

A Project Management/Project Controls Services Company

GSA Contract Number GS-10F-0284R
PSS Rate Schedule 874-1, 874-1RC, 874-7 and 874-7RC
4/15/2005 through 4/14/2020

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Management Solutions, LLC (MSLLC) is an **Economically Disadvantaged Women-Owned Small Business** with a mission to assist clients deliver projects *on time, on budget, every time*.

Founded in November 2002, MSLLC provides the following services: Project Management/Project Controls, Information Systems Application/Technology, Project Management Training, Healthcare Services, Software Sales, Scheduling, Risk Analysis, Forensic Schedule Analysis for Time Impact Claims, Process Improvement and Cost Estimating services.

MSLLC's team of professionals have developed and refined project management and control systems to ensure excellence in technical, schedule, and cost performance utilizing performance measurement metrics. We have also provided project controls and scheduling services for literally thousands of engineering; construction; scientific research and development; information technology; and environmental projects being performed across the United States.

Award-Winning Ways. MSLLC is headquartered in Knoxville, TN, with offices located on a road aptly named Award Winning Way. Since inception in 2002, MSLLC has been the recipient of numerous awards and honors, including the Pinnacle Woman-Owned Business Excellence Award, U.S. Small Business Administration National Subcontractor of the Year, U.S. Department of Energy Woman-Owned and Small Business Service Firm of the Year and Oak Ridge National Laboratory (ORNL) Woman-Owned Business of the Year.



Our Services

Project Management

- Specification Package development and procurement coordination
- Environmental compliance support, including NEPA, SWPPP, permitting, historic properties, endangered species, wetlands
- Project planning, including estimating and development of schedule logic
- Characterization
- Waste disposition planning
- Coordination of internal resources (utilities, radiological protection, industrial hygiene, waste management, excess property sales, transportation, sampling, etc.)
- Risk reviews and contingency planning
- Readiness Review documentation
- Status reporting
- Audits and Assessments
- Preparation of White Papers and other technical writing services

Project Controls

- Integrated Project Controls
- Earned Value Analysis
- Project Management Plan Preparation
- Business Process Development & Improvement
- Resource & Subcontractor Management, Tracking and Forecasting
- Risk Management
- Earned Value Management System (EVMS) Certification
- Project data tracking and analysis

Project Management Training

- Instructors and SMEs with 20+ years of hands-on experience
 - PM Professional courses
 - Certified Associate in Project Management
 - CompTIA® Project+™ Certification
 - Project Management Professional Exam Preparation
 - Earned Value PM
- PM Fundamental courses
 - Communication skills and emotional intelligence
 - Agile PM and Project Portfolio management
 - Managing outsourced projects and project teams

- PM fundamentals and strategic negotiation for PMs
- PM Software courses
 - MS Project 1, 2 & 3
 - Primavera Intro, Intermediate, and Advanced
 - MS SharePoint 101, 102, and 103
- Client-site / customized training specific to your business processes such as:
 - Working with FDD: Project Reporting
 - Working with FDD: For Subcontractors
 - Working with FDD: A Primer for New Team Members
- Course delivery methods include:
 - Documentation
 - Instructor-Led classroom or Instructor-Led Web-based
 - Web-Based Video
 - DVD Library

Health Care Services

- Hospitals/Health Systems/Specialty Care Facilities
 - Big data analysis to include implementation of evidence based medicine protocols, monitoring and reporting
 - Process Improvement initiatives using LEAN / Six Sigma methodologies
 - Development and Implementation of new initiatives (ex. ICD-10 conversion)
 - Integration of new services
 - Medical Planning to include Facility Utilization Studies, Feasibility Studies and Project Management of construction projects
- Healthcare Partnering Companies
 - Research, analysis and preparation of productions or service applications
 - Return on Investment tracking
 - Contract performance and compliance monitoring
 - Staff support for contract compliance
 - Training opportunities (Project Management, LEAN, etc..)
- Physician/Provider Groups
 - Analyze patterns of care to demonstrate performance for compliance requirements
 - Development and Implementation of new initiatives (ex. ICD-10 conversion, information technology projects, etc..)
 - Training opportunities (ex. ICD-10 medical necessity documentation training)
 - Process Improvement initiatives using LEAN / Six Sigma methodologies
 - Medical Planning to include Facility Utilization Studies, Feasibility Studies and Project Management of construction projects
- Government Medical Treatment Facilities
 - Process Improvement initiatives using LEAN / Six Sigma methodologies
 - Best practice protocols, data gathering and monitoring results of implemented processes
 - Medical Planning to include Facility Utilization Studies, Feasibility Studies and Project Management of construction projects

- Senior Living Facilities
 - Best practice protocols, data gathering and monitoring results of implemented processes
 - Process Improvement initiatives using LEAN / Six Sigma methodologies
 - Acquisition and integration of new facilities and services
 - Medical Planning to include Facility Utilization Studies, Feasibility Studies and Project Management of construction projects
- Health Insurance
 - Information technology project acquisition and startup
 - Data analysis in support of or to initialize a strategic direction
 - Analyze patterns of care to select network participants

Information Systems Application/Integration

- Customized software Solutions including sales, upgrades and maintenance:
 - Primavera (Oracle Gold Partner)
 - MS Dynamics IPM Project Management
 - MS Access
 - MS Office Products (Microsoft Registered Partner)
 - MS SharePoint
 - eTimeMachine
 - ASP.NET
 - SQL Server
- Fully hosted, collaborative project/program management environments with anytime, anywhere access that include:
 - CPM Scheduling
 - Team collaboration
 - Resource management
- Time tracking with web-based timecard entry
- Browser Based Delivery
- Workflow Enabled Processes

Forensic Schedule Analysis

- Baseline schedule review & analysis
- Schedule updates review & analysis
- Verification of Progress Earned
- Performance Trending
- Predictability/forecasting
- Claims Analysis

Process Improvement

- Statistical Process Control Training Implementation
- Experiments Training & Implementation Design

- Measurement System Analysis & Improvement
- Industrial Engineering Services
- Cycle Time Reduction
- Preventive Maintenance
- Quality Management & Improvement Services

Cost Estimating

- Prepare Budgetary, detailed, and independent Cost Estimates for project procurements
- Parametric planning estimates for use in out-year planning exercises.
- Risk management performance to estimate required contingencies
- Project Work Breakdown Structures to capture required activities and resources for estimating and tracking costs
- Cost estimating template development

Our Locations

MSLLC is headquartered in Knoxville, Tennessee. We also have on-site staff in Oak Ridge and Nashville, Tennessee, and Dayton, Ohio.

Our Staff

Engineers on staff: Civil, environmental, industrial, mechanical, and construction

29% of our staff have advanced engineering, science and business degrees

75% of our staff have over 15 years of experience

Our senior staff averages over 25 years of experience

50% of our staff are Certified Project Management Professionals

Registered Professional Engineers: Registered in TN, NC, SC, OK, MO, and KY

Six Sigma Certified

Certified Cost Engineer (CCE)

Q-Cleared

American Society for Quality (CQM, CQE, and others)

Our Customers

A&Es/Consultants

Alstom Power, Inc.
Barge Waggoner Sumner & Cannon, Inc.
Cannon & Cannon, Inc.
Cope Associates, Inc.
David Pattillo & Associates, Inc.
Derthick Henley & Wilkerson Architects
Duratek Federal Services
GM2 Associates, Inc.
Johnson Architecture, Inc.
MS Technology, Inc.
Navarro Research and Engineering, Inc.
Parsons Infrastructure and Technology Group, Inc.
Project Time & Cost, Inc.
Pro2Serve Professional Project Services, Inc.
Science Applications International Corporation
Shaw Environmental & Infrastructure
Sherlock, Smith & Adams
Strata-G, LLC
Studio Four Design, Inc.

Contractors

Accel Pacific JV
Aggreko, LLC
Allegiance Contracting Enterprise, LLC
And Ink 1, LLC
Avisco, Inc.
Better Built Construction Services, Inc.
Broadway Electric Service Corporation (BESCO)
DWG & Associates, Inc.
East Tennessee Mechanical Contractors
ESG Construction LLC
Herve Cody Contractors
Hickory Construction
HME, Inc.
JA Fielden Company, Inc.
J & S Construction Company
Mason & Hanger Group
McCarthy Building Company
Old Veterans Construction, Inc.
OLH, Inc.
Power Services, Inc.

R & W Builders, Inc.
Reeves Construction Company
River City Construction
Seed JV Design Build Specialists
Stein Construction Company, Inc.
TCI Architects Engineers Contractor
Thalle Construction Company
VMC Facilities, LLC
Walbridge Southeast, LLC

Corporate and Industry

E.I. DuPONT De Nemours & Company
Emerald Youth Foundation
Greeneville-Greene County Airport Authority
Honeywell FM&T
Kirby Risk Electric Supply
Knoxville Utilities Board (KUB)
Rich Products Corporation
The Restoration House Village
Xerox Services

Education

Georgia Southern University

Government

Oak Ridge Oak Ridge Associated Universities (ORAU)
Oak Ridge National Laboratory (ORNL)
U.S. Army Corp of Engineers Headquarters
(PMBP Team)
U.S. Army Corp of Engineers Huntington District
U.S. Army Corp of Engineers Louisville District
U.S. Army Corp of Engineers Nashville District

Healthcare

East Tennessee Children's Hospital
TeamHealth, Inc.
U.S. Army Corp of Engineers

Lending Companies

Bank of Cleveland
Citizens National Bank
First Citizens Bank
First Tennessee Bank, N.A.
SunTrust Banks, Inc.

