PmCenters USA ©

Project Management Solutions and Services

Helping You Achieve Organizational Alignment, Effectiveness and Accountability

Project Management Institute (PMI)®- & International Institute of Business Analysis (IIBA)®- Aligned Services for Organizations & Individuals

Specialty Project Management Staffing   **Customized Training**   **Consulting**

PmCentersUSA®

Welcome!

Thank you for entrusting PMCentersUSA with your Project Management needs.

For more than 20 years, our team has been providing our customers with a wide range of solutions and services aimed at improving project management performance. Our core competencies in project/program management, agile, business analysis, and interpersonal skills are the foundation of our Training, Consulting, and Specialty Project Management Staffing services. We are a proud past recipient of the Project Management Institute (PMI)®'s prestigious Professional Development Provider of the Year award, and we align all of our services and solutions with the standards established by PMI® and the International Institute of Business Analysis (IIBA)®.

Our Top Three Highest Value Services for 2017 are:

1. *New* - **Project Management Staffing as a Service** – Engage our team of proven Project Managers to assist in the delivery of your key projects through our managed professional service. This innovative specialty staffing service is designed for companies seeking top-notch project management talent without the concerns of co-employment or the risk often associated with traditional staffing. (see page 8 for more information).

2. **Customized Training for Organizations** – Organizations seeking training that's tailored to their environment can rely on PMCentersUSA to customize any of our classes or programs to make them specific to your organization. We can also develop training materials to drive adoption of new processes or to deliver particular learning outcomes in any area of project management, including agile.

3. **Consulting Solutions for Scalability** - Our Subject Matter Experts in project management and business analysis provide their consulting expertise and recommend solutions that enable organizations to respond effectively to increased demands from the business. Our offerings include: organizational assessment and gap analysis; implementation of PMOs and BA Centers of Excellence; project audits and reviews; improvements to project process, procedures, templates and tools; and mentoring and coaching services.

For our Corporate and Federal Government (GSA) customers: Our private and customized training programs focus on ensuring project management "knowledge transfer," while our consulting and specialty staffing services provide skilled solutions consultants in Project Management to increase your efficiency and effectiveness and drive accountability and alignment at the organizational level. Our goal is to help move "the strategic dial" of your organization so that you can meet your objectives now.

For individuals funding their own learning programs: Our reputation, breadth and depth of course offerings, and national scale enable us to provide you with high-quality, value, and flexibility. View our educational offerings at www.pmcentersusa.com.

PMCentersUSA is proud to offer solutions and services that support organizational alignment and effectiveness and that help drive accountability. Our entire team is committed to equipping you with the knowledge and resources necessary to help you or your organization meet your goals for improved project management performance. Please call us or visit our website to learn more.

President & Founder

Vice President

PMI is a registered mark of the Project Management Institute, Inc.
IIBA is a registered mark of the International Institute of Business Analysis.

Meet Our Subject Matter Experts

Joseph A. Lukas PMP, CCP, CSM, PE, is the Vice President and Subject Matter Expert for PMCentersUSA, with more than 30 years experience in project management and business analysis spanning numerous industries, including; manufacturing, product development, information technology, and construction. Joe also has program and portfolio management and international projects experience. His recognized areas of expertise include; scheduling, earned-value analysis, risk management, and interpersonal skills such as personality styles. Joe has been a member of the Project Management Institute (PMI)® since 1985 and earned his Project Management Professional (PMP)® certification in 1992. Joe earned the Certified ScrumMaster® credential in 2013.

While living in Rochester, NY, Joe was very active with the local PMI® chapter, serving in various positions, including two terms as chapter President. His efforts in growing the Rochester chapter were recognized in 2001 when Joe received the chapter award for outstanding contributions. With more than 30 published articles on various project management topics, Joe is a frequent guest speaker for companies and organizations across the country, including many PMI® and IIBA® chapters. In 2008, Joe received the Jan Korevaar Outstanding Paper Award at the combined sixth World Congress on Cost Engineering and AACE International 52nd Annual Meeting. In 2017, Joe was honored with the Technical Excellence Award by AACE.

Joe has also been a guest instructor on project management for many universities, including the University of Pittsburgh, the University of Houston-Clear Lake, Stevens Institute, the State University of New York (SUNY) at Brockport, St. John Fisher College, and the Rochester Institute of Technology (RIT). Joe graduated with a BS in Chemical Engineering from Syracuse University and received his Professional Engineer license in 1979. He went on to become a Certified Cost Professional (CCP) for the Association for the Advancement of Cost Engineering (AACE).

Since joining PMCentersUSA in 2008, Joe has focused on developing customized private training programs for organizations nationwide and assisting clients to set up PMOs and Centers of Excellence in Business Analysis and Project Management. Joe also leads our experienced consultant/instructor team and oversees all courseware development and consulting engagements as well as the Project Management Staffing Solutions area of PMCentersUSA.

Richard F. Clare OCP, PMP, CBAP, CSM, MSPM, is the Business Analysis Practice Director and Subject Matter Expert for PMCentersUSA. He has more than 25 years of experience as a developer, business analyst, trainer, and project manager. Rick is responsible for maintaining the BA courseware, providing expert consulting services to companies moving into the business analysis world for the first time, and constructing customized training material targeted at an individual company's methodologies.

Rick's early career experience was as a Senior Oracle Database Developer, performing analysis, design, development, and documentation on numerous database systems using Oracle and its complete set of development tools. He has worked on projects that involve all aspects of the application development task as a business analyst and as a project manager. His training background is as an Oracle instructor, course developer, and technical school administrator.

Rick has written numerous documents, including; course material, help manuals, installation instructions, and system manager guides. He has presented at numerous conferences, such as Oracle's IOUG, the Oracle Developer Tools User Group (ODTUG) conference, the Project Management/Business Analysis World conference, PMI® Global Congress and the Building Business Capabilities conference, and numerous PMI® and IIBA® chapter meetings.

Rick has worked extensively with the International Institute of Business Analysis (IIBA)®. He served as Vice President of Chapters at the international level for two years – the senior volunteer position in IIBA®. He previously led the IIBA®'s Chapter Development Committee and orchestrated work, contributed to, and served as editor of the IIBA®'s *Managing Business Analysts*, a book consisting of the views from a wide variety of experts in the BA arena and full of advice and guidance on how to manage BAs. Rick was awarded IIBA®'s highest award for volunteer work during the Building Business Capability conference in 2011.

Rick is a certified Project Management Professional (PMP)®, one of the first Certified Business Analysis Professionals (CBAP)® in the world, a Certified ScrumMaster® (CSM), and an Oracle Certified Professional (OCP). Rick earned his Master's degree in Project Management from Northeastern University and is a graduate of the University of Manitoba in Winnipeg, Manitoba, Canada. He also holds numerous technical certifications.

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Meet Our Staff – We're Here to Help You

Dianne Lutz, Sales Manager

Jodi Cagno, Account Executive

Lauren Schifano, Account Executive

Katie Spilman, Account Executive

Angela Krebs, Operations Supervisor

Caitlyn Morgan, Marketing Coordinator

Heather Mitchell, Operations Associate

Stephanie McCarl, Sales Support Administrator

Certification and Accreditation

Affiliation with the Project Management Institute (PMI)®

In August 1999, the Project Management Institute granted PMCentersUSA the right to be a Charter Global Registered Education Provider (R.E.P.) #1016. This requires that PMCentersUSA accepts and adheres to all PMI® R.E.P. program policies, requirements, and rules concerning the provision of professional educational activities and materials. Our association with PMI® signifies that our instruction is of the highest quality and in complete alliance with the PMI® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*.

Professional Development Units (PDUs)

As a Charter Global R.E.P. for PMI®, PMCentersUSA is approved to award Professional Development Units (PDUs) for all courses. PMI® uses PDUs to measure education hours.

Project Management Professional (PMP)® Certification / Continuing Certification Requirements

Like many in the field of project management, you may be interested in earning PMI®'s Project Management Professional (PMP)® designation to add value and independently authenticate your position as a certified PMP®. The PMCentersUSA Master's Certificate track is designed to help you prepare for this prestigious certification by addressing all the critical areas in PMI®'s *PMBOK® Guide*. To be eligible from an education perspective to sit for PMI®'s PMP® exam, you must earn a minimum of 35 hours (PDUs) of education, specifically in project management. PMP®s who seek to maintain their PMP® credentials are required to earn 60 PDUs every 3 years. Please visit our website for information about the PMI® CCR segmentation/PMI® Talent Triangle guidelines that went into effect Dec. 1, 2015. For specifics on PMI®'s requirements for PMP® certification and continuing certification, visit the PMI® website at www.pmi.org.

PMI® Professional in Business Analysis (PMI-PBA)® Certification / Continuing Certification Requirements

PMI® introduced the PMI-PBA® designation to add value and independently authenticate your position as a certified Professional in Business Analysis (PBA). The PMCentersUSA Business Analysis Master's Certificate track is designed to help you prepare for this prestigious certification by addressing all the critical areas in PMI'®s *PMBOK® Guide* and other BA reference materials. To be eligible to sit for the PMI-PBA® exam, you must earn a minimum of 35 hours of education, specifically in business analysis. PMI-PBA®s who seek to maintain their credentials are required to earn 60 PDUs every three years. For specifics on PMI®'s requirements and continuing certification, visit the PMI® website at www.pmi.org.

PMCentersUSA was named PMI®'s Professional Development Provider of the Year for 2006-2007, surpassing 1,100 competing training providers that were also competing for the award.

Affiliation with the International Institute of Business Analysis (IIBA)®

In 2007, PMCentersUSA became an Endorsed Education Provider™ (EEP™) #E48007 for the International Institute of Business Analysis™ (IIBA®). Being an EEP signifies that PMCentersUSA is an established business with courses pertinent to business analysis. PMCentersUSA has also shown that it offers quality procedures to deal with course development, updates, and instructor selection. PMCentersUSA has integrated industry standards and student feedback into its development process.

Professional Development Hours (PDs) & Continuing Education Units (CDUs)

As an EEP™ for the IIBA®, PMCentersUSA is approved to award Professional Development hours (PDs) and Continuing Development Units (CDUs) for registered courses. PD hours are required for initial IIBA® certification and CDUs are required for recertification.

IIBA® Professional Certification

PMCentersUSA offers business analysis training that's suitable for those seeking BA certification from the IIBA®. We help you earn IIBA® PDs and CDUs to meet the educational components of the BA certification examinations administered by the IIBA®. Level 1- Entry Certificate in Business Analysis™ (ECBA™) and Level 2- Certification of Capability in Business Analysis™ (CCBA®) eligibility requirements include 21 hours of professional development in the last 4 years. Level 3- Certified Business Analysis Professional™ (CBAP®) eligibility requirements include a minimum of 35 hours of professional development in the last 4 years.

If you are working toward Level 1 or 2 IIBA® certification, 1 hour of professional development is worth 1 PD. If you are a CBAP®, 1 hour of professional development is worth 1 CDU. For more information please refer to the IIBA® website at www.iiba.org.

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Project Management Specialty Staffing Solutions

In today's fast-paced business climate, organizations are finding that the demand for skilled project managers in the United States far outweighs readily available talent with the experience required. PMCentersUSA has been in the business of project management for 20 years, providing solutions to clients facing this challenging environment.

We provide our innovative specialty service to address this gap in the traditional staffing market.

Project Management Staffing as a Service*
Engage our project solutions consultants under a streamlined professional staffing service, backed by our noted Subject Matter Experts, to assist in the successful delivery of your key project management initiatives.

Benefits:

1. Access to Exceptional PM Talent in the U.S. – Our proven PMs get your project done right, right here – ideal for projects with strict business or regulatory requirements for work to be completed in the U.S.

2. Cost Savings/Higher Quality – Our service is lower cost than traditional staffing and provides PM resources of a much higher caliber

3. Reduced Cycle Time – We'll onboard from 1-25 qualified project managers within two weeks (on average) under our Service Level Agreement

4. Satisfaction Guaranteed – We provide our promise that you'll be highly satisfied with the team we deploy or we'll make changes to ensure your satisfaction

5. Managed Service – We charge one monthly service fee per resource engaged to streamline the process; no timesheets are required

6. No Risk – We offer you freedom from concern over co-employment risk or the tenure-rule constraints often associated with traditional staffing

7. Retention – We compensate our personnel fairly and provide training and benefits, including retention incentives, to increase their stability over the life of your project

8. Flexibility – We give you the ability to add or remove resources based on your changing project demands

9. Trusted Service Provider – We are a leader in the Project Management industry and have been a Project Management Institute (PMI)® Charter Global Registered Education Provider assisting organizations across the U.S. since 1999

10. Your Success = Our Success – We succeed when you succeed. Our team works hard each day to deliver on our shared goals

PM Staffing as a Service:

Our service is available for organizations in need of 1-25 project management consultants for a defined SOW engagement.

Our services are also available to organizations utilizing VMS to obtain specialty staffing services in the area of project management.

Consulting Services

For organizations seeking expert help in the area of Project Management, PMCentersUSA is an experienced, trustworthy resource providing a range of consulting services to deliver transformational outcomes for our clients.

Since 1999, we have been aligned with the Project Management Institute (PMI)®, serving our clients across the U.S. in the areas of consulting and organizational training based on the standards and best practices established in PMI®'s *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*.

Our consultants offer keen insights acquired from their wide-ranging experience in project, program, and portfolio management within both the private and public sectors. PMCentersUSA works closely with organizations to understand their project management challenges and recommend effective solutions to drive improved performance.

Our Consulting Services include:

- Organizational Assessment & Gap Analysis
- Project Audits and Reviews
- Review of Project Process, Procedures, & Templates
- Requirements Process and Scope Assessments
- Risk Plan Assessment
- Communications Plan Assessment
- Change Control Consultation
- Contract Compliance Assessment
- PMO or BA Center of Excellence Implementation
- Organizational Professional Development Consultation

Review of Project Process, Procedures, & Templates
PMCentersUSA utilizes our extensive library of effective business analysis and project management artifacts and templates to support organizations seeking to improve their project management process. We perform project assessment services and recommend specific methods to optimize your processes and streamline your procedures and templates.

Project Reviews, Coaching, & Continued Support
Our experienced consultants work with organizations to assess a project in its entirety or to focus on a certain area of concern such as cost, schedule, quality, or contract/regulatory compliance in an effort to enhance existing practices. Our project management and business analysis consultants also provide coaching and continued support for organizations. Coaching is a proven hands-on method of working one-on-one with key individuals or small teams and typically includes:

- Cultivating skills and leadership development
- Providing guidance in policy, process, and methodology
- Applying newly-learned skills to actual projects
- Developing skills specific to an organization or project

Organizational Professional Development Consultation
PMCentersUSA assists companies that are interested in obtaining project management training for their personnel as part of an organizational professional development training initiative. For any organization to gain meaningful value from such an undertaking, we consistently recommend that all members of the company – from the executives to the project team members - participate in the training program. This ensures that a common understanding of project management is established across the organization, providing the best foundation for success and continued maturation.

Oftentimes, we are asked to customize our standards-based training curriculum to incorporate a company's proprietary methodology or reflect a particular industry to make a private training program very specific. Customization efforts can also include developing unique case studies or exercises to meet a client's distinct learning objectives. Leveraging our consultative approach, PMCentersUSA works collaboratively with our clients to produce and deliver powerful training programs that can affect positive, transformative change.

Customized Training Programs
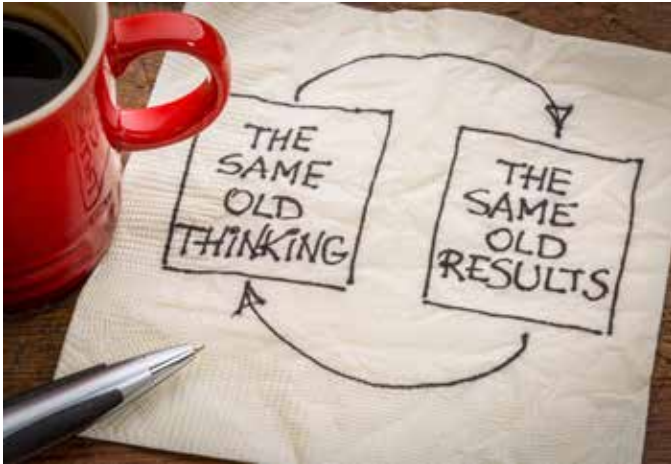
If your organization requires targeted learning support, engage PMCentersUSA to implement a custom training program that seamlessly incorporates your specific methodology, templates, and procedures into our Project Management Institute (PMI)® award-winning, standards-based curriculum. We can also include custom exercises or a case study to reflect your specific industry, if desired.

PMCentersUSA Subject Matter Experts (SMEs) will work closely with your team to identify the training areas of greatest need to ensure your organization receives the highest ROI from your custom program.

Our Proven 5-Step Approach:

1. **Define the Scope** – We help you to identify those within the organization in need of professional development, from executives to project team members
2. **Create a Plan** – We collaborate with you to develop a customized training approach aligned to your organization's priorities
3. **Determine Training & Delivery** – We assist you in determining course selection and level of customization and establish a schedule for when, where, and how the training will be rolled out
4. **Deliver Private Program** – We deploy our exceptional instructor team of SMEs to deliver your program and ensure knowledge comprehension through hands-on learning and active engagement
5. **Measure Success** – Upon completion of your program, we meet to evaluate the success of the training and address any additional needs, including consulting or staffing to reinforce the adoption of newly-learned concepts

Benefits of a Custom-Designed Program Include:

- **Organizational Alignment** – Receive all the benefits of private training and customization to drive organizational alignment, value creation, and attainment

- **Corporate Branding** – Create a unique training program addressing your company's methodology for managing projects successfully (The "Your Company" Way)

- **Custom Configuration** – Select the courses that best meet your training needs and choose how, when, and where they are delivered

Leverage our Subject Matter Experts (SMEs) to assist with:

- **Legacy Artifacts** – Review your methodologies, tools, templates, and procedures to validate your existing model or recommend changes as needed

- **Project Reviews** – Analyze historical project data to improve future project management efforts

- **Project Management Specialty Staffing Solutions** – Obtain experienced project management professionals via SOW engagements to lead your most critical, time-sensitive and visible projects to success

Customized programs to meet your specific training needs!

