THE MATHIS GROUP, INC.

A WOMAN-OWNED SMALL BUSINESS

PROJECT MANAGEMENT TRAINING COURSES

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

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

PRESENTATIONS THAT EDUCATE, MOTIVATE, AND INSPIRE

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PROJECT MANAGEMENT INSTITUTE AUTHORIZED TRAINING PARTNER

GSA Contract Holder

BBB ACCREDITED BUSINESS

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

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

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

As a consultant specializing in project management and organizational behavior/development, he has delivered thousands of presentations to organizations of all kinds. He is flexible in his teaching, offering full-day formats, multi-day conferences, or one-hour keynotes for conventions. His work includes teaching corporate America skills in team building, leadership, motivation, conflict resolution, project management, supervision, performance appraisals, goal setting, and numerous other organizational proficiencies. His problem-solving expertise enables him to help companies solve the most complex difficulties.

He is the co-founder of The Mathis Group, based in the Springfield, Missouri area. The Mathis Group, a Premier Authorized Training Partner with the Project Management Institute (PMI®), offers a variety of courses that provide Professional Development Units (PDUs) for individuals seeking PMI® certification. 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 the 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 JPMorgan.

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

Keith has authored numerous training programs and 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, an 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 the Project Management Institute. He is also a CSM (Certified ScrumMaster), a CSPO (Certified Scrum Product Owner), and a COI (Certified Online Instructor). Keith has also completed PMI®'s Train the Trainer program to become an approved instructor for PMP® Exam Prep Boot Camps.

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Capability Statement

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

The Mathis Group holds a GSA MAS contract (GS02F0010V) and has provided training to several government agencies. Our courses have been adopted by the Federal Aviation Administration (FAA), the United States Coast Guard, the Federal Communications Commission (FCC), the Internal Revenue Service, the Drug Enforcement Administration, the National Institutes of Health, the United Nations, and the U.S. Department of Agriculture, among others.

The Mathis Group is an Authorized Training Partner with the Project Management Institute (PMI®). We are committed to enhancing the ongoing professional development of PMI Members, PMI-certified Project Management Professionals, and other project management stakeholders through appropriate project management learning activities and products. We have agreed to abide by PMI-established operational and educational criteria and are subject to random audits for quality assurance. We have over 60 courses in our curriculum that are registered with PMI and qualify for Professional Development Units (PDUs). The Mathis Group conducts classes online, onsite, and in public formats across the United States.

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

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

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

Company Designations

Woman-Owned Business
GSA: GS02F0010V
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PMI REP: 2022

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Customization Process

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

Design of the program

Designing this program will be guided by strong customization principles that engage participants with relevant content and application.

Why is customization important?

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

How is the course customized?

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

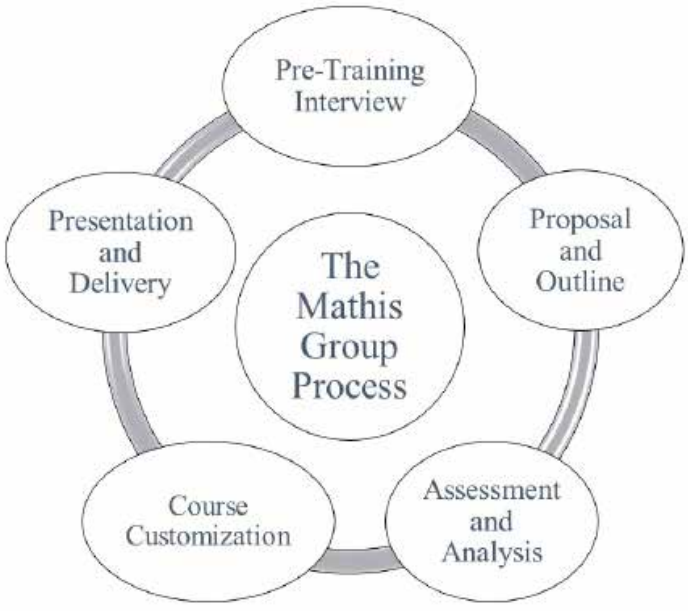

Figure 1

Curriculum Design

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

(Continued on next page)

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This training program will focus on moving from introducing new skills to applying them for long-term use. Each program must move beyond introduction toward the application of those skills to long-term performance and behavior change. Using varied activities to reinforce new skills improves application.

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

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

Teaching Formats

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

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

Live, Instructor-Led, Virtual: This format provides real-time training that delivers the same education and information to participants worldwide as an onsite or public seminar. Organizations can cost-effectively provide training by leveraging technology to eliminate travel expenses and reinvest those savings to train more employees.

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

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Different Learning Connections

The Mathis Group will also differentiate learning categories to influence the participants during the training sessions. We recognize that participants learn differently. To maximize the impact and implementation of new core competencies, we ensure each program includes a range of learning techniques. The following learning matrix demonstrates the depth and categories of learning. The Mathis Group takes deliberate steps to ensure we influence participants through mental dynamics, exposure to new data, inspirational examples, fun activities, and the application of new skills. This comprehensive package of influence on participants drives the greatest change in performance and behavior.

Table #1

Learning Matrix

Learning Category	Characteristics
Mental	Each course involves techniques that stimulate thinking, deductive reasoning and decisiveness.
New Data	Updated material and information are presented. Each course includes deeper material and demonstrates new techniques.
Inspirational Examples	Each course uses examples, illustrations, and analogies to create interest, engagement, and impact.
Activities	Activities and case studies are scattered throughout each course to reinforce the new skills and their use.
Application	Steps of action are used to reinforce the usage of new skills.

The Mathis Group is a PMI® Authorized Training Partner

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

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Partial Government Client Listing

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

Partial Client Listing

- ❑ Airbus
- ❑ Alumax Metal, Inc.
- ❑ Ameren
- ❑ Arch Cole
- ❑ Beverly Farm Foundation
- ❑ Blue Cross and Blue Shield
- ❑ Brewer Science
- ❑ Broward Medical Center
- ❑ Charter
- ❑ Citizens Memorial Healthcare
- ❑ Coopers & Lybrand
- ❑ Emerald Coast PMI Chapter
- ❑ Enterprise Leasing
- ❑ Exelon
- ❑ Federal Reserve Bank
- ❑ Flatter & Associates
- ❑ HPG Resources
- ❑ JP Morgan
- ❑ Kenny Construction
- ❑ Lear Corporation
- ❑ Lucent Technology
- ❑ Mallinckrodt Chemical
- ❑ Missouri Lottery
- ❑ Monsanto
- ❑ Motorola
- ❑ National Louis University
- ❑ Noregon Systems
- ❑ Nova Southeastern University
- ❑ Oklahoma State University
- ❑ Phelps County Medical Center
- ❑ PPL Corporation
- ❑ Protein Technologies
- ❑ Ralston Purina
- ❑ Southwest Missouri PMI Chapter
- ❑ St. Louis Post Dispatch
- ❑ St. Louis University
- ❑ St. Luke’s Hospital
- ❑ Telix Pharmaceuticals
- ❑ Ukraine PMI Chapter
- ❑ University of Missouri
- ❑ University of Texas
- ❑ Veracity Engineering

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Project Management Course Descriptions

PMP® Exam Prep Boot Camp - 4 or 5 Day

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

Contact Hours - 35

PMI's Talent Triangle Breakdown
Ways of Working - 30.25
Power Skills - 3.75
Business Acumen - 1.00

PMI's Certification Breakdown
PMP - 35.00
PMI-ACP - 6.00
PMI-SP - 4.75
PMI-RMP - 6.75
PfMP - 5.00
PMI-PBA - 4.75

face-to-face

virtual instructor-led

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

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

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

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

Course Objectives:
Lesson 1: Creating a High-Performing Team
Lesson 2: Starting the Project
Lesson 3: Doing the Work
Lesson 4: Keeping the Team on Track
Lesson 5: Keeping the Business in Mind

What You Receive

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

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CAPM® Exam Prep Boot Camp - 3 Day

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

Contact Hours - 23

PMI's Certification Breakdown
PMP - 23.00

PMI's Talent Triangle Breakdown
Ways of Working - 23

face-to-face

virtual
instructor-led

Course Description: Prepare for the Certified Associate in Project Management (CAPM®) examination through instruction aligned with PMI's official Exam Content Outline. This course builds essential knowledge in project management fundamentals, predictive methodologies, Agile frameworks, and business analysis. Participants explore project life cycles, planning, scheduling, stakeholder engagement, requirements gathering, risk management, and adaptive delivery approaches. Practical examples, interactive learning activities, and exam-focused guidance help translate key concepts into real-world application while strengthening certification readiness. Designed for aspiring project managers, professionals, and team members seeking career advancement, this course provides a strong foundation for managing projects confidently and pursuing the globally recognized CAPM® credential.

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

Course Objectives:

- Explain fundamental project management concepts, including project life cycles, team responsibilities, stakeholder engagement, and professional ethics.
- Apply predictive project management techniques, including scheduling, work breakdown structures, resource planning, and project controls.
- Compare Agile frameworks and demonstrate strategies for iterative planning, prioritization, and adaptive project delivery.
- Apply business analysis practices to identify stakeholders, gather requirements, establish acceptance criteria, and support successful project outcomes.
- Analyze project scenarios and apply exam strategies across all four CAPM® examination domains to strengthen certification readiness.

What You Receive

- Digital Copy of *PMI® Authorized CAPM® Exam Prep Course* material
- Pre- and Post-Class Assessments
- Vocabulary practice tests
- 100-question CAPM® exam simulation final
- 25-question baseline test

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PMI-ACP® Exam Prep Boot Camp - 4 Day

Contact Hours - 28

PMI's Talent Triangle Breakdown
Ways of Working - 14.00
Power Skills - 10.00
Business Acumen - 4.00

PMI's Certification Breakdown
PMP - 28.00
PMI-ACP - 28.00
PMI-SP - 14.00
PMI-RMP - 14.00
PfMP - 14.00
PMI-PBA - 14.00

face-to-face

virtual instructor-led

Course Description: The PMI® Agile Certified Practitioner (ACP)® Exam Prep Course provides a solid foundation for project managers to demonstrate their expertise in agile project management. The course aligns with PMI's Agile Certified Practitioner (ACP)® exam certification requirements and fulfills the 28 hours of training required.

This course prepares participants for the PMI-ACP Exam through in-depth coursework, in-class discussions with activities, sample exams and following the PMI ACP Exam Prep material. The course aligns with the ACP Exam Content Outline and satisfies the 28 training hours required to apply for the ACP certification.

This course can be taught in a live instructor-led virtual classroom or onsite for organizations.

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

The Mathis Group PMI-ACP® Reimbursement 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®.

Module 1 – Mindset
Foster psychological safety and a growth mindset to shorten feedback loops and empower continuous improvement.

- Cultivate an agile mindset
- Focus on early experimentation
- Create a collaborative environment
- Build transparency
- Embrace change

What You Receive
- *Digital Copy of PMI® Authorized PMI-ACP® Exam Prep Material*
- Vocabulary practice tests
- 100-Question final practice ACP® exam
- Additional practice tests

Module 2 - Leadership
This module equips you to facilitate team dynamics that drive collaboration and agile success.

- Empower Team with agile principles
- Facilitate problem resolution
- Explore techniques to resolve conflicts
- Promote knowledge sharing
- Reinforce a shared vision and purpose

(Continued on next page)

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Module 3 – Product

These practices enable you to prioritize effectively and focus on value delivery, ensuring each step aligns with customer needs and business goals.

- Gain skills to manage the product backlog
- Oversee increments
- Visualize workflows
- Manage value delivery

Module 4 – Delivery

Learn to manage metrics, address impediments, engage customers for feedback, and eliminate inefficiencies while focusing on continuous improvement for project success.

- Seek feedback
- Optimize workflows
- Maintain agile practices throughout the project lifecycle
- Manage impediments and risks
- Optimize flow

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Business Analysis Certification Boot Camp - 3 Day

PDUs – 19.5

PMI's Talent Triangle Breakdown
Ways of Working - 15.00
Power Skills - 1.50
Business Acumen - 3.00

PMI's Certification Breakdown
PMP - 19.50
PMI-ACP - 19.50
PMI-SP - 4.50
PMI-RMP - 5.75
PfMP - 4.50
PMI-PBA - 19.50

face-to-face

virtual instructor-led

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

Students will learn the basic roles of stakeholders, how to gather real requirements, how to allow requirements gathering to influence the business case, and how to use communication techniques to strengthen stakeholder relationships throughout the project process. This course aligns with *A Guide to Business Analysis Body of Knowledge (BABOK® Guide), 3rd edition*. Each student will receive a copy of the *BABOK® Guide, 3rd edition*.