Our Awards

2014-2015	U.S. Chamber of Commerce Blue Ribbon Small Business Award
2013	Pinnacle Woman-Owned Business Excellence Award
2012	U.S. Small Business Administration National Subcontractor of the Year
2012	U.S. Small Business Administration Region IV Subcontractor of the Year
2012	U.S. Small Business Administration Tennessee Subcontractor of the Year
2012, 2008 2006 & 2004	U.S. SBA Administrator Award of Excellence from Area III
2012	Ranked 3,938 on the Inc. 5000 list of the fastest-growing private companies in America
2011	Ranked 2,131 on the Inc. 5000 list of the fastest-growing private companies in America
2010	Ranked 1,870 on the Inc. 5000 list of the fastest-growing private companies in America
2009	Ranked 2,606 on the Inc. 5000 list of the fastest-growing private companies in America
2009	Innovation Valley Technology Council Outstanding Entrepreneur of the Year
2006	U.S. Department of Energy Woman-Owned Small Business Contractor of the Year
2006	U.S. Department of Energy Small Business Service Firm of the Year
2004-2006	Oak Ridge National Laboratory (ORNL) Mentor Protégé Program
2004	ORNL Woman-Owned Small Business of the Year

**GSA Contract Number GS-10F-0284R
PSS Rate Schedule 874-1, 874-1RC, 874-7 and 874-7RC
4/15/2005 through 4/14/2020**

Labor Category	Year 10 4/15/14 - 4/14/15	Year 11 4/15/15 - 4/14/16	Year 12 4/15/16 - 4/14/17	Year 13 4/15/17 - 4/14/18	Year 14 4/15/18 - 4/14/19	Year 15 4/15/19 - 4/14/20
Principal Management Consultant II	\$156.70	\$159.83	\$163.03	\$166.29	\$169.62	\$173.01
Principal Management Consultant I	\$149.47	\$151.13	\$154.15	\$157.24	\$160.38	\$163.59
Senior Management Consultant	\$127.38	\$129.93	\$132.53	\$135.18	\$137.88	\$140.64
Management Consultant III	\$122.29	\$124.74	\$127.23	\$129.78	\$132.37	\$135.02
Management Consultant II	\$121.72	\$124.16	\$126.64	\$129.17	\$131.76	\$134.39
Management Consultant I	\$103.66	\$105.74	\$107.85	\$110.01	\$112.21	\$114.45
Associate Management Consultant	\$60.83	\$60.45	\$61.66	\$62.89	\$64.15	\$65.43
Administrator II*	\$46.68	\$47.62	\$48.57	\$49.54	\$50.53	\$51.54
Administrator I*	\$34.35	\$35.04	\$35.74	\$36.45	\$37.18	\$37.92

*SCA Labor Categories

SCA MATRIX		
SCA Eligible Contract Labor Category	SCA Equivalent Code - Title	WD Number and Revision Number
Administrator I	01310 - SECRETARY	2005-2493 Rev 19*
Administrator II	01020 - ADMINISTRATIVE ASSISTANT	2005-2493 Rev 19*

“The Service Contract Act (SCA) is applicable to this contract and it includes SCA applicable labor categories. The prices for the indicated SCA labor categories are based on the U.S. Department of Labor Wage Determination Number(s) identified in the matrix. The prices offered are based on the preponderance of where work is performed and should the contractor perform in an area with lower SCA rates, resulting in lower wages being paid, the task order prices will be discounted accordingly.”

**GSA Contract Number GS-10F-0284R
PSS Rate Schedule 874-4, and 874-4RC
4/15/2005 through 4/14/2020**

Course Title	Course Length	Minimum Participants	Maximum Participants	Price per Student
Soft Skills for a Successful Career	7 Hrs	3	20	\$314.36
Communications Skills for Project Managers	7 Hrs	3	20	\$314.36
Earned Value Project Management	14 Hrs	3	20	\$628.72
Habits of Successful Project Teams	7 Hrs	3	20	\$314.36
Emotional Intelligence for Project Managers	7 Hrs	3	20	\$314.36
Introduction to Agile Project Management	7 Hrs	3	20	\$314.36
Building a Successful PMO	7 Hrs	3	20	\$314.36
Managing Innovation and Change in Projects - The Role of Effective Leadership	7 Hrs	3	20	\$314.36
Master Your Workday	7 Hrs	3	20	\$314.36
Microsoft PowerPivot for Excel 2010 - Data Analysis and Business Modeling	7 Hrs	3	20	\$314.36
No Drama Project Management - Avoiding Predictable Problems	7 Hrs	3	20	\$314.36
OneNote 2010	7 Hrs	3	20	\$314.36
Planning and Control Using Microsoft Project 2010 and the Guide to the Project Management Body of Knowledge, (PMBOK® Guide)	14 Hrs	3	20	\$628.72
Planning and Scheduling Using Microsoft Project 2010	14 Hrs	3	20	\$628.72
Primavera Project Planning and Control: Advanced	7 Hrs	3	20	\$314.36
Primavera Project Planning and Control: Intermediate	7 Hrs	3	20	\$314.36
Primavera Project Planning and Control: Introduction	7 Hrs	3	20	\$314.36
Principles of Planning for Building and Construction	7 Hrs	3	20	\$314.36
Project Management Fundamentals	7 Hrs	3	20	\$314.36
Project Management Professional (PMP)® Exam Preparation	35 Hrs	3	20	\$1,571.79
Results Without Authority	7 Hrs	3	20	\$314.36
SharePoint 101	7 Hrs	3	20	\$314.36
SharePoint 102	7 Hrs	3	20	\$314.36
SharePoint 103	7 Hrs	3	20	\$314.36
SharePoint for Project Management	14 Hrs	3	20	\$628.72
Social Media for Project Managers	7 Hrs	3	20	\$314.36
Strategic Cost Analysis for Project Managers and Engineers	7 Hrs	3	20	\$314.36
Strategic Negotiations for Project Managers	7 Hrs	3	20	\$314.36
Project Evaluation and Lessons Learned	7 Hrs	3	20	\$314.36
Visio 2010	7 Hrs	3	20	\$314.36

Customers will receive a quantity discount of 10 percent when ordering two classes, 20 percent when ordering three classes, and 30 percent when ordering four or more classes. This same discount structure is also provided to customers when they purchase training for two or more employees.

A detailed description of each training course is provided on pages 14 through 51 of this document.

**GSA Contract Number GS-10F-0284R
4/15/2005 through 4/14/2020
Labor Category Definitions**

Title	Education/ General Experience	Position duties/responsibilities
Principal Management Consultant II	BS/BA in an engineering or other related field and 10 years' experience	Directs the performance of or provides technical expertise to a variety of related projects which may be organized by technology, program or client. Oversees the technology development and/or application, marketing, and resource allocation within program client base. Responsible for the effective management of funds and personnel, and is accountable for the quality and timely delivery of contractual items.
Principal Management Consultant I	BS/BA in an engineering or other related field and 8 years' experience	Directs the performance of or provides technical expertise to a variety of related projects which may be organized by technology, program or client. Oversees the technology development and/or application, marketing, and resource allocation within program client base. Responsible for the effective management of funds and personnel, and is accountable for the quality and timely delivery of contractual items.
Sr. Management Consultant	BS/BA and 6 years' general experience	Plans and designs projects. Develops or directs the development of findings, draws conclusions, and develops recommendations. Prepares and presents reports. Conducts large projects and is responsible for meeting goals within time and cost constraints.
Management Consultant III	High School Diploma and 10 years' experience	Provides management and technical expertise by conducting and/or participating in the strategic, tactical, and operational aspects of projects. Is responsible for meeting goals within time and budget constraints. Contributes to the design and execution of projects.
Management Consultant II	BS/BA and 3 years' general experience	Performs a variety of technical, managerial, administrative, and/or project support tasks which are broad in nature. Performs with some latitude for un-reviewed actions and decisions.
Management Consultant I	BS/BA and 2 year of general experience	Assists in defining and executing technical, managerial, and/or administrative activities and services within a project.
Assoc. Management Consultant	BS/BA and 1 year of general experience	Provides technical, managerial, and administrative support for problem definition, analysis, requirements development, and implementation for issues.

Title	Education/ General Experience	Position duties/responsibilities
Administrative II	High school diploma or equivalent and 5 years' experience	Provides administrative-type support to technical and management-level personnel. This includes, but is not limited to, documentation planning and support, project administration, program management support, event planning and administration, office relocation planning, scheduling appointments, record keeping and other office administration functions. May perform other duties as assigned.
Administrative I	High school diploma and 2 years' general experience	Provides administrative-type support to technical and management-level personnel. This includes, but is not limited to, scheduling appointments, event planning, making travel arrangements, handling mail services, keeping records, performing data input, and preparing business documents (correspondence, presentations, etc.) and other office administration functions. May perform other duties as assigned.

- **SIN:** 874-1, 874-1RC, 874-4, 874-4RC, 874-7 and 874-7RC
- **Maximum order:** \$1,000,000.00
- **Minimum order:** \$100.00
- **Authorized Negotiator:** Misty D. Mayes, PMP and President
- **Geographic coverage (delivery area):** Domestic only
- **Point(s) of production:** Same as company address
- **Discount from List Prices or Statement of Net Price:** Government net prices (discounts already deducted)
- **Quantity Discounts:** None offered
- **Prompt Payment Terms:** Net 30 days
- **Notification That Government Purchase Cards Are Accepted Below the Micro-purchase Threshold:** Yes
- **Notification That Government Purchase Cards Are Not Accepted Above the Micro-purchase Threshold:** Will accept over \$3,000
- **Foreign Items:** None
- **Time of Delivery:** Specified on the Task Order
- **Expedited Delivery:** Contact Contractor
- **Overnight and 2-Day Delivery:** Contact Contractor

- **Urgent Requirements:** Contact Contractor
- **F.O.B. point(s):** Destination
- **Ordering Address:** Same as company address
- **Ordering Procedures:** For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's), and a sample BPA can be found at the GSA/FSS Schedule homepage (fss.gsa.gov/schedules).
- **Payment Address:** Same as corporate address
- **Warranty Provision:** Contractor's standard commercial warranty
- **Export Packing Charges:** N/A
- **Terms and Conditions of Government Purchase Card Acceptance (any thresholds above the micro-purchase level).** Contact Contractor
- **Terms and Conditions of Rental, Maintenance, and Repair:** N/A
- **Terms and Conditions of Installation:** N/A
- **Terms and Conditions of Repair, etc.:** N/A
- **Terms and Conditions for any Other Services:** N/A
- **List of Service and Distribution points:** N/A
- **List of Participating Dealers:** N/A
- **Preventive Maintenance:** N/A
- **Special Attributes such as Environmental Attributes:** N/A
- **If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found. The EIT standards can be found at: www.Section508.gov/.**
- **Data Universal Number System (DUNS) Number:** 123686912
- **Notification regarding registration in System for Award Management (SAM) Database:** Registered

Training Course Catalog

Course Name: Soft Skills for a Successful Career

Area of Study	Classroom Hours:	Tuition per Student
Project Management Fundamentals	7	\$314.36

Description:

This course is designed to give people entering the corporate world the “soft” skills they’ll need to succeed—in business, and in life. Congratulations! You’re employed, and now you’re ready to take the corporate world by storm. But in order to succeed in your career, you’ll need more than just great technical skills. You’ll need to be able to promote your ideas, share them with others, and work with a wide variety of people.