PMI is a registered mark of the Project Management Institute, Inc.

Private Training Programs

Private Training Programs – *When Consistent Knowledge Transfer Matters Most*
Engaging PMCentersUSA to implement a high-quality, private, Project Management Institute (PMI)®-aligned training program ensures that all members of your team will learn PMI® standards-based concepts and techniques supported by project professionals worldwide. You'll benefit from our cumulative 20 years of experience in delivering corporate training programs leveraging our PMI® award-winning training curriculum.

We offer a mix of traditional, virtual instructor-led, and on-demand classroom learning options that can be included in any corporate training program:

- **Traditional classroom** features a highly-interactive classroom on-site at your facility where students and instructors connect face-to-face, engage in lively dialog, and learn about new concepts through in-class exercises and group breakout sessions

- Our robust **virtual, instructor-led classroom** enables companies with remote employees to gain all the benefits of the traditional classroom but with the convenience of online learning, including collaboration through virtual breakout rooms, shared white boards, and real-time interactions

- Our convenient **on-demand classroom** provides unmatched flexibility for self-paced learning with unlimited access to our PMI®-aligned course materials online, 24/7

Any of our project management, business analysis, or interpersonal skills courses or programs, including our Master's Certificate in Project Management program, can be delivered privately for groups or organizations.

Some of our most popular private programs and courses, include:

Master's Certificate in Project Management Program (84 PDUs)
- 6 focused 2-day courses covering all PMI® knowledge areas from *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* -- the basis for the Certified Associate in Project Management (CAPM)® and the Project Management Professional (PMP)® certification exams
- Leadership and interpersonal skills training included
- Master's Certificate in Project Management awarded by PMCentersUSA upon completion

35-Hour Project Management Professional (PMP)® Boot Camp (35 PDUs)
- 5 consecutive days of training covering all process groups and knowledge areas from the *PMBOK® Guide*
- Benefits those preparing to take the PMP® exam as well as those seeking comprehensive training in *PMBOK® Guide* concepts
- Hundreds of knowledge comprehension quiz questions
- 200 question practice exam followed by in-class discussion of correct & incorrect answers

Best Practices in Program Management (18 PDUs)
- 3-day course covering all the process groups and knowledge areas identified in the PMI® *The Standard for Program Management®* -- the basis for the Program Management Professional (PgMP)® certification exam
- Conveys the concepts of program life cycle governance, benefits realization, and sustainment

Project Management Overview (14 PDUs)
- 2-day *PMBOK® Guide*-aligned course emphasizing the fundamentals of project management in today's business world
- Active learning via an integrated case study sample project providing attendees with hands-on experience applying project management best practices

Project Management Professional (PMP)® Examination Preparation (14 PDUs)
- 2-day exam prep course providing helpful strategies for test taking
- An intensive review of the subject matter tested on the CAPM® and PMP® exams
- Sample exams based on specific *PMBOK® Guide* knowledge areas culminating in a 200-question practice exam taken in class
- Instructor explanations of correct and incorrect answers to sample exam questions

ConsultUSA® IT Staffing & Service Solutions

Celebrating 20 Years of Service!

Who We Are

ConsultUSA is a nationally-focused, full life cycle IT Staffing Solutions organization with a dedicated team of highly talented professionals. We constantly seek to enable our clients to realize greater value through use of our innovative services including: RAD IT Project Staffing Solution and Traditional Staffing Services on a Contract, Contract-to-Hire, and/or Permanent Placement basis. We provide talented resources skilled across a wide range of technical areas (Oracle, Microsoft, Java) and have core competencies in staffing within the disciplines of Project Management and Business Analysis. Jointly with our solutions partner PMCentersUSA, we seek to generate long-term sustainable client and employee value and relationships by exceeding expectations in all areas of our business.

RAD IT Project Staffing Solution

This guaranteed staffing solution enables clients with demanding project needs to engage ConsultUSA through a Statement of Work (SOW) or through your VMS to onboard from 1 to 25 IT, BA or PM resources within a defined, accelerated delivery timeframe. This innovative staffing solution enables clients to reap the benefits of quick turn-around times, direct accountability, reduced risk and rates, and increased quality. This premier staffing solution follows a streamlined three-step process:

1. ***Qualification of the need:*** Our account team will meet with you to understand the details of your project(s) and your staffing needs. Through collaboration, we determine the number of resources (1-25), skill sets required, location, and other engagement logistics.

2. ***We do the work:*** ConsultUSA then initiates its defined and accelerated staffing solutions process. Our team interviews, tests and screens candidates to deliver qualified technology, BA and/or PM professionals who match your business needs.

3. ***We guarantee the work:*** Our services come with a 100% satisfaction guarantee on the professionals selected for your team. If you are not completely satisfied during the first two weeks of a consultant's engagement, we will replace him or her with someone more suitable.

Call ConsultUSA at 1-866-963-8621 and speak with an account representative to get started!

Consult USA® Specialty Areas of Focus

Our Practice Areas

- Project Management
- Business Analysis
- Business Intelligence / Data Warehouse
- Microsoft®
- Application Development
- Network Engineering

Traditional IT Staffing Services

ConsultUSA has more than 20 years of demonstrated experience providing excellence in IT staffing services to clients nationwide. We work directly with organizations or with their VMS provider to service needs for a wide range of talent focused within the information technology space across industries.

The most common forms of engagement include:

- **Contract-to-Hire** - Enables clients to engage and evaluate a consultant on a contract basis over a period of time, usually 6 to 12 months, after which the client may hire the consultant as a FTE with no fee required.

- **Contract** - A popular engagement method for clients with defined needs to augment an existing project team for a specified period of time. Contracts often range in duration from 6 to 12 months and include the ability to extend the contract beyond the initial engagement period.

- **Direct Hire / Permanent Placement** - Enables clients to leverage ConsultUSA's national recruiting competency to fill open IT-related positions with qualified permanent employees. This fee-based placement service can be engaged on a contingent or retainer basis and covers any level of position within your IT or business organization, including; Project Managers, Business Analysts, Technical Staff, Executives, Managers or Directors.

Why Our Customers Recommend Us

The team at ConsultUSA assisted us with rapid staffing for a highly critical project, going from a staff of 5 to over 70 within 6 months. The organization delivered consistently good quality resources and the highest percentage of excellent quality resources I have seen. What makes ConsultUSA outstanding is the organization's focus on delivering value to the customer. They take ownership not only of finding the right resources, but of contributing to the success of the project. ConsultUSA delivers superior quality service."
- Application System Manager, PNC Financial Services Group

PmCentersUSA®

Government Consulting Services

Professional Services Schedule 874-7: Integrated Business Program Support Services

PMCentersUSA is proud to provide program/project management consulting services on federal Professional Services Schedule 874-7 to support departments and agencies seeking to deliver on their mission objectives for our country. Our team provides a range of consulting support services, providing experienced contract project/program managers and business analysts to ensure federal projects are delivered successfully.

PMCentersUSA has a range of Labor Categories available for federal projects, including:

Subject Matter Expert: Expertise and in-depth technical knowledge and analysis as applies to specific projects. Recognized as a subject matter expert in the fields of project management and/or business analysis, and training.
- *Minimum of a Bachelor's degree and 15 years of experience in a specific field. Holds at least one of the following certifications: Project Management Professional (PMP)®, Program Management Professional (PgMP)®, Risk Management Professional (PMI-RMP)®, Certified Business Analysis Professional™ (CBAP)®, PE*

Program Manager: Responsible for the management and oversight of all or most aspects of a major program, including; quality, budgets, schedules, team management, executive reporting, etc. May also provide subject matter expertise to programs and projects
- *Minimum of a Bachelor's degree and 10 years of experience managing programs and projects. Holds at least one of the following certifications: PMP®, PgMP®, PMI-RMP®, CBAP®, PE*

Senior Project Manager: Senior professional in the field of project management. Responsible for all phases of major or large scale projects including planning, execution, control and closing. Provides leadership to the project team.
- *Minimum of a Bachelor's degree and 10 years of experience managing major projects. Holds at least one of the following certifications: PMP®, PgMP®, PMI-RMP®, CBAP®, PE*

Senior Business Analyst: Develops business cases for new projects. Provides functional expertise in developing requirements for the execution of projects. Performs functional requirements analysis of complex business systems and system modifications. Expert level process improvement and reengineering skills. Documents project design and provides team leadership.
- *Minimum of a Bachelor's degree and 10 years of experience as a business analyst and/or project manager*

Content Subject Matter Expert / Instructor: Designs and sometimes conducts training programs. The content subject matter expert is responsible for both the pedagogical and technical aspects of creating a training course. Responsible for writing all of the course content, including course Syllabus, Learning Objectives and intended outcomes, Instructional topics/modules.
- *Minimum of a Bachelor's degree and 10 years of experience designing, developing, and delivering training courses*

Instructional Design Professional: Design and analysis of training programs. Develops approach, objectives, tools, and curriculums related to education programs. Responsible for the oversight and management of all aspects of training development, including project budgets, delivery schedules etc.
- *Minimum of a Bachelor's degree and 10 years of experience managing education and training projects*

To view our GSA Federal Supply Schedule & Capabilities, visit www.pmcentersusa.com/gsa

For more information call 1-888-762-3683 or email govsales@PMCentersUSA.com

Government Training Services

Professional Services Schedule 874-4: Training Services

PMCentersUSA also provides a wide range of professional development programs to assist federal government agencies and departments seeking to improve performance and build competencies through training in the areas of: Project/Program Management; Business Analysis; Agile; and Interpersonal Skills.

Private and Customized Training Solutions:

Private training provides agencies and departments with the ability to level-set employees in core disciplines necessary to improve project outcomes. To assist, we can deliver an on-site or virtual private training course to develop skills in a wide range of areas, including; project leadership, requirements elicitation, or negotiating techniques, for example. By incorporating your defined project methodology into our training materials, we can develop customized courses or programs to help you reinforce the established project processes of your particular agency or department to drive adoption and efficiencies.

We can also deliver our training services more broadly over multi-year contract vehicles to meet the needs of an agency or department seeking consistency in core training curriculum and quality across their organization. By use of our secure cloud-based LMS, we can provide a scalable learning solution leveraging our virtual online classroom and our self-paced on-demand programs that are ideal for your geographically-dispersed employees.

We also offer traditional on-site instructor-led training throughout the United States.

Public Training:

We offer both on-demand and virtual training for those seeking the convenience of an online education. We deliver courses in a technology-rich venue that enables active student participation in our virtual programs through a variety of communication means including live chat and microphone. This curriculum provides ample opportunity for hands-on learning via virtual break-out rooms and shared white boarding capability, while our on-demand curriculum offers students the convenience of self-paced training that reinforces comprehension of the learnings through knowledge review quizzes and/or exams.

Our **On-Demand 35-Hour Project Management Professional (PMP)® Boot Camp** program enables students to learn how to successfully implement the principles and best practices of project management, while preparing for the Project Management Institute (PMI)® PMP® certification exam through use of more than 400 practice questions.

For organizations in need of training a group 15-30, or a larger number of their personnel over a defined period of time, our 35-Hour PMP® Boot Camp course is available for on-site instructor-led delivery over five consecutive days. We also feature a two-day PMP® Examination Preparation course on our GSA schedule for those federal agencies seeking a condensed, review-based instructor-led course delivered on-site or virtually.

GSA Schedule Contract Number: GS-02F-117AA
SINs: 874-4 Training Services & 874-7 Integrated Business Program Support Services
NAICS Codes: 611430 (Primary), 541519, 541611, 561110, 561499, 611513, 611710, 624310
Socio-economic Status: Small
DUNS Number: 002076046
CAGE Code: 63Y73

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On-Demand 35-Hour Project Management Professional (PMP)® Boot Camp

About the Course

The Project Management Professional (PMP)® certification is recognized as a measure of competency for project management. This 35-hour on-demand course enables you to study at your own pace and learn how to successfully implement the principles and best practices of project management in your project environment, while preparing for the Project Management Institute (PMI)® Project Management Professional (PMP)® certification. Important interpersonal skills needed by effective Project Managers, such as leadership and communication, are also covered. This course emphasizes all process groups and knowledge areas from the PMI® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* and meets the PMI® educational requirement for taking the PMP® exam.

The comprehensive course consists of 31 one-hour modules with a 10 question review test at the end of each session, resulting in more than 300 practice questions. The final four-hour session is a 200-question practice exam along with a review of the rationale behind both correct and incorrect answers. Successfully completing this course will provide you with the knowledge and techniques needed to obtain PMP® certification along with best practices that can be applied to your projects.

Objectives

- Demonstrate an understanding of all PMI® knowledge areas and process groups as outlined in the *PMBOK® Guide*
- Know the process and requirements for PMI®'s Project Management Professional (PMP)® certification
- Recognize your strengths and weaknesses in each PMI® knowledge area and process group
- Understand the answers to practice exam questions
- Develop a personalized strategy for obtaining the PMP® certification

Course Outline

Day 1
- PMP® Exam Overview
- Project Management Definitions
- Organizational Influences on Projects
- Project Life Cycle Models
- Project Management Processes & Knowledge Areas
- Interpersonal Skills for Project Managers
- Project Leadership

Day 2
- Launching a Project
- Dealing with Project Stakeholders
- Determining Project Requirements
- Defining the Project Scope
- Defining & Sequencing Project Activities
- Estimating Duration & Resources
- Developing the Project Schedule

Day 3
- Controlling the Project Schedule
- Estimating & Budgeting Costs
- Controlling Cost with Earned Value

Day 3 Continued
- Project Quality Processes
- Key Quality Tools
- Human Resource Processes
- Motivational Theories

Day 4
- Communications Processes
- Effective Project Communications
- Identify Project Risks
- Analyze Project Risks
- Plan Risk Responses & Control Risks
- Procurement Processes
- Contract Types & Terminology

Day 5
- Pulling the Project Plan Together
- Managing & Controlling Project Work
- Closing the Project
- 200 Question PMP® Practice Exam
- Review of Practice Exam

On-Demand 35-Hour Project Management Professional (PMP)® Boot Camp

Knowledge Areas Covered

This course covers all of the knowledge areas included in the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*.

Who Can Benefit?

Because this course emphasizes all PMI® knowledge areas and process groups of the *PMBOK® Guide*, it will benefit anyone studying for the PMP® examination, as well as anyone seeking a basic understanding of project management best practices.

For Organizations, the On-Demand 35-Hour PMP® Boot Camp is an ideal option for:

- Small-to-mid-sized companies with team members seeking PMP® certification yet may not meet the critical mass needed for a private course

- Large companies that wish to supplement their private training programs with self-study materials.

Private Delivery for Organizations

This course can be delivered privately for groups of 15-20.

- Course can be scheduled for onsite delivery consecutively over a 5 day period or spread out over 2-3 weeks with 2 consecutive days of class per week

- Organizations may choose to train its geographically-dispersed employees using our virtual, live instructor-led format which utilizes the interactive SABA learning platform

Benefits for Individual Learners

- Study at your own pace
- No time limit on course completion. You own the course!
- Gain enhanced knowledge retention through practice exams after each session
- Prepare for the PMP® exam by taking the end-of-course 200 question exam as many times as you wish
- Identify your personalized strategy for taking and passing the PMI® PMP®

Available on-demand

Earn: 35 PDUs

Unlimited Access: $995

Private
On Site & Virtual

Available as a private on-site course.

Please call for pricing.

Advanced Project Management Skills Training
(35 Hours)

The 5-Day Advanced Project Management Skills Training incorporates three advanced courses: Effective Scheduling Techniques, Managing Multiple Projects and Turning Around Problem Projects, and three evening seminars that will cover business case analysis, advanced risk analysis and working with a virtual team. All courses and evening seminars will be highly interactive, including the use of practical exercises and case studies.

The first day of the track will cover effective scheduling techniques and the critical skills needed to create a correct project schedule. Topics include a review of scheduling fundamentals, tips for estimating work and duration, checking a schedule for mistakes and proven techniques for keeping your project on track. The next two days of the track will focus on the management of multiple projects and will emphasize best practices and effective tools and techniques for multitasking and prioritizing project work. The final two days of the track will cover the handling of problem projects and will prepare you to identify and assess the problems that can arise in projects as well as implement recovery techniques to turn the project around for successful completion.

The evening sessions will provide attendees with additional learning opportunities focused on specific project examples. The first evening session will provide the knowledge and skills to develop a sound business case for a project based on quantitative benefits. The second evening session will cover quantitative risk analysis techniques including Fishbone Diagrams, Expected Monetary Value and Monte Carlo probability simulation. The final evening seminar will delve into the challenges of working with a virtual team, including the benefits, communication challenges and best practices.