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

Course Objectives:

Objective 1: Discuss the history of business analysis
- Analyze how to improve business processes
- Examine the systems development life cycle

Objective 2: Identify stakeholders and their roles
- Define the business analyst role
- Define business analyst competencies

Objective 3: List and define *BABOK® Guide's* knowledge areas
- Define key terms used in business analysis
- Define and detail business analysis planning and monitoring

Objective 4: Discuss estimation techniques
- Examine decision, financial, and risk analysis
- Define and detail business analysis elicitation
- Develop techniques for conducting elicitation

Objective 5: Define and detail requirements management and communication
- Discover techniques for managing requirements traceability
- Define and detail enterprise analysis
- Define business need
- Define the 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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Project Management Fundamentals - 1 Day

PDUs - 6.5

PMI's Certification Breakdown
PMP - 6.50

PMI's Talent Triangle Breakdown
Ways of Working - 6.50

virtual instructor-led

self-paced online

Course Description:This one-day course will focus on ways employees can run projects faster and more effectively. This course will recommend a six-phase process and numerous preventive 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 a culture

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

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

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

Objective 4: Classify whom to place on your project team

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

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

- Formulate a Work Breakdown Structure
- Discover how to track multiple projects
- Evaluate a real 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
- Assess how to crash a project

Objective 7: Examine the 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 that must be communicated in every project

- Apply close down checklists and handoff procedures

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Mastering Project Management - 3 Day

PDUs - 19.5

PMI's Talent Triangle Breakdown
Ways of Working - 18.75
Power Skills - 0.75

PMI's Certification Breakdown
PMP - 19.50
PMI-ACP - 0.75
PMI-SP - 2.25
PMI-RMP - 3.50
PfMP - 0.75
PMI-PBA - 0.75

face-to-face

virtual instructor-led

Course Description: This three-day course will provide an overview of the project management process. It will include hands-on activities and team exercises to reinforce project management core competencies. Participants will learn tools and techniques that 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 the project charter
- Distinguishes the scope of a project, including the scope statement and the scope definition
- Explain the work breakdown structure of a project, including decomposition, milestones, and critical path

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

- Examine various estimating tools: analogous estimating, parametric estimating, PERT estimating, etc.
- Examine tools for schedule development, including the critical path method, duration compression, simulation, and the critical chain method
- Interpret quality planning and examine tools such as benefit-cost analysis, benchmarking, and flowcharting
- 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

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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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Artificial Intelligence in Action: How to Successfully Implement AI in Your Organization - 3 Day

PDUs - 19.5

PMI's Talent Triangle Breakdown
Ways of Working - 5.00
Power Skills - 1.25
Business Acumen - 13.25

PMI's Certification Breakdown
PMP - 19.50
PMI-ACP - 19.50
PMI-SP - 14.50
PMI-RMP - 16.00
PfMP - 19.50
PMI-PBA - 19.50

face-to-face

virtual instructor-led

Course Description: This three-day course is designed for leaders who must guide AI adoption across complex organizations. The program does not focus on coding or model development. Instead, it equips leaders with the strategic frameworks, governance structures, and operational disciplines required to implement AI responsibly and successfully.

Participants will explore the full AI implementation lifecycle, from strategic framing and use-case selection to enterprise scaling and organizational transformation. Special emphasis is placed on data readiness, decision-augmentation opportunities, AI governance, regulatory compliance, risk management, and scaling AI initiatives beyond isolated pilots.

By the end of the course, leaders will understand how to move AI from experimentation to enterprise capability while maintaining accountability, transparency, and measurable business value.

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

Course Objectives:

Objective 1: Strategic Leadership of AI at the Enterprise Level

- Lead AI adoption as a strategic organizational capability rather than a standalone IT initiative
- Identify where AI can generate the greatest strategic value
- Evaluate potential AI initiatives
- Prioritize AI investments that influence high-impact decisions

Objective 2: Data Readiness and Infrastructure

- Assess whether the organizational data environment is prepared for AI implementation
- Establish governance practices that ensure high-quality, structured, and reliable data for AI models
- Evaluate the relationship between dataset quality, representativeness, and model accuracy
- Apply a structured AI implementation lifecycle
- Differentiate AI-enabled systems from traditional IT systems

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Objective 3: Governance, Compliance, and Risk Management

- Design governance structures that provide oversight across AI initiatives
- Define accountability structures that clarify ownership for AI-influenced decisions and outcomes
- Implement compliance and risk management frameworks aligned with emerging regulations and AI governance standards
- Diagnosing common barriers to AI adoption
- Apply mitigation strategies to address risks associated with model bias, explainability limitations, and operational integration

Objective 4: Organizational Adoption and Workforce Impact

- Develop outcome-focused KPIs that measure improvements
- Monitor model performance
- Evaluate how AI adoption affects workforce roles
- Lead organizational change through communication strategies, workforce engagement, and AI literacy initiatives
- Develop structured rollout strategies that transition AI initiatives from pilot projects to enterprise capabilities
- Implement staged scaling models

Objective 5: Ethical Guidelines for the Use of AI

- Explain the foundational ethical principles guiding responsible AI development and deployment
- Evaluate AI systems using principles such as fairness, transparency, accountability, and respect for human dignity
- Identify sources of bias in AI systems

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

PDUs - 15

PMI's Talent Triangle Breakdown
Ways of Working - 8.00
Power Skills - 7.00

PMI's Certification Breakdown
PMP - 15.00
PMI-ACP - 7.00
PMI-SP - 7.00
PMI-RMP - 13.75
PfMP - 7.00
PMI-PBA - 7.00

face-to-face

virtual instructor-led

Course Description: This two-day course will focus on using communication to gather detailed information from the customer, analyze it, and expedite the outcomes the customer desires. Participants will understand how to focus a message and use effective communication skills to gather information. This course will recommend ways to build stronger communication skills and provide insight into 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 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: Interviewing Module

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

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- Develop a sequence of questions that 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 the communication skills needed for successful negotiation
- Analyze win-win negotiations
- Create strategies for controlling conflict in negotiation
- Discuss negotiating to resolve conflict
- Evaluate how to negotiate with your project team
- Examine negotiation skills for purchasing
- Examine how to use BAFO to your advantage

Objective 3: Risk Module

- Examine how to conduct risk analysis
- Discuss confronting the attitudes toward risk
- List techniques for 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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Agile Project Management - 2 Day

Succeeding in a Project Filled with Uncertainty and Change

PDUs - 13

PMI's Talent Triangle Breakdown
Ways of Working - 12.50
Power Skills - 0.50

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 12.50
PMI-SP - 1.50
PMI-RMP - 1.25
PfMP - 0.50
PMI-PBA - 0.50

face-to-face

virtual instructor-led

self-paced online

Course Description: Agile Project Management officially began in 2001 and has become a popular project management approach. This two-day course will examine how to energize, empower, and enable project teams to deliver customer value within a strong Agile framework. Participants will examine the value and process for actively involving the customer in delivering features and functionality throughout the project. This course will explore actions that reinforce the ability to respond to a changing project environment while focusing on delivering high customer value in every project.

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

Course Objectives:

Objective 1: Define Agile Project Management and the Agile Manifesto

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

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

- Examine the usage of the 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

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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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Business Analysis Fundamentals - 2 Day

PDUs - 14

PMI's Talent Triangle Breakdown
Ways of Working - 14.00

PMI's Certification Breakdown
PMP - 14.00
PMI-PBA - 14.00

face-to-face

virtual instructor-led

self-paced online

Course Description: *Business Analysis Fundamentals* is a two-day course that 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 project. The course content was developed using *A Guide to Business Analysis Body of Knowledge (BABOK®), 3rd edition (IIBA)*, *Business Analysis for Practitioners (PMI)*, and other top Business Analysis resources.

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

Course Objectives:

Objective 1: Review an overview of business analysis

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

Objective 2: Create a Business Analysis Plan

- Examine the Business Analysis Planning Process

Objective 3: Identify stakeholders and their roles

- List requirements interview questions
- Define active listening

Objective 4: Analyze the Requirements

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

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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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Conflict Management - 1 Day

PDUs - 6.5

PMI's Talent Triangle Breakdown
Power Skills - 6.50

PMI's Certification Breakdown
PMP - 6.50
PMI-ACP - 6.50
PMI-SP - 6.50
PMI-RMP - 6.50
PfMP - 6.50
PMI-PBA - 6.50

virtual
instructor-led

Course Description: This one-day course will focus on ways to reduce professional or personal conflict. Participants will gain insight into how to manage volatile situations and prevent anger from escalating. They will receive clear steps to take to get 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 the 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

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 to allow 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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Creating a Successful Project Business Case - 1 Day

PDUs - 6.5

PMI's Certification Breakdown
PMP - 6.50

PMI's Talent Triangle Breakdown
Ways of Working - 6.50

virtual instructor-led

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

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

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

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

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

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

Objective 4: Define business case review

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

Objective 5: Identify levels of responsibility with a business case

- Analyze a business case example

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Creating a Successful Project Business Case - 2 Day

PDUs - 13

PMI's Talent Triangle Breakdown
Ways of Working - 12.75
Business Acumen - 0.25

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 0.25
PMI-SP - 0.25
PMI-RMP - 0.25
PfMP - 0.25
PMI-PBA - 0.25

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

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

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

- Discuss areas of timescale, costs, and investment appraisal
- Define and detail sensitivity analysis
- Define estimating concepts and detail four models of estimating
- Define and detail project data collection
- Examine hard and soft data
- Examine strategies for converting data to monetary values
- Detail five steps to converting data to monetary values
- Define and detail return on investment (ROI)
- Define and detail the benefit/cost ratio, payback period, net present value, and 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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Creating an Optimistic Project Management Environment - 1 Day

PDUs - 6.5

PMI's Talent Triangle Breakdown
Power Skills - 6.50

PMI's Certification Breakdown
PMP - 6.50
PMI-ACP - 6.50
PMI-SP - 6.50
PMI-RMP - 6.50
PfMP - 6.50
PMI-PBA - 6.50

virtual
instructor-led

Course Description: In this one-day course, participants will examine how an optimistic environment affects employee productivity. They will analyze the causes of workplace negativity, examine its 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 regarding optimism
- Describe the cost of negativity

Objective 2: Evaluate what causes workplace negativity

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

Objective 3: Compare the personalities that 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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Creating an Optimistic Workplace - 1 Day

PDUs - 6.5

PMI's Talent Triangle Breakdown
Power Skills - 6.50

PMI's Certification Breakdown
PMP - 6.50
PMI-ACP - 6.50
PMI-SP - 6.50
PMI-RMP - 6.50
PfMP - 6.50
PMI-PBA - 6.50

virtual
instructor-led

Course Description: In this one-day course, participants will learn ways to turn around negative situations in the workplace. They will outline new strategies to act quickly, examine why negative situations ripple through every area of the organization, and develop approaches to turn those situations 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 to examining negativity

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

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

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

Objective 4: Employee rules for confronting negativity

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

Objective 5: Create an action plan

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Creating Project Estimates in a Fixed Environment - 1 Day

PDUs – 6.5

PMI's Talent Triangle Breakdown
Ways of Working - 6.50

PMI's Certification Breakdown
PMP - 6.50
PMI-ACP - 6.50
PMI-SP - 6.50
PfMP - 6.50
PMI-PBA - 6.50

virtual instructor-led

Course Description: In this one-day course, participants focus on effective methods for estimating project resources and develop skills to create realistic project estimates. Organizations struggle with projects because of inaccurate estimates. Many people believe there is no need to create an estimate when the budget and timetable are set. This course ensures the ability to detail estimates using a variety of estimating techniques and to discuss the confidence in those estimates. This course will follow one or more of 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: Explore the foundation for project estimation

- Define project estimating
- Discuss the 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 the origins of estimating variances
- Explore the qualities of good project estimates