Instructor led, group-paced, classroom-delivery learning model with structured hands-on activities.

This course is filled with insightful, practical advice addressing dozens of vital skills and helpful tips you can apply immediately to any situation within these areas:

- Writing
- Understanding Project Management Fundamentals
- Speaking and listening
- Making decisions
- Getting feedback
- Setting priorities
- Being effective at meetings
- Understanding yourself and others
- Working in teams
- Learn to negotiate
- Being more creative
- Ethics in the workplace
- Developing leadership skills
- Adapting to the workplace
- Dealing with stress and having fun
- Taking action and summing up

Students enrolled for this course should have the following:

This course is intended for engineers or anyone who wants to know what it takes to comfortably deal with the difficult people, processes, and meetings of today’s competitive business world.

Upon successful completion of this course, students will be able to:

- Set priorities
- Work in a team
- Be more effective at meetings
- Speak in front of a group
- Negotiate personal and business issues
- Deal with stress
- Have more fun in the process

Course Name: Communications Skills for Project Managers

Area of Study	Classroom Hours:	Tuition per Student
Project Management Fundamentals	7	\$314.36

Description:

According to the Project Management Institute, over 80 percent of a project manager’s job is communication—yet most project management courses hardly discuss it. Communications Skills for Project Managers provides practical advice and strategies for ensuring success, even in the face of shifting organizational priorities, constantly evolving expectations, and leadership turnover. This important course gives participants the skills they need to keep everyone in the loop.

Even a project that is brought in on time and on budget can be considered a failure if those outside a project team haven’t been kept informed. This course provides students with the skills they need for ensured project success, every time.

- Common Elements for All Communications
- Communicating about Problems, Scope Changes, and with Operations
- Crossing the Finish Line
- Developing Support for New Business Processes, Communications for the Project, and the Operations Integration Plan
- Establishing the Team and Communicating with the Business
- Handling Competition with other Initiatives
- Linking Projects and Strategy Through Effective Communications
- Overcoming Resistance to Change
- Preparing Operations to Accept the Deliverables, and the Leadership
- Presenting to Stakeholders during Project Execution
- Providing Feedback to Your Project Team
- Using Communications to Handle Risk
- Writing the Case for Change, the Close-Out Report, the Project Charter, and the Project Plan Memorandum for the Executive Team

Students enrolled for this course should have the following:

Students should have a good understanding or work background in project management prior to enrollment.

Upon successful completion of this course, students will be able to:

- Keep those on the project team—as well as upper management—involved and informed
- Establish a plan for communication
- Effectively present to stakeholders
- Compete with other initiatives within the organization
- Convey reasons for change

Course Name: Emotional Intelligence for Project Managers

Area of Study	Classroom Hours:	Tuition per Student
Project Management Fundamentals	7	\$314.36

Description:

In order to run projects successfully, project managers need to master more than the requisite technical knowledge. The more complex the project, the more significant their interpersonal skills become to achieving a successful outcome. Without the people skills necessary to lead effectively, even the most carefully orchestrated project can quickly fall apart.

Emotional Intelligence for Project Managers introduces students to the basic concepts of emotional intelligence and shows how to apply them to their project goals.

Complete with hands-on exercises, checklists and self-assessments, this course enables project managers to apply these important skills to their projects right away.

- An Introduction to Emotional Intelligence
- Project Management begins with Self-Management
 - Self Awareness
 - Self Management
- Building Project Stakeholder Relationships
 - Social Awareness
 - Relationship Management
- Using EQ to Lead Project Teams
 - Project Team Leadership
 - Creating a Positive Team Environment
 - Leveraging Emotional Intelligence on Large and Complex Projects

Students enrolled for this course should have the following:

Students should have practical experience with Project Management and a thorough understanding of PM principles.

Upon successful completion of this course, students will be able to:

- Keep those on the project team – as well as upper management – involved and informed
- Establish a plan for communication
- Effectively present to stakeholders
- Compete with other initiatives within the organization
- Convey reasons for change

Course Name: Introduction to Agile Project Management

Area of Study	Classroom Hours:	Tuition per Student
Project Management Fundamentals	7	\$314.36

Description:

You are familiar with the concepts of traditional project management and may have used the concepts to manage multiple projects. For projects in which the requirements are continuously changing, you may need a more proactive project management approach. In this course, you will use Agile project management.

You will identify the Agile project management principles and use Scrum to manage projects.

Instructor led, group-paced, classroom-delivery learning model with structured hands-on activities.

- Getting Started with Agile Project Management
 - Overview of Agile
 - Describe the Values of Agile
 - Describe the Principles of Agile
 - Identify Methodologies of Agile
- Using the Scrum Methodology
 - Identify Roles and Responsibilities in Scrum
 - Implement the Scrum Process
- Managing Projects with the Scrum Methodology
 - Estimating a Scrum Project
 - Track Scrum Projects
 - Communication in Scrum Projects
 - Best Practices to Manage Scrum
- Understanding Critical Success Factors to Implement Agile
 - List Risks in Agile Projects
 - Myths About Agile
 - List the Challenges in Agile
 - List the Benefits of Agile

Students enrolled for this course should have the following:

This course is intended for Project Managers, Program Managers, or anyone who wants to efficiently manage projects that experience frequent changes in user requirements.
 Students should have a good understanding or work background in project management prior to enrollment.

Upon successful completion of this course, students will be able to:

- Describe Agile project management.
- Describe the Scrum methodology used to manage a project.
- Manage projects using the Scrum methodology.
- Understand the critical success factors to implement Agile.

Course Name: Master Your Workday

Area of Study	Classroom Hours:	Tuition per Student
Project Management Fundamentals	7	\$314.36

Description:

Master Your Workday is a simple to-do list and e-mail management system that you can learn quickly to get e-mail and tasks under control. It's at the heart of Michael Linenberger's book Master Your Workday Now! (2010). The skills learned can be implemented in the tasks module on Outlook. Or, it can be used in various software packages on both the PC and Mac. It also works on the iPhone, the iPad, and other mobile devices like Android or Blackberry. Or, it can simply be used on paper.

Master Your Workday solves the harsh reality of today's work world: we are all now getting more requests for action than we can possibly handle and we need a system to manage that high volume. Particularly with all the e-mail requests we get each day—we are all feeling overwhelmed and important things are falling through the cracks. Most other to-do list systems cannot handle this volume – they quickly fall apart and they don't integrate well with e-mail.

Master Your Workday shows you a simple way to empty your in-box every day. It shows you how to capture tasks from incoming e-mail and manage them successfully in a new kind of to-do list that really works. It shows you how to use that to-do list in a way that avoids overwhelm and dropped responsibilities. You'll feel in control and less scattered. You'll get the right things done when they need to be done, and you'll be able to leave work each day knowing that everything is on track and taken care off.

Master Your Workday divides all incoming tasks and e-mail requests into three simple Urgency Zones: Critical Now, Opportunity Now, and Over the Horizon. We emphasize built-in software tools to convert incoming e-mail to tasks and routing them to the appropriate urgency zone in the To-Do List. By sorting tasks this way, and then managing each urgency zone with an appropriate level of focus, you can prevent the classic "everything is on fire" mentality which so often dominates the workday. Once you have urgency under control, you can better focus on your true goals and core work activities. You end up getting more done and having more time in the day for what's really important.

The Master Your Workday system also includes processes for converting e-mails to tasks and then filing all e-mail into a single folder. With this method you can easily empty your in-box every day! For the first time your e-mail in-box will be under control and well managed.

continued on next page >

Master Your Workday (continued)

Description (continued):

Instructor led, group-paced, classroom-delivery learning model with structured hands-on activities.

- Controlling Your Workday
 - Control Your Work Before Work Controls You
 - A Quick Start for Gaining Control
 - Why Are We Out of Control?
 - What is Your Workday Now?
 - The Power of Urgency Zones
 - Mastering Your Urgency Zones
 - Task Management at the Next Level
 - E-mail Mastery
 - Summarizing the Control-Layer Solution

- Creating Your Workday
 - Rising Above Control
 - Step 1, Vision-The Missing Component from Workplace Goals
 - Step 2, Merging Vision Goals and Target Goals to Create “Now Goals”
 - Step 3, Activating Now Goals-The Key to Goal Success
 - Step 4, Taking First Action on Your Now Goals
 - Stretch Your Now Goals
 - Conclusion to the Create-Layer Solution

Students enrolled for this course should have the following:

This course is intended for anyone who needs several fresh and profound strategies for reaching success in their workday and life.

Upon successful completion of this course, students will be able to:

Excel at and consistently achieve a well managed and productive workday

Course Name: Principles of Planning for Building and Construction

Area of Study	Classroom Hours:	Tuition per Student
Project Management Fundamentals	7	\$314.36

Description:

This course de-mystifies the big picture of what it takes for owners, designers and contractors to successfully plan, organize, and manage construction projects. An increasingly complex industry requires participants with broad knowledge. This comprehensive course provides the background to help everyone on your projects understand the “why” and the “how” of successful projects.

Instructor led, group-paced, classroom-delivery learning model with structured hands-on activities.