WHO SHOULD ATTEND

This training is intended for individuals looking for advanced project management skills training. Attendees should have a solid understanding of and competency in the generally accepted best practices of project management.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Understand good scheduling practices and how to check a schedule
- Implement effective planning and controlling processes for multiple projects
- Recognize symptoms of problem projects and implement critical steps to make the project successful
- Conduct a financial analysis for a project
- Use quantitative risk analysis techniques
- Understand how to effectively work with virtual teams

COURSE OUTLINE

Effective Scheduling Techniques
- Scheduling Fundamentals Review
- Common Scheduling Mistakes
- Types of Schedules
- Project Tasks Duration
- Checking a Schedule for Mistakes
- Updating a Schedule for Progress
- Keeping a Project on Track

Managing Multiple Projects
- Pertinent Knowledge for Multiple Project Management
- Planning Multiple Projects
- Monitoring Multiple Projects
- Controlling Multiple Projects
- Closing Multiple Projects

Turning Around Problem Projects
- Problem Project Characteristics
- Problem-Solving Strategies
- Systematic Approach to Resolution
- Creative Approach to Resolution
- Turning Around Problem Projects
- How to Terminate "Doomed" Projects
- Problem Project Prevention

EVENING SEMINARS OUTLINE

Business Case Preparation
- Project Benefits and Time Value of Money
- Compound Interest Formulas
- Financial Analysis Techniques

Advanced Risk Management
- Construct a Fishbone Diagram
- Use Expected Monetary Value Analysis
- Conduct a Monte Carlo analysis
- Use risk analysis techniques

Making Virtual Teams Work
- Benefits of Virtual Teams
- Developing Trust
- How to Avoid Communication Barriers

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Advanced Risk Management Skills (7 Hours)

This course on advanced risk management is specifically designed for Project Managers seeking to learn advanced risk management skills. This course will start with a brief review of the risk management process. Quantitative risk identification and analysis tools and techniques will then be presented, including; Fishbone Diagrams, Expected Monetary Value, and Monte Carlo probability simulation.

Application of risk management to project budgets and schedules will be described using specific examples. This course will be highly interactive, with exercises and sample problems to allow attendees to practice the tools and techniques presented.

WHO SHOULD ATTEND

This course is intended for people who are leading or actively participating on project teams where advanced risk management techniques are needed to ensure project success. Attendees should have some basic knowledge and experience in applying basic risk management techniques to projects.

PROGRAM FEATURES

Upon completion of this course, participants will be able to:

- Construct a Cause-Effect (Fishbone) Diagram for identifying project risks
- Conduct an Expected Monetary Value Analysis
- Understand how to conduct a Monte Carlo analysis on a project
- Explain how to use risk analysis techniques to determine project contingencies

COURSE OUTLINE

- Review Risk Management Process
- Risk Identification
- Risk Analysis
- Risk Response Planning
- Risk Monitoring and Control

Advanced Risk Identification Techniques
- Cause-Effect (Fishbone) Diagram format description
- Usage of Cause-Effect (Fishbone) Diagram format and examples
- Advanced Risk Identification Techniques class and team exercises

Expected Monetary Value
- Expected Monetary Value format description
- Usage of Expected Monetary Value format and examples
- Decision Trees
- Team Exercise: Expected Monetary Value preparation

Monte Carlo Analysis Simulation
- Monte Carlo analysis description
- Monte Carlo analysis examples and exercises

KNOWLEDGE AREAS ADDRESSED

This course addresses the Risk Management knowledge area of the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* and will provide each participant with 7 PMI® PDUs, which can be used for Project Management Professional (PMP)® certification maintenance, and/or applied towards initial Certified Associate in Project Management (CAPM)® or PMP® certifications.

On Site

Available on-site at the University of Pittsburgh

Earn: 7 PDUs

Price: $495

Virtual Instructor-Led

Available as virtual, live instructor-led

Earn: 7 PDUs

Price: $495

Private — On Site & Virtual

Available as a private virtual or on-site course.

Please call for pricing.

Project Management Institute — PMI R.E.P.

GSA Contract Holder

Agile Principles and PMI-ACP® Exam Prep (21 Hours)
Providing the Expertise Needed for Using Agile in Your Organization

Attend this 21-hour course and learn Agile principles and become empowered to execute on your plans for incorporating Agile techniques into your projects or organization. The primary purpose of this course is to teach attendees how to apply Agile thinking and best practices for product and software development projects, and to drive Agile principles and practices throughout the entire enterprise. Learn from experienced instructors who are Project Management Institute (PMI)® Agile Certified Professionals (PMI-ACP)® and also hold various Scrum Alliance® certifications, plus have applied Agile methods in their own enterprise work or with client organizations.

The course will begin with an explanation of the Agile manifesto, including the 12 underlying principles and the business case for Agile. Agile methodologies, with specific focus on Scrum, Extreme Programming, and Kanban, will be covered in detail, including how they work, their similarities and differences, and how to evaluate when one of these approaches would be a good fit. In addition, this course will provide help on navigating the application process for the PMI-ACP® certification examp along with covering the exam content needed to pass the PMI-ACP® exam. This is a hands-on, interactive course: you will experience results in the classroom and build skills that you can take back to work immediately.

WHO SHOULD ATTEND

This course should be attended by those who are ready to adopt Agile and those interested in obtaining PMI-ACP® certification. Business analysts, functional managers, project managers, scrum masters, product owners, developers, programmers, testers, IT managers/directors, software engineers, software architects and customers will find this course useful.

PROGRAM FEATURES

Upon completion of this course, participants will be able to:

- Understand the Agile Manifesto and principles that enable customer success
- Know how to implement Agile best practices
- Understand Agile methodologies including Scrum, Extreme Programming, Kanban, Feature Driven Development, Lean Development and DSDM
- Understand Agile planning at multiple levels
- Know how to transition your existing or enterprise-level processes, artifacts, and forums to Agile

COURSE OUTLINE

Introduction to Agile Concepts
- Agile Definition and History of Iterative Development
- Core Agile Values and Principles (Agile Manifesto)
- Agile vs. Waterfall Methodology
- The Business Case for Agile

Agile Competencies and Practices
- Agile Practitioner Competencies
- Agile Team Roles
- Employing Adaptive Planning Techniques
- Building Teams and Boosting Team Performance
- Detecting and Resolving Problems
- Engaging Stakeholders
- Applying Value-driven Delivery Concepts
- Utilizing Continuous Improvement for Efficiency and an Enriched Project Experience

Agile Methods
- Scrum
- Extreme Programming
- Lean
- Kanban
- Overview of additional methods including Dynamic Systems Development Method (DSDM) and Feature-Driven Development (FDD)

PMI-ACP® Exam
- Qualifications
- Application Process
- Exam Content
- Preparing for the Exam

Ensuring Agile Success
- Building a Foundation
- Selecting the Agile Methodology
- Planning the Agile Transition

Best Practices for Defining Project Scope (7 Hours)

This course will cover the importance of defining project requirements and scope along with integrating all project elements into a concise plan that can be managed and controlled. The Integration and Scope Management processes from the *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* will be reviewed including inputs, key tools and techniques, and outputs.

The value of the Project Charter will be explained along with the typical components included in the document. Types of project requirements will be reviewed, plus common methods for gathering requirements. Defining project scope with a Work Breakdown Structure (WBS) will be described, including structure and number of WBS levels based on project size. The typical components of the Project Management Plan will be reviewed. Change management will be a major topic including types of change, the change process and templates, and challenges in using change management. This course includes multiple exercises to allow attendees to practice the course concepts. The proven best practices covered in this course will prepare you to immediately start implementing proven techniques for defining and managing the scope of your projects.

Available as a private virtual or on-site course.

Please call for pricing.

WHO SHOULD ATTEND

This course will help program and project managers, business analysts, and project team members improve their ability to define the project scope and integrate all project elements into an efficient plan.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Prepare a Project Charter
- Develop a list of requirements for a project
- Define the project scope using a WBS
- Prepare a project management plan
- Utilize a change management process
- Explain the typical closeout items on a project

COURSE OUTLINE

Module 1: Scope and Integration Overview
- Importance of Requirements and Scope
- Scope Management Processes
- Integration Management Processes

Module 2: Project Charter
- Reasons for Projects
- Project Charter Components

Module 3: Project Requirements
- Understanding Requirements
- Types of Requirements
- Requirements Considerations
- Requirements Traceability
- Exercise 1: Develop a Project Charter
- Exercise 2: Determine Project Requirements

Module 4: Scope Definition
- Project Scope Statement
- Work Breakdown Structure (WBS) Development
- Exercise 3: Create Project WBS

Module 5: Project Management Plan
- Typical Plan Components
- 'Fit-for-Use' Project Plans
- Agile Project Plans
- Direct & Manage Project Work
- Monitor & Control Project Work

Module 6: Change Management
- What is Change Management?
- When Change Management is Done
- Change Process, Request Form, and Log
- Contingency Drawdown
- Change Management Challenges
- Exercise 4: Decide on Change Order Resolution

Module 7: Project Closeout
- Close Project or Phase
- Lessons Learned
- Value Achievement

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas covered in the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*.

- Integration Management
- Scope Management

Best Practices for Developing Project Schedules
(7 Hours)

What are the consequences to your project if the schedule is incorrect? How confident in the completion date would you be, given that most project schedules contain errors that greatly reduce the schedule accuracy? This 7-hour course covers the essential skills needed to create and maintain a correct project schedule that contains tasks and resources. Topics include a brief review of schedule types, typical formats, critical path method calculations, and interpretation of float values. Scheduling best practices will be explained, including correct use of task relationships, how to handle the uncertainty in task duration, check for network logic breaks, and correct use of constraints, summary tasks, and contingency. Effective methods for adding resources to tasks, reporting progress, handling changes, and compressing the schedule will also be discussed. This course includes practical scheduling exercises and participants will have the option of doing the exercises on their computer.

WHO SHOULD ATTEND

This course is intended for project managers, IT managers, business analysts, and anybody else with some experience preparing schedules and who wants to develop expertise in creating and modifying project schedules using scheduling software.

COURSE FEATURES

This course covers the critical skills necessary to create and maintain a correct project schedule that contains tasks and resources. Upon completion of this course, participants will be able to:

- Effectively use Precedence Diagramming and the Critical Path Method
- Describe and use the types of task relationships
- Describe the proper use of constraints
- Explain the relationship between duration, work, and availability, and how picking the task type effects schedule calculations
- Use scheduling best practices to prepare a correct schedule
- Know how to resource load a schedule
- Check a schedule for mistakes
- Describe the procedure that should be followed when preparing a project schedule

COURSE OUTLINE

Module 1: Types of Schedules and Level of Detail
- Schedule Types and Formats
- Appropriate Level of Detail for Schedules
- Naming of Deliverables and Activities
- Showing Activities in the Schedule

Module 2: Scheduling Fundamentals Review
- Task Sequencing and Relationship Types
- Schedule Development using Critical Path Method
- Understanding Critical Path and Float

Module 3: Project Task Duration
- Estimating Time Duration
- Handling Uncertainty in Duration Calculations
- Use of Buffers

Module 4: Scheduling Best Practices
- Checking the Network Logic
- Schedule Contingency
- Proper Use of Constraints
- Task Type Impact on Schedule Calculations
- Summary Tasks and Milestones

Module 5: Project Resources
- Using a Resource Pool
- Adding Resources to Tasks
- Resource Leveling Methods

Module 6: Keeping Your Project on Track
- Establishing and Entering Task Progress
- Interrupting Task Work
- Dealing with Changes
- Methods for Compressing a Schedule

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas covered in the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge*, *(PMBOK® Guide)*.

- Project Time Management
- Project Scope Management

Best Practices for Managing IT Projects (7 Hours)

This course will improve your skills managing information technology (IT) projects. The reasons IT projects succeed or fail will be explained, along with the critical success factors needed for success. This course will discuss how to select the most effective life cycle model for different types of IT projects. The importance of identifying stakeholders and managing expectations will be reviewed. Types of project requirements and methods for eliciting and documenting will be explained, along with how to define the project scope and trace it back to the requirements. Best practices for estimating, scheduling and managing risks on IT projects will be discussed. How project planning differs on Agile projects will also be explained. Success factors during project execution will be covered including progressing work, managing changes, and getting troubled projects back on track. The role of testing, transition to production, and ensuring that the project benefits are realized will also be covered.

WHO SHOULD ATTEND

This course will improve the project management skills of project managers and other project personnel working on IT projects. This course is intended for people who have an understanding of the fundamentals of project management.

COURSE FEATURES

The purpose of this course is to provide practical knowledge and skills to help ensure success on IT projects. Upon completion of this course, participants will be able to:

- Understand critical success factors for IT projects
- Know which life cycle model will be most effective on specific IT projects
- Explain the types of requirements that need to be elicited on IT projects
- Understand the process to define scope and trace it back to project requirements
- Prepare more complete project plans for IT projects
- Manage and progress work on IT projects

COURSE OUTLINE

Module 1: Foundation for Successful IT Projects

- Reasons IT Projects Succeed or Fail
- Critical Success Factors for IT Projects
- Skills Needed by IT Project Managers
- Typical Stakeholders Expectations on IT Projects
- The IIBA® and *A Guide to the Business Analysis Body of Knowledge, (BABOK® Guide)*

Module 2: Project Initiation - Setting the Stage for Success

- Selecting the Right IT Life Cycle Models
- Stakeholder Identification and Analysis
- Project Proposal Process

Module 3: Project Planning

- Types of Requirements
- Eliciting and Documenting Requirements
- Defining Scope to Meet Requirements
- Tracing Scope to Requirements
- Estimating and Scheduling on IT Projects
- Dealing with Specific IT Project Risks
- Determining Budget and Schedule Contingency
- Planning on Agile Projects
- Project Management Plan Evaluation Checklist

Module 4: Project Execution

- Project Success Factors During Execution
- Progressing Work
- Managing Changes
- Dealing with Troubled Projects
- Role of Testing

Module 5: Project Closeout

- Closeout of IT Projects
- Lessons Learned
- Transition to Operations
- Value Achievement

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas covered in the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge*, (PMBOK® Guide).

- Integration Management
- Scope Management
- Schedule Management
- Time Management
- Risk Management
- Communications Management
- Quality Management
- Stakeholder Management

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IIBA and BABOK are registered marks of the International Institute of Business Analysis.

Best Practices for Managing Multiple Projects (7 Hours)

The study of project management normally focuses on managing a single project, but in reality most project managers are involved with multiple projects. This course will discuss strategies, tools, and techniques to successfully manage multiple projects.

Key elements of the multiple projects environment will be reviewed, such as organizational considerations, expectations management, and setting priorities. The importance of managing your time will be stressed, including delegating work and learning to say 'no'. This course will discuss best practices when planning multiple projects, such as identifying stakeholders, eliciting requirements, defining project scope, establishing the schedule and budget, and finalizing the project plan. Tips for executing and monitoring work on multiple projects will be reviewed, such as handling changes and risks. The final topic is the key interpersonal skills needed by project managers to survive in the multiple projects environment.

WHO SHOULD ATTEND

This course will benefit project managers, team members, and individuals involved with managing multiple projects. Course attendees should have knowledge and experience in using the generally accepted best practices of project management.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Set priorities on multiple projects
- Manage your time by delegating work
- Prepare and maintain a listing of stakeholders
- Develop concise and 'fit-for-use' project plans
- Effectively monitor work on multiple projects
- Manage changes and risks across multiple projects
- Respond to conflict and crisis on multiple projects
- Understand the importance of interpersonal skills when managing multiple projects

COURSE OUTLINE

Module 1: Basics
- Types of Multiple Projects
- Project Environment
- Project Establishment

Module 2: Planning (1)
- Plan - Requirements
- Plan - Scope Definition

Module 3: Planning (2)
- Plan - Resources
- Plan - Schedule
- Plan - Other Elements

Module 4: Execute and Monitor Work
- Execution
- Monitor
- Reporting

Module 5: Control
- Manage Expectations
- Control Risk
- Control Change

Module 6: Crisis Management and Closing
- Crisis and Conflict Management
- Project Closing
- Wrap Up and Evaluation

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas covered in the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*.

- Integration Management
- Scope Management
- Time Management
- Cost Management
- Communications Management
- Risk Management
- Stakeholder Management

Best Practices for Managing Problem Projects (7 Hours)

Most Project Managers eventually have a troubled or "problem" project in danger of not meeting project success criteria. This course will show you how to identify and assess project problems and implement recovery techniques to turn a project around for successful completion.

This course will start with an explanation of the characteristics of simple versus complex problems, along with common sources of problems. How to identify problem project symptoms at the start, during execution, and near project completion, will be discussed. A five step systematic approach for resolving project problems will be explained in detail. This includes how to identify, understand, assess and analyze the problem. Methods for developing alternatives will be explained along with solution selection and implementation. This course will also introduce creative approaches for problem project resolution such as dialogue mapping. The final course topic will be suggestions on how to prevent problem projects.

WHO SHOULD ATTEND

This course will benefit project managers and other project personnel looking for the skills needed to effectively deal with problem projects. Course attendees should have knowledge and experience in using the generally accepted best practices of project management.