Objective 2: Detail the preparation needed to create realistic estimates

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

Objective 3: Evaluate and create estimates for the project

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

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- Analyze the gathering of correct estimating information
- Create a CPM estimating approach
- Discuss who the estimators are
- Create a resource breakdown structure
- Examine analogous estimating techniques
- Examine parametric estimating techniques
- Examine bottom-up estimating techniques
- Discuss 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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Dealing with Conflict and Negativity in a Project Management Environment - 1 Day

PDUs - 7

PMI's Talent Triangle Breakdown
Power Skills - 7.00

PMI's Certification Breakdown
PMP - 7.00
PMI-ACP - 7.00
PMI-SP - 7.00
PMI-RMP - 7.00
PfMP - 7.00
PMI-PBA - 7.00

virtual
instructor-led

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

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

Course Objectives:

Objective 1: Define conflict

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

Objective 2: Examine rules for handling anger

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

Objective 3: Review active listening skills

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

Objective 4: Examine conflict and facilitation strategies

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

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

PDUs - 14

PMI's Talent Triangle Breakdown
Power Skills - 14.00

PMI's Certification Breakdown
PMP - 14.00
PMI-ACP - 14.00
PMI-SP - 14.00
PMI-RMP - 14.00
PfMP - 14.00
PMI-PBA - 14.00

face-to-face

virtual instructor-led

self-paced online

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 to take to get to the root of the conflict. Attendees will examine why negative situations ripple into every area of the organization. They will discover ways to handle difficult situations, techniques for gaining consensus, and simple confrontation techniques to 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 the 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 the seven stages of group conflict

Objective 3: Review active listening skills

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

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

- Compare ways to confront others while helping them save face
- Examine confrontation techniques
- Review assertiveness techniques
- Apply facilitation skills to allow 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 the definition of negativity

- Analyze the cost of negativity in U.S. organizations
- Evaluate the challenges of the modern workplace
- Formulate a five-step approach to 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 the results of negativity
- Compare ways of dealing with the negaholics
- Develop rules for confronting negativity
- Analyze how to break the victim complex
- Define ways to impact a 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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Delivering Customership – 2 Day

How to Deliver and Exceed Customer Service Expectations

PDUs - 13

PMI's Talent Triangle Breakdown
Technical - 3.25
Leadership - 5.50
Strategic - 4.25

PMI's Certification Breakdown
PMP - 6.50
PMI-ACP - 6.50
PMI-SP - 6.50
PMI-RMP - 6.50
PfMP - 6.50
PMI-PBA - 6.50

face-to-face

virtual
instructor-led

Course Description: This two-day course will examine the customer service process. It will teach each participant how to impact customers through 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 to communicate a caring attitude and to change customers' perceptions of the service they receive. This course will present best practices in customer service companies.

Course Objectives:

Objective 1: Define customer service

- Evaluate current hindrances facing organizations
- Discuss creating a culture that 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

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 that every customer must receive
- Choose human factors that mislead communication
- Judge unspoken signals that distort communication
- List ways of putting active listening to work
- Compare ways for handling problem customers
- Design methods for calming down irate customers

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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 the 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 influences for the customer
- Discuss price and how it affects the customer's buying behavior
- Create a system for retaining customers long-term

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

- Create an action plan for establishing partner relationships

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Emotional Intelligence for Project Managers - 3 Day

PDUs - 19.5

PMI's Talent Triangle Breakdown
Ways of Working - 6.00
Power Skills - 11.50
Business Acumen - 2.00

PMI's Certification Breakdown
PMP - 19.50
PMI-ACP - 19.50
PMI-SP - 13.50
PMI-RMP - 13.50
PfMP - 19.50
PMI-PBA - 19.50

face-to-face

virtual instructor-led

Course Description: This three-day course will focus on ways project managers can understand and use emotional intelligence in their personal lives and 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 use these concepts to lead a high-performing team toward project success.

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

Course Objectives:

Objective 1: Define emotional intelligence

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

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

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

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

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

Objective 4: Explore the domain of self-awareness

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

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

PDUs - 19.5

PMI's Talent Triangle Breakdown
Ways of Working - 6.50
Power Skills - 6.50
Business Acumen - 6.50

PMI's Certification Breakdown
PMP - 19.50
PMI-ACP - 13.00
PMI-SP - 13.00
PMI-RMP - 13.00
PfMP - 13.00
PMI-PBA - 13.00

face-to-face

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

Fast Start: Facilitative Workshop will use your staff to develop project management processes for your organization that are tailored to your culture, management styles, organizational type, and the level of control desired by upper management. It will provide your organization with a blueprint of processes to guide the development and shaping of the project management culture and methodology for the future. Each process will focus not only on what your organization is doing now but also on what you want it to do in the future. Where do you want your project management methodology to drive your organizational projects?

Fast Start: Facilitative Workshop helps your staff walk away with the key processes for successfully running projects in your environment, customized to your culture and organization.

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

Course Objectives:

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

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

Objective 2: Examine internal processes and methodologies

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

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

- Identify the classification of projects from basic to large projects to determine project rigor
- Discuss what is to be classified as 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 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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How to Increase Communication and Get the Message Across - 2 Day

PDUs - 13

PMI's Talent Triangle Breakdown
Technical - 3.00
Leadership - 10.00

PMI's Certification Breakdown
PMP - 6.50
PMI-ACP - 6.50
PMI-SP - 6.50
PMI-RMP - 6.50
PfMP - 6.50
PMI-PBA - 6.50

face-to-face

virtual instructor-led

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 offer strategies for building stronger communication skills and 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.

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
- 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 the characteristics of a poor listener
- Predict obstacles to 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 signs 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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Hybrid Project Management: Blending Traditional and Agile Approaches for Project Success – 2 Day

PDUs - 13

PMI's Talent Triangle Breakdown
Ways of Working - 6.25
Power Skills - 2.00
Business Acumen - 4.75

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 13.00
PMI-SP - 7.00
PMI-RMP - 6.75
PfMP - 6.75
PMI-PBA - 6.75

face-to-face

virtual instructor-led

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

This two-day, fast-paced course equips participants with skills and techniques for blending a project approach that matches the project to increase success, as well as expanding their understanding of hybrid project management.

This course is expansive and includes areas left out of other hybrid courses, as it goes beyond introducing methodologies and processes to openly discuss issues of authority, communication, and cultural changes arising from the hybrid methodology.

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

Course Objectives:

Objective 1: Discuss the definition of hybrid project management

- Define the Hybrid Manifesto

Objective 2: Evaluate the need for hybrid project management

- Identify why hybrid projects fail
- Discover the benefits of using the hybrid model over Traditional or Agile methodologies
- Define the value-added processes for hybrid
- Identify the roles and responsibilities of each method
- Validate the goals and outcomes of the project
- Understand the principles of both Traditional and Agile methodologies
- Assess the process for adjusting the processes from Traditional or Agile to a customized hybrid approach
- Create a customized hybrid process for the organization

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

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

Objective 4: Examine the skills of a hybrid project manager

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

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

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

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

PDUs - 6.5

PMI's Talent Triangle Breakdown
Ways of Working - 3.75
Power Skills - 0.50
Business Acumen - 2.25

PMI's Certification Breakdown
PMP - 6.50
PMI-ACP - 6.50
PMI-SP - 2.75
PMI-RMP - 2.75
PfMP - 6.50
PMI-PBA - 6.50

virtual
instructor-led

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

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

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

Course Objectives:

Objective 1: Understand an overview of knowledge transfer

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

Objective 2: Defining explicit, tacit, and lost knowledge

- Determine the impact of lost organizational knowledge
- Understand the types of lost organizational knowledge
- Classify types of lost organizational knowledge
- Understand a typology of lost knowledge
- Setting the goals for knowledge transfer
- Compare types of knowledge

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

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

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

Objective 4: Evaluate the type of learner

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

Objective 5: Determine which SMEs possess knowledge in specific areas

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

Objective 6: Evaluate techniques for transferring knowledge

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

Objective 7: Select the criteria for documents and archiving

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

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Leading High-Performance Project Teams to Achieve Expectational Results – 2 Days

PDUs - 13

PMI's Talent Triangle Breakdown
Ways of Working - 3.75
Power Skills - 7.50
Business Acumen - 1.75

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 13.00
PMI-SP - 9.50
PMI-RMP - 10.75
PfMP - 9.25
PMI-PBA - 9.25

face-to-face

virtual instructor-led

Course Description: This intensive two-day course will equip professionals with the knowledge and skills to build and lead high-performance project teams. Whether facing a crisis or managing a project that has gone off track, this course provides a solid foundation for addressing these challenges while focusing on core principles and strategies for leading teams in dynamic, high-stakes environments. Participants will explore key concepts such as leadership, motivation, and decision-making in a high-performance setting. Contemporary leadership strategies and practical tools, including AI as an assistant to accelerate decision-making and solutions, will be integrated throughout the course. In addition to gaining leadership insights, participants will engage in group activities to apply AI tools to enhance their team-based efforts.

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

Course Objectives:

Objective 1: Analyze High-Performance Team Dynamics

Objective 2: Apply Leadership Strategies for High-Stakes Environments

Objective 3: Integrate AI Tools for Decision-Making Acceleration

Objective 4: Develop Performance Monitoring and Evaluation Mechanisms

Objective 5: Enhance Crisis Leadership and Adaptive Strategies

Objective 6: Foster a Culture of Psychological Safety and Trust

Objective 7: Optimize Motivation and Peak Performance Strategies

Objective 8: Apply Agile and Resilience-Based Methodologies

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Mastering the Interview and Gathering of Project Requirements - 2 Day

PDUs - 13

PMI's Talent Triangle Breakdown
Ways of Working - 10.75
Power Skills - 0.25
Business Acumen - 2.00

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 13.00
PMI-SP - 2.25
PMI-RMP - 2.25
PfMP - 2.25
PMI-PBA - 13.00

face-to-face

virtual instructor-led

Course Description: This two-day course will focus on gathering detailed, specific, and quantifiable requirements for the project. This course will teach students how to analyze information and expedite the customer's goals, objectives, and outcomes. Participants will understand how to move beyond gathering basic or surface-level requirements discussed by the customer to those that are detailed, measurable, and needed for project success. This course will follow one or more of 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: 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 advantages and disadvantages of using a structured interview
- Analyze the types of questions needed to gather the right information

Objective 3: Understand and document the real problem

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

Objective 4: Document the different types of requirements

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

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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 changes and their impact on the 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 that 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 project requirements

- Understand internal audits
- Understand external audits

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Performance Improvement - 2 Day
Impacting the Quality of Your Organization

PDUs - 13

PMI's Talent Triangle Breakdown
Ways of Working - 8.00
Power Skills - 3.50
Business Acumen - 1.50

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 5.00
PMI-SP - 6.00
PMI-RMP - 5.00
PfMP - 5.00
PMI-PBA - 5.00

face-to-face

virtual instructor-led

Course Description: This two-day course is designed to teach vital skills for improving workplace quality. 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 to facilitate and implement quality initiatives, monitor data collection, and plan and monitor 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 the culture
- Identify a prevention mentality rather than a reactive one
- Evaluate data that must be analyzed

Objective 2: Discuss guidelines for executing continuous quality

- Examine continuous process improvement
- Describe rules for continuous improvement
- Analyze where continuous improvement can help
- Discuss symptoms of quality concerns
- Identify a continuous improvement team's concern
- Discuss ways to reduce resistance from organizations
- Compare roadblocks to continuous improvement and quality initiatives
- 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 Crosby to quality

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Objective 3: Identify steps for creating a quality action plan

- Discuss the 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 that must be communicated in every project meeting to keep others informed

Objective 5: Define the project drivers

- Show how to set, control, and monitor the 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 the 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 a difference in future success

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

PDUs - 6.5

PMI's Talent Triangle Breakdown
Ways of Working - 3.25
Power Skills - 3.25

PMI's Certification Breakdown
PMP - 6.50
PMI-ACP - 3.25
PMI-SP - 3.25
PMI-RMP - 3.25
PfMP - 3.25
PMI-PBA - 3.25

virtual
instructor-led

Course Description: This one-day course will focus on how to use communication to gather detailed information from the customer, analyze it, and expedite the outcomes the customer desires. Participants will understand how to focus a message and incorporate means to gain information using effective communication skills. This course will offer strategies for building stronger communication skills and 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. This course will follow one or more of 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: Evaluate how to approach people

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

Objective 2: Discuss how to gain understanding

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

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Objective 3: Examine techniques for disagreeing

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

Objective 4: Create questions that 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 the true requirements of the customer
- Develop a sequence of questions that encourages customers to give information freely
- Examine feedback techniques for clarifying the real message being given by 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 fulfill this project successfully
- Evaluate ways to create a project plan, set expectations, and monitor progress

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Program Management - 2 Day

PDUs - 13

PMI's Certification Breakdown
PMP - 13.00

PMI's Talent Triangle Breakdown
Ways of Working - 13.00

face-to-face

virtual
instructor-led

Course Description: *Program Management* is a two-day class designed to provide guidance on managing multiple projects under a common umbrella. These projects will often run concurrently, using the same resources. An effective program manager can see the big picture while still attending to the individual pieces.

