

Creating an Optimistic Work Place - 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Leadership - 6.50

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI-ACP - 6.50

PMI-SP - 6.50

PMI-RMP - 6.50

PfMP - 6.50

PMI-PBA - 6.50

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

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

Course Objectives:

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

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

Objective 2: Formulate a five step approach in examining negativity

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

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

- Assess ways for rebuilding trust
- Discuss situational, habitual, and chronic negativity
- Create stair steps toward negativity

- Compare results of negativity
- Compare ways in dealing with the negaholics

Objective 4: Employee rules for confronting negativity

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

Objective 5: Create an action plan

Creating Project Estimates in a Fixed Environment - 1 Day

PDUs – 6.5

PMI's Talent Triangle Breakdown

Technical - 6.50

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI-ACP - 6.50

PMI-SP - 6.50

PfMP - 6.50

PMI-PBA - 6.50

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

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

Course Objectives:

Objective 1: Explore the foundation for project estimation

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

Objective 2: Detail the preparation needed to create realistic estimates

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

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Objective 3: Evaluate and create estimates for the project

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

Objective 4: Explore how to manage project estimates

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

Objective 5: Improve estimating processes

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

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

*PDU*s - 7.0

PMI's Talent Triangle Breakdown

Leadership - 7.00

PMI's Certification Breakdown

PMP/PgMP - 7.00

PMI-ACP - 7.00

PMI-SP - 7.00

PMI-RMP - 7.00

PfMP - 7.00

PMI-PBA - 7.00

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

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

Course Objectives:

Objective 1: Define conflict

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

Objective 2: Examine rules for handling anger

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

Objective 3: Review active listening skills

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

Objective 4: Examine conflict and facilitation strategies

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

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

PDU's - 14

PMI's Talent Triangle Breakdown

Leadership - 14.00

PMI's Certification Breakdown

PMP/PgMP - 14.00

PMI-ACP - 14.00

PMI-SP - 14.00

PMI-RMP - 14.00

PfMP - 14.00

PMI-PBA - 14.00

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

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

Course Objectives:

Objective 1: Define conflict

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

Objective 2: Examine rules for handling anger

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

Objective 3: Review active listening skills

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

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

- Compare ways to confront others while helping them save face
- Examine confrontation techniques
- Review assertiveness techniques
- Apply facilitation skills for allowing everyone to be heard

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- Discuss the facilitator's responsibilities
- Create questions to guide others through the process
- Analyze ways to prevent arguing
- Discuss times to make amends

Objective 6: Evaluate the inner/personal dialog

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

Objective 5: Examine definition of negativity

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

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

*PDU*s - 19.5

PMI's Talent Triangle Breakdown

Technical - 6.50
Leadership - 6.50
Strategic - 6.50

PMI's Certification Breakdown

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

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

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

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

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

Course Objectives:

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

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

Objective 2: Examine internal processes and methodologies

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

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

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

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

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

Mastering the Interview and Gathering of Project Requirements - 2 Day

*PDU*s - 13

PMI's Talent Triangle Breakdown

Technical - 10.75

Leadership - 0.25

Strategic - 2.00

PMI's Certification Breakdown

PMP/PgMP - 13.00

PMI-ACP - 13.00

PMI-SP - 13.00

PMI-RMP - 13.00

PfMP - 13.00

PMI-PBA - 13.00

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

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

Course Objectives:

Objective 1: Explore the requirements gathering process

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

Objective 2: Scope the problem, goals or objectives

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

Objective 3: Understand and document the real problem

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

Objective 4: Document the different types of requirements

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

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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 the changes and impact on culture

Objective 6: Convert project objectives to scope deliverables

- Discuss the outcomes
- Explore the metrics to be measured

Objective 7: Detail functional requirements

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

Objective 8: Detail non-functional requirements

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

Objective 9: Detail conditional requirements

- Define when to use an alternative set of requirements

Objective 10: Develop a WBS from the project objectives

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

Objective 11: Explore requirements associated with quality

- Find missing requirements
- Prioritize the requirements

Objective 12: Communicate project requirements

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

Objective 13: Understand auditing of project requirements

- Understand internal audits
- Understand external audits

Microsoft Project 2013 Basics - 1 Day

PDU's - 6.5

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI's Talent Triangle Breakdown

Technical - 6.50

Course Description: This course will focus on helping individuals who use Microsoft Office Project Professional 2013. The course will cover the critical skills necessary to create and modify a project plan file in Microsoft Project. Various skills related to the project plan that will be addressed include creating tasks, managing resources, and organizing resource assignments. By the end of this course, attendees will be able to create a project plan file containing tasks and organize these tasks in a work breakdown structure containing task relationships. They will also be able to create and assign resources and finalize the project to implement the project plan.

Method of teaching: Students will use Microsoft Project 2013 Professional to work through example modules and create their own project plan.

Course Objectives:

Objective 1: Examine Microsoft Project, Project Management, and You

- Discuss the high-level benefits of dedicated project planning and management tools
- Examine the differences between Project Standard and Project Professional
- Examine the major new features introduced in *MS Project 2013 Professional*
- Discuss skills development strategies for mastering projects in the context of a good project management practice

- Examine applying different views to see information presented in different ways
- Examine reports to quickly communicate the status of a project plan

Objective 3: Starting a new plan

- Create a new project plan
- Set non-working days in a project plan
- Examine available base calendars and create working-time exceptions in the project calendar
- Examine project properties

Objective 2: A guided tour of MS Project 2013

- Review new features with *MS Project 2013 Professional*
- Examine the backstage view to share and manage project files
- Examine the fluent (ribbon) interface and quick access toolbar

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Objective 4: Building a task list

- Examine how to add a project summary task
- Examine how to add a recurring task
- Examine how to create milestones in a project plan file
- Examine how to organize tasks into phases
- Examine how to enter task duration estimates
- Examine how to link dependent tasks
- Discuss top-down and bottom-up task planning
- Examine automatic and manually scheduled tasks
- Identify deliverables in a project plan file
- Examine documenting tasks with notes and hyperlinks
- Examine how to set a task deadline

Objective 5: Setting-up resources

- Examine how to set up resource information for the people who work on projects
- Discuss best practices for entering resource names
- Examine how to enter a resource's maximum capacity
- Examine how to enter resource pay rates
- Examine how to get resource cost information
- Examine how to adjust working time in a resource calendar
- Examine how to set up cost resources
- Examine how to document resources with notes

Objective 6: Assigning resources to tasks

- Examine how to assign a resource to a task
- Discuss the scheduling formula
- Examine how to control work when adding or removing resource assignments
- Discuss effort-driven scheduling
- Examine how to assign cost resources to tasks
- Examine how to check the plan's duration, cost, and work

Objective 7: Formatting and Sharing a Project

Plan

- Examine how to customize the Gantt chart view
- Examine how to customize the timeline view
- Examine how to draw on a Gantt chart
- Examine how to copy views
- Examine how to print views
- Examine how to customize and print project reports

Objective 8: Tracking project progress

- Examine how to save a project baseline
- Examine how to track a project schedule
- Examine how to enter a task completion percentage
- Examine how to enter actual values for tasks
- Discuss evaluating if a project is on schedule

Microsoft Project 2013 Intermediate - 1 Day

*PDU*s - 6.5

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI's Talent Triangle Breakdown

Technical - 6.50

Course Description: This course will build upon the skills learned in the *Microsoft Project 2013 Basic* course. This course will go beyond simply preparing a project plan to looking at the skills needed to use Microsoft Project during the Project Implementation phase. At the end of this course, students will be able to manage straightforward projects through the proper assignment of tasks and resources and be able to track progress and report on a project.

Method of teaching: *Students will use Microsoft Project 2013 Professional to work through example modules and create their own project plan.*

Course Objectives:

Objective 1: Fine-Tuning Task Scheduling

- Examine how to set task relationships with task path
- Examine how to adjust task link relationships
- Examine how to set task constraints
- Discuss interrupting work on a task
- Examine how to adjust working time for individual tasks
- Discuss controlling task scheduling with task types
- Discuss assignment units, peak, peak units, and the scheduling formula
- Discuss task types and effort-driven scheduling

Objective 2: Fine-Tuning Task Details

- Examine how to enter deadline dates
- Examine how to enter fixed costs
- Examine how to setup recurring tasks
- Examine how to view the project's critical path
- Examine how to manually schedule summary tasks

Objective 3: Fine-Tuning Resource and Assignment

Details

- Examine how to setup resource availability to apply at different times
- Examine how to enter multiple pay rates for a resource
- Examine how to setup resource pay rates to apply at different times
- Examine how to setup material resources
- Examine how delay the start of assignments
- Examine how to apply contours to assignments
- Examine how to apply different pay rates to assignments
- Examine how to assign material resources to tasks
- Discuss variable consumption rates for material resources

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- Examine how to view resource capacity
- Examine how to adjust assignments in team planner view

Objective 4: Fine-Tuning the Project Plan

- Examine how to view resource allocations over time
- Discuss evaluating resource allocations
- Examine how to manually resolve resource over allocations
- Examine how to level over allocated resources
- Examine how to check the project's cost
- Examine how to check the project's finish date
- Examine how to inactivate tasks

Objective 5: Organizing Project Details

- Examine how to sort project details
- Examine how to group project details
- Examine how to filter project details
- Examine how to create new tables
- Discuss creating custom fields
- Examine how to create new views

Objective 6: Tracking Progress on Tasks and

Assignments

- Examine how to update a baseline
- Discuss saving interim project plans
- Examine how to track actual and remaining values for tasks and assignments
- Discuss how to manually enter actual costs
- Examine how to track time-phased actual work for tasks and assignments
- Discuss collecting actuals from resources
- Examine how to reschedule incomplete work

Objective 7: Viewing and Reporting on Project

Status

- Examine how to identify tasks that have slipped
- Discuss project variance
- Discuss project communication
- Examine how to review task costs
- Examine how to review resource costs
- Examine how to report project cost variance with a stoplight view

Objective 8: Getting Your Project Back on Track

- Examine how to troubleshoot time and schedule problems
- Examine how to reduce task durations by assigning resource overtime hours
- Examine how to troubleshoot cost and resource problems
- Examine how to troubleshoot scope-of-work problems

Microsoft Project 2013 Advanced - 1 Day

PDUs - 6.5

PMI's Talent Triangle Breakdown

Technical - 6.50

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI-RMP - 6.50

Course Description: This course will build upon the skills learned in the *Microsoft Project 2013 Intermediate* course. This course will demonstrate advanced features of the application, including emphasis on customization of the application itself. At the end of this course, students will be able to exchange project plan data with other applications, customize elements, automate activities in MS Project with macros and reuse project plan information.

