THE MATHIS GROUP, INC.
Presentations that Educate, Motivate and Inspire

1-800-224-3731
www.themathisgroup.com
keith@themathisgroup.com

Project Management Training Course Outlines

Title of Course:	PMP® Exam Prep Boot Camp *(onsite Boot Camp at your location; **does not include guarantee**)*	Length of Course: 4 or 5 Days	# of PDUs Awarded 35 PDUs	face-to-face virtual instructor-led
Price Per Person:	$1,025.00	Minimum Number of Participants:	14	
PMI® Talent Triangle Breakdown:	Technical - 30.25 Leadership - 3.75 Strategic - 1.00	Maximum Number of Participants:	50	
Most Favored Customer(MFC) Price Per Person:	$1,450.00 *(with 14 student minimum)*	Government Discount from MFC Price:	29.3%	
Commercial Price Per Person:	$1,950.00	MFC Discount from Commercial Price:	25.6%	

Price per each additional participant in excess of the minimum (if applicable):	$1,025.00

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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.

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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
- Memory Chart
- Additional Earned Value examples
- Additional Critical Path examples

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Title of Course:	**PMP® Exam Prep Boot Camp** *(onsite Boot Camp at your location)*	**Length of Course:** 4 or 5 Days	**# of PDUs Awarded** 35 PDUs	face-to-face virtual instructor-led
Price Per Person:	$1,450.00 *(includes retesting fee)*	**Minimum Number of Participants:**	14	
PMI® Talent Triangle Breakdown:	Technical - 30.25 Leadership - 3.75 Strategic - 1.00	**Maximum Number of Participants:**	50	
Most Favored Customer(MFC) Price Per Person:	$1,950.00 *(with 14 student minimum)*	**Government Discount from MFC Price:**	25.6%	
Commercial Price Per Person:	$2,550.00	**MFC Discount from Commercial Price:**	23.5%	

Price per each additional participant in excess of the minimum (if applicable):	$1,450.00

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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.

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Title of Course:	**PMP® Exam Prep Boot Camp** *(attending one of The Mathis Group's public Boot Camps)*	**Length of Course:** 4 Days	**# of PDUs Awarded** 35 PDUs	face-to-face virtual instructor-led
Price Per Person:	$1,850.00 *(includes retesting fee)*	**Minimum Number of Participants:**	1	
PMI® Talent Triangle Breakdown:	Technical - 30.25 Leadership - 3.75 Strategic - 1.00	**Maximum Number of Participants:**	100	
Most Favored Customer(MFC) Price Per Person:	$2,200.00	**Government Discount from MFC Price:**	15.9%	
Commercial Price Per Person:	$2,550.00	**MFC Discount from Commercial Price:**	13.7%	

Price per each additional participant in excess of the minimum (if applicable):	$1,850.00

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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.

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Title of Course:	**PMI-ACP® Exam Prep Boot Camp** *(onsite Boot Camp at your location; does not include guarantee)*	**Length of Course:** 3 Days	**# of PDUs Awarded** 21 PDUs	face-to-face virtual instructor-led
Price Per Person:	$1,075.00	**Minimum Number of Participants:**	14	
PMI® Talent Triangle Breakdown:	Technical - 15.75 Leadership - 5.25	**Maximum Number of Participants:**	50	
Most Favored Customer(MFC) Price Per Person:	$1,450.00 *(with 14 student minimum)*	**Government Discount from MFC Price:**	25.9%	
Commercial Price Per Person:	$2,147.00	**MFC Discount from Commercial Price:**	32.5%	

Price per each additional participant in excess of the minimum (if applicable):	$1,075.00

Instructor Qualifications:	All instructors will be qualified experts with a PMI-ACP® Credential and outstanding presentation skills.

Course Description: This three-day, fast paced boot camp prepares each participant with all the core competencies to pass the PMI-ACP® 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.

What You Receive:
- *PMI-ACP® Exam Prep 2nd Edition* by Mike Griffiths
- In-Depth Course Workbook
- Flash cards
- Hundreds of practice test questions

Course Objectives:
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

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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
- Communications techniques: daily stand-ups, information radiators, team spaces and osmotic communications
- Agile metrics, including velocity, escaped defects
- Comparing adaptive planning and traditional project management
- Value-driven delivery
- Product backlog grooming
- Problem detection and resolution
- Retrospectives
- Value Stream analysis

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Title of Course:	**PMI-ACP® Exam Prep Boot Camp** *(onsite Boot Camp at your location)*	**Length of Course:** 3 Days	**# of PDUs Awarded** 21 PDUs	face-to-face virtual instructor-led
Price Per Person:	$1,350.00 *(includes retesting fee)*	**Minimum Number of Participants:**	14	
PMI® Talent Triangle Breakdown:	Technical - 15.75 Leadership - 5.25	**Maximum Number of Participants:**	50	
Most Favored Customer(MFC) Price Per Person:	$1,750.00 *(with 14 student minimum)*	**Government Discount from MFC Price:**	22.9%	
Commercial Price Per Person:	$2,247.00	**MFC Discount from Commercial Price:**	22.1%	

Price per each additional participant in excess of the minimum (if applicable):	$1,350.00

Instructor Qualifications:	All instructors will be qualified experts with a PMI-ACP® Credential and outstanding presentation skills.

Course Description: This three-day, fast paced boot camp prepares each participant with all the core competencies to pass the PMI-ACP® 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.

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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®.

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Title of Course:	**PMI-ACP® Exam Prep Boot Camp** *(attending one of The Mathis Group's public Boot Camps)*	**Length of Course:** 3 Days	**# of PDUs Awarded** 21 PDUs	face-to-face virtual instructor-led
Price Per Person:	$1,450.00 *(includes retesting fee)*	**Minimum Number of Participants:**	1	
PMI® Talent Triangle Breakdown:	Technical - 15.75 Leadership - 5.25	**Maximum Number of Participants:**	50	
Most Favored Customer(MFC) Price Per Person:	$1,550.00 *(with 4 student minimum)*	**Government Discount from MFC Price:**	6.5%	
Commercial Price Per Person:	$2,247.00	**MFC Discount from Commercial Price:**	31.0%	

Price per each additional participant in excess of the minimum (if applicable):	$1,450.00

Instructor Qualifications:	All instructors will be qualified experts with a PMI-ACP® Credential and outstanding presentation skills.

Course Description: This three-day, fast paced boot camp prepares each participant with all the core competencies to pass the PMI-ACP® 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.

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Course Objectives:

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Title of Course:	**Project Management Fundamentals**	**Length of Course:** 1 Day	**# of PDUs Awarded** 6.5 PDUs	face-to-face
Price:	$5,500	**Minimum Number of Participants:**	1	virtual instructor-led
PMI® Talent Triangle Breakdown:	Technical - 6.5	**Maximum Number of Participants:**	25	
Most Favored Customer (MFC) Price:	$7,000	**Government Discount from MFC Price:**	21.4%	self-paced online
Commercial Price:	$8,000	**MFC Discount from Commercial Price:**	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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

- 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

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Title of Course:	Comprehensive Project Management	Length of Course: 2 Days	# of PDUs Awarded 13 PDUs	face-to-face virtual instructor-led
Price:	$7,900	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 12.00 Leadership - 1.00	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	Government Discount from MFC Price:	16.8%	
Commercial Price:	$11,000	MFC Discount from Commercial Price:	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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

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

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Title of Course:	Mastering Project Management	Length of Course: 3 Days	# of PDUs Awarded 19.5 PDUs	face-to-face virtual instructor-led
Price:	$9,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 18.75 Leadership - 0.75	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$11,500	Government Discount from MFC Price:	17.4%	
Commercial Price:	$13,000	MFC Discount from Commercial Price:	11.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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- 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

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

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Title of Course:	Advanced Skills on Project Interviewing, Risk, and Negotiation	Length of Course: 2 Days	# of PDUs Awarded 15 PDUs	face-to-face virtual instructor-led
Price:	$7,900	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 8.00 Leadership - 7.00	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	Government Discount from MFC Price:	16.8%	
Commercial Price:	$11,000	MFC Discount from Commercial Price:	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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- 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
- 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

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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

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Title of Course:	Agile Project Management: Succeeding in a Project Filled with Uncertainty and Change	Length of Course: 2 Days	# of PDUs Awarded 13 PDUs	face-to-face
Price:	$7,900	Minimum Number of Participants:	1	virtual instructor-led
PMI® Talent Triangle Breakdown:	Technical - 12.50 Leadership - 0.50	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	Government Discount from MFC Price:	16.8%	self-paced online
Commercial Price:	$11,000	MFC Discount from Commercial Price:	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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

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

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Title of Course:	**Business Analysis: The *BABOK*® Way** *(BABOK® Guide is included)*	**Length of Course:** 2 Days	**# of PDUs Awarded** 14 PDUs	face-to-face virtual instructor-led
Price:	$7,900	**Minimum Number of Participants:**	1	
PMI® Talent Triangle Breakdown:	Technical - 14.00	**Maximum Number of Participants:**	25	
Most Favored Customer (MFC) Price:	$9,500	**Government Discount from MFC Price:**	16.8%	
Commercial Price:	$11,000	**MFC Discount from Commercial Price:**	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

Course Description: *Business Analysis: The BABOK Way* 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 aligns with *A Guide to Business Analysis Body of Knowledge (BABOK®), 2nd edition*.

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

Course Objectives:

Objective 1: Discuss the history of business analysis

- Analyze how business processes may be improved
- Examine the systems development life cycle

Objective 2: Identify stakeholders and their roles

- Define the business analyst role
- Define business analyst competencies

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Objective 3: List and define *BABOK*®'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 analysis, financial analysis, 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 and model approaches including waterfall, vee, agile, rad, legacy, prototype, evolutionary, and spiral
- 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

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Title of Course:	Business Analysis Fundamentals	Length of Course: 2 Days	# of PDUs Awarded 14 PDUs	face-to-face
Price:	$7,900	Minimum Number of Participants:	1	virtual instructor-led
PMI® Talent Triangle Breakdown:	Technical - 14.00	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	Government Discount from MFC Price:	16.8%	self-paced online
Commercial Price:	$11,000	MFC Discount from Commercial Price:	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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Objective 4: Analyze the Requirements

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

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

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Title of Course:	Conflict Management	Length of Course: 1 Day	# of PDUs Awarded 6.5 PDUs	face-to-face virtual instructor-led
Price:	$5,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Leadership - 6.50	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	Government Discount from MFC Price:	21.4%	
Commercial Price:	$8,000	MFC Discount from Commercial Price:	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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

- 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

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Title of Course:	**Creating a Successful Project Business Case**	**Length of Course:** 2 Days	**# of PDUs Awarded** 13 PDUs	face-to-face
Price:	$7,900	**Minimum Number of Participants:**	1	virtual instructor-led
PMI® Talent Triangle Breakdown:	Technical - 12.75 Strategic - 0.25	**Maximum Number of Participants:**	25	
Most Favored Customer (MFC) Price:	$9,500	**Government Discount from MFC Price:**	16.8%	self-paced online
Commercial Price:	$11,000	**MFC Discount from Commercial Price:**	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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 a 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

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- 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

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Title of Course:	Creating an Optimistic Project Management Environment	Length of Course: 1 Day	# of PDUs Awarded 6.5 PDUs	face-to-face virtual instructor-led
Price:	$5,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Leadership - 6.50	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	Government Discount from MFC Price:	21.4%	
Commercial Price:	$8,000	MFC Discount from Commercial Price:	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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

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Title of Course:	Creating Project Estimates in a Fixed Environment	Length of Course: 1 Days	# of PDUs Awarded 6.5 PDUs	face-to-face virtual instructor-led
Price:	$5,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 6.50	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	Government Discount from MFC Price:	21.4%	
Commercial Price:	$8,000	MFC Discount from Commercial Price:	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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
- 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