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

Course Objectives:

Objective 1: Define program management

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

Objective 2: Identify program management problems and propose solutions

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

Objective 3: Examine program funding resources and authorization

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

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Project Change Management - 2 Day

How to Implement, Track, and Control Project Changes

PDUs - 13

PMI's Talent Triangle Breakdown
Ways of Working - 7.00
Power Skills - 2.00
Business Acumen - 4.00

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 6.00
PMI-SP - 6.00
PMI-RMP - 6.00
PfMP - 6.00
PMI-PBA - 6.00

face-to-face

virtual instructor-led

Course Description: This two-day seminar will show students how to implement, track, and control changes to the project. This seminar will focus on ways to reduce the uncertainty of project changes. Students will learn to analyze each change as they develop processes, tools, and techniques that can be used immediately. This course will follow one or more of 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: 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 of 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 of 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 the 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 that have been completed

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

Objective 7: Define the 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 the Change Control Board
- Discuss the best practices for the Change Control Board

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Project Change Management - 3 Day

A Systematic Approach to Controlling Project Changes

PDUs - 19.5

PMI's Talent Triangle Breakdown
Ways of Working - 17.50
Business Acumen - 2.00

PMI's Certification Breakdown
PMP - 19.50
PMI-ACP - 2.00
PMI-SP - 2.00
PMI-RMP - 2.00
PfMP - 2.00
PMI-PBA - 2.00

face-to-face

virtual instructor-led

Course Description: This three-day seminar will show students how to implement, track, and control changes to the project. This seminar will focus on the examination of the change control board, procedures that 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 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: 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 of change
- Examine six ways fear hinders change
- Examine seven qualities of a paralyzed state
- Identify eight factors that determine a person's viewpoint
- Compare four ways people respond to change
- Discuss when to create change quickly or gradually
- Formulate a checklist to help determine resistance
- Identify how to deal with setbacks

Objective 3: Create a strategy for change

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

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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 the 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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Project Communications Management – 1 Day

PDUs – 6.5

PMI's Talent Triangle Breakdown
Ways of Working - 3.25
Power Skills - 3.25

PMI's Certification Breakdown
PMP - 6.50
PMI-ACP - 3.25
PMI-SP - 3.25
PMI-RMP - 3.25
PfMP - 3.25
PMI-PBA - 3.25

virtual
instructor-led

Course Description: This one-day course will focus on ways to use project communication and communication theories to influence others within and outside of the project team. Participants will learn how to focus on correctly framing the data and information. Participants will also learn proper word choice and language to influence project stakeholders. This course will follow one or more of 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: Analyze the value of project interviews

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

Objective 2: Discuss how to gain understanding

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

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

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

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Project Communications Management - 2 Day

PDUs - 13

PMI's Talent Triangle Breakdown
Ways of Working - 11.00
Power Skills - 2.00

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 2.00
PMI-SP - 2.00
PMI-RMP - 2.00
PfMP - 2.00
PMI-PBA - 2.00

face-to-face

virtual instructor-led

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 correctly framing the data and information. Participants will also learn proper word choice and language to influence project stakeholders. This course will follow one or more of 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: Analyze the value of project interviews

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

Objective 2: Discuss how to gain understanding

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

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

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

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Project Cost Management - 1 Day

PDUs - 6.5

PMI's Certification Breakdown
PMP - 6.50

PMI's Talent Triangle Breakdown
Ways of Working - 6.50

virtual instructor-led

self-paced online

Course Description: This one-day course will focus on basic cost management theories and techniques. Students will learn how to deliver value to customers beyond cost. There will also be a discussion of ways to get the project back on track and address budget issues arising from over expenditures. This course will follow one or more of the Project Management Institute's knowledge areas of 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: Examine budgeting basics

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

Objective 2: Examine estimating the initial cost

- List constraints that 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 Plan Cost Management process
- Examine the Estimate Costs process
- Examine the Determine Budget process
- Examine the Control Costs process

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Project Integration Management - 2 Day

PDUs - 13

PMI's Talent Triangle Breakdown
Ways of Working - 6.75
Power Skills - 3.25
Business Acumen - 3.00

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 6.25
PMI-SP - 8.00
PMI-RMP - 7.00
PfMP - 6.25
PMI-PBA - 6.25

face-to-face

virtual instructor-led

Course Description: This two-day course will focus on ways employees can run projects faster and more effectively. This course will recommend a six-phase process, along with numerous preventive actions, to efficiently accelerate a project. Participants will learn to successfully create, monitor, and guide the project's scope and critical path, and 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 project planning process and how to develop successful practices going forward. This course will follow one or more of 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
- Assess five ways to give proper leadership within a 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 the project scope
- Summarize major areas to brainstorm
- Manage brainstorming and planning meetings
- Identify a checklist for team meetings
- Analyze signs of poor updates

Objective 3: Classify whom to place on your project team

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

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

- Formulate a WBS, work breakdown structure
- Discuss how to track multiple projects
- Evaluate a real timeline
- Evaluate why time calculations are wrong
- Examine the characteristics of a milestone
- Analyze the 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 the 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 the project plan

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

- Review with whom communication should be shared
- 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 the integration skills needed by the project manager
- Define the three major processes in project integration
- Detail the Project Plan Development process
- Detail the Project Plan Execution process
- Detail the Project Change Control process

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Project Management Concepts - 1 Day

PDUs - 6.5

PMI's Talent Triangle Breakdown
Ways of Working - 4.5
Power Skills - 1.0
Business Acumen - 1.0

PMI's Certification Breakdown
PMP - 6.5
PMI-ACP - 2.5
PMI-SP - 3.0
PMI-RMP - 2.5
PfMP - 2.0
PMI-PBA - 2.0

virtual
instructor-led

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

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

Course Objectives:

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

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

Objective 2: Define the real critical path

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

Objective 3: Discuss quality planning

- Define and detail performance reporting

Objective 4: Examine communications management

Objective 5: Examine risk management planning

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

Objective 6: Examine characteristics of effective and ineffective teams

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

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

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Project Management Concepts - 2 Day

PDUs - 13.5

PMI's Talent Triangle Breakdown
Ways of Working - 9.00
Power Skills - 2.00
Business Acumen - 2.00

PMI's Certification Breakdown
PMP - 13.50
PMI-ACP - 5.00
PMI-SP - 5.00
PMI-RMP - 4.50
PfMP - 4.00
PMI-PBA - 4.00

face-to-face

virtual instructor-led

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

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

Course Objectives:

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

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

Objective 2: Define the real critical path

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

Objective 3: Discuss quality planning

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

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Objective 4: Create a sample communication plan

- Assess how to handle delays

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

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

Objective 6: Define and detail the project team

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

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

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

- Create a close down checklist and handoff procedures

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

PDUs – 13

PMI's Talent Triangle Breakdown
Ways of Working - 12.00
Power Skills - 1.00

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 1.00
PMI-SP - 2.00
PMI-RMP - 2.00
PfMP - 1.00
PMI-PBA - 1.00

face-to-face

virtual instructor-led

Course Description: This course will explore 14 common project management mistakes that occur throughout a project's life cycle. Mistakes are identified; solutions are developed and applied so that these mistakes are manageable or avoided altogether. 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

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 having no close down plan for ending the project

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

PDUs – 19.5

PMI's Talent Triangle Breakdown
Ways of Working - 18.00
Power Skills - 1.50

PMI's Certification Breakdown
PMP - 19.50
PMI-ACP - 1.50
PMI-SP - 2.50
PMI-RMP - 2.50
PfMP - 1.50
PMI-PBA - 1.50

face-to-face

virtual instructor-led

Course Description: This course will explore 21 common project management mistakes that occur throughout a project's life cycle. Mistakes are identified; solutions are developed and applied so that these mistakes are manageable or avoided altogether. 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 having no established project methodology that fits the organizational culture

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

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

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

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

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

Objective 7: Examine the mistake of an unrealistic timeline

Objective 8: Examine the mistake of a shallow WBS

Objective 9: Examine the mistake of no implementation plan

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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 having 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 having no close down plan for ending the project

Objective 21: Examine the mistake of not creating best practices

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Project Management Office (PMO) - 2 Day

Creating a Center of Excellence for Efficient Project Delivery

PDUs - 13

PMI's Talent Triangle Breakdown
Ways of Working - 5.00
Power Skills - 4.00
Business Acumen - 4.00

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 8.00
PMI-SP - 8.00
PMI-RMP - 8.00
PfMP - 8.00
PMI-PBA -8.00

face-to-face

virtual instructor-led

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

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

Course Objectives:

Objective 1: Examine the stages of the PMO

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

Objective 2: Create the PMO methodology and services

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

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Objective 3: Develop a curriculum for internal project management training

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

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Project Management Office (PMO) - 3 Day

Creating a Center of Excellence for Efficient Project Delivery

PDUs - 19.5

PMI's Talent Triangle Breakdown
Ways of Working - 17.00
Power Skills - 1.50
Business Acumen - 1.00

PMI's Certification Breakdown
PMP - 19.50
PMI-ACP - 2.50
PMI-SP - 2.50
PMI-RMP - 2.50
PfMP - 3.50
PMI-PBA -2.50

face-to-face

virtual instructor-led

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

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

Course Objectives:

Objective 1: Examine why a PMO fails

- Discuss various environments in which a PMO will thrive
- Discuss the reasons why any organization should consider a PMO
- Examine how a PMO impacts organizational change and internal culture
- Examine the PMO in relation to portfolio management
- Relate the PMO to project management
- Examine the relationship with program management
- Discuss the differences between a Project Office and a Center of Excellence
- Create a list of standards the PMO will follow
- 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 in the PMO
- Create the PMO methodology and services
- Discuss the PMO roles and responsibilities

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- Discuss organizational change and acceptance of the PMO
- Discuss the training and mentoring provided by the 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 a vendor contractor

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Project Monitoring, Evaluation, and Oversight - 2 Day

PDUs - 13

PMI's Talent Triangle Breakdown
Ways of Working - 12.00
Power Skills - 0.75
Business Acumen - 0.25

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 1.00
PMI-SP - 1.00
PMI-RMP - 1.00
PfMP - 1.00
PMI-PBA - 1.00

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 into monetary values that 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 implementing process improvements to maintain 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 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 project oversight and why it is needed in organizations

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

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

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

Objective 3: Examine project planning audits

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

Objective 4: Discuss methods for making recommendations that 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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Project Performance Management - 2 Day

PDUs - 13

PMI's Talent Triangle Breakdown
Ways of Working - 12.50
Business Acumen - 0.50

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 0.50
PMI-SP - 1.50
PMI-RMP - 0.50
PfMP - 0.50
PMI-PBA - 0.50

face-to-face

virtual instructor-led

Course Description: This two-day course will focus on developing strategies for tracking performance in project teams. Participants will examine issues such as benchmarking performance and identifying the gap between desired and preferred project performance. This course will follow one or more of 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: Discuss the 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 to discover the performance gap

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

Objective 3: Examine questions to ask in determining project performance

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

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

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

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Project Procurement Management - 1 Day

PDUs - 6.5

PMI's Talent Triangle Breakdown
Ways of Working - 6.00
Power Skills - 0.50

PMI's Certification Breakdown
PMP - 6.50
PMI-ACP - 0.50
PMI-SP - 0.50
PMI-RMP - 0.50
PfMP - 0.50
PMI-PBA - 0.50

virtual
instructor-led

Course Description: This one-day course is structured to lay a solid foundation in 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 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: Examine the contracting process
- Compare the different buying decisions
- Compare the different buying roles
- Discuss the methods of contracting
- Evaluate the benefits of competition
- Analyze failure with competition

Objective 2: Examine non-competitive contracting
- Define sealed bids
- Discuss simplified agreements
- Compare contracting types
- Discuss time, material, and 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 search for a contract source

Objective 4: Create a selection matrix
- Label selection ratings
- Develop scoring criteria
- Explain rating risk analysis for 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 the contract
- Examine contract closeout planning

Objective 7: Define the processes of Project Procurement Management
- Detail the Plan Procurement Management process
- Detail the Conduct Procurements process
- Detail the Control Procurements process

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Project Quality Assurance, Monitoring, and Auditing - 2 Day

PDUs - 13

PMI's Certification Breakdown
PMP - 13.00

PMI's Talent Triangle Breakdown
Ways of Working - 13.00

face-to-face

virtual instructor-led

Course Description: In this two-day course, participants will focus on issues such as maintaining quality through audits and evaluations for monitoring. 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 to efficiently control the project. This course will follow one or more of the Project Management Institute's knowledge areas of the *PMBOK® Guide*.

