

---

## Project Management Master's Certificate Program

*The Master's Certificate in Project Management was created for professional project managers who want to advance their career to the next level.*

*This certificate program is for accomplished project managers who want to gain the knowledge and practice to make significant contributions to their organizations and their own careers by managing projects that can make a positive business impact. As a prerequisite, program participants must have successfully completed Boston University's Certificate in Project Management, or one equivalent to it. PMP certification is desired but not required.*

*Combining business knowledge, proven project management techniques, and an expanded focus on the organizational aspect of projects, this program continues the philosophy of our other successful Boston University Management Development Programs - relevant, effective learning events that guide participants to increased understanding and capability through hands on learning.*

### **Required Courses**

Strategic Alignment of the Project Portfolio  
Business Management Skills for Project Managers

### **Core Courses (Select a minimum of 2)**

Accelerating Product Development Using Project Management  
Program Management: Managing in the Complex Multiple Project Environment  
Developing a Project Management Office  
Managing Troubled Projects  
Advanced Project Scheduling

### **Electives (Select a maximum of 1)**

Advanced IT Project Management  
Developing into a Powerful Leader  
Leading & Managing Successful Teams  
How to Achieve Results through Influencing  
Consulting Inside your Organization  
Aligning Your Workforce to Organizational Goals  
Business Writing for Results  
Peer Mentoring: A Practical Approach to Knowledge Transfer

---

## Strategic Alignment of the Project Portfolio

2 Days

*Many organizations lack a common understanding about their projects. This lack of clarity can impede progress toward achieving the organization's goals. This seminar surveys the popular views of corporate strategy, and equips the project manager with the tools and understanding necessary to keep his or her project on the organizational fast track.*

### WHO SHOULD ATTEND

Senior project managers, program office managers, and program directors who need to manage the organization's investment in project, and who are responsible for that return on investment.

### WHAT YOU WILL ACHIEVE

- The ability to deliver measurable business results, through strategically aligned projects
- An understanding of modern theories of corporate strategy, and how effective companies put strategy into operation
- How to reevaluate your current project portfolio in strategic terms

### WHAT YOU WILL LEARN

- An Overview of Business Strategy - Modern views of corporate strategy and how it is implemented.
- Effective Models of Business Strategy - Examples of successful strategies, and how and why they work
- Implementing Strategies with Projects - A view of the project portfolio as a strategic decision vehicle
- Effective Tools and Techniques to Achieve Correct Selection and Alignment - Best practices that select projects to support the strategy.
- Ensuring Strategic Alignment - How to keep projects on track and aligned with corporate strategy, while keeping key stakeholders engaged with the project

---

## **MDP115 – Business Management Skills for Project Managers**

**2 Days**

### **Course Description**

Project managers are in a position to influence the financial performance of their organizations. Project managers also have a need to communicate the value of their projects to senior managers in a common language. This course helps project managers understand common business financial terms, and assess how their projects influence organizational performance.

### **Who Should Attend**

Project and program managers who want to increase their effectiveness by gaining a better understanding of the language of business.

### **What you will achieve**

- The ability to communicate project parameters, such as scope, cost and schedule, in business terms
- A deeper understanding of your projects impact on your business or organization
- More effective communication with key stakeholders in your organization
- A greater understanding of the financial value of your project
- An improved understanding of the financial impacts of typical project decisions on scope, cost, and schedule.

### **What you will learn**

- How Does a Business Run? - Using a combination of lecture, case study and simulation tools, you will define the basic business cycle, cash flow, investments and returns and related business terminology
- How Does a Business Measure Success? - define three critical financial reports, their contents, and what purpose they serve
- How Do Investors Measure Success? - define common financial analysis metrics and how they measure value and success for investors
- How Does Your Project Impact the Business? - how project cost and schedule changes impact return on investment
- Basic Financial Modeling - how to use an investment spreadsheet to conduct financial sensitivity analysis
- Building a Business Case for Your Project - how to capture costs and benefits and assess the financial impact on the business unit
- Selling Your Project - how to quantify the value of your project in financial terms and communicate the value to the management team to secure approval
- Assessing the Financial Impacts of Project Decisions - how to use financial measures to make better business decisions.