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Title of Course:	Dealing with Conflict and Negativity in a Project Management Environment	Length of Course: 1 Day	# of PDUs Awarded 7 PDUs	face-to-face virtual instructor-led
Price:	$5,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Leadership - 7.00	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	Government Discount from MFC Price:	21.4%	
Commercial Price:	$8,000	MFC Discount from Commercial Price:	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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- 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

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Title of Course:	**Dealing with Conflict and Negativity in a Project Management Environment**	**Length of Course:** 2 Days	**# of PDUs Awarded** 14 PDUs	face-to-face
Price:	$7,900	**Minimum Number of Participants:**	1	virtual instructor-led
PMI® Talent Triangle Breakdown:	Leadership - 14.00	**Maximum Number of Participants:**	25	
Most Favored Customer (MFC) Price:	$9,500	**Government Discount from MFC Price:**	16.8%	self-paced online
Commercial Price:	$11,000	**MFC Discount from Commercial Price:**	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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Objective 3: Review active listening skills

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

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

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Title of Course:	Emotional Intelligence for Project Managers	Length of Course: 3 Days	# of PDUs Awarded 19.5 PDUs	face-to-face virtual instructor-led
Price:	$9,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 6.00 Leadership - 11.50 Strategic - 2.00	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$11,500	Government Discount from MFC Price:	17.4%	
Commercial Price:	$13,000	MFC Discount from Commercial Price:	11.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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

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

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Title of Course:	Mastering the Interview and Gathering of Project Requirements	Length of Course: 2 Days	# of PDUs Awarded 13 PDUs	face-to-face virtual instructor-led
Price:	$7,900	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 10.75 Leadership - 0.25 Strategic - 2.00	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	Government Discount from MFC Price:	16.8%	
Commercial Price:	$11,000	MFC Discount from Commercial Price:	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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

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

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Title of Course:	Performance Improvement	Length of Course: 2 Days	# of PDUs Awarded 13 PDUs	face-to-face virtual instructor-led
Price:	$7,900	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 8.00 Leadership - 3.50 Strategic - 1.50	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	Government Discount from MFC Price:	16.8%	
Commercial Price:	$11,000	MFC Discount from Commercial Price:	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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- 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

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

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Title of Course:	*PMBOK® Guide* Overview	Length of Course: 1 Day	# of PDUs Awarded 6.5 PDUs	face-to-face virtual instructor-led
Price:	$5,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 6.50	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	Government Discount from MFC Price:	21.4%	
Commercial Price:	$8,000	MFC Discount from Commercial Price:	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

Course Description: This one-day course gives students an overview of the current *Project Management Body of Knowledge (PMBOK® Guide)*. Students will learn the five knowledge areas and key process groups within each.

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

Course Objectives:

Objective 1: Define a project

- Discuss the benefits of project management

Objective 2: Examine the *PMBOK® Guide's* knowledge areas

Objective 3: Examine the initiating process group

- Discuss the Develop Project Charter process
- Discuss the Identify Stakeholders process

Objective 4: Examine the planning process group

- Discuss the Develop Project Management Plan process
- Discuss the Plan Scope Management process
- Discuss the Collect Requirements process
- Discuss the Define Scope process
- Discuss the Create WBS process
- Discuss the Plan Schedule Management process
- Discuss the Define Activities process
- Discuss the Sequence Activities process
- Discuss the Estimate Activity Durations process
- Discuss the Develop Schedule process
- Discuss the Plan Cost Management process

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- Discuss the Estimate Costs process
- Discuss the Determine Budget process
- Discuss the Plan Quality Management process
- Discuss the Plan Resource Management process
- Discuss the Estimate Activity Resources process
- Discuss the Plan Communications Management process
- Discuss the Plan Risk Management process
- Discuss the Identify Risks process
- Discuss the Perform Qualitative Risk Analysis process
- Discuss the Perform Quantitative Risk Analysis process
- Discuss the Plan Risk Responses process
- Discuss the Plan Procurement Management process
- Discuss the Plan Stakeholder Engagement process

Objective 5: Examine the executing process group

- Discuss the Direct & Manage Project Work process
- Discuss the Manage Project Knowledge process
- Discuss the Manage Quality process
- Discuss the Acquire Resources process
- Discuss the Develop Team process
- Discuss the Manage Team process
- Discuss the Manage Communications process
- Discuss the Implement Risk Responses process
- Discuss the Conduct Procurements process
- Discuss the Manage Stakeholder Engagement process

Objective 6: Examine the monitoring & controlling process group

- Discuss the Monitor & Control Project Work process
- Discuss the Perform Integrated Change Control process
- Discuss the Validate Scope process
- Discuss the Control Scope process
- Discuss the Control Schedule process
- Discuss the Control Costs process
- Discuss the Control Quality process
- Discuss the Control Resources process
- Discuss the Monitor Communications process
- Discuss the Monitor Risks process
- Discuss the Control Procurements process
- Discuss the Monitor Stakeholder Engagement process

Objective 7: Examine the closing process group

- Discuss the Close Project or Phase process

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Title of Course:	Proactive Communication and Interview Skills for Gathering Business Requirements	Length of Course: 1 Day	# of PDUs Awarded 6.5 PDUs	face-to-face virtual instructor-led
Price:	$5,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 3.25 Leadership - 3.25	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	Government Discount from MFC Price:	21.4%	
Commercial Price:	$8,000	MFC Discount from Commercial Price:	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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- 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

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

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Title of Course:	Program Management	Length of Course: 2 Days	# of PDUs Awarded 13 PDUs	face-to-face virtual instructor-led
Price:	$7,900	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 13.00	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	Government Discount from MFC Price:	16.8%	
Commercial Price:	$11,000	MFC Discount from Commercial Price:	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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

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Title of Course:	Project Change Management: How to Implement, Track, and Control Project Changes	Length of Course: 2 Days	# of PDUs Awarded 13 PDUs	face-to-face virtual instructor-led
Price:	$7,900	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 13.00	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	Government Discount from MFC Price:	16.8%	
Commercial Price:	$11,000	MFC Discount from Commercial Price:	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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 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

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Title of Course:	Project Change Management	Length of Course: 3 Days	# of PDUs Awarded 19.5 PDUs	face-to-face virtual instructor-led
Price:	$9,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 17.50 Strategic - 2.00	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$11,500	Government Discount from MFC Price:	17.4%	
Commercial Price:	$13,000	MFC Discount from Commercial Price:	11.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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
- 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

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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

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

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Title of Course:	Project Communications Management	Length of Course: 1 Day	# of PDUs Awarded 6.5 PDUs	face-to-face virtual instructor-led
Price:	$5,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 3.25 Leadership - 3.25	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	Government Discount from MFC Price:	21.4%	
Commercial Price:	$8,000	MFC Discount from Commercial Price:	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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- 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

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Title of Course:	Project Communications Management	Length of Course: 2 Days	# of PDUs Awarded 13 PDUs	face-to-face
Price:	$7,900	Minimum Number of Participants:	1	virtual instructor-led
PMI® Talent Triangle Breakdown:	Technical - 11.00 Leadership - 2.00	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	Government Discount from MFC Price:	16.8%	self-paced online
Commercial Price:	$11,000	MFC Discount from Commercial Price:	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

- 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

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- 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

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Title of Course:	Project Cost Management	Length of Course: 1 Day	# of PDUs Awarded 6.5 PDUs	face-to-face
Price:	$5,500	Minimum Number of Participants:	1	virtual instructor-led
PMI® Talent Triangle Breakdown:	Technical - 6.50	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	Government Discount from MFC Price:	21.4%	self-paced online
Commercial Price:	$8,000	MFC Discount from Commercial Price:	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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
  - Past history
  - Effort
  - Hours
  - Resources
  - Contingency
  - Rework
  - Labor
  - Technology
  - Pilot program

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- 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

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Title of Course:	Project Integration Management	Length of Course: 1 Day	# of PDUs Awarded 6.5 PDUs	face-to-face virtual instructor-led
Price:	$5,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 5.50 Leadership - 1.00	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	Government Discount from MFC Price:	21.4%	
Commercial Price:	$8,000	MFC Discount from Commercial Price:	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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- 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 time line
- 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

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

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Title of Course:	Project Integration Management	Length of Course: 3 Days	# of PDUs Awarded 19.5 PDUs	face-to-face virtual instructor-led
PricePerson:	$9,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 15.50 Leadership - 3.00 Strategic - 1.00	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$11,500	Government Discount from MFC Price:	17.4%	
Commercial Price:	$13,000	MFC Discount from Commercial Price:	11.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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- 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

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 time line
- 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

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Title of Course:	Project Management Mistakes and How to Avoid Them for Project Success	Length of Course: 2 Days	# of PDUs Awarded 13 PDUs	face-to-face virtual instructor-led
Price:	$7,900	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 12.00 Leadership - 1.00	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	Government Discount from MFC Price:	16.8%	
Commercial Price:	$11,000	MFC Discount from Commercial Price:	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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 2: Examine the mistake of top-down planning

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

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

Objective 5: Examine the mistake of an unrealistic timeline

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Objective 6: Examine the mistake of a limited risk analysis

Objective 7: Examine the mistake of a poor communication plan

Objective 8: Examine the mistake of no project audits

Objective 9: Examine the mistake of turf battles

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

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

Objective 12: Examine the mistake of overcommitting team members

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

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

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Title of Course:	Project Management Mistakes and How to Avoid Them for Project Success	Length of Course: 3 Days	# of PDUs Awarded 19.5 PDUs	face-to-face virtual instructor-led
Price:	$9,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 18.00 Leadership - 1.50	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$11,500	Government Discount from MFC Price:	17.4%	
Commercial Price:	$13,000	MFC Discount from Commercial Price:	11.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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

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

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Title of Course:	Project Management Office (PMO): Creating a Center of Excellence for Efficient Project Delivery	Length of Course: 3 Days	# of PDUs Awarded 19.5 PDUs	face-to-face virtual instructor-led
Price:	$9,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 17.00 Leadership - 1.50 Strategic - 1.00	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$11,500	Government Discount from MFC Price:	17.4%	
Commercial Price:	$13,000	MFC Discount from Commercial Price:	11.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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- 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
- 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

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Title of Course:	Project Monitoring, Evaluation, and Oversight	Length of Course: 2 Days	# of PDUs Awarded 13 PDUs	face-to-face
Price:	$7,900	Minimum Number of Participants:	1	virtual instructor-led
PMI® Talent Triangle Breakdown:	Technical - 12.00 Leadership - 0.75 Strategic - 0.25	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	Government Discount from MFC Price:	16.8%	self-paced online
Commercial Price:	$11,000	MFC Discount from Commercial Price:	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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- 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
- 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

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Title of Course:	**Project Performance Management**	**Length of Course:** 2 Days	**# of PDUs Awarded** 13 PDUs	face-to-face virtual instructor-led
Price:	$7,900	**Minimum Number of Participants:**	1	
PMI® Talent Triangle Breakdown:	Technical - 12.50 Strategic - 0.50	**Maximum Number of Participants:**	25	
Most Favored Customer (MFC) Price:	$9,500	**Government Discount from MFC Price:**	16.8%	
Commercial Price:	$11,000	**MFC Discount from Commercial Price:**	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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- 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

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Title of Course:	Project Procurement Management	Length of Course: 1 Day	# of PDUs Awarded 6.5 PDUs	face-to-face virtual instructor-led
Price:	$5,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 6.00 Leadership - 0.50	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	Government Discount from MFC Price:	21.4%	
Commercial Price:	$8,000	MFC Discount from Commercial Price:	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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- 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

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Title of Course:	**Project Quality Assurance, Monitoring, and Auditing**	**Length of Course:** 2 Days	**# of PDUs Awarded** 13 PDUs	face-to-face
Price:	$7,900	**Minimum Number of Participants:**	1	virtual instructor-led
PMI® Talent Triangle Breakdown:	Technical - 13.00	**Maximum Number of Participants:**	25	
Most Favored Customer (MFC) Price:	$9,500	**Government Discount from MFC Price:**	16.8%	self-paced online
Commercial Price:	$11,000	**MFC Discount from Commercial Price:**	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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*.