Method of teaching: *Students will use Microsoft Project 2013 Professional to work through example modules and create their own project plan.*

Course Objectives:

Objective 1: Applying Advanced Formatting and Printing

- Examine how to format a Gantt chart view
- Discuss additional Gantt chart formatting features
- Examine how to format a timeline view
- Examine how to format a network diagram view
- Examine how to format a calendar view
- Examine how to print and export views

Objective 2: Applying Advanced Report Formatting

- Examine how to format tables and charts in a report
- Examine how to create a custom report

Objective 3: Customizing Microsoft Project 2013 Professional

- Discuss sharing custom elements between plans
- Examine how to record and edit macros
- Examine how to customize the ribbon and quick access bar

Objective 4: Sharing Information with Other Programs

- Examine how to copy and paste data to other programs
- Examine how to open other file formats in MS Project
- Examine how to save to other file formats from MS Project
- Discuss working with files from previous versions of MS Project
- Examine how to generate visual reports with Excel and Visio

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Objective 5: Consolidating Projects and Resources

- Examine how to create a resource pool
- Discuss creating a dedicated resource pool
- Examine how to view assignment details in a resource pool
- Examine how to update assignments in a sharer plan
- Examine how to update resource information in a resource pool
- Examine how to update working times in a resource pool
- Examine how to link new plans to a resource pool
- Examine how to change sharer plan assignments and updating a resource pool
- Examine how to consolidate plans
- Examine how to create dependencies between plans

Microsoft Project 2016 Basics - 1 Day

*PDU*s - 6.5

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI's Talent Triangle Breakdown

Technical - 6.50

Course Description: This course will focus on helping individuals who use Microsoft Office Project Professional 2016. The course will cover the critical skills necessary to create and modify a project plan file in Microsoft Project. Various skills related to the project plan that will be addressed include creating tasks, managing resources, and organizing resource assignments. By the end of this course, attendees will be able to create a project plan file containing tasks and organize these tasks in a work breakdown structure containing task relationships. They will also be able to create and assign resources and finalize the project to implement the project plan.

Method of teaching: *Students will use Microsoft Project 2016 Professional to work through example modules and create their own project plan.*

Course Objectives:

Objective 1: Examine Microsoft Project, Project Management, and You

- Discuss the high-level benefits of a dedicated project planning and management tools
- Examine the differences between Project Standard and Project Professional
- Examine the major new features introduced in the 2016 edition
- Discuss skills development strategy for mastering project in the context of a good project management practice

Objective 2: A guided tour of MS Project 2016

- Review new features with MS Project 2016 Professional
- Examine the Backstage view to share and manage Project files
- Examine the Fluent (Ribbon) interface and Quick Access toolbar

- Examine applying different views to see information presented in different ways
- Examine reports to quickly communicate the status of a project plan

Objective 3: Starting a new plan

- Create a new project plan
- Setting Nonworking days in a Project Plan
- Examine available base calendars and creating working-time exceptions in the project calendar
- Examine project properties

Objective 4: Building a task list

- Examine how to add a Project Summary Task
- Examine how to add a Recurring Task
- Examine how to Create Milestones in a Project Plan file

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- Examine how to Organize Tasks into Phases
- Examine how to enter Task Duration Estimates
- Examine how to link Dependent Tasks
- Discuss Top-Down and Bottom-Up task planning
- Examine Automatic and Manually scheduled tasks
- Identify Deliverables in the Project Plan File
- Examine documenting tasks with Notes and Hyperlinks
- Examine how to set a Task Deadline

Objective 5: Examine how to setup resources

- Examine how to set up resource information for the people who work on projects
- Discuss best practices for entering resource names
- Examine how to enter resources' maximum capacity
- Examine how to enter resource pay rates
- Examine how to get resource cost information
- Examine adjusting working time in a resource calendar
- Examine how to set up cost resources
- Examine how to document resources with notes

Objective 6: Examine how to assign resources to tasks

- Examine how to assign a resource to a task
- Discuss the Scheduling Formula
- Examine how to Control Work when Adding or Removing Resource Assignments
- Discuss Effort-Driven Scheduling
- Examine how to Assign Cost Resources to Tasks
- Examine how to check the plan's duration, cost, and work

Objective 7: Examine how to Format and Sharing a Project Plan

- Examine how to Customize the Gantt Chart view
- Examine how to Customize the Timeline view
- Examine how to Draw on a Gantt Chart
- Examine how to Copy Views
- Examine how to Print Views
- Examine how to Customize and Print Project Reports

Microsoft Project 2016 Intermediate - 1 Day

PDU's - 6.5

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI's Talent Triangle Breakdown

Technical - 6.50

Course Description: This course will build upon the skills learned in the Microsoft Project 2016 Basic course. This course will go beyond simply preparing a project plan to looking at the skills needed to use Microsoft Project during the Project Implementation phase. At the end of this course, students will be able to manage straightforward projects through the proper assignment of tasks and resources and be able to track progress and report on a project.

Method of teaching: Students will use Microsoft Project 2016 Professional to work through example modules and create their own project plan.

Course Objectives:

Objective 1: Examine how to track project progress

- Examine how to Save a Project Baseline
- Examine how to Track a Project Schedule
- Examine how to Enter a Task Completion Percentage
- Examine how to Enter Actual Values for Tasks
- Discuss Evaluating if a Project is on Schedule

Objective 2: Examine how to Fine-Tune Task

Scheduling

- Examine how to set task relationships with Task Path
- Examine how to adjust task link relationships
- Examine how to set task constraints
- Discuss interrupting work on a task
- Examine how to adjust working time for individual tasks

- Discuss controlling task scheduling with task types
- Discuss assignment units, peak, peak units, and the scheduling formula
- Discuss task types and effort-driven scheduling

Objective 3: Examine how to Fine-Tune Task

Details

- Examine how to Enter Deadline Dates
- Examine how to Enter Fixed Costs
- Examine how to Setup Recurring Tasks
- Examine how to View the Projects Critical Path
- Examine how to Schedule Summary Tasks Manually

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Objective 4: Examine how to Fine-Tune Resource and Assignment Details

- Examine how to setup resource availability to apply at different times
- Examine how to enter multiple pay rates for a resource
- Examine how to setup resource pay rates to apply at different times
- Examine how to setup material resources
- Examine how delay the start of assignments
- Examine how to apply contours to assignments
- Examine how to apply different pay rates to assignments
- Examine how to assign material resources to tasks
- Discuss variable consumption rates for material resources
- Examine how to view resource capacity
- Examine how to adjust assignments in team planner view

Objective 5: Examine how to Fine-Tune the Project Plan

- Examine how to view Resource Allocations Over Time
- Discuss Evaluating Resource Allocations
- Examine how to Resolve Resource Overallocations Manually
- Examine how to Level Overallocated Resources
- Examine how to Check the Project's Cost and Finish Date
- Examine how to inactivate tasks

Objective 6: Examine how to Organize Project Details

- Examine how to Sort Project Details
- Examine how to Group Project Details
- Examine how to Filter Project Details
- Examine how to create new tables
- Discuss creating Custom Fields
- Examine how to create new views

Objective 7: Examine how to Track Progress on Tasks and Assignments

- Examine how to Update a Baseline
- Discuss Saving Interim Project Plans
- Examine how to Track Actual and Remaining Values for Tasks and Assignments
- Discuss how to enter actual costs manually
- Examine how to Track Timephased Actual Work for Tasks and Assignments
- Discuss Collecting Actuals from Resources
- Examine how to Reschedule Incomplete Work

Microsoft Project 2016 Advanced - 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Technical - 6.50

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI-RMP - 6.50

Course Description: This course will build upon the skills learned in the Microsoft Project 2016 Intermediate course. This course will demonstrate advanced features of the application, including emphasis on customization of the application itself. At the end of this course, students will be able to exchange project plan data with other applications, customize elements, automate activities in Project with macros and reuse project plan information.

Method of teaching: Students will use Microsoft Project 2016 Professional to work through example modules and create their own project plan.

Course Objectives:

Objective 1: Examine how to View and Report on Project Status

- Examine how to Identify Tasks That Have Slipped
- Discuss Project Variance
- Discuss Project Communication
- Examine how to Review Task Costs
- Examine how to Review Resource Costs
- Examine how to Report Project Cost Variance with a Stoplight View

Objective 2: Examine how to Apply Advanced Formatting and Printing

- Examine how to format a Gantt chart view
- Discuss additional Gantt chart formatting features
- Examine how to format a timeline view
- Examine how to format a network diagram view
- Examine how to format a calendar view
- Examine how to print and export views

Objective 3: Examine how to Apply Advanced Report Formatting

- Examine how to format tables in a report
- Examine how to format charts in a report
- Examine how to create a custom report

Objective 4: Examine how to Customize Microsoft Project

- Discuss sharing custom elements between plans
- Examine how to records macros
- Examine how to edit macros
- Examine how to customize the ribbon and quick access bar

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Objective 5: Examine how to Share Information with Other Programs

- Examine how to copy and paste data to other programs
- Examine how to open other file formats in Project
- Examine how to save to other file formats from Project
- Discuss working with files from previous versions of Project
- Examine how to generate visual reports with Excel and Visio

Objective 6: Examine how to Consolidate Projects and Resources

- Examine how to create a resource pool
- Discuss creating a dedicated resource pool
- Examine how to view assignment detail in a resource pool
- Examine how to update assignments in a sharer plan
- Examine how to update resource information in a resource pool
- Examine how to update all plans' working times in a resource pool
- Examine how to link new plans to a resource pool
- Examine how to change sharer plan assignments and updating a resource pool
- Examine how to consolidate plans
- Examine how to create dependencies between plans

Performance Improvement - 2 Day

Impacting the Quality of Your Organization

PDU's - 13

PMI's Talent Triangle Breakdown

Technical - 8.00
Leadership - 3.50
Strategic - 1.50

PMI's Certification Breakdown

PMP/PgMP - 13.00
PMI-ACP - 5.00
PMI-SP - 6.00
PMI-RMP - 5.00
PfMP - 5.00
PMI-PBA - 5.00

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

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

Course Objectives:

Objective 1: Compare old and new philosophies

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

- Compare roadblocks to continuous improvement and quality initiative
- Predict characteristics in the cost of quality
- Choose techniques for involving co-workers
- Evaluate Deming's seven deadly diseases
- Discuss the approaches of Deming, Juran and Cosby to quality

Objective 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

Objective 3: Identify steps for creating a quality action plan

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

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

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

Objective 5: Define the project drivers

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

Objective 6: Apply close down checklists and handoff procedures

- Identify phase out of the project plan

Objective 7: Conduct a postmortem

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

PMBOK® Guide Overview - 1 Day

PDU's - 6.5

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI's Talent Triangle Breakdown

Technical - 6.50

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

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

Course Objectives:

Objective 1: Define a project

- Discuss the benefits of project management

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

Objective 3: Examine the initiating process group

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

Objective 4: Examine the planning process group

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

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

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Objective 5: Examine the executing process group

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

Objective 6: Examine the monitoring & controlling process group

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

Objective 7: Examine the closing process group

- Discuss the Close Project or Phase process

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

PDU's - 6.5

PMI's Talent Triangle Breakdown

Technical - 3.25

Leadership - 3.25

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI-ACP - 3.25

PMI-SP - 3.25

PMI-RMP - 3.25

PfMP - 3.25

PMI-PBA - 3.25

Course Description: This one-day course will focus on ways to use communication as a way to gather detailed information from the customer, analyze the information, and expedite the outcomes desired by the customer. Participants will understand how to focus a message and incorporate means to gain information using effective communication skills. This course will recommend ways of building stronger communication skills and will provide insight 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 Project Management Institute's knowledge areas of the *PMBOK® Guide*.

