of business analysis

- Discuss the history of business analysis
- Show the Business Analysis Overview Process
- List *BABOK®*'s knowledge areas
- Define key terms used in business analysis
- Examine the Business Analysis approach
- Define the business analyst role
- Define business analyst competencies
- Examine the Business Analysis tiers

Objective 2: Create a Business Analysis Plan

- Examine the Business Analysis Planning Process

Objective 3: Identify stakeholders and their roles

- List requirements interview questions
- Define active listening

Objective 4: Analyze the Requirements

- Examine requirements elicitation
- Explain the Feasibility Study
- Examine product and project scope

(Continued on next page)

Objective 5: Uncover and Analyze Needs

- Compare Needs and Requirements
- Design a Root Cause Analysis
- Create the Business Case
- Manage and Enforce the Scope
- Define the Scope

Objective 6: Define and Manage Requirements

- Compare Functional and Supplemental requirements
- Examine types of requirements
- Define and detail requirements management
- Review guidelines for writing requirements

Objective 7: Examine Project Life Cycle Models

- Define and model approaches including waterfall, vee, agile, rad, legacy, prototype, evolutionary, and spiral

Objective 8: Create Tools to Use

- Examine the Zachman Framework for Understanding Organizations
- Summarize Business Drivers

Objective 9: Choose the Right Analysis Techniques

- Analyze models for requirement analysis
- Discuss estimation techniques

Objective 10: Validate and Verify Solutions

- Define and detail solution assessment and validation
- Discuss validation techniques
- Discover techniques for managing requirements traceability

Objective 11: Moving from Planning to Implementation

- Prepare requirements package
- Examine transitioning

Objective 12: Examine Communication in Business Analysis

- Discover the Business Analyst's role
- Examine Business Analysis in an Agile methodology

Creating a Successful Project Business Case

PDU's – 13

PMI's Talent Triangle Breakdown

Ways of Working - 12.75

Business Acumen - 0.25

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 0.25

PMI-SP - 0.25

PMI-RMP - 0.25

PfMP - 0.25

PMI-PBA - 0.25



self-paced
online

Course Description: This online course will focus on the business case. Students will learn what a business case is, what it includes, why it is necessary for successful project management, and how to develop one for every project. Students will also learn how to conduct a business case review to ensure the project's success. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will learn tips, techniques and processes through webinars, which can be accessed 24/7 and completed at their own pace. Remember, though, that you must complete the course within 60 days.

Course Objectives:

Objective 1: Define business case

- Identify purpose of a business case
- Define and detail project charter
- Examine the relationship between organizational strategy and the business case
- Define content areas of a business case

Objective 2: Discuss areas of document objectives, reasons, benefits and benefits realization

- Discuss areas of timescale, costs and investment appraisal
- Define and detail sensitivity analysis
- Define estimating concepts and detail four models of estimating
- Define and detail project data collection
- Examine hard and soft data
- Examine strategies for converting data to monetary values
- Detail five steps to converting data to monetary values

- Define and detail return on investment (ROI)
- Define and detail benefit/cost ratio, payback period, net present value, internal rate of return

Objective 3: Examine the building/creation of a business case

- Examine methods of developing a business case
- Examine different formats for a business case
- Examine business case templates

Objective 4: Define business case review

- Examine questions to ask during a business case review
- Define inputs and outputs from a business case review
- Examine options after a business case review

Objective 5: Identify levels of responsibility with a business case

- Analyze a business case example

Dealing with Conflict and Negativity in a Project Management Environment

PDU's - 14

PMI's Talent Triangle Breakdown

Power Skills - 14.00

PMI's Certification Breakdown

PMP - 14.00

PMI-ACP - 14.00

PMI-SP - 14.00

PMI-RMP - 14.00

PfMP - 14.00

PMI-PBA - 14.00



self-paced
online

Course Description: This course will focus on ways to reduce professional or personal conflict and negativity. Students will gain insight into ways to acquire control of volatile situations and prevent anger from escalating. They will learn how to turn negative situations around in the workplace. They will receive clear steps of action for getting to the root of the conflict. Students will examine why negative situations ripple into every area of the organization. They will discover ways to facilitate bad situations, techniques for gaining consensus, and simple confrontation techniques that reduce stress will all be examined. They will create approaches which will turn a negative situation into an optimistic workforce.