COURSE FEATURES

This course emphasizes the identification, assessment, and recovery of problem projects. Through instruction, practical examples, and exercises, upon completion of this course participants will be able to:

- Describe characteristics of simple vs. complex problems
- Recognize common problem sources and the symptoms of problem projects
- Determine the root cause of a problem
- Use Systematic and Creative Problem Resolution Techniques
- Follow the requisite steps to stop and/or cancel a problem project

COURSE OUTLINE

Module 1: What You Should Know
- Definitions and Characteristics
- Problem Solving
- Problem Project Symptoms
- Types of Problem Projects

Module 2: Problem Solving Strategies
- Problem Solving Strategies
- Problem Project Resolution Approaches

Module 3: Systematic Approach to Resolution
- Problem Project Identification & Understanding
- Problem Project Assessment & Analyzing
- Problem Project Solution Selection & Implementation

Module 4: Creative Approach to Resolution
- LOGPAD Method
- Joint Application Development
- Dialogue Mapping

Module 5: Turning Around Problem Projects
- Critical Steps for Turn Around
- Sources of Problem Projects
- Problem Project Situations

Module 6: How to Terminate "Doomed" Projects
- Steps in Canceling a Project
- Recognizing "Doomed" Projects
- Project Close Out Plans

Module 7: Problem Project Prevention
- DO's for Success
- DO NOT's for Success
- Top Strategies for Project Success

Module 8: References & Bibliography

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas covered in the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide).*

- Integration Management
- Scope Management
- Time Management
- Cost Management
- Communications Management
- Risk Management
- Stakeholder Management

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Best Practices for Managing Project Risks (7 Hours)

How often are your projects impacted by unanticipated events? Are you constantly 'putting out fires' on your projects? Become proactive rather than reactive by learning best practices for risk identification, risk analysis and risk response planning. This course will cover the elements of a successful risk management plan. Effective methods for identifying risks will be discussed. Risk analysis tools and techniques will be presented. Successful planning methods for responding to potential risk events will be reviewed. Application of risk management to project budgets, schedules and contracting strategies will be described using specific examples. This course is interactive, with exercises and sample problems to allow attendees to practice the tools and techniques presented during the course. Attend this course and become a skilled manager of the opportunities and threats on your projects.

WHO SHOULD ATTEND

This course will benefit project managers, project team members, functional managers, and individuals involved with the planning, implementation and control of projects and looking to become more proficient in managing risks.

COURSE FEATURES

This practical course emphasizes the fundamentals of effective risk management. Upon completion of this course, participants will be able to:

- Describe risk management terminology and processes
- Explain the elements of a good risk management plan
- Utilize the cause-risk-impact method for identifying risks
- Prioritize risks based on probability and impact ratings
- Describe quantitative techniques for analyzing risks
- Develop risk response plans
- Use risk analysis techniques to determine project contingencies

COURSE OUTLINE

Risk Management Overview
- Nature of Risk
- Types of Risks
- Internal versus External Risks
- Risk and Risk Management Defined
- Risk Tolerance (stakeholders, corporate, individual)
- Risk Management Processes

Risk Identification Techniques
- Cause & Impact Diagram
- Flowcharts
- Causes-Risk Events-Impacts
- Risk Triggers
- Project Risk Analysis Model (PRAM)

Qualitative Risk Analysis Techniques
- Risk Factor
- Probability and Impact Scales & Matrices

Quantitative Risk Analysis Techniques
- Expected Monetary Value
- Decision Trees
- Monte Carlo Analysis
- Cost and Schedule Contingency

Risk Response Planning Techniques
- Response Plans for Threats
- Response Plans for Opportunities
- Acceptance and Contingency Plans

Risk Monitoring and Control
- Scanning the Horizon for New Risks
- Maintaining the Risk Plan
- Dealing with Unexpected Risks
- Sample Risk Reports
- Applying Risk Management to Projects

KNOWLEDGE AREAS ADDRESSED

This course addresses the Risk Management knowledge area of the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*.

Best Practices for Program Management (18 Hours)
An Introduction to Essential Skills and Techniques
for the Program Manager

The practical implementation of project management within an organization is best achieved in the context of managing programs to deliver coordinated benefits to the enterprise. Beyond the well-established project management principles and knowledge areas, attention must be given to program governance, benefits management, and comprehensive stakeholder management.

This 18-hour course integrates a practical case study with the five process groups and twelve knowledge areas identified by the Project Management Institute (PMI)® in *The Standard for Program Management®* and equips you to form a program management strategy in an organization acquainted with "management by projects."

WHO SHOULD ATTEND

This course should be attended by program managers, business managers considering the establishment of program governance, and project managers seeking to augment their skills and professional credentials.

COURSE FEATURES

Through instruction, dialog, real-world examples, and exercises drawing from the experience of both the instructor and attendees, upon completion of this course, participants will be able to:

- Understand the basic definitions, knowledge areas, and processes associated with modern program management
- Understand and be able to implement effective processes for Initiating, Planning, Executing, Controlling, and Closing successful programs
- Understand the concepts of program life cycle governance, benefits realization, and sustainment
- Be better prepared to sit for the Program Management Professional (PgMP®) certification examination

COURSE OUTLINE

Module 1: Survey of Portfolio Management
- Summary of *The Standard for Portfolio Management®* to Establish a Complete Context for Program and Project Management in an Organization

Module 2: Survey of Project Management
- Summary of the *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*

Module 3: Program Fundamentals
- Definitions, Processes, and Knowledge Areas

- Roles and Responsibilities of Portfolio, Program, and Project Managers

Module 4: Initiating the Program
- Business Case
- Program Financial Framework

Module 5: Planning the Program
- The Planning Process
- Governance Structures
- Program Stakeholders
- Program Infrastructure and Architecture
- Program Quality
- Risk Management

Module 6: Executing the Program
- Managing Execution
- Managing Program Resources
- Engaging Stakeholders
- Conducting Procurements

Module 7: Controlling the Program
- Monitoring and Controlling Performance
- Controlling Scope
- Schedule and Financials
- Earned-Value Management
- Managing Issues and Changes
- Governance Actions

Module 8: Closing the Program
- Approve Project Transition
- Benefits Realization

Module 9: Professionalism
- Professional Responsibilities and Ethics

KNOWLEDGE AREAS ADDRESSED

This course addresses all 12 knowledge areas of the Project Management Institute (PMI)® *The Standard for Program Management®*.

Best Practices in Portfolio Management (7 Hours)
An Introduction to Essential Skills and Techniques for Portfolio Management

While project management is about doing projects right, portfolio management is about doing the right projects. This 7-hour course will explain how an organization develops a vision, mission, and strategy, which then results in a portfolio of projects to meet strategic business objectives. The relationship among portfolio, program, and project management will be explored, along with the link between portfolio management and operations management. Quantitative portfolio management metrics will also be covered.

Roles and responsibilities of people involved with portfolio management will be discussed. Portfolio management processes will be reviewed, including how projects are evaluated and selected as well as monitoring and controlling the portfolio. Best practices for portfolio governance will be explained, along with effective techniques for portfolio risk management. This course will also explain how to prepare a high-level business case for portfolio projects ranking, and will cover key business case terminology and formulas, including net present value, internal rate of return, and payback period. Attendees will participate in a group exercise to decide on the project portfolio based on a company's mission, vision, and strategic plans.

WHO SHOULD ATTEND

This course is designed for anybody involved with managing a portfolio of projects including portfolio managers, executive review board members, portfolio management board members, project sponsors, operations management, program managers and project managers. Project Management Professional (PMP)® certification is suggested but is not a prerequisite to this course.

COURSE FEATURES

Through instruction, dialog, real-world examples, and exercises drawing from the experience of the instructor, upon completion of this course, participants will be able to:

- Understand the basic definitions, knowledge areas, and processes associated with portfolio management
- Understand the relationship among portfolio, program, and project management
- Know how to prepare a high-level business case for portfolio projects ranking
- Understand the roles and responsibilities for portfolio management

COURSE OUTLINE

Module 1: Portfolio Management Explained
- Definition of a Portfolio
- Portfolio Management Lifecycle
- Relationship of Portfolio to Programs and Projects
- Strategy and Investment Alignment
- Organizational Structures for Portfolio Management
- Portfolio Stakeholder Roles and Responsibilities

Module 2: Portfolio Management Processes
- Aligning Processes
- Monitoring and Controlling Processes

Module 3: Portfolio Governance
- Identifying Potential Projects
- Developing High-Level Project Plans
- Preparing a High-Level Business Case
- Categorizing Potential Projects
- Prioritizing the Project Portfolio Using Scoring Models
- Balancing the Portfolio
- Reporting Portfolio Performance Using Metrics
- Monitoring Business Strategy Changes
- Dealing with the Portfolio 'Churn Rate'

Module 4: Portfolio Risk Management
- Determining the Risk Level of the Portfolio
- Identifying and Analyzing Portfolio Risks
- Developing Portfolio Risk Responses
- Monitoring and Controlling Portfolio Risks
- Program Financial Framework

KNOWLEDGE AREAS ADDRESSED

This course addresses the Aligning and Monitoring & Controlling Process groups, along with the knowledge areas of Portfolio Governance and Portfolio Risk Management as covered in the Project Management Institute (PMI)® *The Standard for Portfolio Management*®.

Building a Solid Foundation for Testing (7 Hours)

This course provides Business Analysts and other project personnel with a complete foundation on the testing process. This includes the upfront planning, testing definitions, types of testing, testing documentation, and the solution validation done after implementation. This course includes exercises designed for attendees to practice the course concepts and techniques. Exercises will include creating a test plan, writing test cases, and deciding on a testing approach. The skills covered in this course will prepare attendees to immediately start implementing the principles and techniques of testing on projects.

WHO SHOULD ATTEND

This course will benefit business analysts, functional managers, project managers, programmers, and other individuals interested in expanding their effectiveness when dealing with project requirements and testing.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Understand the types of testing done on a project
- Identify those involved in testing
- Correctly place testing in the project life cycle
- Create a test plan and approach
- Write test cases
- Understand how to conduct testing on a project
- Understand how to track, report, and analyze bugs

COURSE OUTLINE

Module 1: Introduction to Testing

- Testing Definition and Goals
- Types of Testing
- Testing Participants
- Methods of Testing
- Functional and Non-Functional Testing
- Manual and Automated Testing
- Testing Documentation
- When Testing is Done During the Project Life Cycle

Module 2: Testing Approach and Plan

- Testing Strategies and Approaches
- Testing Plan Elements
- Testing Success Criteria and Sign-Off Requirements
- Testing Environment and Data
- Testing Schedule and Tie to Project Schedule

Module 3: Testing Documentation

- Writing Good Testing Requirements
- Writing Test Cases and Scripts
- Test Plan Log

Module 4: Testing the Product

- Tracking Test Cases
- Reporting and Analyzing Bugs
- Regression Testing
- User Testing and Stabilization – Deliverables and Focus Areas
- Bug Convergence and Zero Bug Bounce
- Testing Devices and User Manuals
- Solution Performance Evaluation

IIBA® KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas identified in the IIBA® *A Guide to the Business Analysis Body of Knowledge, (BABOK® Guide)*:

- Requirements Management & Communication
- Requirements Analysis
- Solution Assessment & Validation

PMI® KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas identified in the PMI® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*:

- Project Quality Management
- Project Stakeholder Management

Business Analysis Fundamentals (14 Hours)
An Examination of the Fundamental Skills That Lead to Success as a Business Analyst

Business analysis represents a critical factor for project success. Disconnects can exist between the producers of the solution and the business users who need the functionality that the project will provide. Business Analysts (BAs) are the conduit between these two worlds, bridging the communication gap with their unique grasp of both sides of the project.

This course is designed around the seven knowledge areas identified by the International Institute of Business Analysis™ (IIBA®): Business Analysis Planning & Monitoring, Elicitation, Requirements Management & Communication, Enterprise Analysis, Requirements Analysis, Solution Assessment & Validation, and Underlying Competencies. This course will introduce you to the complex world of the business analyst and will include a step-by-step tour of an actual IT project from the perspective of a business analyst.

WHO SHOULD ATTEND

This course will benefit business analysts, project managers, executives, functional managers, and programmers interested in expanding their effectiveness, and any other individuals involved in project work.

COURSE FEATURES

Through instruction, dialog, real-world examples, and exercises drawn from the experience of our instructors, upon completion of this course, participants will be able to:

- Understand the philosophy, methods, and terminology of business analysis
- Understand the IIBA® *A Guide to the Business Analysis Body Of Knowledge, (BABOK® Guide)* structure and format
- Be able to describe the *BABOK® Guide* knowledge areas, tasks, and techniques
- Understand the types of requirements
- Understand the project life cycle concepts
- Understand where the BA's activities fit into the project life cycle
- Understand the BA's underlying competencies
- Become familiar with a BA's role in the life of a project

COURSE OUTLINE

Introduction to Business Analysis
- The IIBA® and CBAP®
- BA Master's Certificate Overview
- What is Business Analysis?

***BABOK® Guide* Structure and Format**
- *BABOK® Guide* Purpose and Organization
- Knowledge Areas
- Tasks and Techniques

Key Concepts
- *BABOK® Guide* Knowledge Areas Overview
- Domains
- Solutions
- Stakeholders
- Requirements

Underlying Competencies
- Analytical Thinking and Problem Solving
- Behavioral Characteristics
- Business Knowledge
- Communication Skills
- Interaction Skills
- Software Applications

Project Management Overview
- Project Management Institute (PMI)® and *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*
- Project Management Knowledge Areas
- Project Life Cycles
- Where Does the BA Fit In?

KNOWLEDGE AREAS ADDRESSED
IIBA® Knowledge Areas Addressed:
- Business Analysis Planning & Monitoring
- Elicitation
- Requirements Management & Communication
- Enterprise Analysis
- Requirements Analysis
- Solution Assessment & Validation
- Underlying Competencies

PMI® Knowledge Areas Addressed:
- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Communication Management

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IIBA, CBAP, BABOK, and the IIBA EEP logo are registered marks of the International Institute of Business Analysis.

Business Analysis Planning and Monitoring
(3 or 14 Hours)
An Examination of the Planning & Monitoring Activities
Guiding the Requirements Effort

Before the business analyst (BA) begins working, many decisions are made concerning the project. These decisions concern how the business analysis process will be used, how the team will work together, and how the requirements will be elicited, traced, and prioritized.

This course, designed around the first knowledge area identified by the International Institute of Business Analysis™ (IIBA®), will introduce you to the complex world of planning and monitoring of business analysis activities. What methods will be used to elicit and document requirements? Which stakeholders will provide input on requirements? What will our sources of information be? The strategic thinking that goes into requirements risk assessment, requirements work planning, and communication will permeate the project to its completion and affect every aspect of the BA's work.

WHO SHOULD ATTEND

This course will benefit business analysts, programmers, project managers, executives, functional managers, and any other individuals involved in project work looking to improve their effectiveness with planning and monitoring of business analysis activities.

COURSE FEATURES

The purpose of this course is to provide the business analyst with knowledge of the skills used to plan for business analysis activities. Upon completion of this course, participants will be able to:

- Plan the methodology for business analysis work
- Understand who needs to be involved and what roles they play
- Plan and schedule the business analysis activities
- Understand and plan how to communicate business analysis work with the various impacted parties
- Understand the process of requirements change management
- Track the "health" of the business analysis work on the project

COURSE OUTLINE

Plan Business Analysis Approach
- Life Cycle Selection
- Requirements Process Selection
- Business Analysis Methodology

Conduct Stakeholder Analysis
- Influence and Power
- Organizational Modeling
- The RACI Matrix
- Risk Analysis

Plan Business Analysis Activities
- Functional Decomposition
- Estimation
- Planning and Scheduling

Plan Business Analysis Communication
- The Business Analyst's Role in Communication
- The Communication Plan
- The Communication Matrix

Plan Requirements Management Process
- Change Management
- Requirements Change

Manage Business Analysis Performance
- Variance Analysis
- Monitoring the Work
- Lessons Learned

KNOWLEDGE AREAS ADDRESSED

IIBA® Knowledge Areas Addressed:
- Business Analysis Planning & Monitoring

PMI® Knowledge Areas Addressed:
- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Communications Management

Available as virtual, live instructor-led

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Business Analysis Training (21 or 35 Hours)

Business Analysis dramatically increases the chances of successfully completing and correctly engineering the most difficult component of a project – the project's requirements. While Business Analysis has been around for a while now, only in the past few years has the profession been formally codified and certified by the International Institute of Business Analysis™ (IIBA®).

This five-day course is designed around all of the knowledge areas identified by the IIBA® as Business Analysis Planning and Monitoring, Elicitation, Requirements Management and Communication, Enterprise Analysis, Requirements Analysis, Solution Assessment and Validation and Underlying Competencies. This course will prepare you to immediately start implementing the principles and techniques of Business Analysis in your business and work environment.

WHO SHOULD ATTEND

This course should be attended by business analysts, executives, functional managers, project managers, programmers interested in expanding their effectiveness, and any other individuals involved in project work.

COURSE FEATURES

The purpose of this course is to examine all aspects of the difficult job facing the business analyst (BA), encompassing not only the requirements, but also the higher level tasks that senior BAs perform. Upon completion of this course, the participant will:

- Understand the fundamental skills that BAs must possess
- Be capable of planning for and monitoring the BA process on a project
- Be immersed in the techniques of eliciting and verifying project requirements
- Understand the techniques used to analyze and document requirements
- Be able to assist in solution selection on a project
- Understand the process of testing and quality assurance

COURSE OUTLINE

Business Analysis Fundamentals
- Essential Skills of the BA
- Lifecycles: Project, Software, and Requirements
- Enterprise Analysis

Elicitation
- Facilitation
- Techniques
- Testing Requirements

Requirements Planning
- Requirements Work Plan
- Requirements Risk Management
- Communication Planning
- Managing Change to Requirements

Requirements Analysis and Documentation
- Requirements Documentation
- Analysis Diagrams
- Use Cases
- Data Models and Process Flows

Solution Assessment and Validation
- Requirements Communication and Presentation
- Deciding on a Solution
- Quality Assurance and Testing

IIBA KNOWLEDGE AREAS ADDRESSED
- Business Analysis Planning and Monitoring
- Elicitation
- Requirements Management and Communication
- Enterprise Analysis
- Requirements Analysis
- Solution Assessment and Validation
- Underlying Competencies

Certified Associate in Project Management (CAPM)® Exam Preparation (21 Hours)

This 21-hour course provides an intensive review of the subject matter for the Project Management Institute (PMI)® Certified Associate in Project Management (CAPM)® examination. You will improve your test-taking skills by answering many practice questions.