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

Course Objectives:

Objective 1: Examine continuous process improvement for project processes

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

Objective 2: Analyze the tools for quality control

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

Objective 3: Examine the 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 the recovery assessment process and model

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

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Project Quality Management - 1 Day

PDUs - 6.5

PMI's Certification Breakdown
PMP - 6.50

PMI's Talent Triangle Breakdown
Ways of Working - 6.50

virtual
instructor-led

Course Description: In this one-day course, participants will focus on delivering the quality required by the customer and maintaining continuous improvement throughout the project. In addition, this course will 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 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: 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 of the cost of quality in projects

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

Objective 3: Define the processes of Project Quality Management

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

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 the recovery plan

- Examine the range of project recovery
- Discuss the nine Cs of quality

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Project Quality Management - 2 Day

PDUs - 13

PMI's Talent Triangle Breakdown
Ways of Working - 12.75
Power Skills - 0.25

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 0.25
PMI-SP - 0.25
PMI-RMP - 0.25
PfMP - 0.25
PMI-PBA - 0.25

face-to-face

virtual instructor-led

Course Description: In this two-day course, participants will focus on additional project planning while examining how to sustain continuous improvement, identify symptoms of quality concerns, and 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 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: 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 initiatives

Objective 2: Predict characteristics of 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: List steps for creating a quality action plan in projects

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

Problem-Solving Module

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

- Evaluate why participation helps solve the problem faster
- Discuss the 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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Project Recovery: How to Detect, Diagnose, and Turn Around Failing Projects - 3 Days

PDUs - 19.5

PMI's Talent Triangle Breakdown
Ways of Working - 12.25
Power Skills - 2.50
Business Acumen - 4.75

PMI's Certification Breakdown
PMP - 19.5
PMI-ACP - 19.50
PMI-SP - 8.25
PMI-RMP - 7.75
PfMP - 7.25
PMI-PBA - 7.25

face-to-face

virtual instructor-led

self-paced online

Course Description: This three-day course equips participants with the skills and techniques to detect, diagnose, and turn around failing projects. It will focus on process analysis and turnaround strategies to support project recovery. Projects can be unpredictable and may run into trouble, failing to achieve the desired outcomes, goals, and objectives. At times, these projects will even fail, resulting in reduced opportunities and lower benefits. Failures can sometimes be caught early and turned around.

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

Course Objectives:

Objective 1: General Definitions and Issues for Project Recovery

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

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

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

Objective 3: Recognize when the project needs recovery

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

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

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

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

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

Objective 6: Manage the Stakeholders During Recovery

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

Objective 7: Verify that project metrics and standards are working

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

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Project Resource Management - 1 Day

PDUs - 6.5

PMI's Talent Triangle Breakdown
Ways of Working - 3.25
Power Skills - 3.25

PMI's Certification Breakdown
PMP - 6.50
PMI-ACP - 6.50
PMI-SP - 6.50
PMI-RMP - 3.25
PfMP - 3.25
PMI-PBA - 3.25

virtual
instructor-led

Course Description: In this one-day course, participants will focus on project resources. This area includes the processes that organize, manage, and lead the project team. This course will follow one or more of 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 Project Resource Management processes

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

Objective 2: Examine the Plan Resource Management process

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

Objective 3: Examine the Estimate Activity Resources process

- 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 Acquire Resources process

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

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Objective 5: Examine the Develop Team process

- 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 Manage Team process

- 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 Control Resources process

- 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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Project Resource Management - 2 Day

PDUs - 13

PMI's Talent Triangle Breakdown
Ways of Working - 4.00
Power Skills - 8.50
Business Acumen - 0.50

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 9.00
PMI-SP - 9.00
PMI-RMP - 9.00
PfMP - 9.00
PMI-PBA - 9.00

face-to-face

virtual instructor-led

Course Description: This two-day course will focus on planning for resource needs. It is filled with behavioral skills that will help motivate, equip, and keep project team members accountable and on task. This course will also include issues such as conflict. This course will follow one or more of 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 Project Resource Management processes

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

Managing Team Module

Objective 2: Analyze job responsibilities

- Discuss the priority checklist
- Assess modern day accountability myths

Objective 3: Evaluate how to coach the project team toward success

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

Objective 4: Develop a Mission Statement and Vision

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

Objective 5: Contrast different change strategies

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

Objective 6: Discuss strategies for creating trust

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

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

Conflict Module

Objective 7: Discuss the positive side of conflict

- Define conflict
- Analyze the 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 to allow 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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Project Risk Management - 1 Day

PDUs - 6.5

PMI's Talent Triangle Breakdown
Ways of Working - 5.75
Business Acumen - 0.75

PMI's Certification Breakdown
PMP - 6.50
PMI-ACP - 6.50
PMI-SP - 6.50
PMI-RMP - 6.50
PfMP - 6.50
PMI-PBA - 6.50

virtual
instructor-led

Course Description: This one-day course will teach participants how to examine and measure objectives within cost, schedule, and cultural issues. Risk for this program is examined as defining the probability of the project. This course will examine risk identification, risk communication, and risk planning. This course will follow one or more of 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 risk

- Examine sources of risk
- Define risk management
- Analyze signals of risk

Objective 2: Evaluate how to confront attitudes toward risk

- List techniques for confronting risk
- Examine how to conduct risk analysis
- Examine ranking
- Examine statistical process control
- Describe risk turmoil
- Discuss process risk
- Examine data gathering
- Explain how to evaluate plans
- Develop how to facilitate a brainstorming session
- Examine the 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 Plan Risk Management process
- Examine the Identify Risks process
- Examine the Perform Qualitative Risk Analysis process
- Examine the Perform Quantitative Risk Analysis process
- Examine the Plan Risk Responses process
- Examine the Implement Risk Responses process
- Examine the Monitor Risks process

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Project Risk Management - 2 Day

PDUs - 13

PMI's Talent Triangle Breakdown
Ways of Working - 12.75
Business Acumen - 0.25

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 0.25
PMI-SP - 0.25
PMI-RMP - 13.00
PfMP - 0.25
PMI-PBA - 0.25

face-to-face

virtual instructor-led

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 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 risk

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

Objective 2: Evaluate how to confront attitudes toward risk

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

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

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Project Risk Management Advanced - 2 Day

PDUs - 14

PMI's Talent Triangle Breakdown
Ways of Working - 14.00

PMI's Certification Breakdown
PMP - 14.00
PMI-RMP - 14.00

face-to-face

virtual instructor-led

Course Description: *Project Risk Management Advanced* is a two-day course that will review the basic concepts of project risk and project risk management, then delve into identifying risks and strategizing solutions. Participants will explore tools and techniques for collecting, analyzing, implementing, and monitoring data, as well as responses to combat risk. This course will follow one or more of 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: Review definitions of risk and project risk management

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

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

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

Objective 3: Compare risk response strategies

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

Objective 4: Examine the monitoring and controlling risks process

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

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Project Schedule Management - 1 Day

PDUs - 6.5

PMI's Talent Triangle Breakdown
Ways of Working - 6.50

PMI's Certification Breakdown
PMP - 6.50
PMI-SP - 6.50

virtual
instructor-led

Course Description: This one-day course will consider ways to plan and schedule time, as well as individual issues that affect productivity. Students will learn how to confront procrastination effectively and explore ways to better manage time, including constraints. This course will follow one or more of 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: Create a Work Breakdown Structure

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

Objective 2: Estimate Activity Resources

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

Objective 3: Complete a Critical Path Analysis

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

Objective 4: Define the Project Schedule Management processes

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

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Project Schedule Management - 2 Day

PDUs - 13

PMI's Talent Triangle Breakdown
Ways of Working - 10.00
Power Skills - 3.00

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 3.00
PMI-SP - 13.00
PMI-RMP - 3.00
PfMP - 3.00
PMI-PBA - 3.00

face-to-face

virtual instructor-led

Course Description: This two-day course will consider ways to plan and schedule time, as well as individual issues that affect productivity. Students will learn how to confront procrastination effectively and explore ways to better manage time, including constraints. This course will follow one or more of 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: Discuss myths and realities of time management

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

Objective 2: Evaluate the causes of procrastination

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

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

Objective 5: Define the Project Schedule Management processes

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

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Project Scheduling - 2 Day

PDUs - 14

PMI's Talent Triangle Breakdown
Ways of Working - 14.00

PMI's Certification Breakdown
PMP - 14.00
PMI-SP - 14.00

face-to-face

virtual instructor-led

Course Description: *Project Scheduling* is a two-day course that reviews the basic concepts of the project management process, with an emphasis on planning and scheduling. Participants will explore the Schedule Development Process as diagrammed by the 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 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: 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 models
- Examine the Work Breakdown Structure (WBS)
- Define and detail activity definition
- Discuss tools and techniques for activity definition
- Define and detail activity sequencing and creating the network diagram
- Compare precedence diagramming and arrow diagramming

Objective 3: Define and detail estimating

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

Objective 4: Discuss duration compression - crashing and fast tracking

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

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Project Scope Management - 1 Day

PDUs - 6.5

PMI's Talent Triangle Breakdown
Ways of Working - 6.25
Power Skills - 0.25

PMI's Certification Breakdown
PMP - 6.50
PMI-ACP - 0.25
PMI-SP - 1.50
PMI-RMP - 0.25
PfMP - 0.25
PMI-PBA - 0.25

virtual
instructor-led

Course Description: In this one-day course, participants will focus on effective strategies for controlling 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 cover the project life cycle, project definition, project baselines, and the use of the work breakdown structure. This course will follow one or more of 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: Create interview strategies to gather project requirements

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

Objective 2: Create scope requirements for a project

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

Objective 3: Create a Work Breakdown Structure

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

Objective 4: Evaluate a real timeline

- Evaluate why time calculations are wrong

Objective 5: Analyze the 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 the effects of a late start

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Project Scope Management - 2 Day

PDUs - 13

PMI's Certification Breakdown
PMP - 13.00

PMI's Talent Triangle Breakdown
Ways of Working - 13.00

face-to-face

virtual instructor-led

Course Description: In this two-day course, participants will focus on effective strategies for controlling 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 covers the project life cycle, project definition, project baselines, and the use of the work breakdown structure. This course will follow one or more of 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: Create scope requirements for a project

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

Objective 2: Create a Work Breakdown Structure

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

Objective 3: Assemble brainstorming and planning meetings

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

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

- Discuss how to track multiple projects

Objective 5: Evaluate a real timeline

- Evaluate why time calculations are wrong

Objective 6: Analyze the 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 the effects of a late start

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

- Discuss the implementation of the project plan

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Project Stakeholder Management - 1 Day

PDUs - 6.5

PMI's Talent Triangle Breakdown
Ways of Working - 5.50
Power Skills - 1.00

PMI's Certification Breakdown
PMP - 6.50
PMI-ACP - 6.50
PMI-SP - 6.50
PMI-RMP - 6.50
PfMP - 6.50
PMI-PBA - 6.50

virtual
instructor-led

Course Description: This one-day course will explore project stakeholder management. Participants will identify stakeholder management processes and explore tools and techniques for successfully implementing each process. This course will follow one or more of 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: Identify the four Project Stakeholder Management processes

Objective 2: Examine the Identify Stakeholders process

Objective 3: Examine the Plan Stakeholder Engagement process

Objective 4: Examine the Manage Stakeholder Engagement process

Objective 5: Examine the Monitor Stakeholder Engagement process

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

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

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

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

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

Objective 11: Identify traits for stakeholder management success

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Recruiting, Developing, and Empowering High-Output/High-Performance Workers – 1 Day

PDUs - 6.5

PMI's Talent Triangle Breakdown
Ways of Working - 1.25
Power Skills - 3.50
Business Acumen - 1.75

PMI's Certification Breakdown
PMP - 6.50
PMI-ACP - 6.50
PMI-SP - 5.25
PMI-RMP - 5.25
PfMP - 5.25
PMI-PBA - 5.25

virtual
instructor-led

Course Description: This one-day course is designed to equip leaders and project managers with the knowledge and skills to identify, nurture, and sustain high-performance talent within their organizations. Participants will explore strategies for recruiting top-tier candidates, developing their potential through targeted training and feedback, and empowering them to achieve exceptional results. The course emphasizes practical tools and techniques for fostering a culture of excellence, resilience, and continuous improvement. By the end of the course, participants will be prepared to build high-performing teams that drive organizational success in today's competitive, dynamic environment.