Method of teaching: Students will learn tips, techniques and processes through webinars, which can be accessed 24/7 and completed at their own pace. Remember, though, that you must complete the course within 60 days.

Course Objectives:

Objective 1: Define conflict

- Discuss the positive side of conflict
- Analyze eight most common times for conflict
- Identify six reasons for conflict among workers

Objective 2: Examine rules for handling anger

- Choose words to use that help
- Create action plans for quick resolution
- Analyze hostility and how it surfaces
- Examine how to handle personal and professional hostility
- Compare levels of group conflict
- Examine seven stages of group conflict

Objective 3: Review active listening skills

- Discuss hedge words people use to distort communication
- Analyze techniques people use to avoid issues

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Objective 4: Create a code of conduct for controlling a resolution meeting

- Compare ways to confront others while helping them save face
- Examine confrontation techniques
- Review assertiveness techniques
- Apply facilitation skills for allowing everyone to be heard
- Discuss the facilitator's responsibilities
- Create questions to guide others through the process
- Analyze ways to prevent arguing
- Discuss times to make amends

Objective 5: Examine definition of negativity

- Analyze the cost of negativity in U.S. organizations
- Evaluate the challenges of the modern workplace
- Formulate a five-step approach in examining negativity
- Review the CIA way negativity grows
- Discuss situational, habitual, and chronic negativity
- Discuss the effect of someone else's negativity on you
- Create stair steps toward negativity
- Assess results of negativity
- Compare ways in dealing with the negaholics
- Develop rules for confronting negativity
- Analyze how to break the victim complex
- Define ways to impact negative culture
- Discuss how to fight personal negativity

Objective 6: Evaluate the inner/personal dialog

- Identify the family influence
- Assess ways for rebuilding trust
- Create an action plan

Project Communications Management

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 11.00

Power Skills - 2.00

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 2.00

PMI-SP - 2.00

PMI-RMP - 2.00

PfMP - 2.00

PMI-PBA - 2.00



self-paced
online

Course Description: This course will focus on ways to use project communication and communication theories to influence others within and outside of the project team. Participants will learn how to focus on framing the data and information in a correct manner as well as proper usage of words and language for influencing project stakeholders. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will learn tips, techniques and processes through webinars, which can be accessed 24/7 and completed at their own pace. Remember, though, that you must complete the course within 60 days.

Course Objectives:

Objective 1: Analyze the value of project interviews

- Evaluate how to approach people
- Identify perception
- Examine what impacts project perception
- Compare reducing perception differences

Objective 2: Discuss how to gain understanding

- Demonstrate what to do when you mess up
- Analyze communication styles
- Develop ways to increase understanding
- Compare kinds of project communication
- Describe what communication should be communicated upline
- Examine reasons why communicating upline is extremely difficult
- Identify questions to ask if miscommunication is common
- Evaluate verbal softeners
- Detail characteristics of a poor listener
- Predict obstacles of listening during projects

Objective 3: Define project management's role in project meetings

- Describe ingredients of effective project meetings
- Evaluate receiving feedback on performance
- Design responses to negative project feedback

Objective 4: Examine techniques for disagreeing

- Discuss caution signs that a disagreement is turning into a conflict

Objective 5: Define the processes in project communication management

- Detail the process of Plan Communications Management
- Detail the process of Manage Communications
- Detail the process of Control Communications

Project Cost Management

PDU's – 6.5

PMI's Certification Breakdown

PMP - 6.50

PMI's Talent Triangle Breakdown

Ways of Working - 6.50



self-paced
online

Course Description: This course will focus on basic cost management theories and techniques. Students will learn how to give value to the customer beyond cost. There will also be a discussion on ways to get the project back on track and how to adjust budgeting issues during over expenditures. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will learn tips, techniques and processes through webinars, which can be accessed 24/7 and completed at their own pace. Remember, though, that you must complete the course within 60 days.