The first two days of the course are instruction and practical application of project management processes and knowledge areas identified in the PMI® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*.

The third day includes a review of the CAPM® certification process, followed by a 150 question practice exam. The rationale behind both correct and incorrect answers is discussed, followed by a final brief review of the *PMBOK® Guide* knowledge areas. This course meets the certification requirement for 23 hours of project management education and is designed to maximize the probability that you will pass the examination the first time.

WHO SHOULD ATTEND

All individuals who plan to take the PMI® Certified Associate in Project Management (CAPM)® examination should attend this 3-day course.

COURSE FEATURES

This program emphasizes the 10 knowledge areas in the PMI® *A Guide to The Project Management Body of Knowledge (PMBOK® Guide)*, which serves as the basis for the CAPM® certification examination. Upon completion of this course, participants will be able to:

- Develop personal knowledge and skills in the application of project management best practices
- Identify personal strengths and weaknesses in each of the project management knowledge areas
- Develop the ability to analyze questions to increase the probability of choosing the correct answer
- Develop a personalized strategy for passing the CAPM® exam

COURSE OUTLINE

Day 1
- Course Purpose, Objectives and Agenda
- Module 1: Project Management Framework
- Module 2: Project Integration Management
- Module 3: Project Scope Management
- Module 4: Project Time Management
- Module 5: Project Cost Management

Day 2
- Module 6: Project Quality Management
- Module 7: Project Human Resource Management
- Module 8: Project Communications Management
- Module 9: Project Stakeholders Management
- Module 10: Project Risk Management
- Module 11: Project Procurement Management

Day 3
- Module 12: Exam Information
  * Pre-Test Preparation
  * Getting Ready
  * Taking the Test
- 150 Question Self-Assessment Exam
- Review Self-Assessment Exam
- Mini-Reviews of Knowledge Areas

Course Completion
- Final Q and A
- Course Evaluations
- Course Certificates

PMI® KNOWLEDGE AREAS ADDRESSED

This program addresses all 10 knowledge areas from the PMI®' *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*.

Certified Business Analyst Professional™ (CBAP®) Examination Preparation (21 Hours)

This 21-hour course provides an extensive review of the subject matter tested on the International Institute of Business Analysis™ (IIBA®) Certified Business Analysis Professional™ (CBAP®) examination. The course covers A Guide to the Business Analysis Body of Knowledge, (BABOK® Guide v3). During the course, the business analysis knowledge areas, underlying competencies, and techniques are comprehensively covered. In addition, attendees will improve their test-taking skills by working with sample questions. The course manual includes a practice exam consisting of 150 questions, along with explanations for the correct and incorrect answers. This course is specifically designed to maximize the probability that attendees will succeed in passing the examination.

WHO SHOULD ATTEND

All individuals who plan to take the IIBA® CBAP® examination should attend this course.

PROGRAM FEATURES

The course emphasizes the knowledge areas and techniques of the IIBA®'s A Guide to the Business Analysis Body of Knowledge, (BABOK® Guide v3), which serves as the basis for the CBAP® certification examination. Upon completion of this course, participants will be able to:

- Identify personal strengths and weaknesses in each of the knowledge areas and techniques
- Understand the answers for sample exam questions
- Develop a personalized strategy for passing the CBAP® exam

COURSE OUTLINE

Introduction and CBAP® Program Overview
- Applying for and Taking the Exam
- Study Materials

BABOK® Guide v3 Framework
- Core Concept Model
- Overview of Knowledge Areas
- Task Inputs/Outputs, Elements & Guidelines
- Tasks Overview for Context and Governance

Business Analysis Value & Strategy Analysis
- Analyze Current State – Define Future State
- Assess Risks & Define Change Strategy
- Project Selection and Feasibility
- The Decision Package

Business Analysis Planning & Monitoring
- Plan BA Approach & Stakeholder Engagement
- BA Governance & Information Management
- Identify BA Performance Improvements

Elicitation & Collaboration
- Prepare for & Conduct Elicitation
- Confirm & Communicate Results
- Manage Stakeholder Collaboration

Requirements Analysis & Design Definition
- Specify & Model Requirements
- Verify & Validate Requirements
- Define Architecture & Solution Options
- Analyze Potential Value & Recommend Solution

Solution Evaluation
- Assess Proposed Solution
- Validate Solution
- Evaluate Performance

Requirements Life Cycle Management
- Trace Requirements to Objectives & Scope
- Maintain & Prioritize Requirements
- Access & Approve Requirements Changes

KNOWLEDGE AREAS ADDRESSED

This course addresses all knowledge areas of the IIBA®'s A Guide to the Business Analysis Body of Knowledge, (BABOK® Guide v3).

Completing Agile Projects with Scrum (14 Hours)
The Key Elements of Scrum Needed for Your Agile Projects

Becoming a member of a Scrum team can be a daunting prospect, and being asked to serve as the team's ScrumMaster® can be intimidating. You may have an idea of what Scrum is and have read a few articles or books on the topic, but you really don't know how to go about putting that theory into action. Attend this 14-hour course and learn Scrum values and practices from Certified Scrum Trainers with practical experience in using Scrum. This course will show you how to apply the elements of Scrum to your projects to increase the likelihood of team success. This course focuses on the basics of the Scrum framework, including team roles, activities, and artifacts, so that you can be an effective member of a Scrum team or even the ScrumMaster®. This interactive course will cover the elements of Scrum including project roles, the sprint cycle, and Scrum artifacts.

In addition, if your goal is to become a Certified ScrumMaster® (CSM), this course will cover all knowledge areas included in the test. You will be ready to take the CSM test upon completion of this course. Take this course and be ready to successfully implement Scrum on your projects!

WHO SHOULD ATTEND

This course should be attended by anybody who wants to use Scrum on projects, including business analysts, functional managers, project managers, developers, programmers, testers, IT managers/directors, software engineers, software architects, and customers who will serve as product owners.

PROGRAM FEATURES

The purpose of this course is to completely cover the elements of Scrum. Upon completion of this course, participants will be able to:

- Understand the history of Agile and Scrum
- Know the project roles when using Scrum
- Understand the sprint cycle including the types of meetings used during the sprint
- Know the key artifacts created during a Scrum project
- Know the content covered in the Certified ScrumMaster® (CSM) exam and be ready to take this test

COURSE OUTLINE

Intro to Agility
- Agile Definition and History of Iterative Development
- Core Agile Values and Principles (Agile Manifesto)
- The Business Case for Agile
- Five Scrum Values
- Applicability of Scrum

Scrum Roles
- Product Owner
- ScrumMaster®
- Team Members

The Sprint Cycle
- Planning Releases and Sprints
- Sprint Planning Meeting
- Daily Scrum Meeting
- Story Time Meeting
- Sprint Review Meeting
- Sprint Retrospective
- Release Planning Meeting
- Techniques for Estimating Velocity
- The Significance of Done

Scrum Artifacts
- Defining Requirements with User Stories
- The Product Backlog
- Estimating Work with Story Sizes
- The Sprint Backlog
- Burndown Charts
- Task Board

Implementing Scrum
- Test-Driven Development
- Pair Programming
- Working with Multiple Scrum Teams
- Working with Distributed Scrum Teams
- Planning the Transition to Scrum

Creating a High Performance Virtual Team (7 Hours)

A virtual project team is a group of individuals geographically dispersed who work across space and organizational boundaries to complete projects. This 1-day course will discuss the reasons more projects in today's business environment are using virtual teams, along with the benefits that can be obtained by use of virtual teams. The barriers that can impede the success of virtual teams will be explained, along with strategies for removing these barriers. Project success is possible with a virtual team, provided the building blocks for success are properly done. The keys to building a high performance virtual team will be reviewed, spanning from project initiation to leading the virtual team. The vital communication skills needed when working with virtual teams will be discussed, along with the importance of emotional intelligence and understanding the personality style of all team members. This course will also address how to hold effective virtual meetings, including how to get team members to participate, dealing with problem participants and evaluating the effectiveness of meetings.

WHO SHOULD ATTEND

This course is intended for portfolio, program and project managers, functional managers, business analysts and anyone else looking to improve their skills working with virtual teams.

PROGRAM FEATURES

Upon completion of this course, participants will be able to:

- Identify and eliminate virtual team barriers
- Build a high performance virtual team
- Optimize communications with virtual teams
- Run effective and efficient virtual meetings
- Identify & work with different personality styles

COURSE OUTLINE

Effective Virtual Communications Team Exercise

The Challenges with Virtual Teams
- Virtual Team Defined
- Reasons for Virtual Teams
- The Problem with Distance
- Virtual Team Barriers

Building a High Performance Virtual Team
- Setting the Stage at Project Initiation
- Leadership Techniques for Virtual Teams
- Rules for Developing High Performance Teams
- The e-Communications Plan
- Effective Communication Tools

Conducting Effective Virtual Meetings
- Establishing the Agenda
- Use of Visual Aids During Meetings
- Getting Team Members to Participate
- Making Decisions Supported by the Team
- Dealing with Problem Participants
- Use of Meeting Notes and Action Items
- How to Evaluate Meeting Effectiveness

Vital Communication Skills with Virtual Teams
- Information Distribution: How Much and How Often
- Connecting with Team Members & Stakeholders
- Effective Email Use
- Breaking Down Barriers to Effective Listening
- Dealing with Non-Verbal Communication Clues

Understanding Virtual Team Members' Personalities
- Importance of Emotional Intelligence
- 4-Quadrant Personality Style Model
- Identifying the Style of Virtual Team Members
- Working with Different Personality Styles

KNOWLEDGE AREAS ADDRESSED

Project Management Institute (PMI)® Knowledge Areas Addressed:
- Project Human Resource Management
- Project Communications Management

Effective Meeting Techniques (7 Hours)

The demands on project managers and business analysts are increasing beyond those of basic technical skills to now include facilitator, mentor, creative thinker, and innovator. In today's business climate, job functions that are repeatable, predictable, and stable are candidates to be outsourced. We can safe guard the role of project manager and business analyst by supplementing existing well-defined processes with creative thinking. To do this, we must first understand our own thinking patterns and learn how to utilize our whole brain. Whole brain thinking enhances living, logic, intuition, analytical skill, and leadership abilities. By using whole brain thinking, the impossible becomes possible. This course will help attendees build excitement and enthusiasm on their teams by learning creative techniques that geniuses like Leonardo da Vinci leveraged. Implementing these practices will differentiate your projects and yourself. Attendees will leave with ideas on how to spawn new solutions to problems and methods to engage and excite teams. Class participants will also take part in exercises to improve creative thinking and problem solving.

WHO SHOULD ATTEND

This course is intended for project managers, business analysts, and any project personnel wanting to inject innovation into work life and teams. This course is appropriate for anyone looking to be more creative, seeking methods to inspire themselves and others, and wanting to learn mind mapping and art techniques.

COURSE FEATURES

This 7-hour course will cover the skills needed for innovative problem solving on projects. This course includes many creative exercises, including a brain test. Upon completion of this course, participants will be able to:

- Kick off your project in a new and fun way
- Apply new brainstorming techniques
- Explain and use Mind Mapping
- Employ tips from geniuses
- Use visual problem solving methods
- Describe your brain dominance (right or left)
- Deal with creative and logical minds
- Feel comfortable saying what needs to be said
- Tell the story of your project
- Leverage artistic techniques that make project deliverables design appealing
- Apply strategies for dealing with change and stress

COURSE OUTLINE

Creativity and Innovation

- Eight Simple Practices to Use Everyday
- Project Differentiators
- Principles of Art and Design

Visual Problem Solving Methods

- How to Solve Problems
- Productive Thinking
- Learning to See What No One Else Sees
- Abstract the Problem
- Finding the Missing Links
- Tools and Diagrams

Mind Mapping

- Project Case Study
- Mind Mapping Process
- Maps and Tools

Pursuit of Whole Brain Thinking

- Creativity Test
- Linear Thinking
- Random Thinking

Corporate Creativity

- Corporate Collage
- Project Vision
- Project Journaling

SUPPLIES NEEDED

Pencil, ink pens, fresh notebook or journal, colored pencils, markers, scissors, glue, and a couple of favorite magazines.

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas of the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge*, (PMBOK® Guide):

- Project Communications Management
- Project Human Resource Management
- Project Scope Management
- Project Integration Management
- Project Risk Management

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Effective Presentation Techniques (7 Hours)

Preparing and delivering effective presentations are important in business, sales, teaching, training, and for conveying information to an audience. This 7-hour course will help you develop the confidence and capability to prepare and give good presentations, to stand up in front of an audience and speak confidently, and to effectively handle audience questions. This course will explain how to create a presentation that really makes an impact with the audience. Best practices in using Microsoft PowerPoint® will be covered so attendees can more efficiently prepare a presentation. Effective techniques for delivering your presentation and dealing with questions and answers will also be covered in this course.

This course will also include practice presentations done by all attendees, with instructor feedback. Anybody can give a good presentation, provided they have the knowledge and skills in preparing and presenting a presentation. This course will help *you* become an effective presenter.

WHO SHOULD ATTEND

This course is intended for program managers, project managers, IT managers, business analysts, and anyone else looking to improve their ability to prepare and make effective presentations.

COURSE FEATURES

This course will cover the critical skills necessary to prepare and give good presentations, to stand up in front of an audience and speak confidently, and to effectively handle audience questions. Upon completion of this course, participants will be able to:

- Create a concise presentation
- Describe best practices for preparing presentations using Microsoft PowerPoint®
- Explain how to deliver an effective presentation
- Describe how to deal with audience questions and answers
- Make an effective presentation

COURSE OUTLINE

Introductions and Agenda Review

Examples of Bad Presentations

Creating Your Presentation

- Establishing Presentation Purpose and Desired Outcome
- Energizing Your Message
- Organizing Your Talk
- Planning the Introduction and Closing
- Using Visual Aids and Handouts

Microsoft PowerPoint® Best Practices

- Formatting the Presentation
- Wording – Size and Amount
- Using Graphics
- Using "Short-Cuts" in PowerPoint®

Delivering Your Presentation

- Checking Meeting Room Logistics
- Opening Your Talk
- Handling Nerves and Displaying Confidence
- Making a Connection with the Audience
- Pacing Your Talk
- Making Adjustments During the Presentation
- Dealing with Problem Audience Members
- Closing Your Talk

Dealing with Questions and Answers

- Deciding on When to Do Q&A Time
- Fielding Questions while Maintaining Focus
- Clarifying Questions to Discover the Real Issue

Practice Presentations by Attendees

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas of the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*:

- Project Communications Management

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Effective Project Communications Techniques (7 Hours)

Project managers spend most of their time using verbal communication as well as formal and informal written communication, and effective communication with project stakeholders is a vital element for project success. Unfortunately, successful communication is suffering in today's fast-paced work environment, and the bad connections are more than a mere inconvenience. Poor communication can impact morale, erode productivity, and lead to project failure. This 7-hour course will help attendees become more effective at transmitting and receiving project information. Attendees will learn how to plan and manage project communications, along with techniques for improving communication skills. Class participants will take part in exercises designed to improve communication skills.

WHO SHOULD ATTEND

This course is intended for program managers, project managers, IT managers, business analysts, and anyone else looking to improve their communication skills with project teams and stakeholders.

COURSE FEATURES

This course will cover the critical skills needed for improving the flow of information on projects. This course includes a review of the communication process, stakeholder analysis, project communication plan, information distribution, and performance reporting. Best practices for running efficient meetings and using e-mail effectively will also be covered. This course includes practical communication exercises, including a listening-skills evaluation. Upon completion of this course, participants will be able to:

- Utilize value-added communication techniques
- Conduct a stakeholder analysis
- Create an efficient communication plan
- Conduct a lessons-learned session
- Run effective and efficient meetings
- Identify opportunities to improve listening skills

COURSE OUTLINE

Effective Communication Team Exercise

Communication Process

- Communication Elements
- Problems and Barriers
- Techniques for Concise Communication

Project Stakeholders

- Identification of Project Stakeholders
- Analysis of Stakeholders' Communication Needs
- Management of Stakeholders' Expectations

Project Communication Plan

- Communication Requirements
- Communication Media and Technology
- Communication Plan Development
- Ongoing Management of Project Communications

Information Distribution

- Lessons Learned
- Performance Reporting
- Issues and Change Logs
- Meetings
- Status Reports

Communication Skills

- Communication Methods
- Effective Ese of E-mail
- Barriers to Effective Listening
- Listening Assessment

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas of the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*:

- Project Communications Management
- Project Human Resource Management

Effective Scheduling Using Microsoft® Project (7 Hours)

This course is specifically designed for project managers and project team members with basic skills who are looking to improve their project schedules. This course covers advanced scheduling techniques and procedures and is designed for people who have a good understanding of project management concepts and know how to use Microsoft® Project as a tool to create and manage project plans. Those attending this class should have taken the introduction to Microsoft® Project course or should have equivalent knowledge and experience.