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

Course Objectives:

Objective 1: Understand the Profile of High-Performance Workers

Objective 2: Implement Effective Recruitment Strategies

Objective 3: Develop High-Performance Workers

Objective 4: Empower High-Performance Workers

Objective 5: Sustain High-Performance Teams

Objective 6: Apply Practical Tools and Techniques

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

PDUs - 6.5

PMI's Talent Triangle Breakdown
Ways of Working - 6.50

PMI's Certification Breakdown
PMP - 6.50
PMI-ACP - 6.50
PMI-PBA - 6.50

virtual
instructor-led

Course Description: Agile Project Management began officially in 2001 and has since 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 project iteration. This presentation will explore actions that 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 the criteria for 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 the Business Analyst in the Agile Project Environment
- Examine the role and core skills of the project manager in Agile Project Management
- Examine the role of the culture to support the project team in Agile Project Management
- Examine the role of the Business Analyst in and enterprise
- Examine the role of the Business Analyst in the project

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

- Examine product ownership analysis

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

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

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Scrum Project Management Foundations - 2 Day

PDUs - 13

PMI's Talent Triangle Breakdown
Ways of Working - 10.00
Power Skills - 3.00

PMI's Certification Breakdown
PMP - 13.0
PMI-ACP - 13.0
PMI-SP - 3.0
PMI-RMP - 4.0
PfMP - 3.0
PMI-PBA - 3.0

face-to-face

virtual instructor-led

Course Description: In the early 1990s, Ken Schwaber and Jeff Sutherland created Scrum as a simplified project management approach. The goal of Scrum is to deliver software or a product to the customer every 30 days. 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 Scrum framework, the roles and responsibilities of team members, and each aspect of running projects using Scrum methodologies. Students will learn how to shift from a traditional project manager role to a Scrum Master role. 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 Scrum Project Management

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

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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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Scrum Project Management: Running Projects Leaner and Faster - 3 Day

PDUs - 19.5

PMI's Talent Triangle Breakdown
Ways of Working - 15.00
Power Skills - 4.50

PMI's Certification Breakdown
PMP - 19.50
PMI-ACP - 19.50
PMI-SP - 4.50
PMI-RMP - 5.50
PfMP - 4.50
PMI-PBA - 4.50

face-to-face

virtual instructor-led

Course Description: In the early 1990s, Ken Schwaber and Jeff Sutherland created Scrum as a simplified project management approach. The goal of Scrum is to deliver software or a product to the customer every 30 days. Scrum is a straightforward process, but it is not easy to put into place and maintain. It is also not simple to shift from traditional project management to Scrum methodologies and cultures. During this three-day course, participants will examine the Scrum framework, the roles and responsibilities of team members, and each aspect of running projects using Scrum methodologies. Students will learn how to shift from a traditional project manager role to a Scrum Master role. 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 success factors of Scrum Project Management
- The principles of Scrum Project Management
- The roles of the Scrum Project Management

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

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Objective 6: Identify the Sprint Review

- Single team reviews
- Multiple team reviews
- Publisher stakeholders

Objective 7: Launching Scrum

- Apprentice Stage
- Journeyman Stage
- Master Stage

Objective 8: Planning a Scrum Project

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

Objective 9: Estimate a Scrum Project

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

Objective 10: Contracting Challenges in a Scrum Project

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

Objective 11: Communicating in a Scrum Project

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

Objective 12: Providing value-driven delivery

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

Objective 13: Defining quality initiatives

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

Objective 14: Defining risk and reducing it

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

Objective 15: Retrospectives and Continuous Improvements

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

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Secrets to Managing Virtual Projects and Remote Teams - 2 Day

PDUs - 14

PMI's Talent Triangle Breakdown
Ways of Working - 3.00
Power Skills - 8.00
Business Acumen - 3.00

PMI's Certification Breakdown
PMP - 14.0
PMI-ACP - 14.0
PMI-SP - 11.0
PMI-RMP - 11.0
PfMP - 11.0
PMI-PBA - 1.0

face-to-face

virtual instructor-led

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

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

Course Objectives:

Objective 1: Introduction to Managing Virtual/ Remote Project Teams

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

Objective 2: Advantages and Disadvantages of Virtual/Remote Teams

- Discuss the advantages and disadvantages of virtual and remote teams
- List the goals of virtual teams
- Evaluate the effectiveness of teams
- Discover the identity of the virtual team
- Create a team charter
- Develop decision-making strategies
- Explain barriers to decision-making in virtual teams
- Examine how to monitor performance

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

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

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

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

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

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

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

Objective 6: Exchange Virtual/Remote and Team Communication

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

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

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

Objective 8: Drivers of Virtual Projects and Teams

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

Objective 9: Leadership Methods for Virtual Projects

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

Objective 10: Performance and Identity in Virtual Teams

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

Objective 11: Individual and Virtual Team Metrics

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

Objective 12: Virtual/Remote Project Handoff and Closure

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

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Successful Negotiation in a Project Management Environment - 2 Day

PDUs - 13

PMI's Talent Triangle Breakdown
Ways of Working - 6.75
Power Skills - 6.00
Business Acumen - 0.25

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 6.25
PMI-SP - 6.25
PMI-RMP - 6.25
PfMP - 6.25
PMI-PBA - 6.25

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 of negotiating scope, deadlines, change requests, and getting the best price from your vendor. This course will follow one or more of 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 negotiation

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

Objective 2: Examine the negotiation process

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

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

- Examine how to align the support of others before, during, and after the negotiation
- Identify the communication skills needed for successful negotiation
- Analyze win-win negotiations
- Create strategies for controlling conflict in negotiation
- Apply negotiation 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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Unleashing the Potential of Artificial Intelligence and Advanced Prompt Engineering in Project Management - 3 Day

PDUs – 19.5

PMI's Talent Triangle Breakdown
Ways of Working - 11.00
Power Skills - 2.00
Business Acumen - 6.50

PMI's Certification Breakdown
PMP - 19.50
PMI-ACP - 19.50
PMI-SP - 9.5
PMI-RMP - 9.5
PfMP - 8.5
PMI-PBA - 8.5

face-to-face

virtual instructor-led

Course Description: This is a two-day instructor-led course with an additional free 1-day self-paced component for attendees. The self-paced free day for attendees will include Advanced Prompt Engineering Skills for Project Management. The third day is reserved for participants in the two-day course.

This two-day instructor-led Unleashing the Potential of Artificial Intelligence in Project Management will explore the breadth and depth of artificial intelligence (AI) and its applications in project management. The course will provide an understanding of AI's challenges while delving into how AI can revolutionize project management industries. Participants will examine the ethics of AI and gain insights into future trends and their impact on project management. By the end of the course, participants will have foundational knowledge of AI, the ability to create prompts for AI output, and an understanding of how AI could be used in project management.

The free one-day, self-paced Advanced Prompt Engineering and Writing Skills course helps participants use various forms of AI, such as ChatGPT, Gemini, and Claude, to begin writing customized prompts to assist the project. This course builds on the two-day course's foundational knowledge of writing prompts and walks through a project that shows each initial prompt and how AI responds with specific outputs.

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

Course Objectives:

Objective 1: Recall core concepts and definitions of AI

- Discuss the fear of AI and the impact of its hesitancy
- Assess the potential benefits of integrating AI into the project environment
- Identify vital ethical considerations associated with AI applications
- Understand the fundamental principles behind how AI works in projects
- Summarize the impact of AI on different types of projects or industries with projects

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Objective 2: Apply AI tools to risk assessment

- Utilize AI to forecast project trends and enhance decision-making
- Analyze the potential impact of AI on various project management processes

Objective 3: Evaluate the advantages and limitations of AI in project management

- Discuss strategies to address limitations
- Design a plan for integrating AI tools into existing project frameworks
- Compare and contrast various AI technologies and their applications
- Evaluate the risks of integrating AI into the project environment
- Evaluate the potential obstacles associated with AI adoption in PM
- Discuss the ROI associated with integrating AI into project management

Objective 4: Discuss AI analytics for resource optimization

- Create various prompts through prompt engineering focus
- Understand how to use prompts to get AI to respond properly
- Evaluate organizational readiness for implementing AI

Objective 5: Create design prompts

- Problem-Solving Prompts
  - Scenario-based problems requiring analysis and solution development
- Engineering Prompts
  - Questions related to fundamental concepts and theories
  - Analysis of principles and their applications
  - Evaluation of design choices and trade-offs
- Prompts Generation Guidelines
  - Clarity and specificity of the prompt
  - Incorporation of real-world scenarios and problems
  - Consideration of the appropriate difficulty level for the target audience

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

PDUs – 13

PMI's Talent Triangle Breakdown
Ways of Working - 7.00
Power Skills - 3.00
Business Acumen - 3.00

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 13.00
PMI-SP - 6.00
PMI-RMP - 6.00
PfMP - 6.00
PMI-PBA - 6.00

face-to-face

virtual instructor-led

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

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

Course Objectives:

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

Objective 2: Examine *The Standard for Project Management*

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

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

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

Objective 4: Examine the tailoring process in project management

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

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Use Case Modeling - 2 Day

PDUs – 13

PMI's Certification Breakdown
PMP - 13.00

PMI's Talent Triangle Breakdown
Ways of Working - 13.00

face-to-face

virtual instructor-led

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

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

Course Objectives:

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

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

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

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

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

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

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

- Define the use of iterative and incremental approaches to Use Case Modeling
- Examine three types of iterations in Use Case Modeling (Façade, Filled, & Focused)
- Discuss the objective, steps, tools, and deliverables of the Façade Iteration
- Discuss the objective, steps, tools, and deliverables of the Filled Iteration
- Discuss the objective, steps, tools, and deliverables of the Focused Iteration
- Discuss the purpose of stereotypes (extend and include) in specializing Use Cases
- Define supporting artifacts to Use Cases, such as packages, components, and class models
- Examine the benefits of 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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Vendor Management - 1 Day

PDUs – 7.0

PMI's Talent Triangle Breakdown
Ways of Working - 4.00
Power Skills - 1.00
Business Acumen - 2.00

PMI's Certification Breakdown
PMP - 7.00
PMI-ACP - 5.00
PMI-SP - 3.00
PMI-RMP - 3.00
PfMP - 3.00
PMI-PBA - 3.00

virtual
instructor-led

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

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

Course Objectives:

Objective 1: Discuss vendor challenges

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

Objective 2: Award Contract

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

Objective 3: Contract management

- Work plan to fulfill the Statement of Work
- Benchmarks
- Communication
- Status and performance meetings

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- 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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Vendor Management - 3 Day

Managing, Monitoring, and Controlling Vendor Relationships

PDUs – 19.5

PMI's Talent Triangle Breakdown
Ways of Working - 15.75
Power Skills - 1.25
Business Acumen - 2.50

PMI's Certification Breakdown
PMP - 19.50
PMI-ACP - 3.75
PMI-SP - 3.75
PMI-RMP - 4.50
PfMP - 3.75
PMI-PBA - 3.75

Course Description: This three-day course will provide detailed instruction on pre-solicitation, solicitation, and contract award. 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 on making vendors partners or extensions, ensuring they deliver the right performance throughout the project. In addition, this course will focus on all aspects of vendor management, including developing vendor management plans, identifying performance metrics, and discussing various contract types and their strengths and weaknesses.