Course Objectives:

Objective 1: Examine budgeting basics

- Review estimating techniques
 - Past history
 - Effort
 - Hours
 - Resources
 - Contingency
 - Rework
 - Labor
 - Technology
 - Pilot program
 - Training
 - Roll out
 - Building/facility
 - Maintenance
 - Follow-up
- Discuss the pre-estimating process
- Evaluate constraint estimating
- Examine team design
- Discuss expert estimating
- Analyze cost projections
- Assess creative steps to estimating
- Detail the problem

Objective 2: Examine estimating the initial cost

- List constraints which impact cost
- Compare cost control systems
- Discuss cost estimate basics
- Review types of estimates
- Discover how to figure the ROI on your project
- Discover how to allocate costs

Objective 3: Discuss how to handle emergencies

- Evaluate unplanned work
- Examine scope creep
- Examine scope change
- Identify what to do when the estimate is too high
- Examine how to get the project back on budget

Objective 4: Define the processes of project cost management

- Examine the process of Plan Cost Management
- Examine the process of Estimate Costs
- Examine the process of Determine Budget
- Examine the process of Control Costs

Project Management Fundamentals

PDU's - 6.5

PMI's Certification Breakdown

PMP - 6.50

PMI's Talent Triangle Breakdown

Ways of Working - 6.50



self-paced
online

Course Description: This course will focus on ways employees can run projects faster and more effectively. This course will recommend a six-phase process, as well as numerous preventative actions to efficiently speed up a project. Participants will learn how to successfully create, monitor, and guide the project's scope and critical path, as well as how to manage multiple projects. Participants will diagnose and prevent problems such as scope creep, time slippage, and team conflicts. This course will follow the Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will learn tips, techniques and processes through webinars, which can be accessed 24/7 and completed at their own pace. Remember, though, that you must complete the course within 60 days.

Course Objectives:

Objective 1: Define the six-step project management process

- Examine the project's life cycle
- Identify the triple constraints of every project
- Define the project drivers

Objective 2: Discuss five ways to give proper leadership within culture

- Design an agenda for the first project team meeting
- Summarize major areas to brainstorm
- Manage brainstorming and planning meetings

Objective 3: Demonstrate interviewing techniques that will assist in determining project specifics

- Review constraint red flags to watch
- Show how to set, control and monitor project scope

Objective 4: Classify who to place on your project team

- Create a modified code of conduct for running an empowered team
- Label role descriptions and project responsibilities when you have no position power

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Objective 5: Examine forms in scheduling a project and possible scheduling issues

- Formulate a Work Breakdown Structure
- Discover how to track multiple projects
- Evaluate a real time line
- Evaluate why time calculations are wrong
- Examine characteristics of a milestone
- Analyze strengths and weaknesses of a Gantt chart

Objective 6: Define the critical path

- Evaluate the strengths and weaknesses of a critical path
- Discuss how to handle delays
- Assess how to crash a project

Objective 7: Examine steps in creating a project budget and developing a master budget control process