WHO SHOULD ATTEND

This course will benefit project managers, project team members, and any other individuals who are interested in improving their project schedules.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Utilize best practices on their schedules
- Describe and prepare different types of schedules
- Check their schedule logic
- Fine-tune resource assignments on projects
- Progress a schedule
- Keep a project on track by troubleshooting time, cost, resource, and scope issues

COURSE OUTLINE

Scheduling Basics Review
- Task relationships and use of lead-lag
- Critical path method (forward-backward pass)
- Total and Free Float
- Viewing the entire Gantt Chart
- Viewing the Critical Path and Float

Tips for Working with Microsoft® Project
- Using different task types
- Effort-driven scheduling – when should it be used
- Use of PERT analysis for calculation of durations
- Use of constraints and deadlines
- Interrupting work on a task
- Setting up recurring tasks

Scheduling Best Practices
- Using project start and complete milestones
- Using the Project Summary
- Task nomenclature (deliverables, activities, tasks)
- Using an initial scope column

Schedule Examples
- Preparing a Milestone Schedule
- Establishing the Project Baseline
- Using version control
- Linking schedules for an integrated Project Plan

Checking Schedule Logic
- Checking a schedule using the Gantt view
- Checking the network diagram view
- Customizing the network diagram box style
- Checking and correcting resource over-allocations

Fine-Tuning Resource Assignment Details
- Resource availability guidelines
- Creating a resource pool
- Setting up resource availability
- Delaying the start of assignments
- Applying contours to assignments

Entering Actual Values and Checking Progress
- Entering actual values for tasks
- Checking project health
- Using earned-value
- Viewing earned-value schedule indicators
- Keeping your project on track
- Fast-tracking
- Crashing
- Troubleshooting problems

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Effectively Managing Project Resources (7 Hours)

This course covers best practices for organizing and managing the project team. The Project Human Resource Management processes from the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* will be reviewed including inputs, key tools and techniques, and outputs.

The advantages and disadvantages of different project organization structures will be explained. Popular motivation theories will be reviewed, along with how to apply these theories to project teams. Techniques for influencing project team member selection will be presented, along with the use of a team charter for ensuring team alignment. This course will also cover best practices for developing a high performance team. Other topics covered in this course are situational leadership and conflict management. This course includes multiple exercises to allow attendees to practice the course concepts.

WHO SHOULD ATTEND

This course will help portfolio, program and project managers and business analysts working with project team members.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Describe the pros and cons of project team structures
- Explain how motivation theories can be applied to project teams
- Prepare a team charter
- Build a high performance team
- Manage conflicts

COURSE OUTLINE

Module 1: Establishing the Project Team
- Project and Human Resource Needs
- Human Resource Tasks for the Project Manager
- Human Resource Management Processes
- Project Roles and Responsibilities
- HR Practice Considerations
- Organizational Structures
  o Functional
  o Projectized
  o Matrix (Strong, Weak, Balanced)
- Making Matrix Projects Work
- Influencing Team Member Selection
- Setting Team Expectations using a Team Charter
- Creating a Project Culture

Module 2: Developing and Managing the Project Team
- Dynamics of team development
- Content Motivation Theories (Maslow, McClelland, Herzberg)
- Process Motivation Theories (Theory X, Y and Z, Contingency, Goal-Setting, Expectancy, Reinforcement, Equity)
- Application of Motivational Theories
- Factors that Lead to a Motivated Team
- Creating a High-Performance Team
- Managing Resources with Situational Leadership
- Managing Conflict

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas covered in the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide).*

- Human Resource Management

Elicitation (14 Hours)
An Examination of the Skills Needed to Elicit and Verify Project Requirements

This is the most important task that a business analyst (BA) is faced with. If the requirements are not elicited and produced properly in the beginning, the cost associated with fixing those mistakes later in the project will be high.

In this course, participants will learn about the various types of project requirements and how to go about eliciting them. The various techniques for eliciting requirements from the project stakeholders will be looked at in detail, along with methods for testing the requirements for completeness and correctness.

WHO SHOULD ATTEND

This course will benefit business analysts, programmers, project managers, executives, functional managers, and any other individuals involved in eliciting project requirements who are interested in expanding their effectiveness.

COURSE FEATURES

The purpose of this course is to focus on the most important and difficult task facing BAs – the correct identification and production of the project's requirements. Upon completion of this course, participants will be able to:

- Understand what requirements are and where they come from
- Be able to utilize different methods of requirements elicitation
- Understand the problems that come with the elicitation process and how to overcome them

COURSE OUTLINE

Introduction
- Why Do Projects Fail?
- Definitions
- What Is Elicitation?

Prepare for Elicitation
- Types of Requirements
- Before Elicitation Begins
- Stakeholders

Conduct Elicitation Activity
- Brainstorming and Brainwriting
- Document Analysis
- The Focus Group
- The Requirements Workshop
- Interviewing
- Observation
- Surveys

Document Elicitation Results
- Recording the Results
- Presenting the Results

Confirm Elicitation Results
- Verification vs. Validation
- Requirements Validation

KNOWLEDGE AREAS ADDRESSED

International Institute of Business Analysis (IIBA)® Knowledge Areas Addressed:
- Elicitation

Project Management Institute (PMI)® Knowledge Areas Addressed:
- Project Scope Management
- Project Quality Management
- Project Communications Management

Eliciting, Analyzing, and Documenting IT Requirements
(14 Hours)

Requirements are the foundation on which the solution to business needs is built. If requirements are not complete, clear, and correct, the foundation will be unstable and may not support the solution. Often times, this unfortunately leads to a "collapse" or project failure due to lack of sufficiently meeting business needs. This 14-hour course addresses the key skills necessary for business analysts (BAs) working in an IT environment: requirements elicitation, analysis, and documentation. This course is presented in three modules and includes exercises assigned between the modules.

The first module will focus on techniques for requirements elicitation. The second module will cover requirements analysis. Lastly, the course will finish up with the third module, which will discuss requirements documentation.

WHO SHOULD ATTEND

This course is intended for business analysts and will also be of interest to project personnel who work with BAs, including project managers, project and resource managers, clients involved on projects, and others with project responsibilities.

COURSE FEATURES

Upon completion of the Eliciting, Analyzing, and Documenting IT Requirements training course, participants will be able to:

- Understand what requirements are and where they come from
- Understand the difference between business and functional requirements
- Utilize the many methods of requirements elicitation
- Understand the benefits in using Use Cases
- Explain the basic structure and format of Use Cases
- Build a Use Case model and derive requirements from a Use Case
- Utilize other diagramming techniques for requirements analysis such as process flow diagrams (as-is and to-be)
- Understand the various documents that describe requirements at different stages of the development life cycle
- Successfully communicate requirements to interested parties

COURSE OUTLINE

Module 1: Elicitation
- Course Introduction
- Overview of Elicitation
- Types of Requirements
- How Do We Do Elicitation?
- Elicitation Techniques
- Exercise: Interview

Module 2: Analysis
- Analysis Overview
- Requirements Organization
- Commonly Used Analysis Diagrams
- Use Cases
- Exercise: Prepare Use Case

Module 3: Requirements Documentation
- Testing Requirements
- Requirements Crafting
- General Features of Business Documents
- Business Requirements Document
- Functional Requirements Document
- Corporate Template Review – Review Specific Templates Provided by Company*

*Available for private training only upon client's request.

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas of the IIIBA® *A Guide to the Business Analysis Body of Knowledge, (BABOK® Guide):*

- Elicitation
- Requirements Management & Communication
- Requirements Analysis

Enterprise Analysis (14 Hours)
An Examination of Pre-Project Activities Designed to Manage the Future Business State

Before the business analyst (BA) begins working, many decisions are made at the enterprise level. Business needs, problems, and opportunities must be identified; the basic nature of appropriate solutions to these problems must be understood; and the necessary investments must be justified prior to commencement of any projects.

This course, designed around the enterprise analysis knowledge area identified by the International Institute of Business Analysis™ (IIBA®), will introduce you to the complex world of project decision making. Why is this project happening? What business requirements will this project satisfy? The strategic thinking that goes into project scoping and feasibility studies will permeate the project to its completion and affect every aspect of the BA's project work.

WHO SHOULD ATTEND

This course will benefit business analysts, executives, functional managers, project managers, programmers interested in expanding their effectiveness, and any other individuals involved in project work.

COURSE FEATURES

Upon completion of the course, participants will be able to:

- Identify and define why a change to organizational systems or capabilities is needed
- Know how to identify new capabilities required by the enterprise to meet a business need
- Be able to determine a project's solution approach through a Feasibility Study
- Understand the methodologies of initial project scoping
- Be able to prepare a Business Case for a project

COURSE OUTLINE

Enterprise Analysis Overview
- Strategic Planning and Goal Setting
- Strategic Role of the BA
- Business Architecture

Define Business Need
- Benchmarking
- Root Cause Analysis

Assess Capability Gap
- SWOT Analysis
- Communications

Determine Solution Approach
- Decision Analysis
- Feasibility Study

Define Solution Scope
- New Business – Problem or Opportunity?
- Functional Decomposition

Define Business Case
- Business Case Fundamentals
- Metrics and Business Performance Indicators
- Benefit and Cost Assessment
- Portfolio Management

KNOWLEDGE AREAS ADDRESSED

IBA® Knowledge Areas Addressed:
- Enterprise Analysis

Project Management Institute (PMI)® Knowledge Areas Addressed:
- Project Scope Management
- Project Cost Management

Enterprise Project Management for Executives
(3 Hours)

Project management has been in use for more than 60 years but the failure rate for projects is still high. Reasons for project failures are widespread, but commonly include; incomplete requirements, lack of connection to business objectives, leadership, and communications. In this concise course designed for senior executives, you will learn the key factors needed for project success as well as how to make project management work for your organization.

Through four 45-minute modules, this course presents the essential information that will enable you to drive positive change by shaping and supporting an effective, project-driven organization. Topics covered include the main reasons projects fail or succeed, how to link projects to business objectives, the truth about estimates, and how to get accurate communication on project status. Attend this course to learn how to establish clear accountability for project results within your organization and meet strategic goals through the successful application of project management best practices.

WHO SHOULD ATTEND

This on-demand course is designed for senior executives seeking to learn how to properly apply and support project management in order to drive efficiencies, deliver predictable project outcomes, and meet business objectives successfully.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Explain the value in project management
- Describe what is needed for successful projects
- Explain why a project methodology is essential
- Describe the steps needed to improve the efficiency and effectiveness of their project organization

COURSE OUTLINE

The Value in Project Management
- The Reasons Projects Fail or Succeed
- Quantitative Value from Use of Project Management
- What to Expect from the Project Manager
- Value of a Project Management Office (PMO)
- Typical PMO Roles and Responsibilities
- Importance of Executive Support
- Maturity Assessment Process

What's Needed for Successful Projects
- Linking Projects to Business Objectives
- Establishing Complete Requirements
- Documenting Project Scope
- Preparing a Fit-for-Use Project Plan
- The Importance of Communications
- Managing the Inevitable Changes
- Questions to Ask Your Project Managers

Why a Project Methodology is Essential
- The Business Case for a Project Methodology
- Establishing a Flexible Framework for Projects
- Using Agile, Waterfall and Hybrid Project Models
- Standardizing and Documenting Project Procedures
- Driving Productivity with Templates and Tools

Improving the Efficiency and Effectiveness of the Project Organization
- Using Appropriate Life Cycle Methodology
- The Role of Business Analysis
- The Truth About Estimates
- The Importance of Managing Risks
- Project Status - Communicating Bad News
- When Buying a Tool is Appropriate
- The Benefits of Investing in Project Manager Development

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Estimating and Controlling Project Costs (7 Hours)

This 7-hour course will cover the fundamentals and best practices for project cost management including estimating, budgeting, financing, and controlling costs. The Cost Management processes from the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* will be presented including inputs, key tools and techniques, and outputs.

The types of estimates normally done on projects will be explained, along with the relationship of estimate accuracy to defined scope. Top-down early project estimating techniques will be reviewed including analogous and parametric methods. Bottom-up estimating using the project Work Breakdown Structure (WBS) and estimated resources will be covered. Construction of the cumulative cost curve will be reviewed, along with methods for determining contingency reserve. Proven methods for controlling costs will be explained, including variance and earned value analysis. Present value analysis, used to evaluate the project business case, will also be reviewed. This course includes exercises on estimating, budgeting, and controlling project costs.

WHO SHOULD ATTEND

This course will help program and project managers, business analysts, functional managers, and other project team members responsible for estimating and controlling project costs.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Describe the types of estimates used on projects
- Explain the relationship of estimate accuracy to scope
- Understand the formulas for financial analysis of a project business case
- Describe commonly used top-down estimating techniques
- Prepare a bottom-up project estimate including contingency
- Prepare a cumulative cost curve
- Analyze project performance using earned value

COURSE OUTLINE

Module 1: Cost Management Overview
- Cost Management Definitions
- Cost Management Processes

Module 2: Estimating Techniques
- Client Expectations
- Top-down Estimating Techniques
- Resource Estimating
- Bottom-up Estimating

Module 3: Budget Preparation
- Contingency Definition & Purpose
- Methods for Determining Contingency
- Budget Build-up From Estimates

Module 4: Controlling Project Costs
- Cost Control Definitions
- Performance Measurement Techniques
- Cost Change Management

Module 5: Use of Earned Value Analysis
- Why Use Earned Value?
- Earned Value Terminology
- Progressing Techniques
- Earned Value Calculations
- Project Cost Forecasting

Module 6: Business Case Analysis
- Time Value of Money
- Financial Analysis Formulas
- Business Case Examples

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas covered in the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*.

- Cost Management

Fundamentals of Scheduling (7 Hours)

This 7-hour course will cover the fundamentals for preparing a schedule. The Time Management processes from the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* will be reviewed including inputs, key tools and techniques, and outputs. Best practices in defining activities using the project Work Breakdown Structure (WBS) will be presented.

Attendees will learn how to sequence tasks and prepare a network diagram using the Precedence Diagramming Method (PDM), along with how to establish task relationships using the four types of dependencies. Techniques for estimating task resources and duration will be explained. This course will also show how to use the Critical Path Method (CPM) for developing the project schedule, and will explain how to calculate free and total float and how to determine the critical path. Finally, this course will also present best practices for updating and controlling the project schedule. This course includes multiple exercises on preparing project schedules.

WHO SHOULD ATTEND

This course is intended for people new to scheduling, and will help project managers, business analysts, functional managers, and other project team members understand the fundamentals for preparing a project schedule using precedence diagramming and the critical path method.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Describe the processes used for preparing a schedule
- Prepare an activities list using the project WBS
- Make a precedence diagram showing task relationships
- Estimate task resources and duration
- Analyze a schedule using the Critical Path Method to determine the critical path and float
- Manage updates and changes to a schedule

COURSE OUTLINE

Module 1: Introduction to Scheduling
- Definitions
- Schedule Model
- Time Management Processes
- Types and Formats of Schedules

Module 2: Defining Activities Using the WBS
- The WBS: Schedule Starting Point
- Decomposition of Work Packages
- Use of Milestones
- Exercise 1: Develop Activities List

Module 3: Preparing the Project Network Diagram
- Precedence Diagramming Method
- Predecessors and Successors
- Types of Dependencies
- Leads and Lags
- Conditional Diagramming Methods
- Exercise 2: Create the Project Network Diagram

Module 4: Estimating Resources & Duration
- Estimating Project Resources
- Estimating Task Durations

Module 5: Developing the Project Schedule Using CPM
- Develop Schedule Techniques
- Critical Path Method

Module 6: Controlling the Project Schedule
- Schedule Contingency
- Schedule Change Management
- Resource Optimization Techniques
- Schedule Modeling (Simulation)
- Schedule Compression Techniques
- Determining Task Progress

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas covered in the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide).*

- Time Management

Introduction to Agile (7 or 14 Hours)
Laying the Foundation for Using Agile on Your Projects

What is Agile? What are the fundamental differences between Agile and Waterfall approaches? How does the Agile software development approach manifest itself through project management, business analysis, development, testing and end-user involvement?

Attend this course and learn the concepts, principles, and structure of Agile development and become empowered to execute your plans for incorporating Agile techniques into your organization. This course will provide an introduction to Agile and an overview of a few of the more common frameworks within the Agile space. The course will begin with background on Agile, where it comes from, and why people are moving towards this type of approach. We will then spend time exploring Scrum and Kanban, how they work, their similarities and differences, and how to evaluate when one of these approaches would be a good fit. The 2-day session will end with time being spent on a tactical approach to implementing and executing an Agile transition as well as discussing preferred practices for each type of approach.

WHO SHOULD ATTEND

This course should be attended by those who are new to Agile, those in the early stages of Agile adoption, and those who are curious about how to get started with an Agile approach. Business analysts, functional managers, project managers, developers, programmers, testers, IT managers/directors, software engineers, software architects, and customers will find this course useful.

PROGRAM FEATURES

The purpose of this course is to provide a complete introduction to Agile. Upon completion of this course, participants will be able to:

- Understand the history of Agile and how the collection of principles evolved to enable customer success
- Know Agile principles and how to implement the discipline on projects
- Understand Agile methodologies including Scrum, Extreme Programming, Kanban, Feature Driven Development, Lean Development, and DSDM
- Understand Agile planning at all levels from vision down to daily Scrum meetings
- Know how to transition your existing or enterprise-level processes, artifacts, and forums to Agile

COURSE OUTLINE

Understanding Agile
- Agile Definition and History of Iterative Development
- Core Agile Values and Principles (Agile Manifesto)
- The Business Case for Agile
- Triple Constraints in Agile

Brief Overview of Agile Methodologies
- Agile vs. Waterfall Methodology
- Scrum
- Extreme Programming
- Dynamic Systems Development Method (DSDM)
- Feature Driven Development (FDD)
- Kanban

Scrum Framework
- Project Flow with Time-Boxes
- Scrum Artifacts (Product Backlog, Burn Charts)
- Scrum Roles (Product Owner, Scrum Master)
- Defining Requirements with User Stories
- Techniques for Estimating Velocity
- Planning Releases and Sprints
- The Sprint Cycle (Planning, Daily Scrum)

Kanban Framework
- How prescriptive is Kanban?
- Planning in Kanban
- Use of Kanban Board
- Work in Progress (WIP)
- Cadence
- Predicting completion based on Throughput
- Lead & Cycle Time
- Bottlenecks & Bubbles
- Similarities & Differences to Scrum
- Combining Scrum and Kanban principles to optimize productivity

Ensuring Agile Success
- Building a Foundation
- Selecting the Agile Methodology
- Planning the Agile Transition

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Introduction to Business Analysis (7 Hours)

Project requirements are a critical factor for project success. Disconnects can exist between the producers of the solution and the business users who need the functionality the project will provide. Business analysts (BAs) are the intermediary between these two groups, bridging the communication gap through both business and technical knowledge.