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

Course Objectives:

Objective 1: Evaluate how to approach people

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

Objective 2: Discuss how to gain understanding

- Analyze communication styles
- Develop ways to increase understanding
- Compare kinds of communication
- Describe what communication should be communicated upline
- Examine reasons why communicating upline is extremely difficult
- Identify questions to ask if miscommunication is common

- Discuss how to match your body language and the message
- List characteristics of a poor listener
- Predict obstacles of listening
- Identify ways of asking questions which open up communication

Objective 3: Examine techniques for disagreeing

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

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

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

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

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

Program Management - 2 Day

*PDU*s - 13

PMI's Certification Breakdown

PMP/PgMP - 13.00

PMI's Talent Triangle Breakdown

Technical - 13.00

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

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

Course Objectives:

Objective 1: Define program management

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

Objective 2: Identify program management problems and propose solutions

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

Objective 3: Examine program funding resources and authorization

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

Project Change Management - 1-1/2 Day

*PDU*s - 9.5

PMI's Talent Triangle Breakdown

Technical - 4.50

Leadership - 2.00

Strategic - 3.00

PMI's Certification Breakdown

PMP/PgMP - 9.50

PMI-ACP - 5.00

PMI-SP - 5.00

PMI-RMP - 5.00

PfMP - 5.00

PMI-PBA - 5.00

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

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

Course Objectives:

Objective 1: Discuss the definition of change

- 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 areas that impact change in people

- Discuss when to create change quickly or gradually
- Formulate a checklist to determine resistance
- Identify how to deal with setbacks

Objective 3: Create a strategy for change

- Compare change control to change management
- Discuss what is included in integrated change control
- Explain tools for integrated change control

Objective 4: Examine schedule changes

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

Objective 5: Discuss sources of change

- Examine how to use impact analysis
- Create change due to corrective actions
- Create change due to preventative actions
- Detail the change control form
- Detail the change request form
- Examine negotiation skills in change management

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

- Create a strategy for examining risk after change approval
- List the benefits of documentation in various situations
- Analyze the impact of change

Objective 7: Define change control board

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

Project Change Management - 2 Day

How to Implement, Track, and Control Project Changes

PDU's - 13

PMI's Talent Triangle Breakdown

Technical - 7.00
Leadership - 2.00
Strategic - 4.00

PMI's Certification Breakdown

PMP/PgMP - 13.00
PMI-ACP - 6.00
PMI-SP - 6.00
PMI-RMP -65.00
PfMP - 6.00
PMI-PBA -65.00

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

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

Course Objectives:

Objective 1: Discuss the definition of change

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

- 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 2: Identify three areas that impact change in people

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

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Objective 4: Examine schedule changes

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

Objective 5: Discuss sources of change

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

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

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

Objective 7: Define change control board

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

Project Change Management - 3 Day

A Systematic Approach to Controlling Project Changes

PDU's - 19.5

PMI's Talent Triangle Breakdown

Technical - 17.50

Strategic - 2.00

PMI's Certification Breakdown

PMP/PgMP - 19.50

PMI-ACP - 2.00

PMI-SP - 2.00

PMI-RMP - 2.00

PfMP - 2.00

PMI-PBA - 2.00

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

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

Course Objectives:

Objective 1: Discuss the definition of change

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

- Formulate a checklist to help determine resistance
- Identify how to deal with setbacks

Objective 2: Identify three areas that impact change in people

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

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

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Objective 4: Examine configuration management

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

Objective 5: Examine schedule and procurement changes

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

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
- List the benefits of documentation
- Analyze the impact of change

Objective 8: Define change control board (CCB)

- Compare positive and negative CCBs
- Analyze the roles and responsibilities of change control board
- 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 in regard to time, energy, and resources

Objective 11: Examine negotiation skills in project change management

- Identify negotiation personalities
- Discuss making offers and counteroffers

Objective 12: Discuss when to walk away

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

Project Communications Management – 1 Day

*PDU*s – 6.5

PMI's Talent Triangle Breakdown

Technical - 3.25

Leadership - 3.25

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI-ACP - 3.25

PMI-SP - 3.25

PMI-RMP - 3.25

PfMP - 3.25

PMI-PBA - 3.25

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

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

Course Objectives:

Objective 1: Analyze the value of project interviews

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

Objective 2: Discuss how to gain understanding

- Demonstrate what to do when you mess up
- Analyze communication styles
- Develop ways to increase understanding
- Compare kinds of project communication
- Describe what communication should be communicated upline
- Examine reasons why communicating upline is extremely difficult
- Identify questions to ask if miscommunication is common

- Detail characteristics of a poor listener
- Predict obstacles of listening during projects
- Examine project communication channels

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

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

Project Communications Management - 1-1/2 Day

*PDU*s - 9.5

PMI's Talent Triangle Breakdown

Technical - 3.25

Leadership - 6.25

PMI's Certification Breakdown

PMP/PgMP - 9.5

PMI-ACP - 6.25

PMI-SP - 6.25

PMI-RMP - 6.25

PfMP - 6.25

PMI-PBA - 6.25

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

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

Course Objectives:

Objective 1: 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
- Develop ways to increase understanding
- Compare kinds of project communication
- Describe what communication should be communicated online
- Identify questions to ask if miscommunication is common
- Evaluate verbal softeners
- Predict obstacles of listening during projects

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

- Describe ingredients for effective meetings
- Evaluate receiving feedback on performance

- Compare how to communicate with people from different generations
- Compare various types of written and verbal communication
- Examine barriers to communication
- Describe types of listening
- Evaluate performance reviews and status reports
- List network models
- Examine how to conduct a Lessons Learned

Objective 4: Define the processes in Project Communications Management

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

Project Communications Management - 2 Day

*PDU*s - 13

PMI's Talent Triangle Breakdown

Technical - 11.00

Leadership - 2.00

PMI's Certification Breakdown

PMP/PgMP - 13.00

PMI-ACP - 2.00

PMI-SP - 2.00

PMI-RMP - 2.00

PfMP - 2.00

PMI-PBA - 2.00

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

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

Course Objectives:

Objective 1: Analyze the value of project

interviews

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

Objective 2: Discuss how to gain understanding

- Demonstrate what to do when you mess up
- Analyze communication styles
- Develop ways to increase understanding
- Compare kinds of project communication
- Describe what communication should be communicated upline
- Examine reasons why communicating upline is extremely difficult
- Identify questions to ask if miscommunication is common

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

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

- Describe ingredients of effective 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

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Objective 5: Define the processes in project

communications management

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

Project Cost Management - 1 Day

*PDU*s - 6.5

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI's Talent Triangle Breakdown

Technical - 6.50

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

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

Course Objectives:

Objective 1: Examine budgeting basics

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

Objective 2: Examine estimating the initial cost

- List constraints which impact cost
- Compare cost control systems

- Discuss cost estimate basics
- Review types of estimates
- Discover how to figure the ROI on your project
- Discover how to allocate costs

Objective 3: Discuss how to handle emergencies

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

Objective 4: Define the processes of project cost management

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

Project Integration Management – 1 Day

*PDU*s – 6.5

PMI's Talent Triangle Breakdown

Technical - 5.50

Leadership - 1.00

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI-ACP - 1.00

PMI-SP - 2.00

PMI-RMP - 1.00

PfMP - 1.00

PMI-PBA - 1.00

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

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

Course Objectives:

Objective 1: Define the six-step project management process

- Examine the project's life cycle

Objective 2: Design a proactive interview process

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

Objective 3: Classify who to place on your project team

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

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

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

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

- Discuss implementation of a project plan

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

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

Objective 7: Apply close down checklists and handoff procedures

- Identify phase out of the project
- Perform a postmortem

Objective 8: Examine the integration process in project management

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

Project Integration Management - 3 Day

PDU's - 19.5

PMI's Talent Triangle Breakdown

Technical - 15.50

Leadership - 3.00

Strategic - 1.00

PMI's Certification Breakdown

PMP/PgMP - 19.50

PMI-ACP - 4.00

PMI-SP - 5.00

PMI-RMP - 4.50

PfMP - 4.00

PMI-PBA - 4.00

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

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

Course Objectives:

Objective 1: Define the six-step project management process

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

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

- Demonstrate interviewing techniques that will assist in determining project specifics
- Review constraint red flags to watch
- Show how to set, control, and monitor project scope
- Summarize major areas to brainstorm
- Manage brainstorming and planning meetings

- Identify a checklist for team meetings
- Analyze signs of poor updates

Objective 3: Classify who to place on your project team

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

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

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

Objective 5: Define the critical path

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

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

- Discuss implementation of the project plan

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

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

Objective 8: Apply close down checklists and handoff procedures

- Identify phase out of the project
- Perform a postmortem

Objective 9: Examine the integration process in project management

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

Project Management Concepts - 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Technical - 6.00

Leadership - 0.50

PMI's Certification Breakdown

PMP/PgMP - 6.5

PMI-ACP - 0.50

PMI-SP - 0.50

PMI-RMP - 0.50

PfMP - 0.50

PMI-PBA - 0.50

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

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

Course Objectives:

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

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

Objective 2: Define the real critical path

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

Objective 3: Discuss quality planning

- Define and detail performance reporting

Objective 4: Examine communications management

Objective 5: Examine risk management planning

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

Objective 6: Examine characteristics of effective and ineffective teams

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

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

Project Management Concepts - 2 Day

PDU's - 13.5

PMI's Talent Triangle Breakdown

Technical - 13.00

Leadership - 0.50

PMI's Certification Breakdown

PMP/PgMP - 13.50

PMI-ACP - 0.50

PMI-SP - 0.50

PMI-RMP - 0.50

PfMP - 0.50

PMI-PBA - 0.50

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

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

Course Objectives:

