
Project Management (Day) Certificate

Whether your field is architecture or information technology, successful planning involves a carefully crafted set of steps to planned and measurable goals. In today's fast-paced business environment, this is no simple task. As deadlines get tighter and budgets get smaller, organizations turn to their managers to do more with less. Therefore, successful managers need to replenish their supply of practical skills, insightful strategies, and cutting edge concepts to remain a valuable asset to their company. Built on the PMBOK® (Project Management Body of Knowledge) standards, our curriculum empowers you with the skills necessary to tackle the challenges facing your projects.

Whether or not you are currently a project manager, a manager of project managers, or have a desire to become one, the essential tools are available through this curriculum.

To earn a certificate in Project Management, eight of the following courses must be completed.

Required Courses (Select two)

- Principles & Techniques of Project Management*
- Managing Information Technology Projects*
- Simulation of Real-World Project Management (recommended as last course)

* Students who choose to take the Principles & Techniques of Project Management course should not take the Managing Information Technology Projects course and vice versa.

Core Courses (Select six)

- Effective Project Scheduling & Control
- Project Management Using Microsoft® Project
- Project Quality Management
- Managing Project Communication
- How to Assess & Manage Project Risk
- Estimating & Managing Project Costs
- Project Procurement & Contract Management
- Building High-Performance Teams
- Managing Successful Negotiations
- Preparing for the PMP® Exam

Principles and Techniques of Project Management 3 Days

This 3 day course provides an overview of project management concepts & principles using lecture, small group case studies and discussions. The course allows each team to build an individual project idea from design to completion emulating the project management life cycle. This course is 100 % compliant with the Project Management Institute's® (PMI's®) current Project Management Body of Knowledge® (PMBOK®).

WHO SHOULD ATTEND

This course is primarily designed for people who have or will be assigned project management responsibilities; for Project Managers, Project Leaders or anyone performing in those roles or soon to be performing in those roles. Anyone who works on a project team and would like a better understanding of the project management process and where they fit in according to the global standard of project management.

WHAT YOU WILL ACHIEVED

- A clear differentiation amongst project, program, and subproject, identifying contrasting characteristics of each as well as what makes them related endeavors
- The ability to compare and contrast project management to: strategic management, operations management, and crisis management
- The use of an integrated case study, to create each of the following deliverables: project charter, scope statement, work breakdown structure, project network diagram, and time driven schedule
- The demonstration of an automated project management tool, identify each of the following tools, techniques or outputs: activity gantt chart, resource graph/histogram, resource spreadsheet, and resource driven schedule
- Application of the following project scheduling concepts: critical path, schedule compression, crashing, slack/float, fast tracking, and resource leveling.

WHAT YOU WILL LEARN

- The Project Management Framework - as described in PMI's® current PMBOK® standard - The (9) Knowledge Areas, the (5) Process Groups, and the Iterative Process Model - functions involved in project management - The Four (4) Key Stakeholders - their impact on, as well as their roles in a typical project, program or subproject - The five (5) Types of Organizational Structures - their impact on managing projects, programs and subprojects - The Baseline - used to execute, control and closeout projects, programs and subprojects effectively

Managing Information Technology (I.T.) Projects

3 Days

In today's dynamically changing business environment projects are initiated under tighter budgetary, resource and time constraints than ever before. This seminar will provide the attendees with proven "real life" tools and techniques to be utilized in managing projects in a "multi-project" I.T. environment.

WHO SHOULD ATTEND

Information Systems Project Leaders, Team Leaders, Project Managers, Line of Business I.S. Coordinators, who are responsible for the delivery of projects in a multi project multi functional environment.

WHAT YOU WILL ACHIEVE

- The knowledge of defining the role of the project manager while balancing the expectations of the different project stakeholders
- The know-how to apply different project planning methodologies depending on Project Categories, Priorities and Resource Organization.
- The knowledge to develop a dynamic project Model that will be used to continuously optimize your I.S. application development process.
- The ability to involve the end user (customer) in your project planning and management life cycle, to manage project priorities and control scope changes.
- The knowledge of how to structure the project data at the planning stage, to communicate effectively critical information at the right level of detail.