Method of teaching: 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

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- 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

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Title of Course:	Project Quality Management	Length of Course: 1 Day	# of PDUs Awarded 6.5 PDUs	face-to-face virtual instructor-led
Price:	$5,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 6.50	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	Government Discount from MFC Price:	21.4%	
Commercial Price:	$8,000	MFC Discount from Commercial Price:	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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

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Title of Course:	Project Quality Management	Length of Course: 2 Days	# of PDUs Awarded 13 PDUs	face-to-face virtual instructor-led
Price:	$7,900	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 12.75 Leadership - 0.25	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	Government Discount from MFC Price:	16.8%	
Commercial Price:	$11,000	MFC Discount from Commercial Price:	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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: 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

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Title of Course:	Project Resource Management	Length of Course: 1 Day	# of PDUs Awarded 6.5 PDUs	face-to-face virtual instructor-led
Price:	$5,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 3.25 Leadership - 3.25	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	Government Discount from MFC Price:	21.4%	
Commercial Price:	$8,000	MFC Discount from Commercial Price:	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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

- 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

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Title of Course:	Project Resource Management	Length of Course: 2 Days	# of PDUs Awarded 13 PDUs	face-to-face virtual instructor-led
Price:	$7,900	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 4.00 Leadership - 8.50 Strategic - 0.50	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	Government Discount from MFC Price:	16.8%	
Commercial Price:	$11,000	MFC Discount from Commercial Price:	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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
- 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

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Title of Course:	Project Risk Management	Length of Course: 1 Day	# of PDUs Awarded 6.5 PDUs	face-to-face virtual instructor-led
Price:	$5,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 5.75 Strategic - 0.75	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	Government Discount from MFC Price:	21.4%	
Commercial Price:	$8,000	MFC Discount from Commercial Price:	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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

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- 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

- Discuss transferring risk
- Examine monitoring risk
- Creating risk management plans
- Conduct an expected monetary analysis

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

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Title of Course:	**Project Risk Management**	**Length of Course:** 2 Days	**# of PDUs Awarded** 13 PDUs	face-to-face
Price:	$7,900	**Minimum Number of Participants:**	1	virtual instructor-led
PMI® Talent Triangle Breakdown:	Technical - 12.75 Strategic - 0.25	**Maximum Number of Participants:**	25	
Most Favored Customer (MFC) Price:	$9,500	**Government Discount from MFC Price:**	16.8%	self-paced online
Commercial Price:	$11,000	**MFC Discount from Commercial Price:**	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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 2: Evaluate how to confront attitudes on risk

- List techniques to confronting risk
- Examine how to conduct risk analysis
- Examine ranking
- Discuss scenario

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- 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 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 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

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Title of Course:	Project Risk Management Advanced	Length of Course: 2 Days	# of PDUs Awarded 14 PDUs	face-to-face virtual instructor-led
Price:	$7,900	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 14.00	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	Government Discount from MFC Price:	16.8%	
Commercial Price:	$11,000	MFC Discount from Commercial Price:	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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

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Title of Course:	Project Schedule Management	Length of Course: 1 Day	# of PDUs Awarded 6.5 PDUs	face-to-face virtual instructor-led
Price:	$5,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 6.50	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	Government Discount from MFC Price:	21.4%	
Commercial Price:	$8,000	MFC Discount from Commercial Price:	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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

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Title of Course:	Project Schedule Management	Length of Course: 2 Days	# of PDUs Awarded 13 PDUs	face-to-face virtual instructor-led
Price:	$7,900	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 10.00 Leadership - 3.00	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	Government Discount from MFC Price:	16.8%	
Commercial Price:	$11,000	MFC Discount from Commercial Price:	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

Objective 2: Evaluate causes of procrastination

- Compare ways to stop procrastination
- Describe ways of dealing with deadlines
- Organize to set proper deadlines

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- Develop goals to help budget your time
- Evaluate the four D's in managing time more effectively

Objective 3: 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 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 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

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Title of Course:	**Project Scheduling**	**Length of Course:** 2 Days	**# of PDUs Awarded** 14 PDUs	face-to-face virtual instructor-led
Price:	$7,900	**Minimum Number of Participants:**	1	
PMI® Talent Triangle Breakdown:	Technical - 14.00	**Maximum Number of Participants:**	25	
Most Favored Customer (MFC) Price:	$9,500	**Government Discount from MFC Price:**	16.8%	
Commercial Price:	$11,000	**MFC Discount from Commercial Price:**	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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- 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

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Title of Course:	Project Scope Management	Length of Course: 1 Day	# of PDUs Awarded 6.5 PDUs	face-to-face virtual instructor-led
Price:	$5,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 6.25 Leadership - 0.25	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	Government Discount from MFC Price:	21.4%	
Commercial Price:	$8,000	MFC Discount from Commercial Price:	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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 time line

- 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

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Title of Course:	Project Scope Management	Length of Course: 2 Days	# of PDUs Awarded 13 PDUs	face-to-face virtual instructor-led
Price:	$7,900	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 13.00	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	Government Discount from MFC Price:	16.8%	
Commercial Price:	$11,000	MFC Discount from Commercial Price:	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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 time line

- 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

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Title of Course:	Project Stakeholder Management	Length of Course: 1 Day	# of PDUs Awarded 6.5 PDUs	face-to-face virtual instructor-led
Price:	$5,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 5.50 Leadership - 1.00	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	Government Discount from MFC Price:	21.4%	
Commercial Price:	$8,000	MFC Discount from Commercial Price:	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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

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Title of Course:	Role & Responsibility of a Business Analyst in an Agile Envrionment	Length of Course: 1 Day	# of PDUs Awarded 6.5 PDUs	face-to-face virtual instructor-led
Price:	$5,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 6.50	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	Government Discount from MFC Price:	21.4%	
Commercial Price:	$8,000	MFC Discount from Commercial Price:	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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Title of Course:	**Scrum Project Management Foundations**	**Length of Course (# of Days):** 2 Days	**# of PDUs/CEUs Awarded** 13 PDUs
Price	$7,900	**Minimum Number of Participants:**	1
PMI Talent Triangle Breakdown:	Technical - 10.00 Leadership - 3.00	**Maximum Number of Participants:**	25
Most Favored Customer (MFC) Price:	$9,500	**Government Discount from MFC Price:**	16.8%
Commercial Price:	$11,000	**MFC Discount from Commercial Price:**	13.6%

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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

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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

Objective 6: Identify the Sprint Review

- Single team reviews
- Multiple team reviews

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

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Title of Course:	Successful Negotiation in a Project Management Environment	Length of Course: 2 Days	# of PDUs Awarded 13 PDUs	face-to-face virtual instructor-led self-paced online
Price:	$7,900	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 6.75 Leadership - 6.00 Strategic - 0.25	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	Government Discount from MFC Price:	16.8%	
Commercial Price:	$11,000	MFC Discount from Commercial Price:	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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

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Title of Course:	Use Case Modeling	Length of Course: 2 Days	# of PDUs Awarded 13 PDUs	face-to-face virtual instructor-led
Price:	$7,900	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 13.00	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	Government Discount from MFC Price:	16.8%	
Commercial Price:	$11,000	MFC Discount from Commercial Price:	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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

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

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Title of Course:	Vendor Management	Length of Course: 1 Day	# of PDUs Awarded 7.0 PDUs	face-to-face virtual instructor-led
Price:	$5,500	Minimum Number of Participants:	1	
PMI® Talent Triangle Breakdown:	Technical - 4.00 Leadership - 1.00 Strategic - 2.00	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	Government Discount from MFC Price:	21.4%	
Commercial Price:	$8,000	MFC Discount from Commercial Price:	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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

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Objective 3: Contract management

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

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Title of Course:	Vendor Management: Managing, Monitoring and Controlling Vendor Relationships	Length of Course: 3 Days	# of PDUs Awarded 19.5 PDUs	face-to-face
Price:	$9,500	Minimum Number of Participants:	1	virtual instructor-led
PMI® Talent Triangle Breakdown:	Technical - 15.75 Leadership - 1.25 Strategic - 2.50	Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$11,500	Government Discount from MFC Price:	17.4%	self-paced online
Commercial Price:	$13,000	MFC Discount from Commercial Price:	11.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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

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- Compare organizational and government procurement processes

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

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Title of Course:	**Project Management 90 Hour Intensive - Part 1 Initiating, Planning, Integrating, and Staffing** *(all three PM 90 sections must be taken consecutively)*	**Length of Course:** 4.5 Days	**# of PDUs Awarded** 30 PDUs	face-to-face virtual instructor-led
Price:	$12,000	**Minimum Number of Participants:**	1	
PMI® Talent Triangle Breakdown:	Technical - 19.50 Leadership - 4.00 Strategic - 6.50	**Maximum Number of Participants:**	25	
Most Favored Customer (MFC) Price:	$14,000	**Government Discount from MFC Price:**	14.3%	
Commercial Price:	$16,000	**MFC Discount from Commercial Price:**	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

Course Description: Part 1 of 3 part series: 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.

Method of teaching: 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

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- 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

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

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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
- 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

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- 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
- 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

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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
- 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

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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

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Title of Course:	**Project Management 90 Hour Intensive - Part 2 Budgeting, Quality, Change, Risk and Start-Up** *(all three PM 90 sections must be taken consecutively)*	**Length of Course:** 4.5 Days	**# of PDUs Awarded** 30 PDUs	face-to-face virtual instructor-led
Price:	$12,000	**Minimum Number of Participants:**	1	
PMI® Talent Triangle Breakdown:	Technical - 18.00 Leadership - 2.50 Strategic - 9.50	**Maximum Number of Participants:**	25	
Most Favored Customer (MFC) Price:	$14,000	**Government Discount from MFC Price:**	14.3%	
Commercial Price:	$16,000	**MFC Discount from Commercial Price:**	12.5%	

Price per each additional participant in excess of the minimum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

Course Description: Part 2 of 3 part series: 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.

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

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

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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

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

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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

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

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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

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

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- 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)

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

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Title of Course:	**Project Management 90 Hour Intensive - Part 3 Project Execution, Monitoring, and Close Down** *(all three PM 90 sections must be taken consecutively)*	**Length of Course:** 4.5 Days	**# of PDUs Awarded** 30 PDUs	face-to-face
Price:	$12,000	**Minimum Number of Participants:**	1	virtual instructor-led
PMI® Talent Triangle Breakdown:	Technical - 9.25 Leadership - 5.75 Strategic - 15.00	**Maximum Number of Participants:**	25	
Most Favored Customer (MFC) Price:	$14,000	**Government Discount from MFC Price:**	14.3%	
Commercial Price:	$16,000	**MFC Discount from Commercial Price:**	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

Course Description: Part 3 of 3 part series: 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.