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

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

Objective 2: Define the real critical path

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

Objective 3: Discuss quality planning

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

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

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Objective 6: Define and detail project team

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

Objective 7: Define and detail earned value

analysis including schedule variance, cost variance, cost performance index, schedule performance index

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

- Create a close down checklist and handoff procedures

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

*PDU*s – 13

PMI's Talent Triangle Breakdown

Technical - 12.00

Leadership - 1.00

PMI's Certification Breakdown

PMP/PgMP - 13.00

PMI-ACP - 1.00

PMI-SP - 2.00

PMI-RMP - 2.00

PfMP - 1.00

PMI-PBA - 1.00

Course Description: This course will explore 14 common project management mistakes made during the life cycle of a project. Mistakes are identified; solutions are developed and applied so that these mistakes are manageable or avoided 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 8: Examine the mistake of no project audits

Objective 2: Examine the mistake of top-down planning

Objective 9: Examine the mistake of turf battles

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

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

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

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

Objective 5: Examine the mistake of an unrealistic timeline

Objective 12: Examine the mistake of overcommitting team members

Objective 6: Examine the mistake of a limited risk analysis

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

Objective 7: Examine the mistake of a poor communication plan

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

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

*PDU*s – 19.5

PMI's Talent Triangle Breakdown

Technical - 18.00

Leadership - 1.50

PMI's Certification Breakdown

PMP/PgMP - 19.50

PMI-ACP - 1.50

PMI-SP - 2.50

PMI-RMP - 2.50

PfMP - 1.50

PMI-PBA - 1.50

Course Description: This course will explore 21 common project management mistakes made during the life cycle of a project. Mistakes are identified; solutions are developed and applied so that these mistakes are manageable or avoided 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 no established project methodology with fits organizational culture

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

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

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

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

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

Objective 7: Examine the mistake of an unrealistic timeline

Objective 8: Examine the mistake of a shallow WBS

Objective 9: Examine the mistake of no implementation plan

Objective 10: Examine the mistake of a limited risk analysis

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Objective 11: Examine the mistake of a poor communication plan

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

Objective 12: Examine the mistake of no project audits

Objective 18: Examine the mistake of overcommitting team members

Objective 13: Examine the mistake of inadequate performance appraisals

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

Objective 14: Examine the mistake of turf battles

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

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

Objective 21: Examine the mistake of not creating a best practices

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

Project Management Office (PMO) - 3 Day

Creating a Center of Excellence for Efficient Project Delivery

PDU's - 19.5

PMI's Talent Triangle Breakdown

Technical - 17.00
Leadership - 1.50
Strategic - 1.00

PMI's Certification Breakdown

PMP/PgMP - 19.50
PMI-ACP - 2.50
PMI-SP - 2.50
PMI-RMP - 2.50
PfMP - 3.50
PMI-PBA - 2.50

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

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

Course Objectives:

Objective 1: Examine why a PMO fails

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

(Continued on next page)

Objective 2: Assemble the right PMO staff

- Examine the role of executive leadership and sponsorship to the PMO
- Create the PMO methodology and services
- Discuss the PMO roles and responsibilities
- Discuss organizational change and acceptance of the PMO
- Discuss training and mentoring provided by PMO
- Examine core competencies and a team development model

Objective 3: Develop a curriculum for internal project management training

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

Objective 4: Discuss better ways of establishing customer relationships

- Examine the relationship between a PMO and vendor contractor

Project Monitoring, Evaluation, and Oversight - 2 Day

PDU's - 13

PMI's Talent Triangle Breakdown

Technical - 12.00
Leadership - 0.75
Strategic - 0.25

PMI's Certification Breakdown

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

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

Course Objectives:

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

- Develop evaluation processes and procedures
- Compare the difference between research and evaluation
- Evaluate current hindrances facing organizations when conducting oversight
- Analyze various ways of setting standards and measurements for projects
- Examine project metrics and requirements
- Define internal stakeholders for oversight and evaluation
- Discuss benchmarking techniques
- Define the what, why and how of evaluation

- Develop methods to evaluate projects you did not create
- Discuss models of successful evaluation
- Classify key success factors

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

(Continued on next page)

Objective 3: Examine project planning audit

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

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

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

Project Performance Management - 2 Day

PDU's - 13

PMI's Talent Triangle Breakdown

Technical - 12.50

Strategic - 0.50

PMI's Certification Breakdown

PMP/PgMP - 13.00

PMI-ACP - 0.50

PMI-SP - 0.50

PMI-RMP - 0.50

PfMP - 0.50

PMI-PBA - 0.50

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

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

Course Objectives:

Objective 1: Discuss advantages of performance management

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

Objective 2: Define ways of discovering the performance gap

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

Objective 3: Examine questions to ask in determining project performance

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

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

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

Project Procurement Management - 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Technical - 6.00

Leadership - 0.50

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI-ACP - 0.50

PMI-SP - 0.50

PMI-RMP - 0.50

PfMP - 0.50

PMI-PBA - 0.50

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

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

Course Objectives:

Objective 1: Examine the contracting process

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

Objective 2: Examine non-competitive contracting

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

Objective 3: Construct a SOW

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

Objective 4: Create a selection matrix

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

Objective 5: Examine negotiation

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

(Continued on next page)

Objective 6: List price and budgeting requirements

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

Objective 7: Define the processes of project procurement management

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

Project Quality Assurance, Monitoring and Auditing - 2 Day

*PDU*s - 13

PMI's Certification Breakdown
PMP/PgMP - 13.00

PMI's Talent Triangle Breakdown
Technical - 13.00

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

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

Course Objectives:

Objective 1: Examine continuous process improvement for project processes

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

Objective 2: Analyze the tools for quality control

- Evaluate Deming's 14 points to maintaining quality
- Identify Juran's 10 symptoms to quality problems
- Define the three major processes of project quality management
- Examine the process of quality assurance
- List the nine C's of quality

- Evaluate the four steps to Force Field Analysis
- Discuss seven keys to problem solving implementation

Objective 3: Examine benefits of project auditing

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

Objective 4: Discuss recovery assessment process and model

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

Project Quality Management - 1 Day

PDU's - 6.5

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI's Talent Triangle Breakdown

Technical - 6.50

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

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

Course Objectives:

Objective 1: Compare old and new philosophies in project management

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

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

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

Objective 3: Define project quality management

- Define the processes of project quality management

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

Objective 4: Examine creative solutions in solving project plans

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

Objective 5: Define recovery plan

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

Project Quality Management - 2 Day

PDU's - 13

PMI's Talent Triangle Breakdown

Technical - 12.75

Leadership - 0.25

PMI's Certification Breakdown

PMP/PgMP - 13.00

PMI-ACP - 0.25

PMI-SP - 0.25

PMI-RMP - 0.25

PfMP - 0.25

PMI-PBA - 0.25

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

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

Course Objectives:

Objective 1: Compare old and new philosophies in project management

- Define quality for today's projects
- Identify a prevention mentality rather than a reactive one
- Evaluate data that must be analyzed
- Set up guidelines for executing continuous quality through the project
- Examine continuous process improvement for project processes
- List rules for continuous improvement
- Analyze where continuous improvement can help
- Discuss symptoms of quality concerns in past and future projects

- Design a continuous improvement for the project team's concern
- Judge ways to reduce resistance from the organizational culture
- Compare roadblocks to continuous improvement and quality initiative

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

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

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

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

Objective 4: Define project quality management

- Define the processes of project quality management
- Examine the process of Plan Quality Management
- Examine the process of Manage Quality
- Examine the process of Control Quality

Problem Solving Module

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

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

Objective 6: Examine creative solutions in solving project plans

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

Objective 7: Evaluate how to implement the solution

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

Project Resource Management - 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Technical - 3.25

Leadership - 3.25

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI-ACP - 3.25

PMI-SP - 3.25

PMI-RMP - 3.25

PfMP - 3.25

PMI-PBA - 3.25

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

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

Course Objectives:

Objective 1: Identify and define the project resource management processes

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

Objective 2: Examine the process group of Plan Resource Management

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

Objective 3: Examine the process group of Estimate Activity Resources

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

Objective 4: Examine the process group of Acquire Resources

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

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Objective 5: Examine the process group of Develop

Team

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

Objective 6: Examine the process group of Manage

Team

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

Objective 7: Examine the process group of Control

Resources

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

Objective 8: Identify and examine motivation

theories

Objective 9: Identify and examine phases of

performance management

Project Resource Management - 2 Day

*PDU*s - 13

PMI's Talent Triangle Breakdown

Technical - 4.00
Leadership - 8.50
Strategic - 0.50

PMI's Certification Breakdown

PMP/PgMP - 13.00
PMI-ACP - 9.00
PMI-SP - 9.00
PMI-RMP - 9.00
PfMP - 9.00
PMI-PBA - 9.00

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

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

Course Objectives:

Objective 1: Define the processes of project resource management

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

Managing Team Module

Objective 2: Analyze job responsibilities

- Discuss priority checklist
- Assess modern day accountability myths

Objective 3: Evaluate how to coach project team toward success

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

Objective 4: Develop a Mission Statement and Vision

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

(Continued on next page)

Objective 5: Contrast different change strategies

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

Objective 6: Discuss strategies for creating trust

- Describe requirements for being an overcomer on project teams
- Analyze two types of motivation within a project team
- Examine ways to align motivational techniques to workers
- Analyze the disciplining of project team members and ways of changing behavior
- Identify how to track project team members

Conflict Module

Objective 7: Discuss the positive side of conflict

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

Objective 8: Examine rules for handling anger

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

Objective 9: Review active listening skills

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

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

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

Project Risk Management - 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Technical - 5.75

Strategic - 0.75

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI-ACP - 6.50

PMI-SP - 6.50

PMI-RMP - 6.50

PfMP - 6.50

PMI-PBA - 6.50

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

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

Course Objectives:

Objective 1: Define risk

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

Objective 2: Evaluate how to confront attitudes on risk

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

- Discuss the four strategies for positive risks

Objective 3: Examine how to manage risk plans

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

Objective 4: Define the major processes of risk management

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

Project Risk Management - 2 Day

PDU's - 13

PMI's Talent Triangle Breakdown

Technical - 12.75

Strategic - 0.25

PMI's Certification Breakdown

PMP/PgMP - 13.00

PMI-ACP - 0.25

PMI-SP - 0.25

PMI-RMP - 13.00

PfMP - 0.25

PMI-PBA - 0.25

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

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

Course Objectives:

Objective 1: Define risk

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

- Explain how to evaluate plans
- Review interviewing
- Develop how to facilitate a brainstorming session

Objective 2: Evaluate how to confront attitudes on risk

- List techniques for confronting risk
- Examine how to conduct a 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