WHAT YOU WILL LEARN

- Integrating Project Management With Your Application Development Methodology -how to incorporate I.S. application development methodologies with proven project management tools and techniques to create policies & procedures for a customer driven quality controlled project plan.
- Creating Breakdown Structures for Effective Control and Project Communication - how to develop and continuously use Work Breakdown Structures (WBS) utilizing a variety of techniques to create summary, hammock, and detail activities.
- Practical Project Progress Measurement Techniques how to apply proven and practical techniques for forecasting your completion requirements.
- Dynamic Scheduling Techniques for Staying on Track - a variety of project scheduling tools and techniques such as Milestones, Gantt Charts and Dependency Driven Activity Network Diagrams.
- Effective Techniques for Risk Management - how to identify the different types of Risk Factors and evaluate their impact utilizing the project model.
- Incorporating External Resources Into Your Project Plan - how to manage consultants and contract resources.

Simulation of Real World Project Management

3 Days

This is a dynamic interactive seminar designed primarily as, but not limited to being, a "cap stone" for the Project Management Certificate program. Working with proprietary simulation software and a case which revolves around an entrepreneurial company, you will be challenged to satisfy the needs to achieve an aggressive time schedule and budget, with limited resources.

WHO SHOULD ATTEND

This course is suggested for those who have completed all other requirements for the Project Management Certificate Program.

WHAT YOU WILL ACHIEVE

- The opportunity to strengthen and confirm the skills and knowledge gained in previous project management seminars as well as real-life work experience.
- The ability to manage risk, budget, quality, and the critical path/float schedules.
- The ability to competently spot trends and respond positively to dynamic project variables.
- The opportunity to practice your effective communication, team building, and motivation techniques.

WHAT YOU WILL LEARN

- Analyzing Risk - practice and enhance your knowledge in determining a project plan's areas of risk.
- Manage Project Schedule Conflicts - by balancing resource availability, critical path, and float.
- Preventative Mitigation Strategies - exercise your ability to build pro-active contingency plans.
- Develop Team Skills - by challenging you to understand and work with personality dynamics both in the simulated project and with your class team.
- Enhance Your Interpersonal Skills - by providing an opportunity for you to test your reaction to difficult resource personalities and consider ways to manage them effectively.
- Operate Effectively Under Stress - test your ability to weigh many project variables such as schedule, budget, resource "chemistry," resource skill level, resource availability, and risk simultaneously in a compressed time period.
- Communicate With Confidence - gain experience in making an effective post-project presentation to management.

Effective Project Scheduling and Control

3 Days

Today, more and more businesses are focusing on project control as a core competency to deal with shrinking project time-lines and delivering products with limited resources. This fast-paced course, which builds on the skills taught in Principles & Techniques of Project Management, will guide you through a practical, hands-on experience in planning a project. You will practice using the project plan as a "what if" model to answer key questions. You will then learn to use the project plan as a progress reporting tool. You will learn to record actual progress to date, "drill down" to discover variances, and determine if the variances are significant.

WHO SHOULD ATTEND

Professionals who now or in the future, will be leading or be a part of a project team. This includes Project Managers, Team Leaders, persons whose principal responsibility is as a technology contributor but who will be part of project teams and anyone needing an in-depth knowledge of how to plan and control a project.

PREREQUISITES

To achieve the full benefit of this course, attendees should have either completed the Principles & Techniques of Project Management or have a thorough background in the fundamentals of Project Management as discipline.

WHAT YOU WILL ACHIEVE

- The skill and confidence to use a practical project planning technique - The ability to determine if a project can truly be delivered on time and in budget - An understanding of how to discover the risks necessary to meet a constrained delivery date - The confidence to communicate project "trade-offs" clearly and set attainable goals with clients, managers and project team members - The knowledge of how to record actual project progress and then use the project Baseline to spot and manage variance - The ability to frame your questions when analyzing the project plan to spot hidden variances

WHAT YOU WILL LEARN

- The Project Planning Process - a simple and practical process for planning Estimating - the manner in which Durations, Person Effort and percent per day Resource Availability effect each other Task Scheduling - an understanding of what Network Dependency (CPM) scheduling is and a simple method for creating and using it Resource Scheduling - how to solve Resource over allocation and Task schedule conflicts through Leveling Recording Project Progress - why the conventional methods do not work and how it can be done in a simple but accurate manner Variance (Exception) Management - identifying and accessing change from the project Baseline plan Computerized Tools - concepts reinforced through the hands-on use of a popular planning tool (Project 98) The Project Plan As a Model - how to use the project plan to run "what if" scenarios.