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

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

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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
- 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

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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

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

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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

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

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- 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

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Title of Course:	**Project Management 120 Hour Intensive – Part 1 Initiating and Planning** *(all four PM 120 sections must be taken consecutively)*	**Length of Course:** 4.5 Days	**# of PDUs Awarded** 30 PDUs	face-to-face virtual instructor-led
Price:	$12,000	**Minimum Number of Participants:**	1	
PMI® Talent Triangle Breakdown:	Technical - 13.50 Leadership - 12.00 Strategic - 4.50	**Maximum Number of Participants:**	25	
Most Favored Customer (MFC) Price:	$14,000	**Government Discount from MFC Price:**	14.3%	
Commercial Price:	$16,000	**MFC Discount from Commercial Price:**	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

Course Description: Part 1 of 4 part series: 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

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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

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 sights 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

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- 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

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

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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
- 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

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Title of Course:	**Project Management 120 Hour Intensive – Part 2 Planning, Staffing, and Start Up** *(all four PM 120 sections must be taken consecutively)*	**Length of Course:** 4.5 Days	**# of PDUs Awarded** 30 PDUs	face-to-face
Price:	$12,000	**Minimum Number of Participants:**	1	virtual instructor-led
PMI® Talent Triangle Breakdown:	Technical - 14.00 Leadership - 12.00 Strategic - 4.00	**Maximum Number of Participants:**	25	
Most Favored Customer (MFC) Price:	$14,000	**Government Discount from MFC Price:**	14.3%	
Commercial Price:	$16,000	**MFC Discount from Commercial Price:**	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

Course Description: Part 2 of 4 part series: 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

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- 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
- 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

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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
- 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

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Title of Course:	**Project Management 120 Hour Intensive – Part 3 Budgeting, Quality, and Risk** *(all four PM 120 sections must be taken consecutively)*	**Length of Course (# of Days):** 4.5 Days	**# of PDUs/ CEUs Awarded** 30 PDUs	face-to-face
Price:	$12,000	**Minimum Number of Participants:**	1	virtual instructor-led
PMI® Talent Triangle Breakdown:	Technical - 19.00 Leadership - 6.00 Strategic - 5.00	**Maximum Number of Participants:**	25	
Most Favored Customer (MFC) Price:	$14,000	**Government Discount from MFC Price:**	14.3%	
Commercial Price:	$16,000	**MFC Discount from Commercial Price:**	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

Course Description: Part 3 of 4 part series: 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

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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

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

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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

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

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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?
- 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)

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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
- Configuration Management Plan
- Quality Plan
- Top Five Issues
- Issue Item Status
- Action Item Status

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Title of Course:	**Project Management 120 Hour Intensive – Part 4 Project Execution, Monitoring, and Close Down** *(all four PM 120 sections must be taken consecutively)*	**Length of Course (# of Days):** 4.5 Days	**# of PDUs/ CEUs Awarded** 30 PDUs	face-to-face
Price:	$12,000	**Minimum Number of Participants:**	1	virtual instructor-led
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Commercial Price:	$16,000	**MFC Discount from Commercial Price:**	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

Course Description: Part 4 of 4 part series: 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

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

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- Review current hindrances facing organizations

Customer Service Module

Objective 3: Analyze why every project should be concerned about customer service

- 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 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

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

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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

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

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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
- 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

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Online Project Management Course Outlines

Title of Course:	Agile Project Management		# of PDUs Awarded 13 PDUs	
Price Per Person:	$190.00	Minimum Number of Participants:	N/A	
PMI® Talent Triangle Breakdown:	Technical - 12.50 Strategic - 0.50	Maximum Number of Participants:	N/A	
Most Favored Customer (MFC) Price Per Person:	$195.00	Government Discount from MFC Price:	2.6%	
Commercial Price Per Person:	$195.00	MFC Discount from Commercial Price:	0%	self-paced online

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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- 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

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

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Title of Course:	**Business Analysis Fundamentals**		**# of PDUs Awarded** 14 PDUs	
Price Per Person:	$190.00	**Minimum Number of Participants:**	N/A	
PMI® Talent Triangle Breakdown:	Technical - 14.00	**Maximum Number of Participants:**	N/A	
Most Favored Customer (MFC) Price Per Person:	$195.00	**Government Discount from MFC Price:**	2.6%	self-paced online
Commercial Price Per Person:	$195.00	**MFC Discount from Commercial Price:**	0%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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Objective 4: Analyze the Requirements

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

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

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Title of Course:	**Creating a Successful Project Business Case**		**# of PDUs Awarded** 13 PDUs	
Price Per Person:	$190.00	**Minimum Number of Participants:**	N/A	
PMI® Talent Triangle Breakdown:	Technical - 12.75 Strategic - 0.25	**Maximum Number of Participants:**	N/A	
Most Favored Customer (MFC) Price Per Person:	$195.00	**Government Discount from MFC Price:**	2.6%	
Commercial Price Per Person:	$195.00	**MFC Discount from Commercial Price:**	0%	self-paced online

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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- 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

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Title of Course:	**Dealing with Conflict & Negativity in a Project Management Environment**		**# of PDUs Awarded** 14 PDUs	
Price Per Person:	$190.00	**Minimum Number of Participants:**	N/A	
PMI® Talent Triangle Breakdown:	Leadership - 14.00	**Maximum Number of Participants:**	N/A	
Most Favored Customer (MFC) Price Per Person:	$195.00	**Government Discount from MFC Price:**	2.6%	self-paced online
Commercial Price Per Person:	$195.00	**MFC Discount from Commercial Price:**	0%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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Objective 3: Review active listening skills

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

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

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Title of Course:	**Project Communications Management**		**# of PDUs Awarded** 13 PDUs	
Price Per Person:	$190.00	**Minimum Number of Participants:**	N/A	
PMI® Talent Triangle Breakdown:	Technical - 11.00 Leadership - 2.00	**Maximum Number of Participants:**	N/A	
Most Favored Customer (MFC) Price Per Person:	$195.00	**Government Discount from MFC Price:**	2.6%	
Commercial Price Per Person:	$195.00	**MFC Discount from Commercial Price:**	0%	self-paced online

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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- 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

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Title of Course:	**Project Cost Management**		**# of PDUs Awarded** 6.5 PDUs	
Price Per Person:	$90.00	**Minimum Number of Participants:**	N/A	
PMI® Talent Triangle Breakdown:	Technical - 6.50	**Maximum Number of Participants:**	N/A	
Most Favored Customer (MFC) Price Per Person:	$97.00	**Government Discount from MFC Price:**	7.2%	self-paced online
Commercial Price Per Person:	$97.00	**MFC Discount from Commercial Price:**	0%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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- 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

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Title of Course:	**Project Management Fundamentals**		**# of PDUs Awarded** 6.5 PDUs	
Price Per Person:	$90.00	**Minimum Number of Participants:**	N/A	
PMI® Talent Triangle Breakdown:	Technical - 6.50	**Maximum Number of Participants:**	N/A	
Most Favored Customer (MFC) Price Per Person:	$97.00	**Government Discount from MFC Price:**	7.2%	self-paced online
Commercial Price Per Person:	$97.00	**MFC Discount from Commercial Price:**	0%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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

- 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

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Title of Course:	**Project Monitoring, Evaluation and Oversight**		**# of PDUs Awarded** 13 PDUs	
Price Per Person:	$190.00	**Minimum Number of Participants:**	N/A	
PMI® Talent Triangle Breakdown:	Technical - 12.00 Leadership - 0.75 Strategic - 0.25	**Maximum Number of Participants:**	N/A	
Most Favored Customer (MFC) Price Per Person:	$195.00	**Government Discount from MFC Price:**	2.6%	self-paced online
Commercial Price Per Person:	$195.00	**MFC Discount from Commercial Price:**	0%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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- 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
- 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

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Title of Course:	**Project Planning and Program Control Processes - Part 1**		**# of PDUs Awarded** 25 PDUs	
Price Per Person:	$390.00	**Minimum Number of Participants:**	N/A	
PMI® Talent Triangle Breakdown:	Technical - 19.00 Leadership - 6.00	**Maximum Number of Participants:**	N/A	
Most Favored Customer (MFC) Price Per Person:	$399.00	**Government Discount from MFC Price:**	2.3%	self-paced online
Commercial Price Per Person:	$399.00	**MFC Discount from Commercial Price:**	0 %	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

Course Description: This course will present the fundamentals of the technologies to manage projects. New and innovative principles of project planning and program control will be taught using practical application scenarios. This course will begin at an introductory level and work up through the disciplines and processes used to build proper project models. The Mathis Group is excited to enter into a partnering relationship for this course with Dennis Busch, founder of Project Management Technologies, Inc.

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: Introduction

- List workshop objectives
- Define managing processes
- Discover where the value of planning is
- Explain Return on Investment (ROI)
- Evaluate the project management legacy

Objective 2: The Skills of a Project Manager

- Define the two essential skills of a project manager
- Analyze interpersonal skills
- Analyze mechanical skills

Objective 3: To Plan or Not to Plan

- Review the important aspects of why planning is essential in the successful management of projects

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- Identify the characteristics of problems
- Compare proactive versus reactive management
- Recognize the problem resolution methodology and its relationship to PM

Objective 4: What is a Project?

- Explain characteristics of a project and how it differs from other forms of endeavors
- Identify the three dimensions of project objectives
- Discover the "Key Drivers" of a project
- Define the "4 Project Management Steps"
- Compare top-down versus bottom-up planning philosophy
- Classify the right combination of factors
- Examine why the typical parameters used to measure a project are not the right parameters to manage it

Objective 5: Defining Project Purpose

- Construct the project's technical, cost, and schedule objectives in the beginning
- Identify the Project Management Mechanisms
- Develop the project charter
- Compare sources of objectives
- Assemble needs assessment
- Show how to measure/validate accomplishments
- Define constraints, exclusions, and assumptions
- Summarize deliverables to objectives
- Discover milestones

Objective 6: Defining Project Workscope

- Define Workscope
- Identify and define detail work effort
- Discuss principles of 'Work Decomposition'
- Analyze the Work Breakdown Structure
- Classify the organizational structures (OBS) and the importance of integrating the work and organizational structures

Objective 7: Detail Planning

- Define Bottom-up planning
- Examine how to properly define project activities
- Assess how to properly define and the use of project events/milestones

Objective 8: Interaction Analysis

- Compare methodologies of interaction analysis
- Discuss Timelining
- Discuss what is project modeling: how does it work, when should it be used, what are its limitations
- Identify model elements
- Develop activities, relationships, and events
- Summarize project models: series of paths, right-to-left and left-to-right planning, relativistic tool, appropriate level of detail to base model

Objective 9: Time Analysis or CPM

- Define project calendars
- Review CPM
- Define the backward pass process
- Analyze total float
- Examine events and milestones

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Title of Course:	**Project Planning and Program Control Processes - Part 2**		**# of PDUs Awarded** 25 PDUs	
Price Per Person:	$390.00	**Minimum Number of Participants:**	N/A	
PMI® Talent Triangle Breakdown:	Technical - 25.00	**Maximum Number of Participants:**	N/A	
Most Favored Customer (MFC) Price Per Person:	$399.00	**Government Discount from MFC Price:**	2.3%	self-paced online
Commercial Price Per Person:	$399.00	**MFC Discount from Commercial Price:**	0 %	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

Course Description: This course will build on the fundamental principles taught in *Project Planning & Program Control Processes Part 1*. It will include new and innovative principles of project planning and program control taught using practical application problems. It will cover essential areas of resource planning, schedule reconciliation, and how to manage a project through program control methodology. The Mathis Group is excited to enter into a partnering relationship for this course with Dennis Busch, founder of Project Management Technologies, Inc.