Lesson 1: Understanding the Fundamentals of Outsourcing

- Construction Projects & Players
- Project Stages
- The Owner’s Feasibility
- Project Delivery Methods
- Programming and Design Phase
- Bidding and Awarding the Job
- Contractors: Finding and Qualifying for the Right Jobs
- Fundamentals of Estimating
- Creating Estimates
- Introduction to Contracts
- Types of Construction Contracts
- The Agreement
- General & Supplementary Conditions
- Contract Specifications
- Pre-Construction & Mobilization
- The Construction Phase
- Fundamentals of Scheduling
- Creating and Using the Schedule
- Buying Out the Job: Subcontracting
- Changes in the Work
- Getting Paid
- Claims, Disputes, and Mechanic’s Liens
- Close-Out and Occupancy

Students enrolled for this course should have the following:

This course is designed for anyone wishing to learn what it takes to develop, plan and manage a construction project.

Upon successful completion of this course, students will be able to:

- Identify who all the team members are and what they do
- Determine how owners assess risk and why contractors should care
- Know how contractors find and get the right jobs
- Know how to bid and know why the low bid isn’t always the best bid
- Identify ways that construction contracts carry risk
- See why estimates and schedules are keys to success
- Know how to work together to bring jobs in on time and on budget

Course Name: Project Management Fundamentals

Area of Study	Classroom Hours:	Tuition per Student
Project Management Fundamentals	7	\$314.36

Description:

Successfully managing a project requires effective planning and adherence to the industry’s best practices in every step of the process. By understanding the fundamentals of project management, you will be better prepared to initiate a project in your organization and position it for success. In this course, you will identify effective project management practices and their related processes.

You will examine the elements of sound project management and apply the generally recognized practices to successfully manage projects.

Instructor led, group-paced, classroom-delivery learning model with structured hands-on activities.

- Getting Started with Project Management
 - Describe a Project
 - Describe the Project Management Life Cycle
 - Identify the Role of a Project Manager
- Initiating a Project
 - Determine the Scope of a Project
 - Identify the Skills for a Project Team
 - Identify the Risks to a Project
- Planning for Time and Cost
 - Create a Work Breakdown Structure
 - Sequence the Activities
 - Create a Project Schedule
 - Determine Project Costs
- Planning for Project Risks, Communication, and Change Control
 - Analyze the Risks to a Project
 - Create a Communication Plan
 - Plan for Change Control
- Managing a Project
 - Begin Project Work
 - Execute the Project Plan
 - Track Project Progress
 - Report Performance
 - Implement Change Control
- Executing the Project Closeout Phase
 - Close a Project
 - Create a Final Report

Students enrolled for this course should have the following:

This course is designed for individuals whose primary job is not project management, but who manage projects on an informal basis. Also, anyone who is considering a career path in project management and desiring a complete overview of the field and its generally accepted practices can take up this course.

Some on-the-job experience in participating in managed projects would be preferable. Students should be familiar with Microsoft Office software.

Upon successful completion of this course, students will be able to:

- Identify the key processes and requirements of project management.
- Initiate a project.
- Plan for time and cost.
- Plan for project risks, communication, and change control.
- Manage a project.
- Execute the project closeout phase.

Course Name: Strategic Cost Analysis for Project Managers and Engineers

Area of Study	Classroom Hours:	Tuition per Student
Project Management Fundamentals	7	\$314.36

Description:

This course presents the basic tools of strategic cost analysis and engineering economy principles used by managers, project managers, and engineers. The course uses many illustrative problems to provide practice in using the expressions and techniques presented.

Instructor led, group-paced, classroom-delivery learning model with structured hands-on activities.

The areas of emphasis are:

- Cash Flow, Profits, Financial Statements and the Purecell Diagram
- Types of Interest and Money Values used in Cash Flow Analysis
- Different Formulae used in Engineering Economy Decisions with examples
- Cash Flow Analysis before Taxes
- Depreciation Types and Cash Flows after Taxes
- Project Evaluation Techniques including: present worth, average annual cost, return on investment, return on average investment, rate of return, benefit/cost ratio and project balances
- Basic Probability and Risk Analysis

Students enrolled for this course should have the following:

This course is intended for managers, engineers, estimators, project planners and project management personnel with a desire to learn strategic cost analysis.

Upon successful completion of this course, students will be able to:

Fully understand these concepts and techniques:

- Cash Flows, Profits, Financial Statements and Interest Values
- Expressions used in Engineering Economics
- Gradient Expressions
- Depreciation, Taxes and Profits; Basic Concepts and Advanced Concepts
- Project Evaluation Techniques; Basic Techniques
- Project Evaluation Techniques (Based on Internal Rate of Return, Benefit-Cost Ratio and Practical Cases and Examples)

Course Name: Strategic Negotiation for Project Managers

Area of Study	Classroom Hours:	Tuition per Student
Project Management Fundamentals	7	\$314.36

Description:

Corporate negotiation is a process like all other business strategies. In today’s challenging and ever-changing business environment, it is imperative to understand negotiations from the perspective of both parties. In this course, we will use a research-based approach to negotiation that assists project management professionals in reaching their own business goals, while ensuring that their customers meet budget and professional objectives as well-going beyond win-win to achieve true, measurable business value for all parties at the negotiating table.

Students will use a strategic, four-step negotiation process to understand how to attain quantifiable value in their dealings:

1. Estimating the negotiation. What are the actual issues in the negotiation? Determine the effects, both positive and negative, of a lost deal.
2. Validating the estimation. A fact-finding exercise to confirm the accuracy of previously made assessments.
3. Creating value. Structure a series of deals creating measurable value for parties on both sides of the negotiation.
4. Dividing value. A presentation of “multiple equal offers” is made, providing more value and choices than they anticipated.

- The Basics
 - Why a Process?
 - The Strategic Negotiation Process
 - Establishing a Negotiation Goal
- The Process
 - The Consequences of No Agreement Estimation
 - The Wish List Estimation
 - Validating the Estimations
 - Gathering Data
 - Conducting the Validation Meeting
 - Developing Multiple Equal Offers
 - The Multiple Equal Offers Presentation
- Applying the Process
 - Putting It All Together – Negotiations Practice
 - Using the BluePrint Process in Small AdHoc Negotiations
 - Using the BluePrint Process in Large and Complex Negotiations
 - Developing an Organization-Wide Negotiation Strategy

Students enrolled for this course should have the following:

- Project Management Fundamentals
- Project Management practical experience

Upon successful completion of this course, students will be able to:

- Define the Consequences of Non-Agreement for both parties
- Develop a Wish List of Negotiables
- Conduct a Validation Meeting
- Configure and present Multiple Equal Offers
- Explain the Strategic Negotiations process to others

Course Name: Project Evaluation and Lessons Learned

Area of Study	Classroom Hours:	Tuition per Student
Project Management Fundamentals	7	\$314.36

Description:

“Those who cannot remember the past are condemned to repeat it.”
 – George Santayana, *The Life of Reason*

Patterns of past project success, or failure, can be powerful elements in projecting the success of future portfolios. Most organizations have some type of methodology they use to record this type of information. However, designing a method to categorize and refer to past lessons learned is often overlooked. Making a reference to past projects included in your cultural expectations for project planning, can be critical in the development and sustenance of a high performing PMO.

This course teaches a structured method for conducting, storing and referencing lessons learned based on best practices.

Following the Guide to the Project Management Body of Knowledge, (PMBOK® Guide), this course uses the five Project Management Process Groups (Initiating, Planning, Executing, Monitoring/Controlling and Closing and the nine Project Management Knowledge Areas—Communications, Cost, Human Resources, Integration, Procurement, Quality, Risk, Scope and Time.

Instructor led, group-paced, classroom-delivery learning model with structured hands-on activities.

- Project Management Goals
- Evaluation Methods
- Building a Lessons Learned Library
- Creating a Culture of Reference

Students enrolled for this course should have the following:

Basic Project Management experience

Course Name: Earned Value Project Management

Area of Study	Classroom Hours:	Tuition per Student
Project Management Professional	14	\$628.72

Description:

“Earned value” is a project management technique that is emerging as a valuable tool in the management of all projects, including and, in particular, software projects. In its most simple form, earned value equates to fundamental project management.

This course in earned value (EV) project management is the go-to choice for both corporate and government professionals. The course offers a general overview of basic project management best practices and then delves into detailed information on EV metrics and criteria, EV reporting mechanisms, and the 32 criteria of earned value management systems (EVMS) promulgated by the American National Standards Institute and the Electronic Industries Alliance and adopted by the Department of Defense.

Students will discover insights into the mechanics of EVMS for a thorough understanding of the processes and a practical presentation of how to best implement EVMS practices.

- The Basics of Earned Value
 - Earned Value Metrics
 - The Earned Value Management System
- It's All in the Plan
 - The Project Plan (Criterion 1)
 - The Organization (Criteria 2-5)
 - The Schedule (Criteria 6-8)
 - The Budget (Criteria 9-15)
- Project Status
 - Tracking Performance (Criteria 16-21)
 - Reporting Variances (Criteria 22-27)
 - Handling a Projects Changes and Termination
 - Time for a Change (Criteria 28-32)
 - Project Termination
- Earned Value Implementations
 - Implementing EVMS
 - Government Contracts
 - Partial EV Implementations
- Emerging Practices
 - Earned Schedule
 - Critical Chain Project Management

Students enrolled for this course should have the following:

Students should have practical experience with Project Management and a thorough understanding of PM principles

Course Name: Project Management Professional (PMP)® Exam Preparation

Area of Study	Classroom Hours:	Tuition per Student
Project Management Professional	35	\$1,571.79

Description:

In this course, students learn the key knowledge technical areas especially: risk management, scope management, earned value. In addition, they learn key project soft skills: leadership, negotiation, communication and conflict resolution.

Instructor-led classroom, with exam preparation.

The PMP Role Delineation states that candidates for the PMP credential:

- Perform their duties under general supervision and are responsible for all aspects of the project for the life of the project
- Lead and direct cross-functional teams to deliver projects within the constraints of schedule, budget, and scope
- Demonstrate sufficient knowledge and experience to appropriately apply a methodology to projects that have reasonably well-defined project requirements and deliverables

Introduction and PMP Exam overview

- Learn about the PMI application process.
- Overview the PMP Exam details.
- Learn exam-taking tools and techniques.
- How to enroll in the PMP Exam.
- Identify exam preparation key methodologies

The Project Management Framework

- Define what a project is and what project management is.
- Understand the 9 project management knowledge areas.
- Define a project life cycle.
- Identify and define project stakeholders.
- Specify influences of organizational structures on project management.
- Highlight the skills required for a project manager.
- Define the Project Manager’s responsibilities.
- Identify social-economic environmental influences to projects.
- Define the 5 process groups of project management.