Project Management Using Microsoft® Project

2 Days

This course provides hands on exercises utilizing Microsoft® Project. The major functions and features of the software and how to use them to initiate, plan, execute, control, and report progress are exercised. Emphasis is placed on using the software to effectively create and manage project schedules using accepted project management principles. Students are encouraged to bring to class samples from their work projects, which can be incorporated into the exercises.

PREREQUISITES

Familiarity with Microsoft® Windows and a solid understanding of project management principles is recommended.

WHAT YOU WILL ACHIEVE

- Use data entry screens, view screens, preference settings, and dialog boxes.
- Understand the work breakdown structure and task outline features to group project tasks
- Adjust the project schedule through the use of the project resource calendars
- Control the scheduling of project task dependency relationships and task constraints.
- Understand resource management capabilities for more realistic resource constrained scheduling of your projects. Utilize resource scheduling methods: resource driven vs. fixed duration vs. effort driven.
- Use tables and filters for displaying tasks and resources. Manage meeting imposed project end dates during scheduling by using Critical Path Analysis.
- Set and use the project baseline to implement variance analysis.
- Track and control features to ensure project completion within budget.
- Produced summarized and detailed project reports and views.
- Analysis and adjust schedules, resources, and costs as the project progresses.

Project Quality Management

2 Days

This course focuses on the quality of the management process within which projects are undertaken as well as how the project management process impacts the quality of the products or deliverables which are produced. It also provides exposure to the tools, techniques and metrics which can be used to ensure that sufficient quality of process and product are achieved. It includes exercises which allow attendees to assess their organizations' quality environments and the effectiveness of their organizations' project management processes.

WHO SHOULD ATTEND

Project Managers or individuals who have had project management training or experience including exposure to basic project management techniques such as scope, activity and resource planning.

WHAT YOU WILL ACHIEVE

- An understanding of the relationship of Project Quality Management to the five key project management lifecycle processes
- An understanding of numerous tools and techniques which can be used to monitor and improve quality
- The ability to identify all customers of your project and the project characteristics/attributes that will satisfy their needs
- An understanding of how to use Conditions of Satisfaction to ensure a project remains aligned with customer needs
- An understanding of the responsibilities of senior management, the project manager, and project team members in ensuring the existence of an adequate quality management process

WHAT YOU WILL LEARN

- Project Quality Management Principles - the language and practice of quality management as it applies to the project management life cycle
- Product Quality vs. Process Quality - how quality management applies to both the deliverables from the project as well as the process used to produce those deliverables
- Tools for Project Quality Management - be able to use a variety of tools to assess, monitor, and resolve product and process quality issues
- Earned Value System - how to use this cost schedule control system to measure the performance of the quality management process
- Models for Continuous Quality Improvement of the Project Management Process - know the relationship between project management processes and the critical success factors of the enterprise and be able to construct continuous quality initiatives to assure success.

Managing Project Communication

2 Days

Managing project communications is one of the most important duties of a project manager. Project managers must keep project owners, team members, management, subcontractors, and others informed of project status, while constantly evaluating where the project is and where it is going. This course helps project manager assess their project communication needs, plan for meeting those needs, and effectively communicate project status and forecasts throughout the project life-cycle. The course concludes with a lesson on how to manage project closure.

WHO SHOULD ATTEND

New and experienced project managers and supervisors who want to upgrade their project communication management skills. The course is particularly helpful for new project managers who have been promoted to project manager, and for project managers working in multi-stakeholder project environments.