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

Course Objectives:

Objective 1: Discuss vendor challenges

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

Objective 2: Examine phases in the acquisition process

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

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Objective 3: Examine 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 for setting expectations with the 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 the 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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Project Management 90-Hour Intensive Overview

Overview

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

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

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Project Management I - 4 1/2 Day

Initiating, Planning, Integration, and Staffing

PDUs - 30

PMI's Talent Triangle Breakdown
Ways of Working - 19.50
Power Skills - 4.00
Business Acumen - 6.50

PMI's Certification Breakdown
PMP - 30.00
PMI-ACP - 10.50
PMI-SP - 10.50
PMI-RMP - 10.50
PfMP - 10.50
PMI-PBA - 10.50

face-to-face

virtual instructor-led

Course Description: Participants will begin their journey into project management concepts, theories, and foundational processes. The focus of 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 to motivate, equip, and keep project team members accountable and on task. This is the foundational course specifically designed to align with the Project Management Institute's knowledge areas of the *PMBOK® Guide*. Each course will use both new content and best practices, taught from the Best Practice Manual.

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

Course Objectives:

Initiating and Planning

Objective 1: Define the six-step project management process

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

Objective 2: Classify who to place on your project team

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

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

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

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Objective 4: Define the critical path

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

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

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

Objective 9: Examine communication requirements

- Identify communication processes
- Create a communication plan for the 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 Develop Project Charter process
- Examine the Develop Project Management Plan process
- Examine the Direct & Manage Project Work process
- Examine the Manage Project Knowledge process
- Examine the Monitor & Control Project Work process
- Examine the Perform Integrated Change Control process
- Examine the Close Project or Phase process

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Project Facilitation Module

Objective 12: Discuss the definition of project facilitation

- Evaluate the 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 that 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 that individuals use to communicate

- Examine ways to clarify the 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 the best ways to be prepared for facilitation sessions
- Discuss best practices for ending a facilitation session

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

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

Objective 15: Analyze tactics for handling resistance in project meetings

- Evaluate the impact of conflict on 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 that 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 for time management

Objective 18: Describe ways of dealing with deadlines

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

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

Managing Team Module

Objective 19: Analyze job responsibilities

- Discuss a priority checklist
- Assess modern day accountability myths

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

- Develop workers with new skills
- Identify vision through leadership
- Examine strategies for creating trust
- Define ways to equip and empower
- Discuss the 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 that 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 with workers
- Analyze the disciplining of project team members and ways to change behavior
- Identify how to track project team members

Project Management I Best Practices

PROJECT MANAGEMENT OVERVIEW INTRODUCTION

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

PROJECT INITIATING AND CONCEPT DEVELOPMENT

- What is Project Management Methodology?
- Project Management is an Iterative Process
- Applicability of the Methodology
- Tailoring of the Methodology to Specific Projects 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

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

PLANNING PROCESS

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

PROJECT INITIATING AND DEFINITION INTRODUCTION

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

BUSINESS CASE

- Elements of the Business Case/Project Statement
- Who Does What
- How Should the Business Case/Project Statement be Developed
- A Plan for Planning
- Timeframe 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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Project Management II - 4 1/2 Day

Budgeting, Quality, Change, Risk, and Start-up

PDUs- 30

PMI's Talent Triangle Breakdown
Ways of Working - 18.00
Power Skills - 2.50
Business Acumen - 9.50

PMI's Certification Breakdown
PMP - 30.00
PMI-ACP - 15.00
PMI-SP - 12.00
PMI-RMP - 17.00
PfMP - 12.00
PMI-PBA - 12.00

face-to-face

virtual instructor-led

Course Description: will focus on additional planning for the project while examining issues such as risk, budgeting, and maintaining quality throughout. 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 the Project Management Institute's knowledge areas of the *PMBOK® Guide*. Each course will use both new content and best practices, taught from the Best Practice Manual.

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

Course Objectives:

Budgeting, Quality, Change, Risk, and Start-up

Objective 1: Identify quality processes that maintain high quality

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

Quality Module

Objective 2: Compare old and new philosophies in project management

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

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

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

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Objective 4: Predict characteristics of 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 the 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 Estimate Costs process
- Examine the Determine Budget process
- Examine the Control Costs process

Project Risk Management

Objective 6: Define risk

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

Objective 7: Discuss performance risk

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

Objective 8: Define the Project Risk Management processes

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

Problem-Solving Module

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

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

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Objective 10: Examine creative solutions in solving project plans

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

Objective 11: Define contingency planning and examine the crisis correctly

- Evaluate how to implement the solution
- Discuss the 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 of written change requests
- Examine schedule changes

Objective 15: Examine scope change control

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

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

- Discuss change authorization policies
- Analyze the impact of change
- Define the Change Control Board
- Discuss best practices for a Change Control Board

Project Management II Best Practices

PROJECT MANAGEMENT PLANNING

- Responsibilities
- Terminology

PLANNING PROCESS AND PROJECT PLAN

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

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ACTIVITY DEFINITION AND SEQUENCING

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

BUDGETING

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

CHANGE MANAGEMENT

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

QUALITY PLANNING

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

REQUIREMENTS DEFINITION

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

RESOURCE PLANNING

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

RISK MANAGEMENT PLAN

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

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PROJECT PLAN FORMAT

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

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Project Management III - 4 1/2 Day

Execution, Monitoring, and Closedown

PDUs - 30

PMI's Talent Triangle Breakdown
Ways of Working - 9.25
Power Skills - 5.75
Business Acumen - 15.00

PMI's Certification Breakdown
PMP - 30.00
PMI-ACP - 20.75
PMI-SP - 20.75
PMI-RMP - 20.75
PfMP - 20.75
PMI-PBA - 20.75

face-to-face

virtual instructor-led

Course Description: Participants will focus on monitoring and executing the project as they move into the close down phase. Additional focus will be on delivering quality customer service and value, regardless of whether the customer is internal or external. Participants will discuss and participate in an analysis of how to measure individual performance of team members. This section also focuses on how to hand the project off to the customer effectively for a smooth transition. Phase III aligns with the Project Management Institute's knowledge areas in the *PMBOK® Guide*. Each course will use both new content and best practices, taught from the Best Practice Manual.

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

Course Objectives:

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

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

Execution Module

Objective 2: Discuss the benefits of execution

- Analyze a project execution methodology
- Identify the seven executing processes
- Assess the influences of managing in execution
- Review the hindrances to project execution
- Analyze escalation processes and policies

Negotiation Module

Objective 3: Analyze the benefits of negotiations

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

Objective 4: Design and arrange the first session

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

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

Objective 5: Analyze barriers to overcome during negotiations

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

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

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

Customer Service Module

Objective 7: Compare customer expectations to customer deliverables

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

Objective 8: Identify how to build credibility with customers

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

Objective 9: Analyze unspoken signals that distort communication

- Recognize how to put active listening to work

Objective 10: Choose ways for handling problem customers

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

Performance Module

Objective 11: Discuss the 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 on project performance
- Evaluate how to create a project performance results matrix
- Develop a project performance development plan to transition team members toward peak performance

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Conflict Module

Objective 14: Discuss the positive side of conflict

- Define conflict
- Analyze the 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 the contracting process

- Discuss methods of contracting

Objective 19: Compare contracting types

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

Objective 20: List price and budgeting requirements

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

Project Management III Best Practices

INTRODUCTION TO EXECUTION

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

APPROVAL PROCESS

- What is the Approval Process?
- Contractor Payments

CONFIGURATION MANAGEMENT CHANGE, VERSION, AND ISSUE MANAGEMENT

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

  Phase 1 - Requester Information

  Phase 2 - Initial Review of the Change Request

  Phase 3 - Initial Impact Analysis

  Phase 4 - Final Review Results and Change Priority
- What is Issue Management
- The Issue Resolution Form

  Phase 1 - Requester Information

  Phase 2 - Initial Review of the Issues

  Phase 3: Tracking

  Phase 4: Final Review Results and Change Priority

CORRECTIVE ACTIONS

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

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PROJECT REVIEWING

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

RISK MONITORING AND MITIGATION

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

TRACKING AND MONITORING PROJECT PERFORMANCE

- Introduction to Project Tracking and Monitoring
- The Project Plan as the Road Map
- The Project Plan as the Baseline
- Why Tracking and Monitoring?
- How and What is to be Tracked
- When Should Tracking be Done?
- Activity and Schedule Tracking
- Monitoring
- Planned Versus Actual Costs
- Cost
- Update the Cost Model
- Document Assumptions
- Tracking and Monitoring Costs
- Estimate at Completion (EAC) Summary Report
- Financial Metrics
- Resource Loading Updates
- Steering Committee
- 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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Project Management 120 Hour Intensive Overview

Overview

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

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

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Project Management I - 4 1/2 Day
Initiating and Planning

PDUs - 30

PMI's Talent Triangle Breakdown
Ways of Working - 13.50
Power Skills - 12.00
Business Acumen - 4.50

PMI's Certification Breakdown
PMP - 30.00
PMI-ACP - 16.50
PMI-SP - 17.25
PMI-RMP - 16.50
PfMP - 16.50
PMI-PBA - 16.50

face-to-face

virtual instructor-led

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

Objective 1: Define the six-step project management process

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

Objective 2: Classify whom to place on your project team

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

Communication Module

Objective 3: Analyze the value of project interviews

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

Objective 4: Analyze communication styles

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

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Objective 5: Identify questions to ask if miscommunication is common

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

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

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

Project Facilitation Module

Objective 7: Discuss the definition of project facilitation

- Evaluate the 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 that 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 that individuals use to communicate

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

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Project Team Time Management Module

Objective 11: Discuss myths and realities of time management

- Examine excuses for not managing your individual time
- Define roles and responsibilities that 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 for time management

Objective 13: Evaluate the 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 paperwork
- Discuss time tips on interruptions and decisiveness
- Discuss time tips on the telephone and in meetings
- Formulate time tips on personal habits
- Evaluate how to organize yourself

Project Management I Best Practices

PROJECT MANAGEMENT OVERVIEW INTRODUCTION

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

PROJECT INITIATING AND CONCEPT DEVELOPMENT

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

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- 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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Project Management II - 4 1/2 Day

Planning, Staffing, and Project Start-Up

PDUs - 30

PMI's Talent Triangle Breakdown
Ways of Working - 14.00
Power Skills - 12.00
Business Acumen - 4.00

PMI's Certification Breakdown
PMP - 30.00
PMI-ACP - 16.00
PMI-SP - 17.50
PMI-RMP - 16.00
PfMP - 16.00
PMI-PBA - 16.00

face-to-face

virtual instructor-led

Course Description: Participants will focus on conducting the initiating and planning phases 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 to motivate, equip, and keep project team members accountable and on task. This section aligns with the Project Management Institute's knowledge areas of the *PMBOK® Guide*. Each course will use both new content and best practices, taught from the Best Practice Manual.