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: Resource Planning

- Define what resources are
- Examine the Total Resource Management Problem
- Identify the resource acquisition cycle and its impact
- Compare the Project Level Management Problem and the Resource Modeling process
- Recognize resource pools and their effective availability
- Define resource requirements for each activity
- Develop activity schedule, aggregate resource requirements, availability versus cumulative requirement analysis, and problem identification and quantification
- Discover problem resolution strategies
- Analyze the role of the computer in resource planning, along with its myths and misconceptions
- Describe the budget excuse and why it is invalid
- Summarize an integrated resource system

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Objective 2: Establish Project Baselines

- Recall the three baselines: technical, schedule, and cost
- Identify the Schedule Reconciliation process
- Design effective schedule and budget options
- Examine the Principals of Path Dynamics
- Appraise consequences of any action
- Discuss modeling tools
- Evaluate how to determine, establish, and manage the baselines

Objective 3: Performance Measurements and Management

- Analyze Workscope Change Management
- Examine technical, cost, and schedule performance measurements
- Create actual and projected dates
- Compare activity status, event/milestone status, and model status
- Compose impact analysis through schedule rippling, resource impacts, & effects to total float
- Contrast potential versus real impacts
- Identify path dynamics and management strategies/actions
- Review the impediments of large databases
- Discover the practical level of project modeling
- Discuss the tiers of management and the distribution of management responsibilities
- Show the need for supportive working level detail planning and management, as well as executive support and involvement

Objective 4: Reports

- Examine Management Information – the right product for each specific purpose
- Contrast graphic versus tabular reporting
- Evaluate software utilities (filtering and sorting)
- Discuss coding to exploit data capabilities
- Describe the purpose of various products
- Identify how to use Project Model Diagrams for problem analysis
- List how to report schedule and resource problems

Objective 5: Risk & Opportunity Management

- Define Risk Management
- Compare qualitative and quantitative analysis
- Examine the basics of CPM, 'What-if' analysis, PERT process, and the value of 3-time estimates, and Monte Carlo Simulations
- Label risk resolution and opportunity instigation strategies

Objective 6: Summary/Conclusions

- Identify project modeling fallacies
- Discuss the planning 'Cop-outs'
- Examine the proper expectation of Project Management software
- Review planning and scheduling terminology, essential processes and practical methodology

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Title of Course:	**Project Quality Assurance, Monitoring, and Auditing**		**# of PDUs Awarded** 13 PDUs	
Price Per Person:	$190.00	**Minimum Number of Participants:**	N/A	
PMI® Talent Triangle Breakdown:	Technical - 13.00	**Maximum Number of Participants:**	N/A	
Most Favored Customer (MFC) Price Per Person:	$195.00	**Government Discount from MFC Price:**	2.6%	self-paced online
Commercial Price Per Person:	$195.00	**MFC Discount from Commercial Price:**	0%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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

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Title of Course:	**Project Risk Management**		**# of PDUs Awarded** 13 PDUs	
Price Per Person:	$190.00	**Minimum Number of Participants:**	N/A	
PMI® Talent Triangle Breakdown:	Technical - 12.75 Strategic - 0.25	**Maximum Number of Participants:**	N/A	
Most Favored Customer (MFC) Price Per Person:	$195.00	**Government Discount from MFC Price:**	2.6%	self-paced online
Commercial Price Per Person:	$195.00	**MFC Discount from Commercial Price:**	0%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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- 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 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

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Title of Course:	**Successful Negotiation in a Project Management Environment**		**# of PDUs Awarded** 13 PDUs	
Price Per Person:	$190.00	**Minimum Number of Participants:**	N/A	
PMI® Talent Triangle Breakdown:	Technical - 6.75 Leadership - 6.00 Strategic - 0.25	**Maximum Number of Participants:**	N/A	
Most Favored Customer (MFC) Price Per Person:	$195.00	**Government Discount from MFC Price:**	2.6%	self-paced online
Commercial Price Per Person:	$195.00	**MFC Discount from Commercial Price:**	0%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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

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Title of Course:	**Vendor Management**		**# of PDUs Awarded** 19.5 PDUs	
Price Per Person:	$275.00	**Minimum Number of Participants:**	N/A	
PMI® Talent Triangle Breakdown:	Technical - 15.75 Leadership - 1.25 Strategic - 2.50	**Maximum Number of Participants:**	N/A	
Most Favored Customer (MFC) Price Per Person:	$285.00	**Government Discount from MFC Price:**	3.5%	self-paced online
Commercial Price Per Person:	$285.00	**MFC Discount from Commercial Price:**	0%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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

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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

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Professional Development Training Course Outlines

Title of Course:	**Advanced Team Building**	**Length of Course** 2 Days		face-to-face virtual instructor-led
Price:	$7,900	**Minimum Number of Participants:**	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	**Government Discount from MFC Price:**	16.8%	
Commercial Price:	$11,000	**MFC Discount from Commercial Price:**	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This two-day course will refresh the fundamentals of team building and will then build upon it with additional skills. This course will focus on skills used to run teams smoothly and more effectively. Team leaders or perspective team leaders and managers should be part of this course.

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

Course Objectives:

Objective 1: Identify why organizations should have teams

- Examine what it will take for teams to be successful
- Analyze what it means to work as a team
- Discuss why teams fail
- Evaluate five causes for team conflict
- Evaluate true team commitment
- Discuss qualities of team success
- Define Tuckman's Theory of team development
- Evaluate what happens in each stage

Objective 2: Review five ways to build trust in each team

- Create a code of conduct for your team
- Assemble a brainstorming session
- Discuss how to use peer pressure effectively

Objective 3: Evaluate the use of facilitation skills in teams

- Examine three rules for facilitating discussion
- Analyze the role of team leader
- Examine five ways team leaders impact the team

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- Analyze the role of team member
- Analyze the role of scribe or recorder
- Analyze the role of team sponsor

Objective 4: Examine effective use of teams in organizations

- Create a team mission, vision, and goals
- Discuss aligning team vision with organizational strategy
- Discuss reporting and communicating within the team
- Create a communication plan for upper management

Objective 5: Discuss diagnosing team conflict

- Discuss how to prevent teams from becoming cliques
- Discuss behavioral styles in teams
- Examine communication problems upline
- Examine communication problems cross functional

Objective 6: Choose the proper team members

- Analyze skills needed on the team
- Design an agenda that impacts performance and behavior
- Identify the triple constraints of team projects
- Demonstrate interviewing techniques that will assist in determining goals or scope of team
- Review red flags to watch

Objective 7: Examine how to set, control, and monitor scope of team projects

- Discuss ways to track team projects
- Evaluate real timelines for team projects
- Discuss implementation of team project plans
- Discuss how to handle delays
- Assess how to speed up teams
- Discuss close down checklists and handoff procedures

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Title of Course:	**Balanced Scorecard Fundamentals**	**Length of Course** 1 Day		face-to-face virtual instructor-led
Price:	$5,500	**Minimum Number of Participants:**	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	**Government Discount from MFC Price:**	21.4%	
Commercial Price:	$8,000	**MFC Discount from Commercial Price:**	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This introductory, one-day course will teach the Balanced Scorecard philosophy developed by Robert Kaplan and David Norton. This seminar will give the fundamentals of the Balanced Scorecard and how to apply it. This seminar will create ways for participants to translate vision and mission into detailed, workable objectives.

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

Course Objectives:

Objective 1: Define balanced scorecard

- Discuss overview of balanced scorecard
- Review benefits of balanced scorecard
- Examine strengths of balanced scorecard
- Analyze limitations of the old-style philosophy
- Identify factors impacting its success

Objective 2: Create a focused strategy

- Develop ways to support an inherited strategy and vision
- Define ways to clarify strategy
- Identify and direct strategic drivers
- Classify preparation techniques in using the balanced scorecard

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Objective 3: Examine different perspectives

- Create the financial perspective
- Create the customer perspective
- Create the learning and growth perspective
- Create the internal process perspective

Objective 4: Discuss ways to design a customized tool for your area

- Recommend ideas for aligning management to the balance scorecard
- Identify check-ups and reviews
- Identify major resistors to implementing balanced scorecard
- Formulate ways of gaining input and consensus in implementation
- Create an action plan for monitoring

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Title of Course:	**Coaching and Counseling Professionals**	**Length of Course** 2 Days		face-to-face virtual instructor-led
Price:	$7,900	**Minimum Number of Participants:**	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	**Government Discount from MFC Price:**	16.8%	
Commercial Price:	$11,000	**MFC Discount from Commercial Price:**	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This two-day course will give each participant the skills to increase performance and reduce behavioral concerns through coaching and counseling. This course will include practical, focused techniques to increase productivity of staff, as well as real world advice for changing behaviors. Skills such as equipping, nurturing, and confronting will be examined with numerous examples for application. Participants will be able to identify the coaching methods and understand numerous ways to approach a person for the purpose of turning around the employee.

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

Course Objectives:

Objective 1: Discuss definitions of a coach

- Analyze qualities of a coach
- Examine dinosaur management compared to coaching
- Show the shifting from one style of management to coaching
- Create values for successful coaching
- Participate in four methods of coaching
- Formulate steps in the coaching process
- Evaluate the seven questions to ask during coaching events
- Discuss getting prepared for a face-to-face
- Identify and confront unsatisfactory performance

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- Create coaching agenda for first session
- Predict pitfalls when coaching others
- Analyze which behavior or performance to examine first
- Evaluate the success of the coaching program
- Design a sample coaching program customized for individual employees
- Formulate a sample coaching, counseling and mentoring program
- Identify supervisors or managers who coach others
- Analyze which behavior or performance to examine first
- Evaluate ten stages of one-on-one coaching
- Choose behaviors to change in one-on-one sessions
- Explain characteristics of successful coaching
- Identify how to disagree agreeably

Objective 2: Formulate types of intrinsic and extrinsic motivation

- Analyze common coaching mistakes
- Examine coaching along with performance reviews
- Assess when to use policy and procedures
- Evaluate documentation procedures for a coaching session

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Title of Course:	**Comprehensive Team Leadership**	**Length of Course** 1 Day		face-to-face virtual instructor-led
Price:	$5,500	**Minimum Number of Participants:**	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	**Government Discount from MFC Price:**	21.4%	
Commercial Price:	$8,000	**MFC Discount from Commercial Price:**	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This one-day seminar will focus on developing comprehensive skills with each team member, by creating numerous scenarios or problems which affect teams. Participants will take part in group interaction as a heavy component for each segment by exploring how to fix the problem within the culture of the organization. This course will also explore ideas such as how to reproduce team building skills within each person, needs for training others, and how to share information among peers.

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

Course Objectives:

Objective 1: Discuss why teams do not share information

- Review Tuckman's Theory of team development
- Evaluate what happens in each stage
- Create a code of conduct for your team
- Discuss how to confront peers who are not doing their part

Objective 2: Examine the benefits of facilitation

- Evaluate the core competencies of a facilitator
- Create questions that move a team forward
- Develop new messages with questions
- Assess non-verbal techniques
- Recognize hedge words and what they mean

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Objective 3: Examine team conflict

- Develop creative ways to reduce team conflict
- Identify when to intervene in a problem
- Create a plan for equipping a team with new skills

Objective 4: Develop a successful meeting

- Create a proper agenda for running successful meetings
- Organize meetings which detail desired outcomes and expectations
- Review how to work with a recorder to guarantee documentation of meetings
- Assemble brainstorming activities
- Create buy-in from cross functional supervisors or managers

Objective 5: Examine coaching and counseling of team members

- Evaluate planning strategies for effective team leadership
- Formulate a list of characteristics of most successful team leadership skills
- Assess how to combine team leadership skills to assist management
- Discuss evaluation procedures in giving feedback on team members
- Predict where team conflict can surface
- Analyze best practices for dealing with conflict
- Examine risk assessment strategies

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Title of Course:	**Conducting Effective Performance Appraisals**	**Length of Course** 2 Days		face-to-face virtual instructor-led
Price:	$7,900	**Minimum Number of Participants:**	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	**Government Discount from MFC Price:**	16.8%	
Commercial Price:	$11,000	**MFC Discount from Commercial Price:**	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This two-day course will give each participant the skills to increase performance and reduce behavioral concerns through conducting performance appraisals. Techniques on confronting employees and developing an action plan to change behavior are included. This course has numerous examples and hands-on applications to ensure participants are walking out with the desired core competencies. At the end of the course, the participant will be able to identify coaching methods and understand numerous ways to approach a worker for the purpose of turning them around. The participant will also learn ways to document performance and behaviors which can be used as leverage with the employee and justification for the performance evaluation.