Project Integration Management

- Highlight methods for project selection.
- Define the elements and importance of the project charter.
- Understanding the creation and use of preliminary scope statement.
- Identify project constraints.
- Define the project manager’s role as integrator.
- Control “gold plating” through work authorization.
- Understand the value of documenting lessons learned for Organizational Process Assets.
- Create a project plan.
- Define the Execution of the project plan.
- Know the use of baselines to monitor the progress of the project.
- Define integrated change control.
- Administrative closure.

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PMP Exam Preparation (continued)

Description (continued):

- Project Cost Management
 - Cost estimating through analogous estimating, bottom up estimating, parametric estimating and computerized estimating tools.
 - Earned value analysis.
 - Precision of estimates.
 - Understanding Present Value, Net Present Value, Internal Rate of Return, Payback Period, Benefit Cost Ratio and Opportunity Cost.
 - Variable Cost, Fixed Costs, Direct Cost and Indirect Cost.
 - Project Life Cycle Costing.
 - Cost budgeting.
 - Value Analysis.
 - Cost control.
- Project Quality Management
 - Responsibility for quality.
 - Impacts of poor quality.
 - Tools used for Quality Management Planning.
 - Developing a Quality Management Plan.
 - Implementing Quality Assurance.
 - Quality Control through Fishbone Diagram, Pareto Diagram, and Control Charts.
- Project Human Resources Management
 - Roles and responsibilities for project manager, team members, project sponsor and management.
 - Organizational planning.
 - Staff acquisition.
 - Developing a responsibility chart.
 - Team building.
 - Leadership skills.
 - Human resource constraints.
 - Conflict management and resolution.
- Project Communication Management
 - Developing a communications plan.
 - Communication methods.
 - Communication blockers.
 - Performance reporting.
- Project Risk Management
 - Developing a risk management plan.
 - Techniques for identifying risks.
 - Risk register.
 - Categorizing risks.
 - Qualitative risk analysis.
 - Quantitative risk analysis.
 - Using a decision tree.
 - Understanding what-if analysis.
 - Developing a risk response plan.
 - Risk response strategies.
 - Risk monitoring and control. Exam Practice Questions and Solutions Class Discussion
- Project Procurement Management
 - Procurement planning.
 - Advantages and disadvantages of contract type selection.
 - Statement of work.
 - Solicitation planning.
 - Solicitation.
 - Source selection.
 - Negotiation.
- Project Management Ethical Responsibility and Code of Conduct
 - Exam Practice Questions and Solutions Class Discussion
 - Contract administration.
 - Contract change control.
 - Contract close-out

Students enrolled for this course should have the following:

To be eligible for the PMP credential, you must meet certain educational and professional experience requirements. All project management experience must have been accrued within the last eight consecutive years prior to your application submission.

- High school diploma, associate's degree or global equivalent
 - Minimum five years/60 months unique nonoverlapping professional project management experience during which at least 7,500 hours were spent leading and directing project tasks*
 - 35 contact hours of formal education
- or
- Bachelor's degree or global equivalent
 - Minimum three years/36 months unique non-overlapping professional project management experience during which at least 4,500 hours were spent leading and directing project tasks*
 - 35 contact hours of formal education

* Leading and directing project tasks as identified in the PMP Examination Specification. Within the total hours of project management experience. Experience in all five process groups is required. However, on a single project, you do not need to have experience in all five process groups.

Course Name: Microsoft PowerPivot for Excel 2010 - Data Analysis and Business Modeling

Area of Study	Classroom Hours:	Tuition per Student
Project Management Software	7	\$314.36

Description:

Do you want to transform your skills, data, and business?

This course introduces PowerPivot in Excel 2010 to power users and data analysts who want to give their data meaning by creating their own Business Intelligence models.

It presents the PowerPivot functionality, then takes a pragmatic approach to understanding and working with data models, data loading, data manipulation with Data Analysis Expressions (DAX), simple-to-sophisticated calculations, what-if analysis, and PowerPivot patterns.

Master the business modeling and analysis techniques that help you transform data into bottom-line results through the best real-world experience in this practical, scenario-focused course.

Instructor led, group-paced, classroom-delivery learning model with structured hands-on activities.

- First Steps with PowerPivot
- PowerPivot at Work
- Introduction to DAX
- Data Models
- Loading Data and Models
- Evaluation Context and CALCULATE
- Date Calculations in DAX
- Mastering PivotTables
- PowerPivot DAX Patterns
- PowerPivot Data Model Patterns
- Publishing to SharePoint

Students enrolled for this course should have the following:

This course is perfect for anyone who has a desire to transform data into bottom-line results. Its proven practices and hands-on examples are designed to help individuals work smarter, make better decisions, and gain the competitive edge.

Upon successful completion of this course, students will be able to:

Know and understand the best ways to use Office Excel 2010 for data analysis and business modeling including:

- How to create and share their own BI solutions using software they already know and love: Microsoft Excel
- How to extend their existing skills, using the PowerPivot add-in to quickly turn mass quantities of data into meaningful information and on-the-job results—no programming required
- How to share their results from “self-service” BI solutions effortlessly across their organization using Microsoft SharePoint

Course Name: OneNote 2010

Area of Study	Classroom Hours:	Tuition per Student
Project Management Software	7	\$314.36

Description:

Learn how to create comprehensive Project artifact files with OneNote 2010.

- Customizing Notebook Properties
- Add a Date Stamp to Notes
- Importing Pictures
- Creating & Deleting Sections
- Inserting & Playing Audio Notes
- Exporting Data from OneNote
- Collaborating with Office 2010
- Collaborating with Other Users

Instructor-led, group-paced, classroom-delivery learning model with structured hands-on activities.

- Getting Started with OneNote 2010
- Storing Your Notes
- Writing Basic Notes
- Taking Notes to Another Level
- Putting a Table in a Note
- Linking Your Notes
- Making OneNote 2010 Easier to Use
- Spell-checking Your Notes
- Drawing Notes
- Organizing Your Notes
- Searching for Stray Notes
- Housecleaning in OneNote
- Conducting Research in OneNote 2010
- Distributing Your Notes
- Using OneNote 2010 with Other Office 2010 Programs
- Sharing Notebook with Others
- Customizing OneNote
- Using OneNote Web App

Students enrolled for this course should have the following:

This course is ideal for people who are new to OneNote 2010, or who have experience with older versions of OneNote (2003 or earlier). OneNote 2010 Training covers the new OneNote 2010 interface with a number of time-saving tools designed to save time and make users more productive.

Upon successful completion of this course, students will be able to:

- Take notes and organize them with ease
- Arrange notes in pages, sections, and notebooks
- Add pictures, drawings, and audio and video clips
- Apply readymade and custom tags to your notes
- Link notes to web pages and Microsoft Office files
- Share your notes and collaborate with others

Course Name: Planning and Control Using Microsoft Project 2010 and the *Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*

Area of Study	Classroom Hours:	Tuition per Student
Project Management Software	14	\$628.72

Description

This course is for students who understand the *PMBOK® Guide* Fourth Edition project management processes, how to plan and control projects with and without resources up to an intermediate level using Microsoft® Office Project 2010.

Instructor led, group-paced, classroom-delivery learning model with structured hands-on activities.

- Creating a Project Schedule
- Navigation and Setting the Options
- Creating Projects and Templates
- Defining Calendars
- Adding Tasks
- Organizing Tasks Using Outlining
- Formatting the Display
- Adding Task Dependencies
- Network Diagram View
- Constraints
- Filters
- Tables and Grouping Tasks
- Views and Details
- Printing and Reports
- Tracking Progress
- Creating Resources and Costs
- Assigning Resources and Costs to Tasks
- Resource Optimization
- Updating Projects with Resources

Students enrolled for this course should have the following:

- Project management or scheduling experience and a desire to learn how to use the software to schedule and control projects in an environment based on the *PMBOK® Guide* process and components.
- Program management, project management or project control experience and a desire to learn how to evaluate the software against their organizational requirements.

Upon successful completion of this course, students will be able to:

- Create new project schedules
- Schedule and update their projects
- Create and filter layouts
- Create project baselines
- Create and assign resources and calendars
- Control their projects with resource optimization

Course Name: Planning and Scheduling Using Microsoft Project 2010

Area of Study	Classroom Hours:	Tuition per Student
Project Management Software	14	\$628.72

Description

This course is designed to teach project management professionals how to use the software in a project environment. The course focuses on the information required to create and update a schedule with or without resources using Microsoft Project 2010 by concentrating on the core functions required to plan and control a project.

Instructor led, group-paced, classroom-delivery learning model with structured hands-on activities.

- Creating a Project Schedule
- Navigation and Setting the Options
- Creating Projects and Templates
- Defining Calendars
- Adding Tasks
- Organizing Tasks Using Outlining
- Formatting the Display
- Adding Task Dependencies
- Network Diagram View
- Constraints
- Filters
- Tables and Grouping Tasks
- Views and Details
- Printing and Reports
- Tracking Progress
- Creating Resources and Costs
- Assigning Resources and Costs to Tasks
- Resource Optimization
- Updating Projects with Resources
- Project Options
- More Advanced Scheduling
- Tools and Techniques for Scheduling

Students enrolled for this course should have the following:

This course is perfect for project managers, schedulers, and project management companies in industries such as building, construction, oil & gas, software development, government and defense who wish to learn the software.

Upon successful completion of this course, students will be able to:

- Know and apply the basics required to create a schedule
- Create and assign resources and costs
- Understand and use more advance scheduling features, tools, and techniques

Course Name: Primavera Project Planning and Control: Introduction

Area of Study	Classroom Hours:	Tuition per Student
Project Management Software	7	\$314.36

Description:

This is a comprehensive course intended for all industries using Versions 4 to 7.

This course is ideal for people who would like to quickly gain an understanding of how Primavera operates and explains how the software differs from Primavera P3, SureTrak and Microsoft Project, thus making it ideal for people who wish to convert from these products.