- Discuss implementation of project plan

Objective 8: Identify seven things which must be communicated in every project

- Apply close down checklists and handoff procedures

Project Monitoring, Evaluation, and Oversight

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 12.00

Power Skills - 0.75

Business Acumen - 0.25

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 1.00

PMI-SP - 1.00

PMI-RMP - 1.00

PfMP - 1.00

PMI-PBA - 1.00



self-paced
online

Course Description: This course will examine how to establish processes and evaluation techniques for auditing project solutions. Students will learn data collection techniques and how to convert soft data to monetary values which can be measured and evaluated. Students will discover various audits and how to measure project components such as performance, resources, planning, customer relationships, and vendor-contractor relationships. This course will also focus on establishing process improvements in the maintaining of oversight procedures. Students will be able to apply widely accepted standards and preferred evaluation and oversight principles, as well as provide means to compile, analyze, and optimize project performance. We will explore ways to deliver feedback and make recommendations to the appropriate individuals in the organization. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will learn tips, techniques and processes through webinars, which can be accessed 24/7 and completed at their own pace. Remember, though, that you must complete the course within 60 days.

Course Objectives:

Objective 1: Define project oversight and why it is needed in organizations

- Develop evaluation processes and procedures
- Compare the difference between research and evaluation
- Evaluate current hindrances facing organizations when conducting oversight
- Analyze various ways of setting standards and measurements for projects
- Examine project metrics and requirements
- Define internal stakeholders for oversight and evaluation
- Discuss benchmarking techniques
- Define the what, why and how of evaluation
- Develop methods to evaluate projects you did not create
- Discuss models of successful evaluation
- Classify key success factors

Objective 2: Examine data collection methods, formats and data analysis

- Evaluate ways to measure skills and knowledge
- Analyze how to calculate and interpret ROI

(Continued on next page)

- Identify application and implementation costs
- Discuss forecasting methods
- Design evaluation templates and tools to conduct audits

Objective 3: Examine project planning audit

- Examine project performance audit
- Examine project resource audit
- Compare technology audits
- Examine customer acceptance audit
- Discuss vendor-contractor audits
- Create evaluation reports that impact the organization in a positive way

Objective 4: Discuss methods for making recommendations which encourage rather than disrespect

- Evaluate recording techniques for making recommendations
- Discuss recovery assessment processes
- Examine recovery indicators
- Examine a project recovery plan

Project Quality Assurance, Monitoring and Auditing

PDU's - 13

PMI's Certification Breakdown

PMP - 13.00

PMI's Talent Triangle Breakdown

Ways of Working - 13.00



self-paced
online

Course Description: In this course, participants will focus on issues such as how to maintain quality by using audits and evaluations for monitoring purposes. Quality theories taught by Drs. Deming and Juran will be included as foundations for implementing new quality initiatives. In addition, several types of project audits will be explored as a means of controlling the project with more efficiency. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will learn tips, techniques and processes through webinars, which can be accessed 24/7 and completed at their own pace. Remember, though, that you must complete the course within 60 days.

Course Objectives:

Objective 1: Examine continuous process improvement for project processes

- Discuss five key checkpoints for quality management
- Analyze the mainline quality and monitoring processes
- Analyze the specific actions to improve quality
- Discuss quantitative measurements
- Examine the six general types of cost

- Evaluate the four steps to Force Field Analysis
- Discuss seven keys to problem solving implementation

Objective 3: Examine benefits of project auditing

- Analyze project performance audit
- Examine customer acceptance audit
- Discuss methods for making recommendations
- Compare recording techniques for making recommendations
- Develop project audit performance points

Objective 2: Analyze the tools for quality control

- Evaluate Deming's 14 points to maintaining quality
- Identify Juran's 10 symptoms to quality problems
- Define the three major processes of project quality management
- Examine the process of quality assurance
- List the nine C's of quality

Objective 4: Discuss recovery assessment process and model

- Examine recovery indicators
- Examine a project recovery plan
- Discuss recovery lessons learned

Project Recovery: How to Detect, Diagnose, and Turn Around Failing Projects

PDU's - 19.5

PMI's Talent Triangle Breakdown

Ways of Working - 12.25
Power Skills - 2.50
Business Acumen - 4.75

PMI's Certification Breakdown

PMP - 19.5
PMI-ACP - 19.50
PMI-SP - 8.25
PMI-RMP - 7.75
PfMP - 7.25
PMI-PBA - 7.25



self-paced
online

Course Description: This course prepares participants in skills and techniques for detecting, diagnosing, and turning around failing projects. It will focus on process analysis and turnaround strategies to support project recovery. Projects can be unpredictable and may get into trouble and not fulfill the desired outcomes, goals, and objectives. At times, these projects will even fail and bring reduced opportunities with lower benefits. Failures can sometimes be caught early and turned around.