---

## **MDP116—Accelerating Product Development Using Project Management 2 Days**

### **Course Description**

Project managers are in a position to influence the financial performance of their organizations. Project managers also have a need to communicate the value of their projects to senior managers in a common language. This course helps project managers understand common business financial terms, and assess how their projects influence organizational performance.

### **Who Should Attend**

Project and program managers who want to increase their effectiveness by gaining a better understanding of the language of business.

### **What you will achieve**

- The ability to communicate project parameters, such as scope, cost and schedule, in business terms
- A deeper understanding of your projects impact on your business or organization
- More effective communication with key stakeholders in your organization
- A greater understanding of the financial value of your project
- An improved understanding of the financial impacts of typical project decisions on scope, cost, and schedule.

### **What you will learn**

- How Does a Business Run? - Using a combination of lecture, case study and simulation tools, you will define the basic business cycle, cash flow, investments and returns and related business terminology
- How Does a Business Measure Success? - define three critical financial reports, their contents, and what purpose they serve
- How Do Investors Measure Success? - define common financial analysis metrics and how they measure value and success for investors
- How Does Your Project Impact the Business? - how project cost and schedule changes impact return on investment
- Basic Financial Modeling - how to use an investment spreadsheet to conduct financial sensitivity analysis
- Building a Business Case for Your Project - how to capture costs and benefits and assess the financial impact on the business unit
- Selling Your Project - how to quantify the value of your project in financial terms and communicate the value to the management team to secure approval
- Assessing the Financial Impacts of Project Decisions - how to use financial measures to make better business decisions.

---

## **MDP117 – Program Management-Managing in the Complex Multiple Project Environment**

**3 Days**

### **Course Description**

As forward thinking organizations search for ways to increase their business success, they increasingly rely on project management professionals. Projects are increasing in size and complexity, resulting in increasing demands on the project managers. Learn about the tools and techniques that help you to succeed in an increasingly complex project environment.

### **Who Should Attend**

Senior project managers, program managers, or program directors.

### **What you will achieve**

- A deeper understanding of the complexities of planning and managing large complex projects
- Practical strategies for success on your projects by applying the best practices of today's industry leaders
- The ability to manage complex project through the efforts of other project managers

### **What you will learn**

- Program Planning & Control - which techniques work on large projects, and what new technologies do you need to plan and track more complex structures
- Maintaining Control of Complex Programs - techniques and structures to ensure that the project results are coherent
- Organizing and Managing Large Teams - leadership skills necessary to be successful
- Managing Project Managers - how to structure reporting relationships to foster communication and achieve project success

---

## **MDP118 – Developing a Project Management Office**

**2 Days**

### **Course Description**

To compete in the current challenging economic environment, successful organizations are embracing project management as part of their overall strategy to achieve business results. Learn how a properly organized and managed Project Management Office can help your organization to achieve business success.

### **Who Should Attend**

Senior project managers, program managers, or program directors who have completed a Project Management Certificate or are PMP certified.

### **What you will achieve**

- Develop a mission for your PMO that meets corporate needs
- Develop communication and staffing plans to make your PMO a success
- Develop a workable plan to establish a Strategic PMO, or to improve your current PMO operations

### **What you will learn**

- What type of PMO do we need? - The difference between strategic and tactical Project Management Offices
- Relating the PMO to Business Needs - Determine what PMO functions are needed to best support your projects and company organization
- Services and business needs - How to define, staff and manage an effective Project Management Office to support what the business requires
- Making it through the start up phase - How to establish and operate a Strategic Project Management Office in your organization
- Getting Buy- In - The practices and procedures necessary to keep a Strategic Project Management Office contributing value to the organization

---

## **MDP209 – Managing Troubled Projects**

**2 Days**

### **Course Description**

Despite the rapid advancement of the profession of project management, every organization has projects that are not achieving from time to time. There is a need to recover or rescue these projects in order to meet their business objectives. Learn about the tools and techniques that help you take over an existing project and succeed in meeting its objectives.

### **Who Should Attend**

Senior project managers, program managers, or program directors who have completed a Project Management Certificate or are PMP Certified.