Instructor-led classroom with hand-on activities.

The course is intended for an introductory user.

- Introduction
 - Purpose of Planning
 - Project Planning Metrics
 - Planning Cycle
 - Levels of Planning
 - Monitoring and Controlling a Project
- Creating a Project Plan
 - Understanding Planning and Scheduling Software
 - Enterprise Project Management
 - Understanding Your Project
 - Planning Without Resources
 - Monitoring Progress Without Resources
 - Scheduling With Resources, Roles & Budgets
 - Monitoring and Controlling a Resourced Schedule
- Starting Up and Navigation
 - Logging In
 - Welcome Form
 - The Home Workspace
 - The Projects Workspace
 - Opening One or More Projects
 - Opening a Portfolio
 - Navigating Around a Project
 - User Preferences - Date and Time Display
 - Right-clicking with the Mouse
 - Accessing Help
 - Application of Options within Forms
 - Closing Down
 - Terminology Differences between Industry Versions
- Creating a New Project
 - File Types
 - Creating a Blank Project
 - Setting Up a New Project
 - Project Architect Wizard and Methodology Manager
 - Importing a Project
 - Copy an Existing Project
 - Project Dates
 - Saving Additional Project and EPS Information - Notebook Topics

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Primavera Project Planning and Control: Introduction (continued)

Description (continued):

- Defining Calendars
 - Accessing Global and Project Calendars
 - Assigning the Project Default Project Calendar
 - Creating a New Calendar
 - Copying Calendars
 - Renaming a Calendar
 - Deleting a Calendar
 - Resource Calendars
 - Editing Calendar Working Days of an Existing Calendar
 - Adjusting Working Hours
 - Inherit Holidays and Exceptions from a Global Calendar
 - Calculation of Activity Summary Duration in Days
 - Database Default Calendar, WBS and Project Durations
- Creating a Primavera Project WBS
 - Opening and Navigating the WBS Workspace
 - Creating and Deleting a WBS Node
 - WBS Node Separator
 - Work Breakdown Structure Lower Pane Details
 - WBS Categories
 - Why a Primavera WBS is Important
- Adding Activities and Organizing Under the WBS
 - New Activity Defaults
 - Adding New Activities
 - Default Activity Duration
 - Copying Activities in Primavera
 - Copying Activities from other Programs
 - Elapsed Durations
 - Finding the Bars in the Gantt Chart
 - Activity Information – Bottom Layout
 - Assigning Calendars to Activities
 - Undo
 - Assigning Activities to a WBS Node
 - Reordering or Sorting Activities
 - Summarizing Activities Using WBS
 - Spell Check
- Formatting the Display
 - Formatting the Project Workspace
 - Understanding Forms
 - Formatting Columns
 - Formatting the Bars
 - Row Height
 - Format Fonts and Font Colors
 - Format Colors
 - Format Timescale
 - Inserting Attachments - Text Boxes and Curtain

Students enrolled for this course should have the following:

Students should be familiar with Project Management Fundamentals and comfortable working in a Windows environment.

Upon successful completion of this course, students will be able to:

Create new projects and contribute to existing instances.

Course Name: Primavera Project Planning and Control: Intermediate

Area of Study	Classroom Hours:	Tuition per Student
Project Management Software	7	\$314.36

Description:

This is a comprehensive course intended for all industries using Versions 4 to 7.

This course is ideal for people who would like to quickly gain an understanding of how Primavera operates and explains how the software differs from Primavera P3, SureTrak and Microsoft Project, thus making it ideal for people who wish to convert from these products.

Instructor-led classroom with hand-on activities.

The course is intended for an intermediate user.

- Adding Relationships
 - Understanding Relationships
 - Understanding Lags & Leads
 - Formatting the Relationships
 - Adding and Removing Relationships
 - Using the Command Toolbar Buttons to Assign Relationships
 - Dissolving Activities
 - Circular Relationships
 - Scheduling the Project
 - Critical Activities Definition
- Activity Network View
 - Viewing a Project Using the Activity Network View
 - Adding, Deleting & Dissolving Activities in the Activity Network View
 - Adding, Editing & Deleting Relationships
 - Formatting the Activity Boxes
 - Reorganizing the Activity Network
 - Saving & Opening Activity network positions
 - Early Date, Late Date & Float Calculations
- Constraints
 - Assigning Constraints
 - Project Must Finish By Date
 - Activity Notebook
- Filters
 - Understanding Filters
 - Applying a Filter
 - Creating a New Filter
 - Modifying a Filter

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Primavera Project Planning and Control: Intermediate (continued)

Description (continued):

- Group, Sorts and Layouts
 - Group & Sort Activities
 - Understanding Layouts
 - Copying a Layout To & From Another Database
- Printing and Reports
 - Printing
 - Print Preview
 - Page Setup
 - Options Tab
 - Print Form
 - Print Setup Form
 - Reports
- Tracking Progress
 - Understanding Date Fields
 - Setting the Baseline
 - Practical Methods of Recording Progress
 - Understanding the Concepts
 - Updating the Schedule
 - Progress Spotlight
 - Suspend & Resume
 - Scheduling the Project
 - Comparing Progress with Baseline
 - Corrective Action
- Preferences and Advanced Scheduling Options
 - User Preferences
 - Admin Menu
 - Miscellaneous Defaults
 - Admin Preferences
 - Scheduling Options
 - Admin Categories

Students enrolled for this course should have the following:

- Students should be familiar with Project Management Fundamentals and comfortable working in a Windows environment.
- Have completed Primavera Project Planning and Control: Introduction, or have equivalent experience

Upon successful completion of this course, students will be able to:

- Establish and revise relationships in projects to fine tune scheduling
- Fully use and format the Activity Network View
- Assign advanced constraints
- Create and modify Filters
- Apply layouts to multiple databases
- Create and format reports
- Expand progress tracking techniques
- Customize the Application experience

Course Name: Primavera Project Planning and Control: Advanced

Area of Study	Classroom Hours:	Tuition per Student
Project Management Software	7	\$314.36

Description:

This is a comprehensive course intended for all industries using Versions 4 to 7.

This course is ideal for people who would like to quickly gain an understanding of how Primavera operates and explains how the software differs from Primavera P3, SureTrak and Microsoft Project, thus making it ideal for people who wish to convert from these products.

Instructor-led classroom with hand-on activities.

The course is intended for an advanced user.

- Creating Roles and Resources
 - Understanding Resources
 - Creating Roles
 - Creating Resources and the Resources Workspace
 - Editing Resource Calendars
- Assigning Roles, Resources and Expenses
 - Understanding Resource Calculations and Terminology
 - Project Workspace Resource Preferences
 - User Preferences Applicable to Assigning Resources
 - Activity Workspace Resource Preferences and Defaults
 - Assigning and Removing Roles
 - Assigning and Removing Resources
 - Expenses
 - Suggested Setup for Creating a Resourced Schedule
- Resource Optimization
 - Reviewing Resource Loading
 - Methods of Resolving Resource Peaks and Conflicts
 - Resource Leveling
 - Resource Leveling Function
 - Leveling Examples
 - Resource Shifts
 - Guidelines for Leveling
 - What to Look For if Resources Are Not Leveling
 - Resource Curves
 - Editing the Resource Usage Spreadsheet – Bucket Planning
- Statusing a Resourced Schedule
 - Understanding Budget Values and Baseline Projects
 - Understanding the Current Data Date
 - Information Required to Update a Resourced Schedule
 - Project Workspace Defaults for Statusing a Resourced Schedule
 - Activity Workspace - Percent Complete Types
 - Using Steps to Calculate Activity Percent Complete
 - Updating the Schedule
 - Updating Resources
 - Updating Expenses
 - Store Period Performance

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Primavera Project Planning and Control: Advanced (continued)

Description (continued):

- Other Methods of Organizing Project Data
 - Understanding Project Breakdown Structures
 - Activity Codes
 - User Defined Fields
 - Project Phase or WBS Category
 - Resource Codes
 - Cost Accounts
 - Owner Activity Attribute
 - EPS Level Activity Codes
- Global Change
 - Introducing Global Change
 - The Basic Concepts of Global Change
 - Specifying the Change Statements
 - Examples of Simple Global Changes
 - Selecting the Activities for the Global Change
 - Temporary Values
 - Global Change Functions
 - More Advanced Examples of Global Change
- Managing the Enterprise Environment
 - Multiple User Data Display Issues
 - Enterprise Project Structure (EPS)
 - Portfolios
 - Organizational Breakdown Structure – OBS
 - Users, Security Profiles & Organizational Breakdown Structure
 - Project Codes
 - Filtering, Grouping and Sorting Projects in the Projects Workspace
 - Project Durations in the Project Workspace
 - Why Are Some Data Fields Gray and Cannot Be Edited?
 - Summarizing Projects
 - Job Services
 - Tracking Workspace
- Multiple Project Scheduling
 - Multiple Projects in One Primavera Project
 - Multiple Primavera Projects Representing One Project
 - Setting Up Primavera Projects as Sub-projects
 - Refresh Data
 - Who Has the Project Open?
 - Setting Baselines for Multiple Projects
- Utilities
 - Reflection Projects
 - Advanced Scheduling Options
 - Audit Trail Columns
 - Excel Import and Export Tool
 - Project Import and Export
 - Check In & Check Out

Students enrolled for this course should have the following:

- Students should be familiar with Project Management Fundamentals and comfortable working in a Windows environment.
- Have completed Primavera Project Planning and Control: Introduction, or have equivalent experience
- Have completed Primavera Project Planning and Control: Intermediate, or have equivalent experience

Course Name: SharePoint 101

Area of Study	Classroom Hours:	Tuition per Student
Project Management Software	7	\$314.36

Description:

Information in this course provides the solid foundation of knowledge that is necessary to become proficient in the basic use of collaborative site functions. In this course, students reinforce their new knowledge through numerous Instructor-led demonstrations and hands-on labs.