Method of teaching: Students will learn tips, techniques, and processes through webinars, which can be accessed 24/7 and completed at their own pace. Remember, though, that you must complete the course within 60 days.

Course Objectives:

Objective 1: General Definitions and Issues for Project Recovery

- Define project recovery
- Define project success
- Identify types of failure
- Categorize degrees of project failure
- Examine the value of a planned and strategic recovery process

Objective 2: Discuss what to do before the project gets into the red

- Describe the meaning of success for this project
- Apply a health check-up on the project before the crisis

Objective 3: Recognize when the project needs recovery

- Analyze the level of intervention
- Create a recovery charter
- Solicit management support
- Create an analysis log
- Begin preliminary analysis
- Assemble a recovery team
- Create a temporary short-term plan to keep the project moving

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Objective 4: Discuss what to do after the project gets into the red

- Identify the six-phase recovery process
- Design an interview
- Perform the recovery interview
- Analyze why project fail and develop a gaps list
- Evaluate the research and possible solutions
- Create a change management plan
- Identify a series of problems that placed the project into crisis
- Create an intervention plan for quick project movement
- Execute the recovery plan

Objectives 5: Examine how to move the project out of the red

- Perform an audit
- Perform a root cause analysis
- Express roles and responsibilities of team
- Identify communication requirements for each stakeholder
- Create a strategy and plan the recovery process
- Discuss strategies for monitoring and evaluating project progress
- Develop an action plan for future troubles
- Manage, evaluate, and adjust the ongoing recovery effort
- Developing intervention plans
- Recommend a project restart

Objective 6: Manage the Stakeholders During Recovery

- Identify emotional issues
- Develop a communication plan and processes
- Create an escalation process to remove roadblocks
- Gain frequent feedback from team members, customers, and management

Objective 7: Verify the project metrics and standards are working

- Compare audits to health recovery check-ups
- Recognizing the warning signs in the recovery
- Determine when the project will return to the original schedule

Project Risk Management

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 12.75

Business Acumen - 0.25

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 0.25

PMI-SP - 0.25

PMI-RMP - 13.00

PfMP - 0.25

PMI-PBA - 0.25



self-paced
online

Course Description: This course will teach participants how to examine and measure objectives within cost, schedule, and cultural issues. Risk for this program is examined as defining the probability of the project. This course will examine risk identification, risk communication, and risk planning. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will learn tips, techniques and processes through webinars, which can be accessed 24/7 and completed at their own pace. Remember, though, that you must complete the course within 60 days.

Course Objectives:

Objective 1: Define risk

- Examine sources of risk
- Define risk management
- Analyze signals of risk
- Describe risk trade off

Objective 2: Evaluate how to confront attitudes on risk

- List techniques to confronting risk
- Examine how to conduct risk analysis
- Examine ranking
- Discuss scenario
- Examine statistical process control
- Describe risk turmoil
- Discuss performance risk
- Discuss system risk
- Discuss process risk
- Examine data gathering
- Explain how to evaluate plans
- Review interviewing
- Develop how to facilitate a brainstorming session

(Continued on next page)

Objective 3: Examine how to manage risk plans

- Discuss transferring risk
- Examine monitoring risk

Objective 4: Develop risk teams

- Create a special response team

Objective 5: Define the processes of risk management

- Examine the process of Plan Risk Management
- Examine the process of Identify Risks
- Examine the process of Perform Qualitative Risk Analysis
- Examine the process of Perform Quantitative Risk Analysis
- Examine the process of Plan Risk Responses
- Examine the process of Control Risks