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

Course Objectives:

Objective 1: Analyze reasons for performance evaluation

- Discuss qualities of good performance evaluation
- Compare old style performance evaluations to modern day
- Evaluate the barriers to documentation
- Discuss what must be documented and how
- Choose and set up the performance evaluation
- Evaluate common performance evaluation mistakes and how to prevent them

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Objective 2: Classify values for successful coaching

- Examine four methods of coaching
- Evaluate the steps in the coaching process
- Formulate seven questions to ask yourself during the evaluation process
- Define how to get prepared for a face-to-face
- Examine approaches for handling unsatisfactory performance
- Analyze the different stages of one-on-one coaching and behavioral enhancement
- Assess the characteristics of successful coaching
- Evaluate how to disagree agreeably

Objective 3: Discuss types of intrinsic motivation

- Discuss types of extrinsic motivation

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Title of Course:	**Creating a Positive Work Environment**	**Length of Course** 1 Day		face-to-face virtual instructor-led
Price:	$5,500	**Minimum Number of Participants:**	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	**Government Discount from MFC Price:**	21.4%	
Commercial Price:	$8,000	**MFC Discount from Commercial Price:**	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

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 take action quickly, examine why negative situations ripple into every area of the organization, and create approaches which will 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 2: Formulate a five-step approach in examining negativity

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

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

- Assess ways for rebuilding trust
- Discuss situational, habitual, and chronic negativity
- Create stair steps toward negativity
- Compare results of negativity
- Compare ways in dealing with the negaholics

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 5: Create an action plan

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Title of Course:	**Creating Superior Customer Value**	**Length of Course** 1 Day		face-to-face virtual instructor-led
Price:	$5,500	**Minimum Number of Participants:**	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	**Government Discount from MFC Price:**	21.4%	
Commercial Price:	$8,000	**MFC Discount from Commercial Price:**	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This one-day course will focus on how to create value for your customer base whether you are in the product or service industry. This seminar concentrates on the practical way of searching out the areas that affect customers the most in meeting and exceeding expectations. Special attention is given in examining ways to be customer focused and detailing the process for shifting your organization to a more value orientation. Issues such as quality, price, customer service, follow-up, and customer bonding and retention are all included.

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

Course Objectives:

Objective 1: Define customer value

- Define true value from the customer's point of view
- Compare customer value focus to traditional marketing
- Examine the total worth of a customer

Objective 2: Appraise ways of overcoming barriers to marketing segments

- Identify a unique value proposition
- Create a targeted focus on values
- Analyze a value focused sales strategy
- Evaluate value strengths through marketing
- Examine how customer service reinforces value

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- Formulate pricing strategies for different target markets
- Identify pricing methods
- Compare how buyers evaluate cost

Objective 3: Analyze ways to differentiate yourself from the competition

- Develop a method for retaining customers long term
- Formulate a cycle for building relationships with customers
- Design an action plan for moving customer value to the forefront

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Title of Course:	**Delivering Customership**	**Length of Course** 2 Days		face-to-face virtual instructor-led
Price:	$7,900	**Minimum Number of Participants:**	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	**Government Discount from MFC Price:**	16.8%	
Commercial Price:	$11,000	**MFC Discount from Commercial Price:**	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This two-day course will examine the customer service process. It will teach each participant ways to impact the customer with higher quality service. This course will focus on shifting the customer from complainer to word-of-mouth advertiser. Participants will learn how to handle agitated customers in a quality manner and how to reduce potential problems. They will learn techniques that communicate a caring attitude, as well as change customers' perceptions of the service they are receiving. This course will present best practices in customer service companies.

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

Course Objectives:

Objective 1: Define customer service

- Evaluate current hindrances facing organizations
- Discuss creating a culture which reinforces customer service
- Examine why every company should be concerned about customer service
- Compare customer expectations to customer deliverables
- Collect customer expectations
- Analyze the benefits of customership
- Discuss customer buying habits

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Objective 2: Develop solutions to stop customer complaints

- Compare techniques for getting customers to agree with you
- Define ways to build credibility with customers
- Discuss differences between claims, benefits and features

Objective 3: Evaluate how to communicate with customers

- Identify how to bond with customers
- Analyze steps to help customers give more information
- Predict distinct connections every customer must receive
- Choose human factors which mislead communication
- Judge unspoken signals which distort communication
- List way of putting active listening to work
- Compare ways for handling problem customers
- Design methods for calming down irate customers

Objective 4: Formulate checkpoints to verify integration of customer service

- Identify feedback systems that work
- Design culture for superior customer value
- Compose criteria for customer value points
- Create customer value points
- Define qualities of a customer service superstar
- Label warning signals that customer service is dying
- Develop five ways of turning your customer service into the leader of the pack
- Compare items for adding value to the customer
- Identify price influencers for the customer
- Discuss price and how it affects the customer buying behavior
- Create a system for retaining customers long term

Objective 5: Discuss future of partnering and how to move customers into this relationship

- Create action plan for establishing partner relationships

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Title of Course:	**Effective Problem Solving**	**Length of Course** 1 Day		face-to-face virtual instructor-led
Price:	$5,500	**Minimum Number of Participants:**	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	**Government Discount from MFC Price:**	21.4%	
Commercial Price:	$8,000	**MFC Discount from Commercial Price:**	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This one-day course will give a step-by-step process for creating, solving, and implementing solutions to problems. This course will give input not only on processes, but also on ways to prevent failure and who should be on the Problem-Solving Team. Each participant will understand numerous ways to brainstorm problems to come up with the best solution.

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

Course Objectives:

Objective 1: Discuss benefits of problem-solving

- Classify who should be on the problem-solving team
- Evaluate why participation helps solve the problem faster
- Identify why people are frustrated with problem-solving
- Review what influences the problem solving-experience

Objective 2: Define the problem-solving processes

- Assess the resources needed to fulfill the plan
- Examine creative solutions
- Compare what to do if you inherit a goofy solution
- Develop 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 3: Evaluate how to implement the solution

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

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Title of Course:	**Empower or Perish**	**Length of Course** 1 Day		face-to-face virtual instructor-led
Price:	$5,500	**Minimum Number of Participants:**	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	**Government Discount from MFC Price:**	21.4%	
Commercial Price:	$8,000	**MFC Discount from Commercial Price:**	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This one-day course will give practical techniques on how supervisors and managers can free up time and motivate staff through empowerment. It will focus on building responsibility and accountability by teaching workers how to make decisions and solve problems. Participants will analyze components for shifting the decision making from management to workers.

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

Course Objectives:

Objective 1: Compare the organization's present culture to new, empowered style

- Identify how to match skilled employees to assignments
- Analyze why empowerment fails
- Examine present challenges of empowering workers
- Analyze why management might block empowerment and what to do about it

Objective 2: Evaluate how far supervisors and managers should go in empowering workers

- Identify ways to create trust between employees and management
- Evaluate seven steps of effective empowerment
- Choose plans for training government employees for greater empowerment effectiveness
- Examine coaching skills to reinforce empowerment in the organization's culture
- Analyze the most effective process for implementing empowerment

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Title of Course:	**Ethics in the Workplace**	**Length of Course** 1 Day		face-to-face virtual instructor-led
Price:	$5,500	**Minimum Number of Participants:**	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	**Government Discount from MFC Price:**	21.4%	
Commercial Price:	$8,000	**MFC Discount from Commercial Price:**	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This one-day course will focus on ways employees can make decisions and evaluate what is right, proper, and just. This course will deal with theory, as well as actions and behaviors that influence ethics in the workplace. Participants will learn how to successfully draw on their own ethics, moral standards, and beliefs, as well as how to respect the ethics of others while following organizational values that have been set.

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

Course Objectives:

Objective 1: Examine values in America

- Define theories of ethics
- Discuss myths of ethics and values
- Evaluate the internal pressure to cheat
- Label types of ethics
- Compare sources of ethics

Objective 2: Show levels of moral development

- Compare subjective and objective morals
- Analyze solving moral problems
- Discuss bribery
- Review what is our moral duty
- Compare conflict of moral guidelines
- Evaluate employee rights and how that affects ethics
- Apply accountability and ethics
- Examine agents and roles of moral accountability
- Demonstrate moral responsibility within the organization

Objective 3: Examine whistle blowing

- Describe ethics and trust
- Compare ethics and money
- Examine choices when asked to do something unethical

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Title of Course:	**How to Increase Communication and Get the Message Across**	**Length of Course** 2 Days		face-to-face virtual instructor-led
Price:	$7,900	**Minimum Number of Participants:**	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	**Government Discount from MFC Price:**	16.8%	
Commercial Price:	$11,000	**MFC Discount from Commercial Price:**	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This two-day course will focus on ways to use communication to inform and influence others. 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 into different communication styles. Participants will learn new power by using certain words to impact the message and by asking questions that get noticed.

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

Course Objectives:

Objective 1: Evaluate how to approach people

- Analyze the value of small talk
- Identify perception
- Examine what impacts perception
- Compare reducing perception differences
- Discuss how to gain understanding
- Demonstrate what to do when you mess up

Objective 2: Analyze communication styles

- Develop ways to increase understanding
- Compare kinds of communication

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- Differentiate 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
- Discuss how to match your body language and the message
- Classify communication that calms people
- Classify characteristics of a poor listener
- Predict obstacles of listening

Objective 3: Describe ingredients of effective meetings

- Define management's role in meetings
- Evaluate receiving feedback
- Design responses to negative feedback

Objective 4: Develop techniques for disagreeing

- Discuss caution sights that a disagreement is turning into a conflict
- Formulate seven stages of intergroup conflict
- Describe ways to reduce intergroup conflict
- Recognize the benefits of humor

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Title of Course:	**Performance Management: The Art of Getting Maximum Performance From Every Worker**	**Length of Course** 1 Day		face-to-face
Price:	$5,500	**Minimum Number of Participants:**	1	virtual instructor-led
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	**Government Discount from MFC Price:**	21.4%	
Commercial Price:	$8,000	**MFC Discount from Commercial Price:**	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This one-day course will focus on developing strategies for analysis and pinpointing ways to impact the performance of employees in a positive manner. Participants will learn techniques for benchmarking performance and establishing a gap between desired performance and preferred performance. In addition, participants will explore how to attain a higher level of productivity in a shorter period of time.

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
- Assess performance to organizational directives
- Analyze ways to communicate performance expectations

Objective 2: 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 performance

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Objective 3: Develop how to break down the performance into understandable steps

- Define how to map the performance map
- Review monitoring of performance indicators
- Show how to link operational goals to performance
- Manage a session on coaching performance toward the goal

Objective 4: Analyze mentoring roles in advancing performance

- Examine the impact of incorporating best practices
- Evaluate how to create a performance results matrix
- Develop a performance development plan to transition workers toward peak performance

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Title of Course:	**Present Like a Pro: Proven Techniques for Creating Presentations and Getting Results**	**Length of Course** 2 Days		face-to-face virtual instructor-led
Price:	$7,900	**Minimum Number of Participants:**	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	**Government Discount from MFC Price:**	16.8%	
Commercial Price:	$11,000	**MFC Discount from Commercial Price:**	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This two-day course will focus on proven techniques for creating powerful presentations. Participants will understand how to arrange material and build a presentation to guide the listeners in your direction. They will examine suggestions on where to get information to give credibility and learn the hidden secrets that make the difference between a good presentation and a fantastic one. This course will focus on core competencies for each participant. Not only will the class learn the theory behind becoming a great presenter, but they will also conduct three brief presentations. To do this, the class will have a pre-class assignment and homework during the evening. This can be adjusted to fit the participants' needs or desired outcome of the course.