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 timeline
- Evaluate why time calculations are wrong
- Examine the characteristics of a milestone
- Analyze the 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 the effects of a late start

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

- Discuss the implementation of the 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 the values of successful coaching of project teams
- Analyze common coaching mistakes of project teams
- Develop a Mission Statement and Vision

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

Objective 9: Create a strategy for change

- Perform a force field analysis
- Create an action plan

Conflict Module

Objective 10: Discuss the positive side of conflict

- Define conflict
- Analyze the 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 the 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

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- Review assertiveness techniques
- Apply facilitation skills to allow 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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Project Management III - 4 1/2 Day

Budgeting, Quality, and Risk

PDUs - 30

PMI's Talent Triangle Breakdown
Ways of Working - 19.00
Power Skills - 6.00
Business Acumen - 5.00

PMI's Certification Breakdown
PMP - 30.00
PMI-ACP - 11.00
PMI-SP - 11.00
PMI-RMP - 18.75
PfMP - 11.00
PMI-PBA - 11.00

face-to-face

virtual instructor-led

Course Description: Participants will focus on additional planning for the project while examining issues such as risk, budgeting, and maintaining quality throughout. Specifically, this course will focus on conducting a risk analysis, problem-solving, handling conflict, and maintaining quality throughout the entire project. This section aligns with the Project Management Institute's knowledge areas of the *PMBOK® Guide*. Each course will use both new content and best practices, 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, and Risk

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

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

Quality Module

Objective 2: Compare old and new philosophies in project management

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

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

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

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Objective 4: Predict characteristics of 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 the 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 the benefits of problem-solving analysis in projects
- Review what influences the problem-solving experience in projects
- Define the problem-solving processes for successful projects
- Assess the resources needed to fulfill the problem-solving plan

Objective 6: Examine creative solutions in solving project plans

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

Objective 7: Define contingency planning and examine the crisis correctly

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

Negotiation Module

Objective 8: Analyze the benefits of negotiations

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

Objective 9: Design and arrange the first session

- Review how and why to set parameters in project negotiations
- Classify techniques for handling emotionally charged issues
- Identify standard negotiation funneling practices
- Design questions that benefit your position while working on projects
- Discuss words to use in the questions for greater impact

Objective 10: Analyze barriers to overcome during negotiations

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

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Objective 11: Examine ways to overcome price objections in project resources

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

Project Management III Best Practices

PROJECT MANAGEMENT PLANNING

- Planning is the Seed for Success
- Responsibilities
- Terminology

PLANNING PROCESS AND PROJECT PLAN

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

ACTIVITY DEFINITION AND SEQUENCING

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

BUDGETING

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

CONFIGURATION MANAGEMENT

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

QUALITY PLANNING

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

REQUIREMENTS DEFINITION

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

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- 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 Risks)

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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Project Management IV - 4 1/2 Day

Project Execution, Monitoring, and Closedown

PDUs - 30

PMI's Talent Triangle Breakdown
Ways of Working - 13.50
Power Skills - 12.50
Business Acumen - 4.00

PMI's Certification Breakdown
PMP - 30.00
PMI-ACP - 16.50
PMI-SP - 16.50
PMI-RMP - 18.50
PfMP - 16.50
PMI-PBA - 16.50

face-to-face

virtual instructor-led

Course Description: Participants will focus on monitoring and executing the project as they move into the close down phase. Additional focus will be on problem-solving and delivering quality customer service and value, regardless of whether the customer is internal or external. Participants will discuss and participate in an analysis of how to measure individual team member performance. This section also focuses on how to hand the project off to the customer effectively for a smooth transition. This section aligns with the Project Management Institute's knowledge areas of the *PMBOK® Guide*. Each course will use both new content and best practices, 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 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
- 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

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Objective 5: Rate human factors that mislead communication

- Analyze unspoken signals that 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 for 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 the 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 to discover 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 on project performance
- Evaluate how to create a project performance results matrix
- Develop a project performance development plan to transition team members toward peak performance

Procurement Module

Objective 9: Examine the contracting process

- Discuss methods of contracting

Objective 10: Compare contracting types

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

Objective 11: 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 IV Best Practices

INTRODUCTION TO EXECUTION

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

APPROVAL PROCESS

- What is the Approval Process?
- Contractor Payments

CONFIGURATION MANAGEMENT CHANGE, VERSION, AND ISSUE MANAGEMENT

- What Happens During Project Execution?
- You Can't Manage What You Don't Control
- The Change Control Form
  Phase 1 - Requester Information
  Phase 2 - Initial Review of the Change Request
  Phase 3: Initial Impact Analysis
  Phase 4: Final Review Results and Change Priority
- What is Issue Management
- The Issue Resolution Form
  Phase 1 - Requester Information
  Phase 2 - Initial Review of the Issues
  Phase 3: Tracking
  Phase 4: Final Review Results and Change Priority

CORRECTIVE ACTIONS

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

PROJECT REVIEWING

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

RISK MONITORING AND MITIGATION

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

TRACKING AND MONITORING PROJECT PERFORMANCE

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

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- 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 Course Descriptions

Agile Project Management

Succeeding in a Project Filled with Uncertainty and Change

PDUs - 13

PMI's Talent Triangle Breakdown
Ways of Working - 8.75
Power Skills - 2.75
Business Acumen - 1.50

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 13.00
PMI-SP - 5.25
PMI-RMP - 5.00
PfMP - 4.25
PMI-PBA - 4.25

self-paced
online

Course Description: Agile Project Management officially began in 2001 and has become a popular project management approach. This two-day course will examine how to energize, empower, and enable project teams to deliver customer value within a strong Agile framework. Participants will examine the value and process for actively involving the customer in delivering features and functionality throughout the project. This course will explore actions that 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 for when to use the Agile methodology
- Discuss when and how to use the hybrid approach to utilize traditional Project Management and Agile Project Management
- Identify the success factors of Agile Project Management
- Identify the principles of Agile Project Management
- Compare predictive planning and adaptive planning
- Discuss the rights and roles of the Agile business case

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

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

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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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Business Analysis Fundamentals

PDUs - 14

PMI's Talent Triangle Breakdown
Ways of Working - 8.75
Power Skills - 2.75
Business Acumen - 2.50

PMI's Certification Breakdown
PMP - 14.00
PMI-ACP - 14.00
PMI-SP - 5.25
PMI-RMP - 5.75
PfMP - 5.25
PMI-PBA - 14.00

self-paced
online

Course Description: *Business Analysis Fundamentals* 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 project. 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 that can be accessed 24/7 and completed at their own pace. Remember, though, that you must complete the course within 60 days.

Course Objectives:

Objective 1: Review an overview of business analysis

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

Objective 2: Create a Business Analysis Plan

- Examine the Business Analysis Planning Process

Objective 3: Identify stakeholders and their roles

- List requirements interview questions
- Define active listening

Objective 4: Analyze the Requirements

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

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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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Dealing with Conflict and Negativity in a Project Management Environment

PDUs - 14

PMI's Talent Triangle Breakdown
Power Skills - 14.00

PMI's Certification Breakdown
PMP - 14.00
PMI-ACP - 14.00
PMI-SP - 14.00
PMI-RMP - 14.00
PfMP - 14.00
PMI-PBA - 14.00

self-paced
online

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

Method of teaching: Students will learn tips, techniques, and processes through webinars that 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 the 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 the seven stages of group conflict

Objective 3: Review active listening skills

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

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

- Compare ways to confront others while helping them save face
- Examine confrontation techniques
- Review assertiveness techniques
- Apply facilitation skills to allow 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 the definition of negativity

- Analyze the cost of negativity in U.S. organizations
- Evaluate the challenges of the modern workplace
- Formulate a five-step approach to examine 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 the results of negativity
- Compare ways of dealing with negaholics
- Develop rules for confronting negativity
- Analyze how to break the victim complex
- Define ways to impact a 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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Project Cost Management

PDUs – 6.5

PMI's Talent Triangle Breakdown
Ways of Working - 6.50

PMI's Certification Breakdown
PMP - 6.50
PMI-ACP - 6.50
PMI-SP - 0.50
PMI-PBA - 6.50

self-paced
online

Course Description: This course will focus on basic cost management theories and techniques. Students will learn how to deliver value to customers beyond cost. There will also be a discussion of ways to get the project back on track and address budget issues arising from over expenditures. This course will follow one or more of the Project Management Institute's knowledge areas of theProject Management Institute's knowledge areas of the *PMBOK® Guide*.

Method of teaching: Students will learn tips, techniques and processes through webinars, which can be accessed 24/7 and completed at their own pace. Remember, though, that you must complete the course within 60 days.

Course Objectives:

Objective 1: Examine budgeting basics

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

Objective 2: Examine estimating the initial cost

- List constraints that impact costs
- 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 Project Cost Management processes

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

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Project Management Fundamentals

PDUs - 6.5

PMI's Talent Triangle Breakdown
Ways of Working - 6.50
Power Skills - 1.00
Business Acumen - 1.25

PMI's Certification Breakdown
PMP - 6.50
PMI-ACP - 6.50
PMI-SP - 3.50
PMI-RMP - 2.25
PfMP - 2.25
PMI-PBA - 2.25

self-paced
online

Course Description: This course will focus on ways employees can run projects faster and more effectively. This course will recommend a six-phase process and numerous preventive 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 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 a culture

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

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

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

Objective 4: Classify who to place on your project team

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

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

- Formulate a Work Breakdown Structure
- Discover how to track multiple projects
- Evaluate a real timeline
- Evaluate why time calculations are wrong
- Examine 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
- 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 the project plan

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

- Apply closedown checklists and handoff procedures

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

PDUs - 19.5

PMI's Talent Triangle Breakdown
Ways of Working - 12.25
Power Skills - 2.50
Business Acumen - 4.75

PMI's Certification Breakdown
PMP - 19.5
PMI-ACP - 19.50
PMI-SP - 8.25
PMI-RMP - 7.75
PfMP - 7.25
PMI-PBA - 7.25

self-paced
online

Course Description: This course equips participants with the skills and techniques to detect, diagnose, and turn around failing projects. It will focus on process analysis and turnaround strategies to support project recovery. Projects can be unpredictable and may run into trouble, failing to achieve the desired outcomes, goals, and objectives. At times, these projects will even fail, resulting in reduced opportunities and lower benefits. Failures can sometimes be caught early and turned around.

Method of teaching: Students will learn tips, techniques, and processes through webinars, which can be accessed 24/7 and completed at their own pace. Remember, though, that you must complete the course within 60 days.

Course Objectives:

Objective 1: General Definitions and Issues for Project Recovery

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

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

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

Objective 3: Recognize when the project needs recovery

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

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

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

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

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

Objective 6: Manage the Stakeholders During Recovery

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

Objective 7: Verify that project metrics and standards are working

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

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Successful Negotiation in a Project Management Environment

PDUs - 13

PMI's Talent Triangle Breakdown
Ways of Working - 6.75
Power Skills - 4.25
Business Acumen - 2.00

PMI's Certification Breakdown
PMP - 13.00
PMI-ACP - 13.00
PMI-SP - 6.25
PMI-RMP - 6.25
PfMP - 6.25
PMI-PBA - 13.00

self-paced
online

Course Description: This course will examine the strategies of successful negotiation throughout the project's life cycle. Participants will learn the value of successful negotiation, the negotiation process, and different negotiation models. This course will include examples of negotiation over scope, deadlines, change, and getting the best price from your vendor. This course will follow one or more of 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 negotiation

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

Objective 2: Examine the negotiation process

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

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

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

Management

Management A-Z
Successfully Managing People In A Technical Setting
How To Handle Difficult People
Coping With Change
12 Steps To Better Decision Making
How To Build Trust And Respect
Mastering Project Management
Project Management Intensive
Empowering Employees For Success
How To Discipline Employees
Empower Or Perish
Coaching And Counseling Employees
Managing Multiple Projects And Tasks

Leadership

Developing And Mentoring Your Workforce
How To Delegate And Hold Them Accountable
Values Based Leadership: Our Only Hope
Executive Coaching
Strategic Planning
Motivating And Empowering Your Workforce
The Lost Art Of Leadership
Tough Minded Leadership
Vision Driven Leadership
Foundations Of 21st Century Planning
Becoming A Confident Decision Maker
Creating Strategic Change
Successfully Handling Turbulent Change
Handling Personal And Professional Change

Attitude/Negativity

Creating An Optimistic Workplace
Mountain Moving Motivation
Battling Burnout
Becoming An Overcomer
The Impact Of Humor In The Workplace
Turning Turkeys Into Eagles

Communication

Proactive Communication
Communicating For Results
You Said, We Said, They Said
Facilitation Fundamentals
Communication: What You Heard Is Not What I Said
Secrets Of Presenting Like A Pro
Increase Communication And Get Your Point Across

Consulting

Consulting Skills For A New Day
How To Build Your Consulting Business
Solving Problems As A Consultant
Consulting Fundamentals

Human Resource

Successfully Recruiting Tomorrow's Worker
Market Yourself For Your Next Employer
Performance Appraisals That Work

Conflict

Dealing With Difficult And Obnoxious People
How To Talk About The Tough Issues
Handling Conflict And Confrontation

Customer Service

Customer Relationship Management (CRM)
Customership: Building Unbelievable Service
21st Century Customer Service
Customer Retention - Our Future Success

Sales/Marketing

Controlling The Seven Mile Border
Marketingology: The Art Of Attracting New Customers
Secrets Of Closing More Sales
Selling 101 Fundamentals
Advanced Sales Skills For A New Millennium
Creating Customer Driven Value
Selling With Values And Integrity
Marketing Your Company For Results
Foundations Of Organizational Marketing
Fundamentals Of Sales In The 21st Century
Sales Management Intensive
Negotiate Like A Pro
Sales Force Management
Consultive Selling Made Simple

Teams

Organizing Highly Effective Teams
Building Cross Functional Teams
Building Team That Work
Conquering Team Conflict
Creating Self Directed Teams

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