Successful Negotiation in a Project Management Environment

PDU's - 13

PMI's Talent Triangle Breakdown

Ways of Working - 6.75

Power Skills - 6.00

Business Acumen - 0.25

PMI's Certification Breakdown

PMP - 13.00

PMI-ACP - 6.25

PMI-SP - 6.25

PMI-RMP - 6.25

PfMP - 6.25

PMI-PBA - 6.25



self-paced
online

Course Description: This course will examine the strategies of successful negotiation throughout the project's life cycle. Participants will learn the value of successful negotiation, the negotiation process, and different negotiation models. This course will include examples in negotiation over scope, deadlines, change, and getting the best price from your vendor. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will learn tips, techniques and processes through webinars, which can be accessed 24/7 and completed at their own pace. Remember, though, that you must complete the course within 60 days.

Course Objectives:

Objective 1: Define negotiation

- Identify the benefits of negotiations
- Define and detail negotiating skills for project managers
- Define and detail negotiations in projects including interpersonal negotiations and contract negotiations

Objective 2: Examine the negotiation process

- List and examine negotiation strategies
- Examine preparation techniques for negotiation
- Discuss how to lead the negotiation process

Objective 3: Recognize how to deal with the other party's negative tactics

- Examine how to align the support of others before, during and after the negotiation
- Identify communication skills needed for successful negotiation
- Analyze win-win negotiations
- Create strategies for controlling conflict in negotiation
- Apply negotiating to resolve conflict

Objective 4: Develop how to negotiate with your project team

- Discover negotiation skills for purchasing
- Examine how to use BAFO to your advantage

Vendor Management

Managing, Monitoring and Controlling

Vendor Relationships

PDUs - 19.5**PMI's Talent Triangle Breakdown**

Ways of Working - 15.75

Power Skills - 1.25

Business Acumen - 2.50

PMI's Certification Breakdown

PMP - 19.50

PMI-ACP - 3.75

PMI-SP - 3.75

PMI-RMP - 4.50

PfMP - 3.75

PMI-PBA - 3.75

self-paced
online

Course Description: This course will provide detailed instruction in areas such as pre-solicitation, solicitation, and award of a contract. Each participant will develop tools for working with vendors, a clear understanding of vendor motivation, and techniques for making it a win-win relationship. This course will focus on ways to select, monitor, and control vendors, as well as how to make vendors a partner or an extension as stakeholders who deliver the right performance throughout the length of the project. In addition, this course will focus on all aspects of vendor management, such as developing vendor management plans, identifying performance measurements and discussing various contract types and their strengths and weaknesses.

Method of teaching: Students will learn tips, techniques and processes through webinars, which can be accessed 24/7 and completed at their own pace. Remember, though, that you must complete the course within 60 days.

Course Objectives:**Objective 1: Discuss vendor challenges**

- Examine the future of vendor relationships
- Compare purchaser and vendor motivations
- Compare the pros and cons of outsourcing a project to a vendor
- Discuss reasons for vendor relationships
- Examine the real world of culture and language
- Evaluate how vendor management can benefit organizations

Objective 2: Examine phases in the acquisition process

- Explain the duties of the contract officer
- Identify best practices of vendor management
- Discuss reasons and roles for a Vendor Management Office
- Compare the procurement cycle to project management
- Compare organizational and government procurement processes

(Continued on next page)

Objective 3: Examine the five-phase process of vendor management

- Phase one: Pre-Award Stage

- Forecasting future requirements
- Acquisition planning
- Project scope statements
- Make or buy discussion
- Baseline estimated cost
- Successful steps for creating an effective RFP
- Examine what impacts the RFP process
- Basic parts of the RFP
- Designing a statement of work
- Key elements of a performance work statement
- Methods of contract surveillance