### **What you will achieve**

- An understanding of the reasons why projects fail
- The development of a baseline for managing someone else's project
- Practical strategies for recovery of troubled projects
- The ability to plan and manage the transition of problem projects to successful projects
- Increased confidence to assess & recover your next troubled project.

### **What you will learn**

- How to Transition In - review best practices for taking over an existing project
- How to Organize and Lead the Recovery - review best practices for the management of a successful assessment and recovery effort
- How to Assess Project Problems - structure and lead the effort to assess the problems
- How to Perform Root Cause Analysis - validate the assessment of problems and use industry best practices to determine the causes of problems encountered by troubled projects
- How to Develop a Recovery Plan - develop and implement a plan to return a project to success
- How to Avoid Troubled Projects in the Future - the importance of tools, project management skills and methodology, the project office, and review.

---

## **MDP252 – Advanced Project Scheduling**

**2 Days**

### **Course description**

Senior project managers need a variety of scheduling tools and techniques to plan today's complex and fast moving projects. This course explores the critical path and beyond, helping senior project managers create reliable schedules for important projects.

### **Who should attend**

Project managers who want to get a greater understanding of advanced scheduling tools

### **Prerequisites**

Completion of a basic certificate in project management, or PMP certification

Participants are expected to bring real world project information to class for discussion.

Participants are expected to be competent users of at least one popular scheduling tool.

### **What you will achieve**

- Increased understanding of critical path scheduling, as well as its strength and weaknesses.
- An increased understanding of the interactions between schedule, certainty and risk.
- The ability to use several different scheduling techniques, and apply them with common tools.

### **What you will learn**

- Critical Path – what can and cannot be accomplished with traditional critical path techniques?
- Probabilistic scheduling – what techniques can be used to deal with wide variations in activity estimates? What tools can be used to develop reliable schedule estimates? How can risk be incorporated into schedules?
- Monte Carlo analysis and simulation – how can these techniques be used to create more realistic schedules? · Critical Chain/Theory of Constraints – how can this technique be used to create more realistic schedules? What are the key requisites for success using this technique.

---

## MDP251 – Advanced IT Project Management

2 Days

### Course description

With the increasing focus on common failures in IT projects, senior IT project managers are increasingly under the spotlight to deliver value to their firms, more rapidly than ever before. This course helps IT project managers gain control of their environment by increasing their understanding of project business cases, newer development methodologies, and outsourcing.

### Who should attend

Project managers who want to get a greater understanding of some tools and techniques that can make them more effective contributors to their organizations.

### Prerequisites

Completion of a basic certificate in project management, or PMP certification

Managing IT Projects MDP405, or equivalent

Participants are expected to bring real world project information to class for discussion.

### What you will achieve

- An understanding of how a solid business case can drive project tradeoffs.
- The ability to decide when it is appropriate to use newer development methodologies, and how to create a project plan that can help to manage the project.
- Insight into the risk associated with project outsourcing. When is it appropriate to outsource? What is needed to ensure project success?

### What you will learn

- What are the key components of a good business case for an IT project? How can the use of sensitivity analysis increase chances for project success?
- Managing complex IT projects – how are these projects different from regular IT projects? What are the keys to success?

Requirements Management- what makes a successful business requirements document? How should you manage the process of collecting business requirements? · New development methodologies – what challenges do newer agile methodologies bring to the project manager? What techniques are successful on these projects? · Outsourcing – what are the challenges in outsourcing IT projects? What are the common risks, and how can the project manager deal with them?

---

## **MDP330 – Developing Into a Powerful Leader**

**2 Days**

### **Course Description**

Leadership is a critical skill that every professional should possess to be successful in today's work environment. Developing your leadership skills goes beyond traditional assessments of your qualities and application of those results. New leadership concepts build on those insights help you uncover your mind-set, develop the passion you possess toward leadership and consequently become more productive and successful. This course will teach the practical skills you can apply to enhance your leadership skills. Recognizing who you are as a person is only the first step to developing into a powerful and effective leader.