Objective 3: Examine how to manage risk plans

- Discuss transferring risk
- Examine monitoring risk

Objective 4: Develop risk teams

- Create a special response team

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Objective 5: Define the major processes of risk management

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

Project Risk Management Advanced - 2 Day

*PDU*s - 14

PMI's Talent Triangle Breakdown

Technical - 14.00

PMI's Certification Breakdown

PMP/PgMP - 14.00

PMI-RMP - 14.00

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

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

Course Objectives:

Objective 1: Review definitions of risk and project risk management

- Appraise high-risk projects
- Identify classical causes of project risk failure
- Identify success factors for risk management
- Examine the iterative process of 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 avoidance
- Recognize risk opportunity strategies of exploit, share and enhance
- Define and detail tools and techniques for response identification and selection

Objective 4: Examine the monitoring and controlling risks process

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

Project Schedule Management - 1 Day

*PDU*s - 6.5

PMI's Talent Triangle Breakdown

Technical - 6.50

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI-SP - 6.50

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

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

Course Objectives:

Objective 1: Create a Work Breakdown Structure

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

Objective 2: Estimate Activity Resources

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

Objective 3: Complete a Critical Path Analysis

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

Objective 4: Define the schedule management processes

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

Project Schedule Management - 2 Day

PDU's - 13

PMI's Talent Triangle Breakdown

Technical - 10.00

Leadership - 3.00

PMI's Certification Breakdown

PMP/PgMP - 13.00

PMI-ACP - 3.00

PMI-SP - 13.00

PMI-RMP - 3.00

PfMP - 3.00

PMI-PBA - 3.00

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

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

Course Objectives:

Objective 1: Discuss myths and realities of time management

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

Objective 2: Evaluate causes of procrastination

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

Objective 3: List ways to say "No"

- Explain how to set and establish priorities
- Identify ways to plan your work and learn how to plan
- Create ways to handle the paperwork

Objective 4: Discuss time tips on interruptions and decisiveness

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

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Objective 5: Define schedule management processes

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

Project Scheduling - 2 Day

*PDU*s - 14

PMI's Talent Triangle Breakdown
Technical - 14.00

PMI's Certification Breakdown

PMP/PgMP - 14.00

PMI-SP - 14.00

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

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

Course Objectives:

Objective 1: Review the basic management process

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

Objective 2: Define scheduling methods

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

Objective 3: Define and detail estimating

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

Objective 4: Discuss duration compression - crashing and fast tracking

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

Project Scope Management - 1 Day

PDU's - 6.5

PMI's Talent Triangle Breakdown

Technical - 6.25

Leadership - 0.25

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI-ACP - 0.25

PMI-SP - 0.25

PMI-RMP - 0.25

PfMP - 0.25

PMI-PBA - 0.25

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

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

Course Objectives:

Objective 1: Create interview strategies to gather project requirements

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

Objective 2: Create scope requirements for the project

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

Objective 3: Create a Work Breakdown Structure

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

Objective 4: Evaluate a real timeline

- Evaluate why time calculations are wrong

Objective 5: Analyze strengths and weaknesses of a Gantt chart

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

Project Scope Management - 2 Day

*PDU*s - 13

PMI's Certification Breakdown

PMP/PgMP - 13.00

PMI's Talent Triangle Breakdown

Technical - 13.00

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

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

Course Objectives:

Objective 1: Create scope requirements for the project

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

Objective 2: Create a Work Breakdown Structure

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

Objective 3: Assemble brainstorming and planning meetings

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

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

- Discuss how to track multiple projects

Objective 5: Evaluate a real timeline

- Evaluate why time calculations are wrong

Objective 6: Analyze strengths and weaknesses of a Gantt chart

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

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

- Discuss implementation of a project plan

Project Stakeholder Management - 1 Day

*PDU*s - 6.5

PMI's Talent Triangle Breakdown

Technical - 5.50

Leadership - 1.00

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI-ACP - 6.50

PMI-SP - 6.50

PMI-RMP - 6.50

PfMP - 6.50

PMI-PBA - 6.50

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

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

Course Objectives:

Objective 1: Identify the project stakeholder management processes

Objective 2: Examine the process of Identify Stakeholders

Objective 3: Examine the process of Plan Stakeholder Engagement

Objective 4: Examine the process of Manage Stakeholder Engagement

Objective 5: Examine the process of Monitor Stakeholder Engagement

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

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

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

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

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

Objective 11: Identify traits for stakeholder management success

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

*PDU*s - 6.5

PMI's Talent Triangle Breakdown

Technical - 6.50

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI-ACP - 6.50

PMI-PBA - 6.50

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

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

Course Objectives:

Objective 1: Define Agile Project Management and the Agile manifesto

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

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

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

Successful Negotiation in a Project Management Environment - 1 Day

*PDU*s - 6.5

PMI's Talent Triangle Breakdown

Technical - 3.5

Leadership - 2.75

Strategic - 0.25

PMI's Certification Breakdown

PMP/PgMP - 6.5

PMI-ACP - 3.00

PMI-SP - 3.00

PMI-RMP - 3.00

PfMP - 3.00

PMI-PBA - 3.00

Course Description: This one-day course will examine the strategies of successful negotiation throughout the project's lifecycle. Participants will learn the value of successful negotiation, the negotiation process, and different negotiation models. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

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

Course Objectives:

Objective 1: Define negotiation

- Identify the benefits of negotiations
- Detail types of negotiation in organizations
- Define and detail negotiations in projects including interpersonal negotiations and contract negotiations

Objective 3: Examine the negotiation process

- Define preparing for a negotiation
- Examine how to create a proposal
- Define types of bargaining
- Examine closing a negotiation

Objective 2: Examine personality traits of negotiators

- List core skills for successful negotiation
- Examine negotiating mistakes
- Examine negotiating strategies
- Recognize common ploys used in negotiation
- Identify deceptive behaviors used in negotiation

Successful Negotiation in a Project Management Environment - 2 Day

*PDU*s - 13

PMI's Talent Triangle Breakdown

Technical - 6.75
Leadership - 6.00
Strategic - 0.25

PMI's Certification Breakdown

PMP/PgMP - 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 in negotiation over scope, deadlines, change, and getting the best price from your vendor. This course will follow one or more of Project Management Institute's knowledge areas of the *PMBOK® Guide*.

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

Course Objectives:

Objective 1: Define negotiation

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

Objective 2: Examine the negotiation process

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

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

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

Use Case Modeling - 2 Day

*PDU*s – 13

PMI's Certification Breakdown

PMP/PgMP - 13.00

PMI's Talent Triangle Breakdown

Technical - 13.00

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

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

Course Objectives:

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

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

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

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

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

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

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

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

Vendor Management - 1 Day

***PDU*s – 7.0**

PMI's Talent Triangle Breakdown

Technical - 4.00
Leadership - 1.00
Strategic - 2.00

PMI's Certification Breakdown

PMP/PgMP - 7.00
PMI-ACP - 5.00
PMI-SP - 3.00
PMI-RMP - 3.00
PfMP - 3.00
PMI-PBA - 3.00

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

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

Course Objectives:

Objective 1: Discuss vendor challenges

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

Objective 2: Award Contract

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

Objective 3: Contract management

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

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- Internal and vendor project manager relationships
- Vendor conflicts and how to resolve them
- Contract modifications
- Contract disputes
- Contract termination for convenience
- Procedures for termination for convenience
- Contract termination for default
- Procedures for termination for default

Objective 4: Contract closure

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

Vendor Management - 3 Day

Managing, Monitoring and Controlling

Vendor Relationships

PDU's – 19.5

PMI's Talent Triangle Breakdown

Technical - 15.75
Leadership - 1.25
Strategic - 2.50

PMI's Certification Breakdown

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

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

Course Objectives:

Objective 1: Discuss vendor challenges

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

Objective 2: Examine phases in the acquisition process

- Explain the duties of the contract officer
- Identify best practices of vendor management

- Discuss reasons and roles for a Vendor Management Office
- Compare the procurement cycle to project management
- Compare organizational and government procurement processes

Objective 3: Examine 5 phase process of vendor management

- **Phase one: Pre-Award Stage**
 - Forecasting future requirements
 - Acquisition planning

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- Project scope statements
 - Make or buy discussion
 - Baseline estimated cost
 - Successful steps for creating an effective RFP
 - Examine what impacts the RFP process
 - Basic parts of the RFP
 - Designing a statement of work
 - Key elements of a performance work statement
 - Methods of contract surveillance
- **Phase two: Source selection**
- Techniques on setting expectations with vendor
 - Vendor risk
 - Conducting a risk analysis of each vendor
 - Risk sharing
 - Criteria for evaluating the vendors
 - Vendor evaluation process
 - Sealed bidding process
 - Success criteria for evaluating vendors
 - Qualifications for vendor selection
- **Phase three: Award Contract**
- Vendor orientation
 - Vendor management plan
 - Vendor measurements or scorecard
 - Vendor performance
 - Negotiation strategies used by vendors
 - Strengths and weaknesses of contract types
- **Phase four: Contract management**
- Work plan to fulfill statement of work
 - Benchmarks
 - Communication
 - Status and performance meetings
 - Types of audits
 - Auditing plan
 - Internal and vendor project manager relationships
 - Auditing process
 - Difference between internal, external and third party auditing
 - Areas for the auditing examination
 - Vendor conflicts and how to resolve them
 - Best practice guide sheet for auditing
 - Process designs for auditing the vendor
 - Monitoring contractor requests for payment
 - Contract modifications
 - Contract termination for convenience
 - Procedures for termination for convenience
 - Contract termination for default
 - Procedures for termination for default
 - Contract disputes
 - Ethical standards and procurement integrity
- **Phase five: Contract closure**
- Knowledge transfer
 - Vendor/customer handoff
 - Contract closeout
 - Steps in contract closeout

Project Management 90 Hour Intensive Overview

Overview

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

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

Project Management I - 4 1/2 Day

Initiating, Planning, Integration and Staffing

PDU's - 30

PMI's Talent Triangle Breakdown

Technical - 19.50
Leadership - 4.00
Strategic - 6.50

PMI's Certification Breakdown

PMP/PgMP - 30.00
PMI-ACP - 10.50
PMI-SP - 10.50
PMI-RMP - 10.50
PfMP - 10.50
PMI-PBA - 10.50

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

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

Course Objectives:

Initiating and Planning

Objective 1: Define the six-step project management process

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

Objective 2: Classify who to place on your project team

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

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

- Formulate a WBS, work breakdown structure
- Discuss how to track multiple projects
- Evaluate a real time line

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- Evaluate why time calculations are wrong
- Examine characteristics of a milestone
- Analyze strengths and weaknesses of a Gantt chart