- Phase two: Source selection

- Techniques on setting expectations
- Vendor risk
- Conducting a risk analysis of each vendor
- Risk sharing
- Criteria for evaluating the vendors
- Vendor evaluation process
- Sealed bidding process
- Success criteria for evaluating vendors
- Qualifications for vendor selection

- Phase three: Award Contract

- Vendor orientation
- Vendor management plan
- Vendor measurements or scorecard
- Vendor performance
- Negotiation strategies used by vendors
- Strengths and weaknesses of contract types

- Phase four: Contract management

- Work plan to fulfill statement of work
- Benchmarks
- Communication
- Status and performance meetings
- Types of audits
- Auditing plan
- Internal and vendor project manager relationships
- Auditing process
- Difference between internal, external and third-party auditing
- Areas for the auditing examination
- Vendor conflicts and how to resolve them
- Best practice guide sheet for auditing
- Process designs for auditing the vendor
- Monitoring contractor requests for payment
- Contract modifications
- Contract termination for convenience
- Procedures for termination for convenience
- Contract termination for default
- Procedures for termination for default
- Contract disputes
- Ethical standards and procurement integrity

- Phase five: Contract closure

- Knowledge transfer
- Vendor/customer handoff
- Contract closeout
- Steps in contract closeout

Seminars, Keynotes, and Topics

Management

Management A-Z

Successfully Managing People In A Technical Setting
How To Handle Difficult People
Coping With Change
12 Steps To Better Decision Making
How To Build Trust And Respect
Mastering Project Management
Project Management Intensive
Empowering Employees For Success
How To Discipline Employees
Empower Or Perish
Coaching And Counseling Employees
Managing Multiple Projects And Tasks

Leadership

Developing And Mentoring Your Workforce
How To Delegate And Hold Them Accountable
Values Based Leadership: Our Only Hope
Executive Coaching
Strategic Planning
Motivating And Empowering Your Workforce
The Lost Art Of Leadership
Tough Minded Leadership
Vision Driven Leadership
Foundations Of 21st Century Planning
Becoming A Confident Decision Maker
Creating Strategic Change
Successfully Handling Turbulent Change
Handling Personal And Professional Change

Attitude/Negativity

Creating An Optimistic Workplace
Mountain Moving Motivation
Battling Burnout
Becoming An Overcomer
The Impact Of Humor In The Workplace
Turning Turkeys Into Eagles

Communication

Proactive Communication
Communicating For Results
You Said, We Said, They Said
Facilitation Fundamentals
Communication: What You Heard Is Not What I Said
Secrets Of Presenting Like A Pro
Increase Communication And Get Your Point Across

Consulting

Consulting Skills For A New Day
How To Build Your Consulting Business
Solving Problems As A Consultant
Consulting Fundamentals

Human Resource

Successfully Recruiting Tomorrow's Worker
Market Yourself For Your Next Employer
Performance Appraisals That Work

Conflict

Dealing With Difficult And Obnoxious People
How To Talk About The Tough Issues
Handling Conflict And Confrontation

Customer Service

Customer Relationship Management (CRM)
Customership: Building Unbelievable Service
21st Century Customer Service
Customer Retention - Our Future Success

Sales/Marketing

Controlling The Seven Mile Border
Marketingology: The Art Of Attracting New Customers
Secrets Of Closing More Sales
Selling 101 Fundamentals
Advanced Sales Skills For A New Millennium
Creating Customer Driven Value
Selling With Values And Integrity
Marketing Your Company For Results
Foundations Of Organizational Marketing
Fundamentals Of Sales In The 21st Century
Sales Management Intensive
Negotiate Like A Pro
Sales Force Management
Consultive Selling Made Simple

Teams

Organizing Highly Effective Teams
Building Cross Functional Teams
Building Team That Work
Conquering Team Conflict
Creating Self Directed Teams

Writing Skills

Effective Business Writing Skills
Grammar And Punctuation Skills