### **Who Should Attend**

Managers and staff that would improve their productivity by becoming strong leaders in the organization. Those who want to advance their professional development skills

### **What you will achieve**

- The ability to sharpen your leadership mind set and apply it
- Learn methods to increase your risk taking ability
- Assess your leadership passion qualities and practice methods to enhance them
- Ability to productively observe model outstanding leaders
- Master leadership motivation techniques and learn to apply them
- Ability to inspire and empower others as a leader.

### **What you will learn**

- Recognize your leadership Mind Set - learn how to use it to increase your productivity
- Accept and leverage Leadership Risks - learn strategies to overcome them
- Identify your Leadership Passion Qualities - learn methods to improve them
- Learn to apply the Success Principles - use by outstanding leaders
- Master Leadership Motivation - and also learn to delegate when you can
- Learn proven lessons – how to inspire and empower others.

---

## **MDP414 – Leading & Managing Successful Teams**

**3 Days**

### **Course Description**

The art of team leadership involves nurturing individual and group potential, building team dynamics that maximize synergy and creativity, developing team relationships that lead to commitment and dedication, and appropriately empowering people to make the right decisions for the team and the organization.

### **Who Should Attend**

Any person who is, or will be, a formal team leader, manager, or responsible for guiding a group of people working together. The concepts and methodologies learned in this course are adaptable to all functional areas.

### **What you will achieve**

- A well-defined plan for establishing a successful team leadership model that will establish clear goals and objectives, maximize the synergy of the team, and create self-sustained team success.
- Skills to analyze your own leadership style and the dynamics of a team using the MBTI.
- A clear understanding of the difference between management and leadership behavior.
- Insight into what motivates individuals and collaborative groups to perform above and beyond what one would normally expect.

### **What you will learn**

- Team Leadership Styles and Situational Leadership - adapt the different styles of leadership, analyze the maturity and the needs of the team, and respond in a manner that focuses team members and guides them.
- Team Dynamics - analyze and nurture the dynamics that are driving team success; minimize those inhibiting the healthy functioning of the team.
- Motivation and Leading Teams To Self-Sustained Success - understand basic concepts of individual and team motivation and apply those understandings to create self-sustained productivity and peak performance.
- Collaboration and Commitment - create true intra-team collaboration and commitment using successful negotiation and consensus seeking techniques.
- Performance Measurements - use specific tools to analyze both the productivity and the synergistic health teams.

Tools & Techniques - learn to make effective decisions, manage conflict, empower individuals and the team and establish roles and responsibilities to meet the goals of the team.

---

## MDP119 – How To Achieve Results Through Influencing

1 Day

### Course Description

Effective influence doesn't just happen! How do you get people to buy into your ideas and your needs? Being able to accurately read situations, individuals and groups, and applying the appropriate type of influence behavior are the keys to becoming successful at influencing. Influence is the ability to have others take a desired action while building and maintaining the relationship. Participants will learn influence strategy and behaviors and how to plan and prepare for them.

### Who Should Attend

The course is for managers, team leaders, project managers, supervisors, customer service people, sales people and anyone who needs to get things done through others.

### What you will achieve

- A sharpened sense of when and how to use four general approaches and 10 specific influence behaviors.
- The ability to set an overall influence strategy that takes into consideration both your task objectives and relationship objectives.
- The skills needed to determine the effective use of the influence behaviors based on the degree of commitment that you require from the other person or group.
- An increased awareness of how to plan effectively for important influence situations.
- Techniques to help increase effectiveness in overcoming resistance and resolving conflict.

### What you will learn

- Influence Planning - using a planning guide to help summarize what you know about the influence situation and help determine the specific behaviors that will help accomplish your goal
- Influence Model - introduction to a model representing the use of eleven influence behaviors relative to the situational factors
- Influence Flexibility - tips and guidelines on how to use various influence behaviors and understanding different communication styles and ways of behavior
- Influence Strengths - a self-survey and structured feedback exercises will be used to identify your strengths as an influencer
- Influence Application - a planning process gives each participant an opportunity to apply the influence concepts to an actual work situation.
- Influence Outcome – Learn to adjust your approach based on your desired goal and outcome.