WHAT YOU WILL ACHIEVE

- The knowledge of how to analyze your project communication requirements for keeping internal and external project stakeholders informed of project status
- The ability to create a functional, practical project communications plan
- The knowledge of what communication tools are most effective in what circumstances
- Ability to effectively communicate project status, and the project's completion schedule and cost.

WHAT YOU WILL LEARN

- Stakeholder Assessment how plan for project communications by identifying internal and external project stakeholders and their information needs
- Project Communications Plan how to develop a project communications plan, with special emphasis on how to plan for communicating in a multi-stakeholder environment
- Communications Distribution how to plan and manage your communication channels, and monitor their effectiveness
- Performance Reporting how to effectively keep stakeholders informed of project progress
- Trending and Forecasting how to stay ahead of problems by assessing project technical, cost and schedule trends and forecasting estimates at completion
- Administrative Closure how to manage the project end-game, and efficiently close out projects
- PMBOK® Communications Requirements knowledge of the PMBOK® Project Communications Management contents and requirements.

How to Assess and Manage Project Risk

2 Days

Project managers are critically examining their approach to managing risk. To remain competitive, projects cannot afford to set up contingencies or control measures for every conceivable risk. Rather, project managers must adopt a "graded approach" to managing risk. This course builds upon the four-step process for assessing and managing risk, and introduces learners to widely accepted computer-based risk assessment and risk management tools.

WHO SHOULD ATTEND

Project managers or project team members who require a better understanding of risk analysis and risk management in their projects.

WHAT YOU WILL ACHIEVE

- In-depth understanding of the types of risks which threaten projects at each stage of development
- Knowledge of strategies used by highly successful project managers to recognize risks, assess probabilities and potential impacts, and take steps to mitigate the risks including the development of risk management plans
- Skills in using proven risk assessment guidelines and tools to identify, assess, assign and mitigate risk on various types of projects
- Insight into the statistical theory and analytical tools which are the foundation for probability estimations used to analyze and plan for managing project risk
- An awareness of computer-based risk analysis tools used to develop cost and schedule contingencies at the planning stage and to forecast estimates.

WHAT YOU WILL LEARN

- Risk Analysis and the "Graded Approach" - what are typical risks facing projects, how can they be determined, and what can be done to remove risk or reduce the potential impact upon a project?
- Risk Responsibility and Risk Analysis Timing - who is responsible for risk management, who should perform the risk analysis, when should it be done in the project life cycle, and when should it be reviewed and updated?
- Evaluating Potential Risk Probability and Consequences - what tools are available to determine risk factors, and select risk mitigation strategies?
- Building a Risk Management Plan - how should the project manager address each recognized risk? Assign it to project team members? Build in contingencies? Develop a mitigation or avoidance strategy? Accept the risk?
- Analyzing Risks Using Monte Carlo Analysis Methods - what are the techniques, software skills and procedures used to build probability assessments of schedule and cost risks in sample projects? How can these be used to develop the project baseline and to estimate schedule and cost contingencies?
- Selecting Project Control Tools Using the Graded Approach - what are the appropriate project management and controls tools that can help to mitigate and manage identified risks in various situations?

Estimating and Managing Project Costs

2 Days

The first step in successfully managing a project's costs is to have a project budget that realistically reflects the costs for executing the project. This course gives project managers the tools they need to develop reliable cost estimates by assessing necessary project resources, applying one or more cost estimating methods, and adjusting the estimates based on resource availability and project risk. Students are also taught a process for evaluating the quality of cost estimates prepared by others

WHO SHOULD ATTEND

Project managers and project planners who want to develop or evaluate project cost estimates. Fundamental cost estimating processes and methods are discussed, and a method for evaluating the quality of a cost estimate is taught. This is NOT a course for professional, full-time cost estimators.

WHAT YOU WILL ACHIEVE

- The ability to determine the need for, and plan for necessary project personnel, equipment, and material resources
- An understanding of the three basic cost estimating methods contained in the PMBOK®, and the advantages and disadvantages of each
- The ability to prepare a basic cost estimate using bottoms-up estimating
- The knowledge to evaluate the adequacy of a cost estimate prepared by a project team member
- The ability to prepare a project cost baseline, allocating estimated costs over the life-cycle of the project.