This 7-hour course will introduce you to the complex world of business analysis, and will focus on the underlying competencies needed by successful business analysts. Key concepts of business analysis will be reviewed, including types of requirements. The importance of analytical thinking, problem solving, communications, negotiating, and other key business analysis competencies will be reviewed. How the business analyst uses project management in support of the project life cycle will be described. The course also includes a step-by-step tour of an actual IT project from the perspective of a business analyst.

WHO SHOULD ATTEND

This course will benefit people who are looking for a brief introduction to business analysis. Potential attendees include new business analysts, project managers, project team members, functional managers, and other project stakeholders looking for an understanding of the use of business analysis on projects and the underlying competencies needed by business analysts.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Explain the role of business analysts on projects
- Describe the types of project requirements
- Explain the underlying competencies needed by a business analyst
- Describe how a business analyst uses project management in support of the project life cycle

COURSE OUTLINE

Module 1: Business Analysis Key Concepts
- What is Business Analysis?
- Domains and Solutions
- Requirements Stakeholders
- Definition and Types of Requirements

Module 2: Business Analysis Underlying Competencies
- Behavioral Characteristics
- Business Knowledge
- Communication Skills

Module 3: Analytical Thinking and Problem Solving
- Formal Reasoning Skills
- Problem Solving
- Information Analysis Tools
- Reporting the Results

Module 4: Negotiation and Leadership
- Negotiations & Facilitation Defined
- Types of Power
- Negotiation Preparation & Stages
- Leadership

Module 5: Project Management and the Business Analyst
- Project Management Institute
- Projects
- Project Management Knowledge Areas
- Project Management Processes
- Project Life Cycle Models

Module 6: The Business Analyst Role on a Project
- The Food Kiosk Project
- Project Startup
- Requirements Documentation
- Solution Assessment
- Testing
- Implementation

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Available as a private virtual or on-site course.

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Project Management Institute
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IIBA Endorsed Education Provider

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Introduction to Microsoft® Project (7 Hours)

This two-day course is specifically designed for project managers and project team members looking to learn scheduling skills. The topics in this course cover the critical skills necessary to create and modify a project plan that contains tasks and resource assignments. This course is designed for people who have an understanding of project management concepts, who are responsible for creating and modifying project plans, and who use Microsoft® Project as a tool to create and manage project plans.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Create a project plan file and enter task information
- Manage and link project tasks
- Enter work and duration information for project tasks
- Create and assign project resources to tasks
- Use constraints in the project schedule
- Manage the critical path and float for a project
- Resolve resource allocation conflicts
- Track and report progress of tasks
- View and print project reports

COURSE OUTLINE

Types of Schedules and Proper Usage
- Project Milestone Schedule
- Project Summary Schedule
- Project Detailed Schedule

Getting Started with MS Project
- Exploring Views and Reports
- Creating a New Project Plan
- Entering Project Properties
- Creating the Project Calendar

Entering and Linking Project Tasks
- Adding Tasks and Sub-Tasks
- Documenting Tasks by Use of Notes
- Using Summary Tasks and Milestones
- Linking Tasks Using Task Relationships
- Using Lead and Lags
- Entering Work, Duration, and Units
- Checking for Hangers

Creating Resources
- Setting Up Resources (People, Equipment, Materials)
- Entering Resource Charge Rates and Creating a Calendar
- Adjusting Working Time for Resources

Assigning Resources
- Assigning Resources to Tasks
- Understanding Effort-Driven Scheduling

Finalizing the Project Plan
- Viewing the Critical Path
- Understanding and Using Float
- Setting a Project Baseline
- Displaying Project Information Using Reports

Fine-Tuning Your Task Details
- Interrupting Work on a Task
- Adjusting Work Time for Individual Tasks
- Changing Task Types and Setting Up Recurring Tasks

Using Constraints
- Entering Deadline Dates
- Understanding and Using Types of Constraints Effectively

Resolving Resource Conflicts
- Examining Resource Allocation Over Time
- Manually Resolving Resource Over-Allocations
- Leveling Over-Allocated Resources
- Checking the Project Finish Date

Tracking Progress of Tasks
- Updating a Baseline
- Tracking and Entering Percentage Complete for Tasks
- Entering Completion Dates for Tasks
- Viewing Task Progress
- Identifying Tasks that Have Slipped
- Rescheduling a Task

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Introduction to Project Management (8 Hours)

This course provides a brief overview on the fundamentals of project management by following a case study from project initiation to completion. The case study provides attendees the opportunity to prepare key project management documents including a work breakdown structure, bar chart schedule and risk register. This course will start with a discussion on key project management definitions, knowledge areas, lifecycle models and processes. Best practices for launching a project, preparing a project plan and managing changes will be reviewed. The fundamentals covered in this course will help you successfully apply project management to projects.

Available on-demand

Earn: 8 PDUs

Price: $495

Available as a private virtual or on-site course.

Please call for pricing.

WHO SHOULD ATTEND
This course is designed for people new to project management. This includes newly appointed project managers; project team members, clients, and management who wants to understand how to successfully apply project management to projects.

COURSE FEATURES
Upon completion of this course, participants will be able to:

- Explain the basic elements of project management
- Prepare a Project Charter
- Create a work breakdown structure for a project
- Develop a simple project schedule using a bar chart schedule
- Prepare a risk register for a project
- Manage project changes

COURSE OUTLINE
Module 1: Project Management Fundamentals
- Key Project Management Definitions
- Project Management Knowledge Areas
- Project Life Cycle Models
- Role of the Project Manager

Module 2: Getting the Project Started
- Project Selection
- Project Charter
- Dealing with Stakeholders
- Project Communications

Module 3: Uncovering Project Requirements
- Why Requirements are Important
- Definition of Requirements
- Types of Requirements
- Eliciting Requirements

Module 4: Defining the Project Scope
- The Work Breakdown Structure (WBS)
- WBS Formats
- Appropriate WBS Level of Detail
- WBS Quality Check Items

Module 5: Preparing the Project Schedule
- Types of Schedules
- Defining and Sequencing Activities
- Estimating Resources, Work and Duration
- Developing the Schedule

Module 6: Managing Project Risks
- The Nature of Risk
- Identifying and Analyzing Project Risks
- Responding to Project Risks

Module 7: Finalizing the Project Plan
- Estimating Project Costs
- Ensuring Project Quality
- Finalizing the Project Plan

Module 8: Managing the Project
- Tracking Project Performance
- Managing Changes
- Closing the Project

KNOWLEDGE AREAS ADDRESSED
This course addresses the following Knowledge Areas as defined in the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*:

- Integration Management
- Scope Management
- Time Management
- Cost Management
- Risk Management
- Communications Management

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Introduction to Scrum (7 Hours)

What is Agile? What are the fundamental differences between Agile and Waterfall approaches? How does the Agile/Scrum software development approach manifest itself through project management, business analysis, development, testing and end-user involvement?

Attend this course and learn the concepts, principles, and structure of Scrum development and become empowered to execute on your plans for incorporating Agile techniques into your organization. This course will provide an introduction to Agile in general and Scrum in particular. We will begin with the Agile background, where it comes from and why people are moving towards this type of approach, and then the focus will switch to the practical implementation of Scrum. The course will end with an all-encompassing Scrum/Sprint exercise.

WHO SHOULD ATTEND

This course should be attended by those who are new to Agile/Scrum, those in the early stages of Agile/Scrum adoption and those who are curious about how to get started with such an approach. Business analysts, functional managers, project managers, developers, programmers, testers, IT manager/directors, software engineers, software architects and customers will find this course useful.

COURSE FEATURES

The purpose of this course is to provide a complete introduction to Scrum. Upon completion of this course, the participant will be able to:

- Describe the history and concepts of Agile
- Define roles and responsibilities for the three primary roles on a Scrum project
- Describe the five levels of Scrum planning from vision down to daily Scrum meetings
- Write user stories to define requirements
- Use Agile estimation methods to size user stories
- Prepare Scrum artifacts including the product and sprint backlog, burndown charts, and the task board

COURSE OUTLINE

Module 1: Introduction to Agile Concepts
- Simple vs. Complex Projects
- What is Agile?
- Manifesto for Agile

Module 2: The Scrum Framework
- The Scrum Team
- The Product Backlog
- User Stories
- User Story Prioritization
- Agile Estimation Techniques

Module 3: Scrum in Action
- Scrum Planning
- Sprint Planning
- Sprint Work and Meetings
- Sprint Review
- Retrospectives
- Abnormal Termination

Case Study: A Sprint

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IT Project Management (14 Hours)
Identification and Application of Key Success Factors to Ensure IT Project Success

While all generally accepted practices in modern project management apply to information technology (IT) projects, due to the sometimes intangible aspects of IT, there are specific considerations that should be addressed in IT plans to ensure success. Critical among these considerations are the expectations and needs of end users, specific rights and responsibilities of stakeholders, various project development life cycles for specific types of IT projects, and key success factors that have been proven through research and practice throughout the history of the information technology industry.

This course provides accepted and proven principles and techniques for the management of IT projects by addressing stakeholder expectations and key success factors necessary to ensure project success.

WHO SHOULD ATTEND

This course should be attended by practicing IT project managers and personnel who have a solid understanding of fundamentals of project management and the Project Management Institute (PMI)® standard *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*.

COURSE FEATURES

The purpose of this course is to address why many IT projects fail, what allows IT projects to be successful, and what key success factors must be addressed to ensure project success. Upon completion of this course, participants will be able to:

- Understand the rights of key project stakeholders and why some IT projects fail
- Influence expectations of customers and management
- Choose appropriate life cycle models for IT projects
- Improve project planning, estimating, scheduling, and communications
- Identify projects in trouble and implement effective escalation processes for recovery

COURSE OUTLINE

Foundations for Success
- Rights of Key Stakeholders
- Reasons Projects Fail
- Key Success Factors

Project Initiation
- Setting Expectations
- Project Proposals and Plans
- IT Life Cycle Models

Project Planning
- Scope Planning
- Estimating and Scheduling
- Communication and Procurement

Project Execution
- Requirements Gathering
- Elements of Project Reviews
- Troubled Projects and Escalation

Project Closeout
- Closeout of IT Projects
- Lessons Learned

The IT Project Manager
- Skills and Behaviors

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas of the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*:

- Project Integration Management
- Project Scope Management
- Project Schedule Management
- Project Time Management
- Project Risk Management
- Project Procurement Management
- Project Communications Management

IT and Software Skills for Business Analysts (14 Hours)

This course is designed to equip the Business Analyst (BA) with skills necessary to perform effectively as the conduit between two worlds - the business with the need/the users of the end result, and the developers that will actually design, build and implement the IT solution. In order to be successful in the role of an interpreter/translator, the BA must be able to speak the languages of both sides. This course looks at SQL, the history of computing, the Web environment, and general IT terms to enable the BA to think in terms of the technical team's position and knowledge.

The second part of this course deals with the software packages and associated skills that are needed for the Business Analyst to be truly effective on a project team. Word processors, spreadsheets and drawing tools are examined, focusing on critical and often overlooked functionality than will prove to be highly useful in IT project work.

WHO SHOULD ATTEND

This course will benefit business analysts, executives, functional managers, project managers and programmers interested in expanding their effectiveness, and any other individuals involved in IT project work. While not mandatory, it is recommended that students in this class bring their own laptop computers with Microsoft Access® for use with class exercises.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Understand the role that a BA must play while working with the technical staff
- Be able to use elements of Structured Query Language to perform basic queries
- Possess an understanding of computer processing, programming and program flow control
- Understand the basic history and structure of the web development environment
- Comprehend the methods and terms involved in software configuration management and version control

COURSE OUTLINE

The Technical Role of the BA
- Definition of Business Analysis
- Why Learn Technical Skills?
- Role of the Technical Team
- Technical Terms

Structured Query Language
- Relational Database Concept
- SQL Components
- Basic Queries
- Table Joins
- Database Structures

Web Applications
- History and Evolution
- Pieces of the Web Environment
- Stateless Nature of the Web

Configuration Management
- Version Control
- Concurrent Development
- Branching and Merging

Software Skills
- Word Processor Usage
- Styles, Tables of Contents, Headers and Other High-Level Features of Word Processors
- Spreadsheets Usage
- Complex Formulas, Transformations and Other High-Level Features of Spreadsheets
- Drawing Tool Usage
- Hands-on Process Model Exercise

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas covered in the International Institute of Business Analysis™ (IIBA)® *A Guide to the Business Analysis Body of Knowledge, (BABOK® Guide).*

- Elicitation
- Requirements Management and Communication
- Requirements Analysis
- Solution Assessment and Validation

Key Concepts for Project Risk Management (7 Hours)

This course will cover the key concepts for managing risk on projects, which can be either threats or opportunities. The Risk Management processes from the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* will be presented including inputs, key tools and techniques, and outputs.

The definition of risk will be reviewed, along with the types and characteristics of risks. The essential elements of a risk management plan will be explained. A focus of this course will be identifying the three components of a risk, which are the cause, risk event, and impact. Effective techniques for identifying project risks will be reviewed, along with proven methods for doing qualitative and quantitative risk analysis. Risk response techniques will be presented, along with the use of contingency planning. The key elements of the risk register will be described, along with best practices for managing risks over the life of the project. This course includes multiple exercises on identifying, analyzing, and responding to project risks.

WHO SHOULD ATTEND

This course will help portfolio, program and project managers, business analysts, functional managers, and other project team members responsible for managing project risks.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Describe the characteristics and types of risks
- Identify project risks using cause-risk event-impact
- Analyze and prioritize project risks
- Prepare risk response plans, including contingency plans
- Explain how to manage risks over the life of the project

COURSE OUTLINE

Module 1: Risk Management Overview
- The Nature of Risk
- Risk Characteristics
- Risk Management Processes
- Risk Management Plan Contents

Module 2: Identifying Project Risks
- Cause-Risk Event- Impact Method
- Information Gathering Techniques
- Diagramming Techniques

Module 3: Analyzing Project Risks
- Project Risk Analysis Model (PRAM)
- Qualitative Risk Analysis
- Quantitative Risk Analysis

Module 4: Planning Responses to Project Risks
- Plan Risk Responses
- Contingency and Reserves
- Contractual Agreements

Module 5: Managing Risks over the Project Life Cycle
- Reporting Risk Status
- Techniques for Controlling Risks

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas covered in the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*.

- Risk Management

Available as a private virtual or on-site course.

Please call for pricing.

Managing & Communicating Project Requirements
(3 Hours)
The Skills Needed to Manage and Communicate Project Requirements

This 3-hour course covers the activities for managing and communicating requirements to ensure that all stakeholders have a shared understanding of the project requirements and that stakeholders with approval authority are in agreement with the requirements the solution will meet.

Requirements traceability will be described, along with techniques to ensure requirements are supported by business objectives and linked to specific solution components. Baselining requirements and managing changes will be discussed, along with handling conflicts and issues. Types of requirements documentation will be covered, along with tips for writing effective business and functional requirements. The importance of communicating to bring stakeholders to a common understanding of requirements will be described, along with proven techniques for sharing requirements for completeness and correctness.

WHO SHOULD ATTEND

This course will benefit business analysts, programmers, project managers, executives, functional managers, and any other individuals looking to improve their effectiveness in managing and expressing requirements.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Prepare a requirements traceability matrix
- Document and manage changes to requirements
- Understand the different communication methods available
- Explain the structure and content of a requirements package
- Describe techniques for communicating requirements

COURSE OUTLINE

Module 1: Manage Solution Scope and Requirements

- Purpose, Description and Key Inputs
- Conflict Management and Presenting Requirements for Review
- Problem Tracking
- Baselining Requirements

Module 2: Manage Requirements Traceability

- Definition and Examples
- Benefits of Traceability
- Requirements Relationship Types
- Impact Analysis
- Traceability Matrix Example

Module 3: Prepare Requirements Package

- Purpose and Structure
- Questions to Consider
- Work Products and Deliverables
- Business Requirements Document
- Writing Business Requirements
- Functional Requirements Document
- Writing Functional Requirements

Module 4: Communicate Requirements

- Communication Skills
- Communication Inputs
- Use of Presentations
- Structured Walkthroughs

IIBA® KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas identified in the IIBA® *A Guide to the Business Analysis Body of Knowledge*, (BABOK® Guide):

- Requirements Management & Communication

PMI® KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas identified in the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge*, (PMBOK® Guide):

- Project Scope Management
- Project Quality Management
- Project Communications Management

Managing Multiple Projects (14 Hours)
An Overview of the Essential Skills and Techniques for Managing Multiple Projects

Normally, the study of project management focuses on managing a single project. In reality, most project managers and practitioners are involved with multiple projects in today's business environment. Most available material on managing programs of multiple projects focuses on time management and priority setting. These are vital skills; however, they are not the only skills needed to effectively manage multiple projects. There are strategies for multiple projects that go beyond time management and priority setting. These strategies entail adapting normal single-project management skills to the multiple-project or program environment.