---

## MDP409 – Consulting Inside Your Organization

2 Days

### Course description

People at all levels of the organization often are asked to use their knowledge and skills to facilitate change or improvement, but they do not have direct control over how those changes are implemented. Consulting is the process of recommending actions without having formal authority to put those actions into place. This seminar explores the consulting process, based primarily on Peter Block's model. Through exercises, discussions, and simulations, participants will learn how to add value to the organization by building productive working relationships with clients.

### Who should attend

Those in staff positions or others who need to influence individuals within the organization, but who have no direct authority to implement recommended changes

### What you will achieve

- A clear understanding of the consultant's role within the organization
- An increased awareness of the overall process of consulting
- The skills needed to manage each stage of the consulting assignment
- Methods to help you remove roadblocks and avoid common pitfalls of consulting
- An opportunity to build the confidence necessary to successfully carry out a consulting assignment.

### What you will learn

- The Role of the Internal Consultant - understanding how the internal consultant functions within the organization
- The Internal Consultant's Challenges and Opportunities -how to build trust and gain client commitment, how to recognize and overcome roadblocks
- The Consulting Process - how to move through each phase of the consulting assignment: entry and contracting; data collection and diagnosis; feedback and decision to act; implementation; evaluation
- Dealing with Resistance - understanding why people naturally resist change, what forms resistance can take, and how to deal with client resistance

Communication Skills - how to build skills to succeed as a consultant: assertiveness to set expectations and provide accurate feedback, active listening to uncover client's concerns, and asking powerful questions to gain a clear understanding of the issues.

**Course Description**

Successful organizations know what separates them from their competitors-it is their ability to purposefully connect their workforce with business goals. Don't forfeit your personal effectiveness, or your organization's by overlooking how organizational alignment drives superior results. Move from valued contributor to strategic thinker by learning to use a flexible methodology and tools for aligning your workforce to business goals then adapting them to your own needs.

**Who Should Attend**

Business leaders, of any size work group who, 1) recognize that people are a source of competitive advantage 2) want to improve their personal effectiveness in connecting to the workforce with strategic goals to achieve superior business results

**What you will achieve**

- Increased confidence in aligning your work group with organizational goals
- Familiarity with a flexible methodology and set of tools to help you think through organizational alignment and the opportunity to use these tools
- An increased awareness of when and how to proactively plan for key collaborations with other business leaders over the course of your journey
- Insights on success factors for implementation
- Increased proficiency in measuring the effectiveness of your talent strategy
- An understanding that achieving and maintaining organizational alignment requires continual and deliberate attention in order to quickly adapt to constant change, such as economic conditions and strategic business direction.

**What you will learn**

- Strategic Thinker's Mindset - what it is as well as common obstacles to becoming a strategic thinker and how to overcome them
- The Three Phases of a Talent Strategy Methodology - test drive their corresponding tools: 1) development(our emphasis in this seminar) 2) Implementation 3) Measurement of results
- Developing a Talent Strategy - learn the foundation on which a solid talent strategy is built, discover the importance of the customers prospective, and key business processes, conduct a workforce gap analysis, and select and prioritize initiatives that result in peak performance
- Challenges - you will likely encounter and ways to effectively deal with them
- Business Problem Solving Application – how to employ the same methodology for solving specific business performance problems

---

## **MDP179 - Coaching People to Obtain Extraordinary Results**

**2 Days**

### **Course Description**

To manage employees and influence cross-functionally is still critically important in today's organizational culture, but no longer good enough. Having solid coaching skills, whether you are a Vice President, Manager, Supervisor, Team Leader, Project Manager, or individual contributor, is essential in order to motivate people, who work for you or that you work with, to inspire them to function at their peak level of performance and get results.

### **Who Should Attend**

Supervisors, managers, team leaders, project managers, and individual contributors who need to influence cross functionally who want to increase their coaching skills to motivate and influence others to achieve peak performance.

### **What you will achieve**

- The ability to use targeted coaching tools to deal with specific situations
- Increased proficiency in dealing with performance issues
- A new or enhanced skill set to coach others to reach their goals and accomplish work results faster, easier, with less conflict
- The knowledge of how your style and your current skills impact your effectiveness as a coach with the ability to take yourself to the next level
- Structure and models to implement to gain immediate rapport, change behavior and influence other to want to improve.