Objective 4: Define the critical path

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

Communication Module

Objective 5: Analyze the value of project interviews

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

Objective 6: Analyze communication styles

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

Objective 7: Identify questions to ask if miscommunication is common

- Predict obstacles of listening during projects

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

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

Objective 9: Examine communication requirements

- Identify communication processes
- Create communication plan for standard project

Project Integration Management

Objective 10: Examine the integration process in project management

- Examine integration skills needed by the project manager

Objective 11: Define the processes in Project Integration Management

- Examine the process of Develop Project Charter
- Examine the process of Develop Project Management Plan
- Examine the process of Direct & Manage Project Work
- Examine the process of Manage Project Knowledge

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- Examine the process of Monitor & Control Project Work
- Examine the process of Perform Integrated Change Control
- Examine the process of Close Project or Phase

Project Facilitation Module

Objective 12: Discuss the definition of project facilitation

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

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

- Examine ways to clarify body language of others
- Discuss five useful ways for brainstorming during projects
- Analyze the proper usage of questions to engage the audience
- Formulate paraphrasing techniques for clarifying the meaning and message of others
- Compare different ways to use probing, bridging and redirecting skills
- Discuss the positives of having a devil's advocate in project teams

- Examine professional ways to handle the negative participant
- Analyze assertiveness techniques to be used by facilitators
- Formulate a standard preparation plan for starting facilitation
- Examine best ways to be prepared for facilitation sessions
- Discuss best practices for ending a facilitation session

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

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

Objective 15: Analyze tactics for handling resistance in project meetings

- Evaluate the impact of conflict to the participants

Project Schedule Management Module

Objective 16: Discuss myths and realities of time management

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

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Objective 17: Review qualities of time management

- Define guidelines of time management

Objective 18: Describe ways of dealing with deadlines

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

Managing Team Module

Objective 19: Analyze job responsibilities

- Discuss a priority checklist
- Assess modern day accountability myths

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

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

Objective 21: Contrast different change strategies

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

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

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

Project Management I Best Practices

PROJECT MANAGEMENT OVERVIEW INTRODUCTION

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

PROJECT INITIATING AND CONCEPT DEVELOPMENT

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

(Continued on next page)

WHAT IS A PROJECT?

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

ROLES AND RESPONSIBILITIES

- Roles and Responsibilities
- Who is Part of the Project Team?
- Importance of Stakeholders
- Project Manager
- Project Sponsor
- Steering Committee
- Development Team
- Change Management
- Quality Assurance
- Customer
- Project Review Team Management
- Division of Purchases

PLANNING PROCESS

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

PROJECT INITIATING AND DEFINITION INTRODUCTION

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

BUSINESS CASE

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

Project Management II - 4 1/2 Day

Budgeting, Quality, Change, Risk and Start-up

PDU's- 30

PMI's Talent Triangle Breakdown

Technical - 18.00
Leadership - 2.50
Strategic - 9.50

PMI's Certification Breakdown

PMP/PgMP - 30.00
PMI-ACP - 15.00
PMI-SP - 12.00
PMI-RMP - 17.00
PfMP - 12.00
PMI-PBA - 12.00

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

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

Course Objectives:

Budgeting, Quality, Change, Risk and Start-up

Objective 1: Identify quality processes which maintain high quality

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

Quality Module

Objective 2: Compare old and new philosophies in project management

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

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

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

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

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

Project Cost Management

Objective 5: Examine budgeting basics

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

Project Risk Management

Objective 6: Define risk

- Examine sources of risk
- Define risk management
- Examine how to conduct risk analysis

- List techniques to confronting risk
- Examine ranking

Objective 7: Discuss performance risk

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

Objective 8: Define the processes of Project Risk Management

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

Problem Solving Module

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

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

(Continued on next page)

Objective 10: Examine creative solutions in solving project plans

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

Objective 11: Define contingency planning and examine the crisis correctly

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

Change Module

Objective 12: Discuss the definition of change

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

Objective 13: Create a strategy for change

- Analyze a force field analysis
- Create an action plan

Objective 14: Compare change control to change management

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

Objective 15: Examine scope change control

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

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

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

Project Management II Best Practices

PROJECT MANAGEMENT PLANNING

- Responsibilities
- Terminology

PLANNING PROCESS AND PROJECT PLAN

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

(Continued on next page)

ACTIVITY DEFINITION AND SEQUENCING

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

BUDGETING

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

CHANGE MANAGEMENT

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

QUALITY PLANNING

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

REQUIREMENTS DEFINITION

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

RESOURCE PLANNING

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

RISK MANAGEMENT PLAN

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

(Continued on next page)

PROJECT PLAN FORMAT

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

Project Management III - 4 1/2 Day

Execution, Monitoring, and Close Down

PDU's - 30

PMI's Talent Triangle Breakdown

Technical - 9.25
Leadership - 5.75
Strategic - 15.00

PMI's Certification Breakdown

PMP/PgMP - 30.00
PMI-ACP - 20.75
PMI-SP - 20.75
PMI-RMP - 20.75
PfMP - 20.75
PMI-PBA - 20.75

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

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

Course Objectives:

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

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

Execution Module

Objective 2: Discuss the benefits of execution

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

Negotiation Module

Objective 3: Analyze the benefits of negotiations

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

(Continued on next page)

Objective 4: Design and arrange the first session

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

Objective 5: Analyze barriers to overcome during negotiations

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

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

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

Customer Service Module

Objective 7: Compare customer expectations to customer deliverables

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

Objective 8: Identify how to build credibility with customers

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

Objective 9: Analyze unspoken signals which distort communication

- Recognize how to put active listening to work

Objective 10: Choose ways for handling problem customers

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

Performance Module

Objective 11: Discuss advantages of performance management

- Identify performance needs
- Identify performance to project directives

Objective 12: Classify benchmarking techniques of present performance

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

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Objective 13: Review monitoring of project performance indicators

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

Conflict Module

Objective 14: Discuss the positive side of conflict

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

Objective 15: Analyze hostility and how it surfaces

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

Objective 16: Discuss hedge words people use to distort communication

- Analyze techniques people use to avoid issues

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

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

Procurement Module

Objective 18: Examine contracting process

- Discuss methods of contracting

Objective 19: Compare contracting types

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

Objective 20: List price and budgeting requirements

- Examine interpreting changes
- Analyze the termination of contracts
- Discover how to handle appeals, 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

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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

- Why Tracking and Monitoring?
- How and What is to be Tracked
- When Should Tracking be Done?
- Activity and Schedule Tracking
- Monitoring
- Planned Versus Actual Costs
- Cost
- Update the Cost Model
- Document Assumptions
- Tracking and Monitoring Costs
- Estimate at Completion (EAC) Summary Report
- Financial Metrics
- Resource Loading Updates
- Steering Committee
- Continued on next page
- Independent Reviews
- Periodic Updates
- Managing External Project Managers

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

PROJECT CLOSE-OUT

INTRODUCTION

- Overview

POST-IMPLEMENTATION

EVALUATION REPORT AND

ARCHIVING

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

RECOGNITION AND CELEBRATION OF

SUCCESS

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

Project Management 120 Hour Intensive Overview

Overview

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

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

Project Management I - 4 1/2 Day

Initiating and Planning

PDU's - 30

PMI's Talent Triangle Breakdown

Technical - 13.50
Leadership - 12.00
Strategic - 4.50

PMI's Certification Breakdown

PMP/PgMP - 30.00
PMI-ACP - 16.50
PMI-SP - 17.25
PMI-RMP - 16.50
PfMP - 16.50
PMI-PBA - 16.50

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

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

Course Objectives:

Initiating and Planning Module

Objective 1: Define the six step project management process

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

Objective 2: Classify who to place on your project team

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

Communication Module

Objective 3: Analyze the value of project interviews

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

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Objective 4: Analyze communication styles

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

Objective 5: Identify questions to ask if miscommunication is common

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

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

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

Project Facilitation Module

Objective 7: Discuss the definition of project facilitation

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

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

- Examine ways to clarify body language of others
- Discuss five useful ways for brainstorming during projects
- Analyze the proper usage of questions to engage the audience
- Formulate paraphrasing techniques for clarifying the meaning and message of others
- Compare different ways to use probing, bridging and redirecting skills
- Discuss the positives of having a devils advocate in project teams
- Examine professional ways to handle the negative participant

(Continued on next page)

- Analyze assertiveness techniques to be used by facilitators
- Formulate a standard preparation plan for starting a facilitation
- Examine best ways to be prepared for facilitation sessions
- Discuss best practices for ending a facilitation session

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

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

Objective 10: Analyze tactics for handling resistance in project meetings

- Evaluate the impact of conflict to the participants

Project Team Time Management Module

Objective 11: Discuss myths and realities of time management

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

Objective 12: Review qualities of time management

- Define guidelines of time management

Objective 13: Evaluate causes of procrastination

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

Project Management I Best Practices

PROJECT MANAGEMENT OVERVIEW

INTRODUCTION

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

(Continued on next page)

PROJECT INITIATING AND CONCEPT DEVELOPMENT

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

WHAT IS A PROJECT?