WHAT YOU WILL LEARN

- Resource Estimation - how to use the project work breakdown structure, scope of work, and project schedule to assist in estimating resource requirements
- Analogy and Parametric Estimating - how to use information from previous projects and industry standards to estimate costs for a new project
- Bottoms-up Estimating - how to use Activity-Based Costing (ABC) to develop a project estimate, working upward from the project's work activities
- Risk Mitigation - how to incorporate project risk into a cost estimate through the use of contingency funds
- Life-cycle Costing considerations for estimating the costs of long-term and multi-year projects
- Resource Leveling - allocating resources so as to minimize downtime and reduce overall project costs
- Time-Phased Budgeting - how to prepare a project cost baseline that will be used to measure and monitor cost performance during project execution
- Estimate Evaluation - key questions to ask and things to look for to evaluate the quality of a cost estimate.

Project Procurement and Contract Management

2 Days

This seminar takes a detailed and operational view of the project procurement and contract management process. You will be introduced to the procurement, solicitation, and contract processes as outlined in the Project Management Body of Knowledge (PMBOK®). A systematic approach will aid you in developing an in-depth understanding of buyer - seller relationships, direct & indirect costs, preparation of specifications and bids, and the multiple complexities of contract administration.

WHO SHOULD ATTEND

Project managers who wish to enhance their understanding of the project procurement and contract management process.

WHAT YOU WILL ACHIEVE

- An understanding of project procurement and contracting techniques and their place in the future focused organization
- The ability to apply long-term thinking to develop value-based partnerships
- The insight to successfully provide and manage well-defined specifications
- Knowledge of the various types of contracts, their strengths and weaknesses and when they should best be utilized
- The understanding of a successful systems approach to maximize visibility and create consistent expected results.

WHAT YOU WILL LEARN

- An Operational Model for Procuring and Contracting - interact with and customize a model suited to specific lines of business
- Quality-Driven Insight and Quality-Based Tools - create a shift in insight coupled with specific quantification tools to analyze and develop value based long term relationships
- Communications Model for Consistent Success - Identify the varied forms of communication available for writing and maintaining concise and clear specifications
- Contract Types and Administration - interact with various contract formats to understand their beneficial applications. Develop an understanding of the formal Change/Modification Process and its value in maintaining integrity in buyer - seller relationships
- Develop a Procurement & Contracting Plan - create a customized overview plan of the participant's processes utilizing statements of work, procurement documents, bidding processes, and state of the art thinking to maximize procurement and contracting results.

Managing Successful Negotiations

2 Days

Whether knowingly or not, people negotiate everyday haggling over price, deciding which movie to see, discussing the conditions of employment, or settling the terms and conditions of a contract. This program is designed to help you acquire the necessary concepts, skills, and techniques to prepare for and to conduct successful negotiations.

WHO SHOULD ATTEND

This seminar will benefit anyone who wishes to enhance their negotiating skills.

WHAT YOU WILL ACHIEVE

- The recognition of the importance of viewing a negotiation from the perspective of all involved parties.
- The ability to identify and develop the cognitive and interpersonal skills necessary to achieve collaborative outcomes.
- The knowledge of techniques that help convert adversarial and hostile behaviors into collaborative and problem solving behaviors.
- The skills associated with successful negotiations and receive feedback on the use of these skills.
- A plan for overcoming your weaknesses and concentrating on your strengths.

WHAT YOU WILL LEARN

- A Definition and Model for Negotiation - limits of an adversarial approach and the strengths of a collaborative approach.
- The Importance of Preparation - the use of analysis in terms of your objectives, issues, and benefits as well as the other party's objectives, issues, and benefits.
- The Steps Necessary for Developing Rapport, Trust and Credibility - verbal and non-verbal communication skills and the development of an effective listening model.
- The Importance of Conflict Management - deal with emotion, hostility, anger, and the use of power in the negotiation process.
- The Development of Collaborative Approaches to Mutual Goals and Objectives - problem solving vs. bargaining in the construction of realistic agreements.
- Methods for Handling Power Tactics - the effective responses to "hardball" tactics and "dirty tricks" allowing you to convert your "opponent" into your "partner".
- Gaining Commitment and Avoiding Postponements - the importance of exploring acceptable alternatives before the crisis, uncovering the other person's alternatives, and establishing effective responses to demands.