### **What you will learn**

- Coaching Mindset - a shift in thinking towards coaching for peak performance vs. managing and supervising the work of others.
- Coaching Stretch - regardless of your current coaching skill set, take yourself to the next level of coaching skill by learning or enhancing your techniques
- Style Assessment - assess your own style and the styles of others you coach and learn how to use your style and theirs to coach more effectively and therefore impact performance
- Coaching Skills Assessment - develop coaching skills by first assessing your own areas of strengths and weaknesses
- Coaching Skills Development - focus and practice the Five Key Coaching skills to enhance your ability to communicate, motivate, and influence others to increase their performance
- Handling Difficult Issues - a model for handling difficult people interactions and difficult situations.

---

## **MDP114 - Business Writing for Results**

**2 Days**

### **Course Description**

Clear, concise, written communication is a necessity in today's fast-paced business environment. If you have brilliant ideas but cannot express them clearly on paper, you are limiting your own chances for success. This course will give you the skills you need to improve your writing and become a more effective communicator.

### **Who Should Attend**

This course is designed for business people who recognize the power of the written word and want to improve their own writing style.

### **Prerequisites**

Please bring to the course a brief sample of the type of business writing you wish to improve. The instructor will evaluate your present style and return the sample to you with detailed comments during the workshop.

### **What you will achieve**

- Proven techniques for overcoming writer's block.
- The know-how to avoid the most common business writing mistakes.
- Insight into what top executives look for in written communication.
- A simple framework for persuading your reader.

### **What you will learn**

- Overcoming Writer's Block - how to get started quickly and productively.
- What Top Executives Like and Dislike - the 2 things senior managers insist upon in business writing.
- A Sure, Fast Way to Forceful Writing - how to cure wordiness and add zest to your style.
- How to Write Simply with Flow - proven methods for making your points flow logically and smoothly.
- More Effective Paragraphs - how to structure paragraphs for maximum results.
- Writing Livelier Letters - the most important elements of a business letter.
- Writing Better Memos and Reports - a framework that will organize your thoughts and produce convincing correspondence.
- Revisions: The Most Important Part of Business Writing - how to effectively handle the editing process.

---

## **MDP246--Peer Mentoring: A Practical Approach to Knowledge Transfer** 2 Days

### **Course description**

Peer Mentoring teaches people how to transfer knowledge and deliver on-the-job training. Originally developed for engineers at Microsoft, Peer Mentoring has evolved over the last ten years to help thousands of individuals and teams cross-train, navigate transitions, and get new staff up to speed quickly and efficiently. The course is a fast paced, one-day program that uses plain language and practical tools to develop communication and training skills.

### **Who should attend**

This course is for anyone at any level of the business who is responsible--whether formally or informally--for mentoring other employees. The tools and processes taught in this course will greatly increase the effectiveness of on-the-job training efforts while preserving the sanity of those who are called upon to mentor.

### **What you will achieve**

- Clearly set expectations for the roles of Peer Mentor, Manager and "Apprentice"
- Reduced mistakes and frustration within the organization by paying attention to the importance of successful knowledge transfer
- Improved communication between individuals and across teams immediately
- A clear "training plan" for any new employee, or any existing employee looking to improve skills
- Stronger goal orientation interwoven into your team's culture through the Peer Mentoring tools
- New leadership skills for Peer Mentors and opportunities to showcase them every day

### **What you will learn**

- Role definitions for peer mentors, managers and apprentices
- Techniques for managing day-to-day interactions with less wasted time
- Strategies for breaking vast knowledge into manageable chunks
- How to define, prioritize and plan for training new skills
- Model for creating a one-hour "lesson plan" in five minutes
- Demonstration techniques that ensure the demo is learned in one round
- A problem solving model that keeps responsibility with the apprentice
- Tips for determining the least information necessary to make a point
- Ways to identify and teach to different learning styles
- Questions to ensure that learning has happened
- Methods for preparing peer feedback
- How to use visual, practical reminders for the peer mentor's desktop