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

ROLES AND RESPONSIBILITIES

- Roles and Responsibilities
- Who is Part of the Project Team?
- Importance of Stakeholders
- Project Manager
- Project Sponsor
- Steering Committee
- Development Team
- Configuration Management
- Quality Assurance
- End User
- Project Review Team Management
- Division of Purchases

PLANNING PROCESS

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

Project Management II - 4 1/2 Day

Planning, Staffing, and Project Start Up

PDU's - 30

PMI's Talent Triangle Breakdown

Technical - 14.00
Leadership - 12.00
Strategic - 4.00

PMI's Certification Breakdown

PMP/PgMP - 30.00
PMI-ACP - 16.00
PMI-SP - 17.50
PMI-RMP - 16.00
PfMP - 16.00
PMI-PBA - 16.00

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

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

Course Objectives:

Planning, Staffing, Project Start Up Module

Objective 1: Manage brainstorming and planning meetings

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

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

- Formulate a Work Breakdown Structure
- Discover how to track multiple projects
- Evaluate a real time line
- Evaluate why time calculations are wrong
- Examine characteristics of a milestone

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

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

- Discuss implementation of project plan

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Managing Team Module

Objective 4: Analyze job responsibilities

- Discuss a priority checklist
- Assess modern day accountability myths

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

- Develop workers with new skills
- Discuss values of successful coaching of project teams
- Analyze common coaching mistakes of project teams
- Develop a Mission Statement and Vision
- Identify vision through leadership
- Examine why visions fail
- Evaluate where you are going
- Explain tough-minded leadership
- Examine strategies for creating trust
- Define ways to equip and empower

Objective 6: Contrast different change strategies

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

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

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

Change Module

Objective 8: Discuss the definition of change

- Identify proactive and reactive characteristics
- Analyze why people resist change
- Evaluate four types of change
- Examine five roles of change agents
- Explain the drivers of change
- Classify the roadblocks to change
- Predict three areas that impact change on people
- Assess five new focuses from change
- Examine six ways fear hinders change
- Evaluate seven qualities of a paralyzed state
- Identify eight factors that determine a person's viewpoint
- Compare four ways people respond to change
- Evaluate when to create change quickly or gradually
- Formulate a checklist to help determine resistance
- Identify how to deal with setbacks

(Continued on next page)

Objective 9: Create a strategy for change

- Perform a force field analysis
- Create an action plan

Conflict Module

Objective 10: Discuss the positive side of conflict

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

Objective 11: Examine rules for handling anger

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

Objective 12: Review active listening skills

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

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

- Compare ways to confront others while helping them save face
- Examine confrontation techniques
- Review assertiveness techniques
- Apply facilitation skills for allowing everyone to be heard

- Discuss the facilitator's responsibilities
- Create questions to guide others through the process
- Analyze ways to prevent arguing
- Discuss times to make amends

Project Management II Best Practices

PROJECT INITIATING AND DEFINITION INTRODUCTION

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

BUSINESS CASE

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

Project Management III - 4 1/2 Day

Budgeting, Quality, and Risk

PDU's - 30

PMI's Talent Triangle Breakdown

Technical - 19.00
Leadership - 6.00
Strategic - 5.00

PMI's Certification Breakdown

PMP/PgMP - 30.00
PMI-ACP - 11.00
PMI-SP - 11.00
PMI-RMP - 18.75
PfMP - 11.00
PMI-PBA - 11.00

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

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

Course Objectives:

Budgeting, Quality, and Risk

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

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

Quality Module

Objective 2: Compare old and new philosophies in project management

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

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

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

(Continued on next page)

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

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

Problem Solving Module

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

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

Objective 6: Examine creative solutions in solving project plans

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

Objective 7: Define contingency planning and examine the crisis correctly

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

Negotiation Module

Objective 8: Analyze the benefits of negotiations

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

Objective 9: Design and arrange the first session

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

(Continued on next page)

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

Objective 10: Analyze barriers to overcome during negotiations

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

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

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

Project Management III Best Practices

PROJECT MANAGEMENT PLANNING

- Planning is the Seed for Success
- Responsibilities
- Terminology

PLANNING PROCESS AND PROJECT

PLAN

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

ACTIVITY DEFINITION AND SEQUENCING

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

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

(Continued on next page)

CONFIGURATION MANAGEMENT

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

QUALITY PLANNING

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

REQUIREMENTS DEFINITION

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

RESOURCE PLANNING

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

RISK MANAGEMENT PLAN

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

PROJECT PLAN FORMAT

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

Project Management IV - 4 1/2 Day

Project Execution, Monitoring, and Close Down

PDU's - 30

PMI's Talent Triangle Breakdown

Technical - 13.50
Leadership - 12.50
Strategic - 4.00

PMI's Certification Breakdown

PMP/PgMP - 30.00
PMI-ACP - 16.50
PMI-SP - 16.50
PMI-RMP - 18.50
PfMP - 16.50
PMI-PBA - 16.50

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

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

Course Objectives:

Objective 1: Describe ways to communicate bad news

- Classify how to manage the project through influence rather than power

Objective 2: Summarize danger signals to watch

- Assess how to crash a project
- Apply close down checklists and handoff procedures
- Identify phase out of the project
- Perform a postmortem
- 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

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Objective 4: Identify how to build credibility with customers

- Assess how to bond with customers
- Identify ways of persuading customers to provide more information
- Choose distinct connections every customer must receive

Objective 5: Rate human factors which mislead communication

- Analyze unspoken signals which distort communication
- Recognize how to put active listening to work
- Evaluate ways for handling problem customers
- Review methods for calming down irate customers
- Identify special care to the elderly or chronically ill
- Discuss feedback systems that work in projects
- Label warning signals that customer service is dying
- Identify five ways to improve your customer service in every project

Performance Module

Objective 6: Discuss advantages of performance management

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

Objective 7: Define ways of discovering the performance gap

- Classify benchmarking techniques of present performance
- Discuss training and the performance gap
- Examine questions to ask in determining project performance
- Discuss how to break down project performance into understandable steps
- Define how to map the performance map

Objective 8: Review monitoring of project performance indicators

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

Procurement Module

Objective 9: Examine contracting process

- Discuss methods of contracting

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Objective 10: Compare contracting types

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

Objective 11: List price and budgeting requirements

- Examine interpreting changes
- Analyze termination of contracts
- Discover how to handling appeals, disagreements in contract
- Examine contract closeout planning

Project Management IV Best Practices

INTRODUCTION TO EXECUTION

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

APPROVAL PROCESS

- What is the Approval Process?
- Contractor Payments

CONFIGURATION MANAGEMENT

CHANGE, VERSION AND ISSUE

MANAGEMENT

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

CORRECTIVE ACTIONS

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

PROJECT REVIEWING

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

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RISK MONITORING AND MITIGATION

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

TRACKING AND MONITORING

PROJECT PERFORMANCE

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

PROJECT CLOSE-OUT

INTRODUCTION

- Overview

POST IMPLEMENTATION

EVALUATION REPORT AND ARCHIVING

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

RECOGNITION AND CELEBRATION OF SUCCESS

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

Online Course Descriptions

PMP® Exam Prep Boot Camp

PDU's - 35

PMI's Talent Triangle Breakdown

Technical - 30.25
Leadership - 3.75
Strategic - 1.00

PMI's Certification Breakdown

PMP/PgMP - 35.00
PMI-ACP - 4.75
PMI-SP - 4.75
PMI-RMP - 6.75
PfMP - 5.00
PMI-PBA - 4.75

Course Description: This Boot Camp prepares each participant with all the core competencies to pass the PMP® the first time. We teach you the terms, processes and skills to pass the course with minimal post course study. Also, learn methodologies for taking national tests. This course will follow Project Management Institute's knowledge areas of *A Guide to the Project Management Body of Knowledge (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 90 days.

The Mathis Group PMP® Exam Guarantee: In the unlikely event you do not pass the PMP® exam the first time, you will be able to review the course for 30 days and retake the exam. If you do not pass the PMP® the second time, you will have an additional 30 days to review the course and take the exam. If you do not pass the exam after the third attempt, The Mathis Group will refund the \$499 cost of the course.

Conditions:

1. The student must complete all course activities, tests, and activities provided.
2. If additional attempts are necessary, the student is responsible for contacting The Mathis Group to be reactivated in the course.
3. All three attempts must be within 120 days of the initial PMP® Exam Prep Boot Camp purchase date.
4. If the three attempts go beyond the original 120 days, there will be a \$100.00 reactivation fee to reopen the course.

PMP® Exam Prep Course Content: The course content focuses on *PMBOK® Guide - 6th Edition*.

Examine the process groups:

Initiating Planning
Executing Monitoring and Controlling
Closing

Examine the knowledge areas:

- Project Integration Management
- Project Scope Management
- Project Schedule Management
- Project Cost Management
- Project Quality Management
- Project Resource Management
- Project Communications Management
- Project Risk Management
- Project Procurement Management
- Project Stakeholder Management

- Professional and Social Responsibility
- Test-taking strategies and techniques
- Project Management definitions, process charts, and formulas
- Practice exams, scenarios, and activities

What You Receive Online

- The Mathis Group's course workbook
- Videos of content presentations
- Relevant activities
- Process charts
- Vocabulary tests
- 60+ Free online simulation tests

Recommended Material

- *PMBOK® Guide - 6th Edition*
- *PMP® Study Guide 9th Edition* by Kim Heldman

PMI-ACP® Exam Prep Boot Camp

PDU's - 21

PMI's Talent Triangle Breakdown

Technical - 15.75

Leadership - 5.25

PMI's Certification Breakdown

PMP/PgMP - 21.00

PMI-ACP - 21.00

PMI-SP - 6.00

PMI-RMP - 6.25

PfMP - 5.50

PMI-PBA - 5.25

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

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 90 days.

The Mathis Group PMP® Exam Guarantee: In the unlikely event you do not pass the PMI-ACP® exam the first time, you will be able to review the course for 30 days and retake the exam. If you do not pass the PMI-ACP® the second time, you will have an additional 30 days to review the course and take the exam. If you do not pass the exam after the third attempt, The Mathis Group will refund the \$399 cost of the course.

Conditions:

1. The student must complete all course activities, tests, and activities provided.
2. If additional attempts are necessary, the student is responsible for contacting The Mathis Group to be reactivated in the course.
3. All three attempts must be within 120 days of the initial PMI-ACP® Exam Prep Boot Camp purchase date.
4. If the three attempts go beyond the original 120 days, there will be a \$100.00 reactivation fee to reopen the course.

PMI-ACP® Exam Prep Course Content: The course content focuses on *PMI-ACP® Exam Prep 2nd Edition* by Mike Griffiths

Examine Agile Tools, Skills and Domains:

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

What You Receive Online

- The Mathis Group's course workbook
- Videos of content presentations
- Relevant activities
- Memory Charts
- Vocabulary tests
- Hundreds of practice test questions

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Examine Agile Methodologies and Processes:

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

Agile Project Management

Succeeding in a Project Filled With Uncertainty and Change

PDU's - 13

PMI's Talent Triangle Breakdown

Technical - 12.50

Leadership - 0.50

PMI's Certification Breakdown

PMP/PgMP - 13.00

PMI-ACP - 13.00

PMI-SP - 2.00

PMI-RMP - 1.75

PfMP - 1.00

PMI-PBA - 1.00

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

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

Course Objectives:

Objective 1: Define Agile Project Management and the Agile manifesto

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

- Compare predictive planning and adaptive planning
- Discuss the rights and roles of the Agile business case

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

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

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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

Business Analysis Fundamentals

*PDU*s - 14

PMI's Talent Triangle Breakdown

Technical - 14.00

PMI's Certification Breakdown

PMP/PgMP - 14.00

PMI-PBA - 14.00

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

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

Course Objectives:

Objective 1: Review an overview of business analysis

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

Objective 2: Create a Business Analysis Plan

- Examine the Business Analysis Planning Process

Objective 3: Identify stakeholders and their roles

- List requirements interview questions
- Define active listening

Objective 4: Analyze the Requirements

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

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

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- Define and detail requirements management
- Review guidelines for writing requirements