Module 1: Collaborate on Projects

- Create a Place for Teams to Work
- Add New Users to a Team Site
- Create a New Group
- Assign Users to a Group
- Remove Users from a Group
- Edit Group Settings
- Create a Group Work Site
- Remove a Group

Module 2: Discussing and Communicating Ideas

- Create a Discussion
- Start a New Discussion
- Reply to a Discussion
- Edit Discussions
- Delete Discussions
- Remove a Discussion Board
- Create a Blog in SharePoint
- Register a Blog in Word
- Write a Blog Entry with Word

Module 3: Conduct Effective Meetings

- Create an Event
- Create a Recurring Event
- Create a Meeting Workspace
- Create Meeting Objectives
- Create a Meeting Agenda
- Invite Attendees
- Create a Things to Bring List
- Create an Issue Tracking Page
- Create a Decisions List

Module 4: Work Together on Content

- Create a Document Workspace in Office 2007
- Create a Document Workspace in SharePoint
- Connect to a Document Workspace in SharePoint Workspace
- Open and Save Documents from Office 2010
- Open and Save Documents from Office 2007
- Open and Save Documents from SharePoint
- Open and Save Documents from SharePoint Workspace
- Add Document Collaborators in Office 2007
- Changing Document Permissions on SharePoint
- Check Out a Document in Office 2010
- Check Out a Document in Office 2007
- Check Out Documents in SharePoint
- Check Out Documents in SharePoint Workspace
- Check In a Document in Office 2010
- Check In a Document in Office 2007
- Check In Documents in SharePoint
- Check In Documents in SharePoint Workspace
- Sync Documents in SharePoint Workspace
- Edit SharePoint Workspace Synchronization Settings
- Remove a Document Workspace
- Create an Approval Workflow Association
- Save a Site as a Template

Module 5: Manage Lists

- Create a Custom List
- Import a Spreadsheet to Create a List
- Create a New List Item
- Add New List Columns
- Editing Existing List Columns
- Delete List Columns
- Edit a List in Datasheet View
- Subscribe to a List RSS Feed
- View List Item Properties
- Edit List Item Properties
- Manage List Item Permissions
- Edit a List View
- Add a List View
- Delete a List Item

Students enrolled for this course should have the following:

Comfortable in a Windows environment and have basic experience with Microsoft Office suite products

Course Name: SharePoint 102

Area of Study	Classroom Hours:	Tuition per Student
Project Management Software	7	\$314.36

Description:

This course is designed to impart to students a practical understanding of how to create and maintain Microsoft Office SharePoint Server sites. Discussions of core best practices provide students with context for employment of the functionality taught.

Module 1: Manage Libraries

- Create a Library
- Add a File to a Document Library
- Create a New Folder in a Library
- Create New Columns in a Library
- Edit Existing Library Columns
- Delete Library Columns
- Upload a Single Library Item
- Upload Multiple Library Items
- Edit a Library in Datasheet View
- Export a Library to an Excel 2010 Spreadsheet
- Export a Library to an Excel 2007 Spreadsheet
- Subscribe to a Library RSS Feed
- View Library Item Properties
- Edit Library Item Properties
- Manage Library Item Permissions
- Edit a Library View
- Add a Library View
- Delete a Library Item
- Edit a Library Item in a Preferred Application
- Download a Library Item to Edit Locally
- Check Out a Library Item
- Check Out a Library Item in Office 2010
- Check Out a Library Item in Office 2007
- Check Out Library Items in SharePoint Workspace
- Check In a Library Item
- Check In a Library Item in Office 2010
- Check In a Library Item with Office 2007
- Check In Documents in SharePoint Workspace
- Send a Copy of an Item to Another Library
- E-Mail a Link to the Item
- Recovering Items from the Recycle Bin
- Edit Library Content Types

Module 2: Manage Business Data

- Create a Contacts Web Database
- Add a Contact in the Contacts Web Database
- Edit a Contact in the Contacts Web Database
- Create a Projects Web Database
- Add a New Project to the Projects Web Database
- Create an Assets Web Database
- Add an Asset to the Assets Web Database
- Retire an Asset from the Assets Web Database

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SharePoint 102 (continued)

Description (continued):

Module 3: Use Outlook for Sharing

- Connect a SharePoint Library to Outlook 2010
- Connect a SharePoint Library to Outlook 2007
- Share SharePoint Content with Outlook 2010
- Share Outlook Content with Outlook 2007
- Connect to SharePoint from a Sharing Message in Outlook 2010
- Connect to SharePoint from a Sharing Message in Outlook 2007
- Edit Document Library Files in Outlook 2010
- Edit Document Library Files in Outlook 2007
- Remove a Connected Document from Outlook 2010
- Remove a Connected Document from Outlook 2007
- View a SharePoint Calendar with Outlook 2010
- View a SharePoint Calendar with Outlook 2007
- Edit a SharePoint Calendar in Outlook 2010
- Edit a SharePoint Calendar in Outlook 2007
- Create a Meeting Workspace with Outlook 2010
- Create a Meeting Workspace with Outlook 2007
- Remove a SharePoint Resource from Outlook 2010
- Remove a SharePoint Resource from Outlook 2007

Module 4: Conduct Surveys

- Create a Survey
- Preview Your Survey
- Enable Survey Branching
- Send a Survey Link
- View Survey Results
- Compile Survey Results

Module 6: Create and Customize My Site

- Create a My Site
- Edit Your My Site Profile
- Add Colleagues to Your My Site
- Configure a Newsfeed on Your My Site
- Tag SharePoint Content
- Edit Public and Private Views
- Apply a Theme to My Site
- Add a Web Part to My Site
- Add a Silverlight Web Part to My Site
- Add a My Links Web Part to My Site
- Target a Web Part Audience
- Remove a Web Part from My Site
- Add a New Page to My Site
- Upload a Document to My Site

Students enrolled for this course should have the following:

- Basic knowledge of Microsoft Office 2007 Products
- Familiarity with Internet Explorer
- Comfortable in a Windows environment
- Understand how to perform all the functions included in the SharePoint 101 course

Course Name: SharePoint 103

Area of Study	Classroom Hours:	Tuition per Student
Project Management Software	7	\$314.36

Description:

Effective application of site collection Administrative Tools can increase efficiency and improve operation of a site collection. Instructor-led demonstrations and hand-on labs give students a practical understanding of how these tools work.

The following lessons are covered:

Module 1: Publish Web Content: Site Authors

- Create a Site for Published Content
- Create a Content Page
- Edit Page Content In Place
- Create a Content Page in Word
- Spell Check Page Content
- Add an Image to a Content Page
- Add Publishing Approvers
- Submit Page for Publishing Approval
- Approve Content for Publication
- Change Page Schedule/Expiration Date
- Manually Start a Workflow for Publication
- Create a Custom Permission Level

Module 2: Publish Web Content: Site Owners

- Change a Site Theme
- Create a Site Theme from PowerPoint
- Change a Site Logo
- Change a Site Master Page
- Add Cascading Style Sheets
- Organize Pages in a Web Site
- Upload a User Solution to the Site Collection Solution Gallery
- Allow Users to Create Different Subsites
- Create a Sub-site
- Create a Wiki Page Home Page
- Edit a Wiki Page Home Page
- Customize Publishing Site Navigation
- Implement and Configure the Content Query Web Part
- Export a Custom Query Web Part
- Implement and Configure Custom Content Query Web Parts
- Implement and Configure the Summary Links Web Part

Module 3: Publish Web Content: Site Collection Owners

- Enable Output Cache
- Configure Site Collection Default Cache Profiles
- Configure Output Cache Profiles
- Add an Output Cache Profile
- Override the Configured Output Cache Profile
- Configure the Object Cache
- Flush Disk-Based and Object Caches
- Enable and Configure Cross-List Query Cache
- Install and Activate a Sandbox Solution
- Deactivate a Sandbox Solution

Students enrolled for this course should have the following:

- Basic knowledge of Microsoft Office 2007 Products
- Familiarity with Internet Explorer
- Comfortable in a Windows environment
- Understand how to perform all the functions included in the SharePoint 101 and 102 courses

Course Name: SharePoint for Project Management

Area of Study	Classroom Hours:	Tuition per Student
Project Management Software	14	\$628.72

Description:

Microsoft SharePoint is perfect for project management, but most companies don't understand its power. This hands-on class demonstrates how SharePoint can help you organize and manage complex projects -- a decidedly more productive way to use this popular collaboration software.

You'll learn how to apply common and practical project management concepts in SharePoint, and build a Project Management Information System (PMIS) that can efficiently coordinate communication and collaboration among team members.

Instructor-led classroom with technical labs

If you are a project manager looking for a technology-based, easily implemented, and usable solution for project communications, document management, and general project organization, this class is for you.

- Project Kickoff
 - What Is a PMIS?
 - Deciding to Use a PMIS
 - What Is SharePoint?
 - Our Case Study: SharePoint Dojo, Inc.
 - Setting Up the PMIS How Will You Organize Your PMIS?
 - Using Site Templates
- Creating a SharePoint Site
 - Workshop 2.1: Establishing the SharePoint PMIS Foundation
 - Customizing the PMIS
 - Workshop 2.2: Refining Your PMIS
 - Adding PMIS Components Using SharePoint Lists
- Creating SharePoint Lists
 - Workshop 3.1: Creating and Populating Lists
 - Using Libraries
 - Creating a Document Library
 - Populating a Document Library
 - Workshop 3.2: Creating and Populating a Document Library
 - Organizing Project Information
- Adding Stakeholders to the PMIS Project Communications Plan
 - Site Access in SharePoint
 - Creating SharePoint Groups
 - Adding Site Members
 - Customizing Permissions
 - Workshop 4.1: Adding Site Members
- Supporting Team Collaboration Enabling Document Management Solutions
 - Workshop 5.1: Updating a Project Document
 - Facilitating Team Collaboration
 - Workshop 5.2: Creating a Document Workspace

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SharePoint Project Management (continued)

Description (continued):

- Project Tracking
 - Tracking Project Tasks
 - Tracking Risks
 - Workshop 6.1: Updating the Schedule and Tracking Risks
 - Controlling Changes with Workflow
 - Workshop 6.2: Creating a Change Control System with Three-State Workflow
- Project Reporting
 - Custom Views
 - Workshop 7.1: Creating a Custom View
 - Using Web Parts for Interactive Reporting
 - Workshop 7.2: Maximizing Project Reporting with Web Parts
 - Subscribing to Alerts
 - Using Meeting Workspaces
 - Workshop 7.3: Creating a Meeting Workspace
 - Integrating PM Tools Integrating Microsoft Project into SharePoint
- Using Microsoft Office and SharePoint
 - Workshop 8.1: Using Microsoft Project
 - Workshop 8.2: Synchronizing Excel with SharePoint
- Project Closing
 - Creating a PMIS Template
 - Archiving the PMIS
 - Workshop 9.1: Create a PMIS Site Template

Students enrolled for this course should have the following:

Students should feel comfortable in Internet browsers and a Windows based environment. Have a solid understanding of PM concepts.