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

Course Objectives:

Objective 1: Identify the ten steps for creating an effective presentation

- Develop realistic objectives of a presentation
- Discover how to interview the audience and customize your presentation
- Discuss how much preparation is needed to deliver a great presentation
- Identify proper questions that will give insight into the nature of the audience
- Examine how to get the main ideas of the presentation across with enthusiasm
- Classify and develop supporting material that makes the presentation interesting
- Organize the presentation and use transitions between main points
- Identify ways to deliver an effective introduction

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- Evaluate the proper response when creating an effective conclusion
- Analyze the effective usage of audio-visual

Objective 2: Define the basic hurdles in making a presentation

- Discover the biggest reasons why poor presentations happen
- List poor presentation characteristics and how to avoid them

Objective 3: Evaluate how to improve your presentation

- Compare individual presentation body movements that must be changed
- Express the impact clothing has on the presentation
- Evaluate the usage of humor as a helper to your presentation
- Discover the impact of attitude on your presentation's success

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Title of Course:	**Purpose Driven Leadership**	**Length of Course** 2 Days		face-to-face virtual instructor-led
Price:	$7,900	**Minimum Number of Participants:**	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	**Government Discount from MFC Price:**	16.8%	
Commercial Price:	$11,000	**MFC Discount from Commercial Price:**	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This two-day course is designed to give skills to those in upper management. This program will focus on core skills that can be instantly applied in the upper manager's workplace. This course will focus on practical ways to equip and motivate your workers while coaching them toward a higher degree of competency. *Purpose Driven Leadership* is highly motivational and interactive, and participants will have the flexibility to ask questions and give personal examples. In addition, this course will focus on planning for successful delegation and how to support workers without having to step in and solve all their problems.

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

Course Objectives:

Objective 1: Examine the core competencies of strategic planning

- Analyze the three phases of strategic planning
- Evaluate the impact of mission and vision statements and how to develop one
- Discuss why visions fail
- Identify the need to have a strategy and know where you are going
- Create strategic goals
- Describe how to communicate vision through leadership

Objective 2: Analyze communication styles

- Discuss individual communication styles
- Identify what type of communication must be communicated downline
- Identify what type of communication must be communicated upline

Objective 3: Discuss qualities leaders must possess

- Discuss how to demonstrate tough-minded leadership

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Objective 4: Develop qualities of leaders who are change agents

- Analyze when to have a slow approach to change
- Analyze when to have a fast approach to change
- Assess and take a closer look at change
- Classify the many reasons why workers block change
- Develop ways to reduce employee resistance
- Explain how to make changes which support goals
- Analyze secrets to implementing change
- Define ways to create organizational core values
- Discuss strategies for creating trust
- Analyze how to equip and empower
- Develop a strategy for equipping workers with new skills
- Define requirements for being an overcomer
- Analyze two types of motivation
- Evaluate how to hire great employees
- Discuss best practices in disciplining employees and changing behavior
- Define how to track employees

Objective 5: Discuss values of successful coaching

- Identify options in coaching employees toward success
- Examine the three-step process to coaching
- Discuss the attributes of successful coaches
- Identify common coaching mistakes

Objective 6: Evaluate the best practices in solving problems

- Discuss the benefits of problem solving
- Analyze ten ways to expand your possibilities in choosing a solution
- Develop a decision checklist
- Discuss levels of group conflict and how to deal with it professionally
- Evaluate the best way to create a code of conduct that works
- Discuss eight of the most common times for conflict

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Title of Course:	**Retaining Customers for Life**	**Length of Course** 1 Day		face-to-face virtual instructor-led
Price:	$5,500	**Minimum Number of Participants:**	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	**Government Discount from MFC Price:**	21.4%	
Commercial Price:	$8,000	**MFC Discount from Commercial Price:**	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This one-day course will teach participants skills for bonding with their customers and creating strategies for staying involved with them. This seminar will touch on customer acquisition, customer value, and customer service as some of the foundational processes which must be high functioning. This course also includes creative ways to keep communication open and be in touch with each customer.

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

Course Objectives:

Objective 1: Analyze the effectiveness of processes each customer will be exposed to when buying

- Examine policies and procedures which need adjusting
- Analyze the impact retaining customers will have on your bottom line
- Identify the total revenue the average customer spends with our organization
- Analyze the savings if we keep an additional 10% of our customers
- Construct the present sales cycle your customers follow to do business with you
- Formulate a description of the perfect customer or target prospect
- Analyze the core competencies your sales team needs for acquiring the customer

Objective 2: Discuss reasons customers stop doing business with organizations

- Discuss ways we lose our customers
- Analyze what your competition does to retain their customer base

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- Identify your unique value proposition and why customers do business with you
- Discuss why there is more focus on acquiring the customer rather than keeping the customer
- Develop a list of ways to reconnect with your past customers

Objective 3: Compare communication systems that work well while involving your customers

- Formulate a strategy to build relationships with your customers continually
- Define breakdowns with the internal communication between departments or divisions
- Create a customer reward program

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Title of Course:	**Serving Internal Customers Through Outstanding Customer Service**	**Length of Course** 1 Day		face-to-face
Price:	$5,500	**Minimum Number of Participants:**	1	virtual instructor-led
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	**Government Discount from MFC Price:**	21.4%	
Commercial Price:	$8,000	**MFC Discount from Commercial Price:**	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This one-day course will examine the internal customer service process. Each participant will be taught ways to impact the internal customer with higher quality service. This course will focus on why one should deliver outstanding internal customer service and how it makes the organization run more effectively. Participants will learn how to determine who is in their customer service chain, and how to handle abusive techniques from others who are angry and intimidating.

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

Course Objectives:

Objective 1: Define customer service

- Compare internal and external customer service
- Discuss exceptional internal customer service
- Discuss the internal organizational culture
- Compare good and bad attitudes which impact internal customer service
- Discuss the internal customer service chain
- Create an internal customer service process/interaction chain
- Assess how to understand and manage customer expectations
- Discuss how stereotyping hurts internal customers service

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- Analyze measuring techniques for determining where internal customer service is now
- Discuss how internal customer service influences employee communication

Objective 2: Identify defusing techniques for angry internal customers

- Discuss why people use abusive and hostile actions
- Create benefits of counter attacking when attacked
- Create benefits of not counter attacking when attacked
- Examine self-control techniques
- Create limits for abusive behavior
- Discuss unacceptable behavior
- Create and enforce limits from abusive behavior

Objective 3: Develop an internal customer service baseline

- Create service standards
- Compare actual performance versus the standard
- Discuss barriers which prevent internal workers from providing fantastic customer service
- Formulate checkpoints to verify integration of customer service

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Title of Course:	**Strategic Planning: Dreaming a New Dream**	**Length of Course** 2 Days		face-to-face virtual instructor-led
Price:	$7,900	**Minimum Number of Participants:**	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	**Government Discount from MFC Price:**	16.8%	
Commercial Price:	$11,000	**MFC Discount from Commercial Price:**	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This two-day course is a road map on ways executives can strategically align each department with the mission and vision of the organization. *Strategic Planning* will focus on creating and implementing plans that reinforce new goals and visions, as well as support goals which have been inherited. This course will identify a process with strong emphasis on the behaviors and performance needed to successfully fulfill the plan. Participants will learn how to break down the plan into bite size steps for faster implementation and delegation.

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

Course Objectives:

Objective 1: Discuss ten benefits of strategic planning

- Convince others to participate and help design the strategic plan
- Examine why people resist strategic planning
- Analyze the handling and confronting of fear
- Identify communication ideas
- Describe the strategic planning process
- Examine the three phases of strategic planning
- Predict resources needed to fulfill the plan
- Map and organize strategic goals

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Objective 2: Formulate phase #1, Creating a Strategy

- Discuss preparing to plan
- Create a code for the strategic planning meeting
- Identify the three steps in strategic dreaming
- Discuss application of strategic goals
- Analyze the issues of inheriting the strategic plan

Objective 3: Evaluate phase #2, Checking the Strategy

- Examine strategic focus, goals, and plan
- Develop a SWOT analysis
- Identify four steps to force field analysis
- Compare benefits of force field analysis
- Examine contingency plans and crisis situations
- Discuss rules for contingency planning
- Review questions for high probability planning

Objective 4: Design phase #3, Implementing the Strategy

- Convince others by kicking off the strategic plan
- Show seven keys to strategic plan implementation
- Analyze what to do when things go wrong
- Examine five key interferences to implementing the strategic plan
- Analyze alignment of management focus
- Evaluate performance gap
- Create an action plan

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Title of Course:	Successfully Dealing With Conflict Without the Fireworks	Length of Course 1 Day		face-to-face virtual instructor-led
Price:	$5,500	Minimum Number of Participants:	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	Government Discount from MFC Price:	21.4%	
Commercial Price:	$8,000	MFC Discount from Commercial Price:	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

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

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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

- 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

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Title of Course:	**Successfully Handling Change**	**Length of Course** 1 Day		face-to-face virtual instructor-led
Price:	$5,500	**Minimum Number of Participants:**	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	**Government Discount from MFC Price:**	21.4%	
Commercial Price:	$8,000	**MFC Discount from Commercial Price:**	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This one-day course will examine all the angles of change. Participants will learn approaches people take in handling change and ways to anticipate or forecast changes coming down the line. Each person will gain skills not only in looking at change from the perspective of the organization, but also what he/she can do to help implement that change. Attendees will gain insight into the components of change and will create a strategic plan in how to overcome hurdles due to the fear of change.

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
- Evaluate four types of change
- Examine five roles of change agents
- Explain the drivers of change
- Classify the roadblocks to change
- Evaluate when to create change quickly or gradually
- Formulate a checklist to help determine resistance
- Identify how to deal with setbacks
- Assess five new focuses from change

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Objective 2: Predict three areas that impact change on people

- 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

Objective 3: Create a strategy for change

- Perform a force field analysis
- Create an action plan

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Title of Course:	**Successfully Managing People in the 21st Century**	**Length of Course** 2 Days		face-to-face virtual instructor-led
Price:	$7,900	**Minimum Number of Participants:**	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	**Government Discount from MFC Price:**	16.8%	
Commercial Price:	$11,000	**MFC Discount from Commercial Price:**	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: *Successfully Managing People* is a two-day course designed to give skills to those in supervision or management. The program is filled with behavioral skills that will help motivate, equip, and discipline the worker. Interactive pieces are placed within this course to allow the learner to interject real-life situations. Those in attendance will leave with tricks of the trade that can only be learned from years of experience.