Objective 7: Examine Project Life Cycle Models

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

Objective 8: Create Tools to Use

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

Objective 9: Choose the Right Analysis Techniques

- Analyze models for requirement analysis
- Discuss estimation techniques

Objective 10: Validate and Verify Solutions

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

Objective 11: Moving from Planning to Implementation

- Prepare requirements package
- Examine transitioning

Objective 12: Examine Communication in Business

Analysis

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

Creating a Successful Project Business Case

*PDU*s – 13

PMI's Talent Triangle Breakdown

Technical - 12.75

Strategic - 0.25

PMI's Certification Breakdown

PMP/PgMP - 13.00

PMI-ACP - 0.25

PMI-SP - 0.25

PMI-RMP - 0.25

PfMP - 0.25

PMI-PBA - 0.25

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

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

Course Objectives:

Objective 1: Define business case

- Identify purpose of a business case
- Define and detail project charter
- Examine the relationship between organizational strategy and the business case
- Define content areas of a business case
- Examine strategies for converting data to monetary values
- Detail five steps to converting data to monetary values
- Define and detail return on investment (ROI)
- Define and detail benefit/cost ratio, payback period, net present value, internal rate of return

Objective 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

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

(Continued on next page)

Objective 4: Define business case review

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

Objective 5: Identify levels of responsibility with a business case

- Analyze a business case example

Dealing with Conflict and Negativity in a Project Management Environment

PDU's - 14

PMI's Talent Triangle Breakdown

Leadership - 14.00

PMI's Certification Breakdown

PMP/PgMP - 14.00

PMI-ACP - 14.00

PMI-SP - 14.00

PMI-RMP - 14.00

PfMP - 14.00

PMI-PBA - 14.00

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

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

Course Objectives:

Objective 1: Define conflict

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

Objective 2: Examine rules for handling anger

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

Objective 3: Review active listening skills

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

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

- Compare ways to confront others while helping them save face
- Examine confrontation techniques
- Review assertiveness techniques
- Apply facilitation skills for allowing everyone to be heard

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- Discuss the facilitator's responsibilities
- Create questions to guide others through the process
- Analyze ways to prevent arguing
- Discuss times to make amends

Objective 6: Evaluate the inner/personal dialog

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

Objective 5: Examine definition of negativity

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

Project Communications Management

***PDU*s - 13**

PMI's Talent Triangle Breakdown

Technical - 11.00

Leadership - 2.00

PMI's Certification Breakdown

PMP/PgMP - 13.00

PMI-ACP - 2.00

PMI-SP - 2.00

PMI-RMP - 2.00

PfMP - 2.00

PMI-PBA - 2.00

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

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

Course Objectives:

Objective 1: Analyze the value of project interviews

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

Objective 2: Discuss how to gain understanding

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

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

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

Objective 4: Examine techniques for disagreeing

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

Objective 5: Define the processes in project communication management

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

Project Cost Management

PDU's – 6.5

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI's Talent Triangle Breakdown

Technical - 6.50

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

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

Course Objectives:

Objective 1: Examine budgeting basics

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

Objective 2: Examine estimating the initial cost

- List constraints which impact cost
- Compare cost control systems

- Discuss cost estimate basics
- Review types of estimates
- Discover how to figure the ROI on your project
- Discover how to allocate costs

Objective 3: Discuss how to handle emergencies

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

Objective 4: Define the processes of project cost management

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

Project Management Fundamentals

*PDU*s - 6.5

PMI's Talent Triangle Breakdown

Technical - 5.50

Leadership - 1.00

PMI's Certification Breakdown

PMP/PgMP - 6.50

PMI-ACP - 1.00

PMI-SP - 1.00

PMI-RMP - 1.00

PfMP - 1.00

PMI-PBA - 1.00

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

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

Course Objectives:

Objective 1: Define the six step project management process

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

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

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

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

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

Objective 4: Classify who to place on your project team

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

(Continued on next page)

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

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

Objective 6: Define the critical path

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

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

- Discuss implementation of project plan

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

- Apply close down checklists and handoff procedures

Project Monitoring, Evaluation, and Oversight

*PDU*s - 13

PMI's Talent Triangle Breakdown

Technical - 12.00
Leadership - 0.75
Strategic - 0.25

PMI's Certification Breakdown

PMP/PgMP - 13.00
PMI-ACP - 1.00
PMI-SP - 1.00
PMI-RMP - 1.00
PfMP - 1.00
PMI-PBA - 1.00

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

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

Course Objectives:

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

- Develop evaluation processes and procedures
- Compare the difference between research and evaluation
- Evaluate current hindrances facing organizations when conducting oversight
- Analyze various ways of setting standards and measurements for projects
- Examine project metrics and requirements
- Define internal stakeholders for oversight and evaluation
- Discuss benchmarking techniques
- Define the what, why and how of evaluation

- Develop methods to evaluate projects you did not create
- Discuss models of successful evaluation
- Classify key success factors

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

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

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Objective 3: Examine project planning audit

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

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

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

Project Planning and Program Control Processes - Part 1

*PDU*s - 25

PMI's Talent Triangle Breakdown

Technical - 19.00

Leadership - 6.00

PMI's Certification Breakdown

PMP/PgMP - 25.00

PMI-ACP - 6.00

PMI-SP - 9.00

PMI-RMP - 6.00

PfMP - 6.00

PMI-PBA - 6.00

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

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

Course Objectives:

Objective 1: Introduction

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

Objective 2: The Skills of a Project Manager

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

Objective 3: To Plan or Not to Plan

- Review the important aspects of why planning is essential in the successful management of projects
- Identify the characteristics of problems
- Compare proactive versus reactive management
- Recognize the problem resolution methodology and its relationship to PM

Objective 4: What is a Project?

- Explain characteristics of a project and how it differs from other forms of endeavors
- Identify the three dimensions of project objectives

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- Discover the “Key Drivers” of a project
- Define the “4 Project Management Steps”
- Compare top-down versus bottom-up planning philosophy
- Classify the right combination of factors
- Examine why the typical parameters used to measure a project are not the right parameters to manage it

Objective 5: Defining Project Purpose

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

Objective 6: Defining Project Workscope

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

Objective 7: Detail Planning

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

Objective 8: Interaction Analysis

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

Objective 9: Time Analysis or CPM

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

Project Planning and Program Control Processes - Part 2

*PDU*s - 25

PMI's Talent Triangle Breakdown

Technical - 25.00

PMI's Certification Breakdown

PMP/PgMP - 25.00

PMI-RMP - 3.00

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

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

Course Objectives:

Objective 1: Resource Planning

- Define what resources are
- Examine the Total Resource Management Problem
- Identify the resource acquisition cycle and its impact
- Compare the Project Level Management Problem and the Resource Modeling process
- Recognize resource pools and their effective availability
- Define resource requirements for each activity
- Develop activity schedule, aggregate resource requirements, availability versus cumulative requirement analysis, and problem identification and quantification

- Discover problem resolution strategies
- Analyze the role of the computer in resource planning, along with its myths and misconceptions
- Describe the budget excuse and why it is invalid
- Summarize an integrated resource system

Objective 2: Establish Project Baselines

- Recall the three baselines: technical, schedule, and cost
- Identify the Schedule Reconciliation process
- Design effective schedule and budget options
- Examine the Principals of Path Dynamics
- Appraise consequences of any action

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- Discuss modeling tools
- Evaluate how to determine, establish, and manage the baselines

Objective 3: Performance Measurements and Management

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

Objective 4: Reports

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

Objective 5: Risk & Opportunity Management

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

Objective 6: Summary/Conclusions

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

Project Quality Assurance, Monitoring and Auditing

*PDU*s - 13

PMI's Certification Breakdown
PMP/PgMP - 13.00

PMI's Talent Triangle Breakdown
Technical - 13.00

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

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

Course Objectives:

Objective 1: Examine continuous process improvement for project processes

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

Objective 2: Analyze the tools for quality control

- Evaluate Deming's 14 points to maintaining quality
- Identify Juran's 10 symptoms to quality problems
- Define the three major processes of project quality management
- Examine the process of quality assurance

- List the nine C's of quality
- Evaluate the four steps to Force Field Analysis
- Discuss seven keys to problem solving implementation

Objective 3: Examine benefits of project auditing

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

Objective 4: Discuss recovery assessment process and model

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

Project Risk Management

PDU's - 13

PMI's Talent Triangle Breakdown

Technical - 12.75

Strategic - 0.25

PMI's Certification Breakdown

PMP/PgMP - 13.00

PMI-ACP - 0.25

PMI-SP - 0.25

PMI-RMP - 13.00

PfMP - 0.25

PMI-PBA - 0.25

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

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

Course Objectives:

Objective 1: Define risk

- Examine sources of risk
- Define risk management
- Analyze signals of risk
- Describe risk trade-off
- Examine data gathering
- Explain how to evaluate plans
- Review interviewing
- Develop how to facilitate a brainstorming session

Objective 2: Evaluate how to confront attitudes on 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

Objective 3: Examine how to managing risk plans

- Discuss transferring risk
- Examine monitoring risk

Objective 4: Develop risk teams

- Create a special response team

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Objective 5: Define the processes of risk management

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

Successful Negotiation in a Project Management Environment

*PDU*s - 13

PMI's Talent Triangle Breakdown

Technical - 6.75
Leadership - 6.00
Strategic - 0.25

PMI's Certification Breakdown

PMP/PgMP - 13.00
PMI-ACP - 6.25
PMI-SP - 6.25
PMI-RMP - 6.25
PfMP - 6.25
PMI-PBA - 6.25

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

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

Course Objectives:

Objective 1: Define negotiation

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

Objective 2: Examine the negotiation process

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

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

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

Objective 4: Develop how to negotiate with your project team

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

Vendor Management

Managing, Monitoring and Controlling

Vendor Relationships

PDU's - 19.5

PMI's Talent Triangle Breakdown

Technical - 15.75
Leadership - 1.25
Strategic - 2.50

PMI's Certification Breakdown

PMP/PgMP - 19.50
PMI-ACP - 3.75
PMI-SP - 3.75
PMI-RMP - 4.50
PfMP - 3.75
PMI-PBA - 3.75

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

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

Course Objectives:

Objective 1: Discuss vendor challenges

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

Objective 2: Examine phases in the acquisition process

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

(Continued on next page)

Objective 3: Examine the 5 phase process of vendor management

- Phase one: Pre-Award Stage

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

- Phase two: Source selection

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

- Phase three: Award Contract

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

- Phase four: Contract management

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

- Phase five: Contract closure

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

Seminars, Keynotes And Topics

Management

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

Leadership

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

Attitude/Negativity

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

Communication

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

Consulting

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

Human Resource

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

Conflict

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

Customer Service

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

Sales/Marketing

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

Teams

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

Writing Skills

Effective Business Writing Skills
Grammar And Punctuation Skills