Upon successful completion of this course, students will be able to:

- Learn to apply key project management techniques by leveraging SharePoint as a PMIS
- Track a case study that illustrates the circumstances and processes of an effective SharePoint PMIS
- Appropriately define access permissions for project stakeholders and team members
- Centralize project documents and keep track of document history with version control
- Automate project reporting mechanisms and generate on-demand status reports
- Track project schedules, control changes, and manage project risks
- Integrate project management tools such as Excel, Microsoft Project, PowerPoint, and Outlook

Course Name: Social Media for Project Managers

Area of Study	Classroom Hours:	Tuition per Student
Project Management Software	7	\$314.36

Description:

Social Media enables Project Managers to improve the communication, marketing, and engagement of project team members in new ways. Businesses are able to take advantage of these improvements without adding costly and complicated new software to their business environments.

The ability to provide photos, status updates, and punch list items all from your smart phone or internet connection is an appealing, just in time method of maximizing your time and fulfilling your communication plan..

In this course we will use social media sites, and their toolsets, to establish project communication elements that you may continue using on real projects, after class. We will cover the following topics:

- What is Social Media?
- How can Social Media be used to benefit Project Managers and their Teams?
- Introduction to Social Media options and tools
- Social Media and your Communication Plan
- Engaging your audience
- Controlling access and security
- Project Branding
- Selling Management on the Concept
- Test and Kickoff Strategies

Students enrolled for this course should have the following:

Familiarity with online communication tools and text messaging concepts

Upon successful completion of this course, students will be able to:

- Determine the appropriate tools and technology to ‘socialize’ their projects
- Understand how to begin the communication process

Course Name: Visio 2010

Area of Study	Classroom Hours:	Tuition per Student
Project Management Software	7	\$314.36

Description:

Learn how to create professional-looking business and technical diagrams with Visio 2010.

- Build a variety of charts and diagrams with Visio templates
- Draw organization charts, floor plans, flowcharts, and more
- Apply color, text, and themes to your Visio diagrams
- Use Visio shapes to link to, store, and visualize data
- Collaborate on diagrams with Microsoft SharePoint® 2010
- Create custom diagrams with your own shapes and templates

Instructor led, group-paced, classroom-delivery learning model with structured hands-on activities.

- A Visual Orientation to a Visual Product
- Creating a New Diagram
- Adding Sophistication to Your Drawings
- Drawing the Real World: Flowcharts and Organization Charts
- Adding Style, Color, and Themes
- Entering, Linking to, and Reporting on Data
- Adding and Using Hyperlinks
- Sharing and Publishing Diagrams

Course Focus

This course is ideal for people who are new to Visio 2010, or who have experience with older versions of Visio (2003 or earlier). Visio 2010 Training covers the new Visio 2010 interface with a number of time-saving tools designed to save time and make users more productive. In this course, you will be introduced to Visio 2010, new & improved features will be highlighted, and learn how to use the new interface along with shapes & templates. You will also learn how to create basic flowcharts, process diagrams, as well as how to work with data sources.

Upon successful completion of this course, students will be able to:

- Create flowchart diagrams that represent a process (or multiple processes) as well as the flow of information within that process
- Add, align, distribute, and connect shapes within a diagram
- Represent the flow of information among multiple groups in an organization using process diagrams
- Provide context by adding text to your shapes and connectors
- Link multiple drawing pages together to represent a larger process that spans many pages
- Connect data to shapes, including data from external sources, such as an excel spreadsheet
- Use different shape templates than those provided by default

Course Name: Habits of Successful Project Teams

Area of Study	Classroom Hours:	Tuition per Student
Project Management Leadership	7	\$314.36

Description:

The approach to project management is too often formal, describing what should be done and how to do it, but not adequately describing why those actions are important. For project teams to achieve excellence at a very high level, they must understand and focus intently on the proven habits of successful project teams.

Instructor led, group-paced, classroom-delivery learning model with structured hands-on activities.

- Create a Shared Project Vision
- Create Coherent Requirements
- Build a Plan for Accomplishing the Vision
- Monitor Performance Against the Plan
- Dealing with Resistance
- Control Change
- Influence the Future
- Communicate, communicate, communicate

Students enrolled for this course should have the following:

This course is ideal for those who want to know what it takes for a project team to be successful.

Upon successful completion of this course, students will be able to:

- Nurture a shared vision of what is to be accomplished
- Translate that vision into a coherent set of performance specifications
- Have an integrated plan for accomplishing the purpose
- Measure their performance against the plan and their progress toward the requirements
- Allow for uncertainty
- Manage change
- Continually act to influence their future
- Over-communicate

Course Name: Building a Successful PMO

Area of Study	Classroom Hours:	Tuition per Student
Project Management Leadership	7	\$314.36

Description:

This course outlines the basics of setting up a PMO and clearly explains how to ensure it will do exactly what you need it to do - the right things, in the right way, in the right order, with the right team. Many organizations profit by creating a Project Management Office (PMO), it means they achieve benefits from standardizing and following project management policies, processes, and methods. However, building an effective PMO is a complex process; it requires clear vision and strong leadership so that, over time, it will become the source for guidance, documentation, and metrics related to the practices involved in managing and implementing projects.

Instructor led, group-paced, classroom-delivery learning model with structured hands-on activities.

- The Meaning and Purpose of a PMO
- What Makes a PMO Successful?
- Being a Successful PMO Leader
- Starting a PMO
- The Final Frontier

Students enrolled for this course should have the following:

This course is intended for all project based organizations, and project managers who contribute to and benefit from a PMO, who want to focus on maximizing their project success.

Upon successful completion of this course, students will be able to:

- Successfully lead a PMO to deliver better projects, better business to all the customers of those projects and to best serve the contributing project managers professionally and personally.
- Identify what it is that defines successful PMO leaders, what they do that allows them to be successful, and how the rest of us can learn from their experiences.
- Direct the best, and most relevant, PMO for your business.

Course Name: Managing Innovation and Change in Projects - The Role of Effective Leadership

Area of Study	Classroom Hours:	Tuition per Student
Project Management Leadership	7	\$314.36

Description:

“Without change there is no innovation, creativity or incentive for improvement. Those that initiate change will have a better opportunity to manage the change that is inevitable.”

This course teaches how to increase your personal adaptability to change as well as the change resilience of the team.

Instructor led, group-paced, classroom-delivery learning model with structured hands-on activities.

- Based on original research into several of the world’s best organizations and biographies of great leaders
- Contains several great quotations and speeches of great leaders whom we all admire

Students enrolled for this course should have the following:

This course is intended for anyone who wants to know what it takes to manage, lead and succeed during innovation and change.

Upon successful completion of this course, students will be able to:

- Determine the appropriate tools and technology to ‘socialize’ their projects
- Understand how to begin the communication process

Course Name: No Drama Project Management - Avoiding Predictable Problems

Area of Study	Classroom Hours:	Tuition per Student
Project Management Leadership	7	\$314.36

Description:

This course is an exploration of the preventable problems that cause project failures and how to steer clear of them. It covers far more than simple rookie mistakes like trying to please the wrong stakeholder or misunderstanding your role on the team. Those who have been around the block a few times will also find tips and insights that can help them reignite a stalled or meandering career. The sections on managing change adroitly or handling truly unexpected challenges, for example, can get veteran project managers back on track. It is about the art of project management. It contains methods and techniques that'll help project managers shine and become promotable.

Instructor led, group-paced, classroom-delivery learning model with structured hands-on activities.

- Describe the common obstacles that all projects face, and how to defuse or avoid them
- Explain how project managers can hold a mirror to their own performance and improve it
- Shows project managers how to become masters at expecting the expected and thereby ratcheting up their success rates

Students enrolled for this course should have the following:

This course is intended for project managers who have had projects go awry in the past and don't understand why. It is intended for the project manager who wants to think like a program manager and keep from making the kinds of mistakes that will get them in hot water. It is also intended for program or portfolio managers who need to help train project managers to keep projects on track by managing the "known unknowns." Finally, this course is intended for project managers who are ready to think beyond their current projects and look ahead to a job as a program or portfolio manager.

Upon successful completion of this course, students will be able to:

- Understand the problems that every project faces, and how to avoid them
- Adjust their management style if it causes problems for their projects
- Determine just what their program manager is thinking, and what he or she wants from you
- Make sure, if their projects fail, that they do so in interesting and educational ways, not mundane ones
- Ensure that their projects run smoother, with less focus on the mistakes and more on the challenges
- Become a top project manager in their company, their field, the world

Course Name: Results Without Authority

Area of Study	Classroom Hours:	Tuition per Student
Project Management Leadership	7	\$314.36

Description:

This course outlines how to tackle the challenge of getting everyone on board – and keeping them there – when you as the project leader lack clear-cut authority. This is an essential course for getting the best results from your team. It’s tricky enough to spearhead a big project when you’re the boss. But when you’re the leader of a team of people who don’t report to you, the obstacles are even greater.

Instructor led, group-paced, classroom-delivery learning model with structured hands-on activities.

Concepts covered:

- Agile methods and evolving project management tools
- Strategies for working with virtual teams
- Analytical versus “blink” decision processes
- The use (and misuse) of social media in project environments
- The myth of multitasking.

Students enrolled for this course should have the following:

This course is intended for project managers looking to establish credibility and control.

Upon successful completion of this course, students will be able to:

Control and coordinate a start-to-finish system for getting successful project results from cross-functional, outsourced, and other types of teams.