Building High Performance Teams

2 Days

There is strength in numbers. That is why effective teams are so powerful in the corporate environment. This course will give you the knowledge, skills, and motivation necessary to build and lead strong teams for meeting corporate goals.

WHO SHOULD ATTEND

This seminar is designed for professionals who want to improve their management performance.

WHAT YOU WILL ACHIEVE

- Stronger working relationships with your colleagues.
- The expertise to develop productive team structures.
- The tools to evaluate and improve your team's performance.
- The competency to manage multiple teams.
- An understanding of the human dynamics that impact your success as a team leader.
- The opportunity to try out team skills through exercises using assessment instruments and checklists.

WHAT YOU WILL LEARN

- Team Leadership - 5 models for team design and the personal skills required for leadership.
- Creating High Performance Teams - the guidelines for building teams, how to develop a mission statement, and effective methods for group problem-solving and sound decision-making.
- Understanding the Group Dynamics of Teams - the stages of team development and how to become a more skilled communicator.
- Collaborative Teams - the advantages of collaboration and how to do it effectively.
- What Can Go Wrong - 6 myths about teams and 10 reasons why teams (sometimes) do not work.
- Team Performance - the steps you, your managers, and other team members can take to improve your team's accomplishments.
- Multiple Project Teams - the key requirements for managing people effectively and successfully.

Preparing for the PMP® Exam

2 Days

This is a two-day course intended to prepare Project Managers for the Project Management Professional (PMP®) Certification Exam offered by the Project Management Institute (PMI®). The PMP Certification Exam is comprised of 200 questions focusing on the five (5) Process Groups: Initiating, Planning, Executing, Controlling, and Closing, covering the nine (9) Knowledge Areas: Scope, Quality, Time, Cost, Risk, Human Resources, Procurement, Communications, and Integration Management, as delineated in the latest version of PMI's® A Guide to the Project Management Body of Knowledge.

WHO SHOULD ATTEND

Anyone who has at least three years of experience working in a project- or program-oriented environment; has a four-year university degree; has already completed a rigorous Certificate or self-study Program; and, wants a compressed, targeted approach toward preparing for the PMP® Certification Exam.

WHAT YOU WILL ACHIEVE

- An ability to identify your personal strengths and weaknesses involving mastery of the 5 Process Groups and 9 Knowledge Areas such that you can pursue your own, personal study program following this course, in preparation for the PMP® Certification Exam
- A familiarity with the general themes, concepts, and format of the PMP® Certification Exam, including 60 Guiding Principles for taking it
- An opportunity to take 175 practice questions which focus on topics found on previous PMP Certification Exams
- An opportunity to ask questions about and discuss key topics found on previous PMP® Certification Exams such that they can target their own personal study approach
- The ability to become familiar with the process of taking the real PMP® Certification Exam via a Post-Test Simulation which will imitate the Exam conditions, to the greatest extent possible.

WHAT YOU WILL LEARN

- Project Integration Management - project plan development, project plan execution, and overall change control
- Project Scope Management - scope planning, scope definition, scope change management, and scope verification
- Project Time Management - activity/task definition, dependencies, schedule development, and time control
- Project Cost Management - resource planning, cost estimating, cost budgeting, and cost control
- Project Risk Management - identifying and quantifying risk. Planning to avoid risk, transfer risk, reduce risk, and risk control
- Project Quality Management - knowledge of quality planning, quality control, quality assurance, and quality control tools and techniques
- Project Procurement Management - knowledge of procurement planning, solicitation planning, bidding/request for proposals, contractor/supplier selection

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- Project Communications Management - communications planning, information distribution, progress reporting, and administrative closure
 - Project Human Resource Management - deals with issues surrounding effective use of people involved in a project and includes organizational planning, staff acquisition, and team development.