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

Course Objectives:

Objective 1: Define what workers produce daily, hourly, or by shift

- Analyze job responsibilities
- Discuss priority checklist
- Assess modern day managing myths
- Choose qualities managers must possess
- Develop core values

Objective 2: Evaluate how to coach employees toward success

- Discuss the values of successful coaching
- Examine the three-step process to coaching
- Recall attributes of successful coaches

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- Analyze common coaching mistakes
- Prepare workers with new skills
- Develop a Mission Statement and Vision
- Identify vision through leadership
- Examine why visions fail
- Evaluate where you are going
- Explain tough-minded leadership

Objective 3: Contrast different change strategies

- Classify why people block change
- Choose ways to reduce employee resistance
- Evaluate changes which support goals
- Identify secrets to implementing change
- Examine strategies for creating trust

Objective 4: Define ways to equip and empower

- Evaluate an empowerment success list
- Describe requirements for being an overcomer
- Analyze two types of motivation
- Examine ways to align motivational techniques to workers
- Evaluate how to hire great employees
- Analyze the disciplining of employees and ways for changing behavior
- Identify how to track employees

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Title of Course:	**Total Quality in the 21st Century**	**Length of Course** 1 Day		face-to-face virtual instructor-led
Price:	$5,500	**Minimum Number of Participants:**	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$7,000	**Government Discount from MFC Price:**	21.4%	
Commercial Price:	$8,000	**MFC Discount from Commercial Price:**	12.5%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This one-day course is designed to teach workers skills which are vital for quality in the workplace. This course will focus on team functions, rewards, and communication necessary to drive quality throughout the organization. Participants will learn how to facilitate and implement quality initiatives, monitor collection of data, and explore planning and monitoring 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
- Identify a prevention mentality rather than a reactive one
- Evaluate data that must be analyzed

Objective 2: Set up guidelines for executing continuous quality

- Examine continuous process improvement
- Develop rules for continuous improvement
- Analyze where continuous improvement can help
- Discuss symptoms of quality concerns
- Design a continuous improvement team's concern

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Objective 3: Judge ways to reduce resistance from organizations

- Compare roadblocks to continuous improvement and quality initiative

Objective 4: Predict characteristics to the cost of quality

- Choose techniques for involving co-workers

Objective 5: Evaluate Deming's seven deadly diseases

- Discuss Juran's six-step approach to quality

Objective 6: Identify steps for creating a quality action plan

- Examine implementation of the quality action plan
- Examine ways of monitoring the quality action plan

Objective 7: Identify the strengths and weaknesses of Gantt charting

- Discuss the strengths and weaknesses of CPM charting

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Title of Course:	**Tough Minded Facilitation**	**Length of Course** 2 Days		face-to-face virtual instructor-led
Price:	$7,900	**Minimum Number of Participants:**	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	**Government Discount from MFC Price:**	16.8%	
Commercial Price:	$11,000	**MFC Discount from Commercial Price:**	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This two-day course will teach participants ways to increase communication, balance input and gain deeper understanding for important meetings. Participants will learn ways to control meetings and keep them on task, while remaining professional. They will gain insights into agenda preparation, documentation, brainstorming techniques, and consensus building.

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

Course Objectives:

Objective 1: Discuss the definition of facilitation

- Illustrate benefits of facilitation and how it will help your organization
- Examine best ways to be prepared for facilitation sessions
- Discuss facilitation mess-ups
- Examine the creation and usage of a code of conduct for the session
- Recognize core duties which facilitators must do before, during, and after a facilitation session
- Discuss best practices for setting meeting objectives and goals
- Discuss five useful ways for brainstorming

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Objective 2: Evaluate how to engage the audience

- Analyze body language and tone of voice which individuals use to communicate
- Examine ways to clarify body language of others
- Analyze the proper usage of questions to engage the audience
- Formulate paraphrasing techniques for clarifying the meaning and message to others
- Compare different ways to use probing, bridging and redirecting skills
- Discuss the positives of having a devil's advocate
- Analyze assertiveness techniques to be used by facilitators
- Formulate a standard preparation plan for starting a facilitation
- Examine the role and functions of a recorder
- 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 3: Analyze tactics for handling resistance

- Examine professional ways to handle the negative participant
- Evaluate the impact of conflict to the participants
- Analyze ways to research the opponents or participants
- Discuss best practices for ending a facilitation session

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Title of Course:	What Makes Your Organization Tick?	Length of Course 2 Days		 face-to-face virtual instructor-led
Price:	$7,900	Minimum Number of Participants:	1	
		Maximum Number of Participants:	25	
Most Favored Customer (MFC) Price:	$9,500	Government Discount from MFC Price:	16.8%	
Commercial Price:	$11,000	MFC Discount from Commercial Price:	13.6%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with years of experience in the designated field and an outstanding presenter.

Course Description: This two-day course will focus on ways executives can analyze, develop, motivate, and lead their specific section in a strategic way. This course will examine culture and what impacts and influences it; morale and motivational issues; and conflict and people issues. Participants will learn how to successfully diagnose the issues in an organization and develop plans for making changes to move the organization in the direction of success. Participants will analyze ways to make their organizations more effective and efficient.

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

Course Objectives:

Objective 1: Analyze thoughts with an organizational behavior self-assessment

- Examine personal organizational views in self-assessment
- Analyze the incompetence in the organization
- Construct a clear understanding of organizational behavior and its influences
- Identify different views on running an organization
- Discuss organizational culture and what will be most effective
- Analyze the influences on culture
- Examine different qualities of an organization

Objective 2: Examine strengths, weaknesses, and expectations on worker behavior

- Review constraint red flags to watch
- Examine attitudes and their influences
- Create process for modifying attitudes
- Label values of progressive organizations
- Examine supporting values
- Create and formulate seven levels of values
- Examine communication
- Formulate strategies for formal and informal methods

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- Analyze effective feedback systems
- Evaluate communication proximity zones
- Evaluate communication methods
- Examine communication mishaps
- Analyze effectiveness and ineffectiveness in an organization

Objective 3: Define different motivational theories

- Evaluate fundamentals in using rewards
- Examine intrinsic and extrinsic motivation
- Examine tactics for enriching the work environment
- Discuss excuses given about goals
- Identify different levels of power and how to use it
- Discuss reinforcement that impacts behavior and performance
- Examine halo and horn effects within an organization

Objective 4: Formulate why people don't make decisions

- Analyze seven questions to help in decision making
- Compare different decision-making strategies

Objective 5: Examine the philosophy in confronting and reducing conflict

- Construct designs for approaching or confronting others
- Examine how conflict ignites and influences

Objective 6: Analyze how to equip others for leadership

- Examine different types of learning
- Compare three levels of organizational learning
- Examine styles of organizational learners
- Apply action plans developed through the course
- Create action plan

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Workshops

Title of Course:	Fast Start: Facilitative Workshop for Creating Best Practices for the Project Management Environment	Length of Course (# of Days): 3 Day	# of PDUs Awarded 19.5 PDUs	face-to-face
Total Price:	$9,500	Minimum Number of Participants:	14	
PMI® Talent Triangle Breakdown:	Technical - 6.50 Leadership - 6.50 Strategic - 6.50	Maximum Number of Participants:	30	
Most Favored Customer (MFC) Total Price:	$9,500.00	Government Discount from MFC Price:	0%	
Commercial Total Price:	$10,000.00	MFC Discount from Commercial Price:	5.0%	

Price per each additional participant in excess of the maximum (if applicable):	N/A

Instructor Qualifications:	All instructors will be qualified experts with a PMP® Credential and outstanding presentation skills.

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.

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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

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

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General Contract Information

Section	Details	Reference
1a.	Table of award special items:	SIN: OLM, 611430
1b.	Lowest price model:	Refer to pages 6 through 11
1c.	Hourly rates:	Does not apply to this contract
2.	Maximum order:	$1,000,00.00
3.	Minimum order:	$100.00
4.	Geographic coverage:	Domestic and overseas
5.	Points of production:	Not applicable
6.	Discounts from list prices:	All prices herein are net
7.	Quantity discounts:	See course description for quantity discounts for multiple days
8.	Prompt payment terms:	Net 30 days
9a.	Government purchase cards:	Accepted at or below micro-purchase threshold
9b.	Government purchase cards:	Is accepted above the micro-purchase threshold
10.	Foreign items:	None
11a.	Time of delivery:	To be negotiated with ordering agency

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11b.	Expedited delivery:	To be negotiated with ordering agency
11c.	Overnight or two day delivery:	To be negotiated with ordering agency
11d.	Urgent requirements:	To be negotiated with ordering agency
12.	F.O.B.	Destination
13a.	Ordering Address:	The Mathis Group, Inc. Attention: Dr. Keith Mathis, PMP, PMI-ACP 9515 N Spring Valley Dr Pleasant Hope, MO 65725
13b.	Ordering procedures:	For supplies and services, the ordering procedures, information on Blanket Purchase Agreements, (BPAs), are found in Federal Acquisition Regulation (FAR 8.405-3
14.	Payment address:	The Mathis Group, Inc. 9515 N Spring Valley Dr Pleasant Hope, MO 65725
15.	Warranty provision:	Not applicable
16.	Export packing charges:	Not applicable
17.	Terms and conditions of government purchase card acceptance:	Contact Contract Administrator
18.	Terms and conditions of rental, maintenance and repair:	Not applicable
19.	Terms and conditions of installation:	Not applicable
20a.	Terms and conditions of repair parts indicating date of parts, price lists and any discounts from list prices:	Not applicable
20b.	Terms and conditions for any others services:	Not applicable

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21.	List of service and distribution points:	Not applicable
22.	List of participating dealers:	Not applicable
23.	Preventative maintenance:	Not applicable
24a.	Special attributes such as environmental attributes (e.g., recycled content, energy efficiency and/or reduced pollutants):	Not applicable
24b.	Section 508 compliance information is available on Electronic and Information Technology (EIT) suppliers and services and show where full details can be found (e.g. contractors' website or other location.) The EIT standards can be found at www.Section508.gov/:	Contact contract administrator for more information
25.	Data Universal Number System: (DUNS) number:	007722098
26.	Notification regarding registration in Central Contractor Registration (CCR) database:	The Mathis Group, Inc. is registered in the Central Contractor Registration (CCR) database

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PMI® Premier Authorized Training Partner

Authorized Training Partner Documentation From Project Management Institute's Website: www.pmi.org

Authorized Training Partners

In 2020, Project Managemet Institute transformed how training providers become authorized to provide project management courses. The Mathis Group immediately applied and was approved to become an Authorized Training Partner. We have received a licence to teach PMI® approved and licensed material. By being a Premier Partner, we can not only offer courses for PDUs (Professional Development Units), but we can also teach PMP® Exam Prep Boot Camps. Our trainers have successfully completed the Train the Trainer program to be eligble to teach our Boot Camps.

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About Dr. Keith Mathis

Keith Mathis, Ph.D., PMP, PMI-ACP

Speaker, Trainer, and Seminar Leader
Specialist in Organizational Behavior and Development
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PMI - Authorized Training Partner

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 founder of The Mathis Group, based in the Springfield, Missouri area. The Mathis Group, a Registered Education Provider 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.

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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, Liberty University, and the University of Colorado.

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) and a COI (Certified Online Instructor).

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About The Mathis Group, Inc.

The Mathis Group, Inc. has been providing superior training and seminars since 1993. We are a Woman-Owned Small Business and a Project Management Institute (PMI®) Premier Authorized Training Partner (ATP). We are committed to enhancing the ongoing education of project management stakeholders through appropriate project management and professional development learning activities and products.

As an Authorized Training Partner with PMI®, we have over 60 courses which provide Professional Development Units (PDUs) for individuals who are seeking to earn and/or maintain their PMI® Project Management Professional (PMP®) or Agile Certified Practitioner (PMI-ACP®) certifications. All of these courses are customizable to specific organizations and training needs.

The Mathis Group, Inc. also has a GSA contract with the federal government and has conducted project management training for numerous agencies such as FCC, Consumer Products Safety Commission, NIMA, as well as non-government organizations such as PPL Corporation, and Centex Homes. We presently have a multi-year contract with the States of Missouri and Kansas.

Each course taken by The Mathis Group, Inc. will be high in content, activity driven, participant interaction and fun. All participants will leave with course materials and numerous ideas for driving their projects forward in a faster, more precise manner.

The Mathis Group, Inc. has extensive experience and success in both the Project Management and Organizational Behavior field. Our education, credentials, references, and experience all vouch for our high level of corporate experience, qualifications, and past performance, as you will see in the evidence below.

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Contact Information

Contact Information	
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