This course will identify and explore these strategies and provide tools, techniques, and methodologies to effectively deal with and manage multiple projects.

WHO SHOULD ATTEND

This course should be attended by project managers, team members, and any individuals involved with managing multiple projects. This course assumes that attendees have a solid understanding of and competency in the generally accepted best practices of project management.

COURSE FEATURES

This practical course emphasizes the fundamentals of managing multiple projects in conjunction with the generally accepted best practices of project management, and has been adapted to encompass the aspects of portfolio and program management. Through instruction, dialog, and practical examples and exercises, upon completion of this course participants will be able to:

- Identify the differences between managing single and multiple projects
- Implement multitasking and linking for concurrent projects
- Select, prioritize, and staff project portfolios
- Implement effective monitoring processes for multiple projects
- Resolve multiple-project conflicts
- Establish and use multiple-projects control and reporting
- Understand the political role of the manager of multiple projects

COURSE OUTLINE

Knowledge Pertinent to Multiple Project Management
- The Organization
- Leaders and Sponsors
- Promised Results
- Team Members
- Projects

Planning Multiple Projects
- Requirements and Constraints
- What to Plan First
- Work Planning
- Other Considerations

Monitoring Multiple Projects
- Establishing the Baseline
- Practical Reporting Systems
- Dealing with Changes
- Risk Management

Responding to Multiple Projects
- Reaction Without Overreacting
- Keeping Programs Online
- The Political Side

Closing Multiple Projects
- Closing Each Project
- Maintaining Momentum

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas of the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide):*

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Risk Management
- Project Communications Management

Managing Personality Styles for Project Success
(7 Hours)

Knowledge of project management technical skills, such as scheduling or budgeting, is not sufficient to avoid project failure. Project managers need well-developed soft skills, including leadership, conflict resolution, and communications. However, project managers will not have good soft skills unless they possess emotional intelligence, which is the ability to recognize and manage your feelings and effectively deal with the feelings of other people. Emotional intelligence also includes recognizing how you deal with other people and how you react when under stress. This is your personality style. The successful project manager is able to recognize the styles of other project stakeholders.

This course will explore how to better understand yourself and others and give you ideas on how to adapt your personality style to improve interactions with project stakeholders. This course will help you improve communications with your project stakeholders and lead to improved project team performance.

WHO SHOULD ATTEND

This course is intended for program managers, project managers, IT managers, business analysts, and anyone else looking to improve interactions and communications with project teams and stakeholders.

COURSE FEATURES

This course covers the critical skills necessary to better understand yourself and others and will give you ideas on how to adapt your personality style to improve interactions with project stakeholders. Activities include; reviewing behavior models, elements of emotional intelligence and the four-quadrant behavior model, identifying and dealing with each style, learning how each style deals with stress, and flexing your style. This course includes practical exercises and a personal profile evaluation for each participant to determine his or her style. Upon completion of this course, participants will be able to:

- Describe your personality style
- Describe the strengths, weaknesses, and reactions to stress for the four basic personality styles
- Explain how to identify the four basic personality styles
- Describe how to flex each style to effectively communicate with other people

COURSE OUTLINE

Module 1: Determine Personality Style of Course Participants

Module 2: Review Key Elements of Emotional Intelligence

- Key Traits of Effective Leaders
- Emotional Intelligence Components
- Personality Styles
- Emotional Intelligence and Personality Style Ties

Module 3: History of Behavior Models

Module 4: Four-Quadrant Model

- Extrovert vs. Introvert
- Thinkers vs. Feelers
- Four Basic Personality Styles
- Successful People in Each Style
- Personality Styles - Strengths
- Personality Styles - Weaknesses

Module 5: Identifying the Style of Other People

Module 6: Personality Styles Under Stress

- Back-Up Styles
- Tips to Avoid Back-Up Styles
- What to Do When in Back-Up Style
- What to Do When Others are in Back-Up Style

Module 7: Dealing with Each Style

- How To Approach Each Style
- How To Flex Your Style
- The Golden Rule Revisited

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas of the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*:

- Project Communications Management
- Project Human Resource Management

Managing Project Quality (7 Hours)

This course will cover project quality management, which are the activities done to ensure the project will satisfy the needs for which it was undertaken. The Quality Management processes from the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* will be presented including inputs, key tools and techniques, and outputs.

The definition of quality will be reviewed along with key terms such as grade versus quality, and precision versus accuracy. The evolution in quality thinking over the last 100 years will be explained. The cost of quality will be described, including the cost of conformance and nonconformance. The five key elements of a quality policy will be reviewed. The difference between quality assurance and quality control will be presented, including the ownership for quality. A major focus of this course will be the seven basic quality tools, with an emphasis on how to apply these quality tools to projects. This course includes examples of project quality tools and exercises using the most common quality tools.

Private On Site & Virtual

Available as a private virtual or on-site course.

Please call for pricing.

WHO SHOULD ATTEND

This course will help portfolio, program and project managers, business analysts, functional managers, and other project team members responsible for managing quality on projects.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Explain the definition of quality
- Describe the quality management processes
- Explain the key elements of a quality policy
- Describe the difference between quality assurance and quality control
- Develop a quality plan for a project
- Use the seven basic quality tools

COURSE OUTLINE

Module 1: Quality Processes
- Quality Basics
- Quality Planning
- Exercise 1: Who Are Our Quality Customers?
- Quality Assurance
- Quality Control
- Quality Management Processes

Module 2: Quality Tools
- Seven Basic Quality Tools
- Cause-and-Effect Diagram
- Exercise 2: Use a Cause-and-Effect Diagram
- Flowcharts and Check Sheets

Module 3: Seven Basic Quality Tools
- Exercise 3: Develop a Check Sheet
- Pareto Diagrams, Histograms, Control Charts, Scatter Diagrams
- Additional Quality Tools
- Exercise 4: Force Field Analysis
- Exercise 5: Quality Plan
- Additional Quality Concepts

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas covered in the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide).*

- Quality Management

Managing Project Stakeholders & Communications
(7 Hours)

Effective communication creates a bridge among the project team and with diverse project stakeholders. This course will cover the basic communications skills needed by Project Managers to manage project stakeholders and communications. The Communications and Stakeholder Management processes from the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* will be reviewed including inputs, key tools and techniques, and outputs.

The importance of effective communications will be explained along with trends, problems, and barriers. Effective techniques for identifying and analyzing project stakeholders will be reviewed, along with how to deal with stakeholder expectations. The importance of planning for communications will be explained, including communications with virtual teams and use of various technologies such as project management information systems. Suggestions on how to manage project communications will be presented. This course includes multiple exercises to allow attendees to practice the course concepts.

WHO SHOULD ATTEND

This course will help portfolio, program and project managers, business analysts, functional managers and project team members improve their communications skills.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Describe the communications process
- Explain typical problems and barriers to project communications
- Identify and analyze project stakeholders
- Deal with stakeholder expectations
- Prepare a communications plan for a project
- Identify how to improve project communications

COURSE OUTLINE

Module 1: Stakeholder Management
- Types of Stakeholders
- How to Identify Stakeholders
- Analyzing Stakeholder Power and Interest
- Planning for Stakeholder Management
- Use of the Stakeholder Engagement Matrix
- Techniques for Managing Stakeholder Expectations

Module 2: Communications Management
- Communications Complexity
- Planning for Project Communications
- Communication Methods, Models, and Technology
- Use of Work Performance Reports
- Project Archives and Lessons Learned
- Monitoring and Controlling Communications

Module 3: Effective Communications
- Communications Responsibility
- Communication Channels and Links
- Common Communications Barriers and Myths
- Steps for Effective Communication
- Communications on High Performance Teams
- Verbal and Non-Verbal Communications
- Use of Active Listening
- Guidelines for Written Communications
- Effective Use of Email
- Maximizing the Value of Meetings
- Communications with Virtual Teams

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas covered in the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide).*

- Communications Management
- Stakeholder Management

Managing Projects Using Earned Value (7 or 14 Hours)

Earned-value analysis (EVA) is the most effective method for measuring project performance. This course will cover techniques and best practices in applying earned value on projects.

This course will start off with a review of earned-value terminology and calculations. Moving on, this course will then describe the required elements of a project plan that makes doing earned-value analysis possible. The effective development of a Work Breakdown Structure (WBS) will be discussed, including identification of deliverables, control accounts, and work packages. The preparation of the project schedule and budget using the WBS will also be explained. With the development of an integrated project plan linking the WBS, schedule, and budget, the use of earned-value analysis is very easy to implement as a control tool for the project. Additionally, this course will reference and discuss examples of actual earned-value use on projects, and class participants will take part in many earned-value analysis practice exercises.

WHO SHOULD ATTEND

This course is intended for people who are leading or actively participating on project teams where earned-value analysis is or will be used. Attendees should have some basic project management knowledge and experience.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Discuss techniques and best practices of using earned value on projects
- Explain why measuring project performance is important
- Explain the terminology and calculations used in EVA
- Prepare an integrated project plan that includes WBS, budget, schedule, and PV curve
- Utilize performance-reporting techniques to determine progress for project activities
- Determine project status using EVA information
- Determine estimate-at-completion for project using EV data

COURSE OUTLINE

Importance of Performance Measurement
- Individual Exercise #1: Analyze Cost Curves
- Performance-Reporting Techniques
- Evolution of Earned-Value Analysis

Earned-Value Terminology
- PV, AC, and EV Defined
- CV and SV Defined
- SPI and CPI Defined
- SPI and Critical Path Scheduling
- Individual Exercise #2: Interpreting EV Data

Progressing Techniques
- Common Progressing Techniques
- Individual Exercise #3: Determine Progressing Technique to Use
- Team Exercise: List Examples of Progressing Techniques for Projects

Project Cost Forecasting
- Estimate-at-Completion Formulas
- To-Complete Performance Index (TCPI)

Why EVA Doesn't Work

Preparing the Project Plan
- Scope the Project Using a Work Breakdown Structure
- Steps in Developing the Project Schedule

Project Planning Exercises
- Exercise: Develop Schedule for Heaven Acres Project
- Review Heaven Acres Schedule Solution
- Exercise: Establish the Project PV Graph
- Review Project PV Graph Solution

Monitoring Project Results
- Reporting Results
- Use of Adjusted Actual Cost Information
- Exercise: Monitoring Project Results and Forecasting – Design Phase
- Exercise: Monitoring Project Results and Forecasting – Construction Phase

Use of Earned Value When Resources Don't Record Time

Negotiation Techniques for Project Professionals
(7 Hours)

Do you have clients who constantly ask for minor extras at no additional cost? Do you have problems getting the right resources for your projects? Do your team members consistently miss schedule dates or exceed budgets? Maybe the problem is that you are not an effective negotiator! Most experienced project managers typically have good "hard skills," such as the ability to define scope, budget, or schedule, but they come up short in "soft skills," such as negotiating.

This course will help improve your negotiation skills! In addition to explaining a successful process for preparing and conducting a negotiation, this course will cover the top ten mistakes made in negotiations, as well as techniques that can be used to avoid these mistakes. This course will also describe the various tactics and countermeasures used in negotiations.

WHO SHOULD ATTEND

This course is intended for program managers, project managers, IT managers, business analysts, and anyone else looking for pointers on how to be more effective in negotiation situations with project teams and stakeholders.

COURSE FEATURES

This course will reference and discuss many actual negotiations. In addition, class participants will take part in practice negotiation exercises. Upon completion of this course, participants will be able to:

- Explain critical elements for successful negotiations
- Utilize an effective negotiation process
- Understand common negotiation tactics and countermeasures

COURSE OUTLINE

Initial Practice Negotiation

Module 1: Key Traits of Successful Negotiators
- Skill and Aspiration Levels
- Concession Pattern
- Use of Time

Module 2: Types of Negotiations
- Collaborative – "Win-Win"
- Competitive
- Confrontation

Module 3: Negotiation Process
- Pre-Meeting (Strategic, Administrative, Tactical)
- Negotiation Meeting
- Post-Meeting

Module 4: Top 10 Negotiation Mistakes and Avoidance Measures
- Low Aspirations and/or Weak Skills
- Low Initial Demands
- Initial and/or Large Concessions
- Lack of Questions
- Providing Too Much Information
- Assumptions
- Quick Settlements
- Lack of a Plan
- Loss of Focus
- Misuse of Power

Module 5: Common Negotiation Tactics and Countermeasures
- Time and Pricing
- Inspection
- Authority
- Detours

Final Practice Negotiation

KNOWLEDGE AREAS ADDRESSED

This course addresses a critical interpersonal skill needed by project managers, and as such, spans all knowledge areas of the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide).*

PMI® Agile Certified Practitioner (PMI-ACP)® Exam Prep
(7 Hours)

Available as a private virtual or on-site course.

Please call for pricing.

Agile is a project methodology that is growing in popularity for software and product development projects and the Project Management Institute (PMI)® Agile Certified Practitioner (PMI-ACP)® recognizes an individual's expertise in using agile practices on projects. This concise 1-day course is a follow-on to the prerequisite 2-day Introduction to Agile class. While the 2-day course provides a solid foundation in agile methodologies, this additional 1-day course provides a concise review of the examination content, including a 50 question practice exam.

This course will provide a concise review of the knowledge and skills needed to support the six major domains Agile project practitioners engage in on projects in an Agile environment. The domains covered are; value-driven delivery, stakeholder engagement, boosting team performance, adaptive planning, problem detection and resolution, and continuous improvement. In addition, the course will cover Agile tools and techniques including communications, planning and monitoring, Agile estimation, Agile analysis and design, product quality, negotiation value-based prioritization, risk management, Agile metrics and value stream analysis.

WHO SHOULD ATTEND

This course is intended for people who meet the educational, general project experience and Agile project experience eligibility requirements for the PMI-ACP® certification; and have taken the 2-day Introduction to Agile course.

COURSE FEATURES

This course reviews the Agile tools and techniques and the Agile knowledge, which serves as the basis for the PMI-ACP® examinations. Upon completion of this course, participants will be able to:

- Identify areas to focus on in preparation for the certification exam
- Understand answers to sample exam questions
- Develop a personalized strategy for passing the PMI-ACP® Exam

COURSE OUTLINE

PMI® Agile Certified Practitioner (PMI-ACP)® Exam
- Qualifications
- Application Process
- Exam Content
- Preparing for the Exam

Review of Agile Domains
- Value-Driven Delivery
- Stakeholder Engagement
- Boosting Team Performance Practices
- Adaptive Planning
- Problem Detection and Resolution
- Continuous Improvement (Product, Process, People)

Review of Agile Tools and Techniques
- Communications
- Planning, Monitoring and Adapting
- Agile Estimation
- Agile Analysis and Design
- Product Quality
- Soft Skills Negotiation
- Value-Based Prioritization
- Risk Management
- Metrics
- Value Stream Analysis

Review of Agile Knowledge and Skills
- Level 1 Knowledge and Skills (33% of exam content)
- Level 2 Knowledge and Skills (12% of exam content)
- Level 3 Knowledge and Skills (5% of exam content)

Agile Practice Exam
- 50-question Practice Exam
- Debrief on Correct Answers – and Why

Preparing for the Exam
- Reference Books and Materials
- Developing a Personal Study Plan

Preparing Effective Use Cases (7 or 14 Hours)

A Use Case defines interactions between a role (actor) and a system to achieve a goal. Use Cases are becoming a more common tool for describing requirements for software systems and to describe business processes. But people new to Use Cases are confronted with the question as to what they are supposed to write – how much and with what details?

This course will provide the guidelines for Use Case writing and will include examples of both good and bad Use Cases. The course is a mix of instructor lecture, class discussion, exercises and homework. Students will receive a course manual containing the course slides and exercises. The course will start with an introduction to what a Use Case is and when Use Cases add value on a project. This will be followed by a comprehensive explanation of the Use Case body parts including actors, goals, relationships, scenarios, extensions, preconditions, and guarantees.

WHO SHOULD ATTEND

This course is intended for people who are involved with documenting project requirements and want to learn how to prepare effective Use Cases for their projects. Project personnel including Business Analysts, Project Managers, project and resource managers, and anybody dealing with project requirements will find this course relevant to their project work.

COURSE FEATURES

The purpose of this course is to completely cover the elements of Use Cases. Upon course completion, participants will be able to:

- Understand the parts of a Use Case
- Know the steps in building a Use Case, including the main success scenario and extensions
- Recognize the various formats for Use Cases
- Avoid the common mistakes made when preparing Use Cases
- Understand how to manage and trace requirements

COURSE OUTLINE

Introduction to Use Cases
- What is a Use Case
- Use Case versus Use Case Diagram
- Use Case Guidelines

Use Case Elements
- Actors, Goals, and Relationships
- Graphical Use Case Model
- Outermost Use Cases
- Building a Use Case: The Writing Process
- Use Case Formats

Stakeholders and Actors
- Primary and Supporting Actors
- Actors versus Roles

Goal Levels
- User Goals (Blue, Sea-Level)
- Summary (White, Cloud)
- Sub-functions
- Using Graphical Icons to Highlight Goal Levels

Conditions, Triggers, and Guarantees
- Minimal and Success Guarantees
- Triggers
- Pre-conditions and Post-conditions

Scenarios, Steps, and Extensions
- Main Success Scenario
- Action Steps
- Extension Basics
- Extension Conditions and Handling

Miscellaneous Topics
- Common Mistakes
- Use Case Templates for Different Project Types
- CRUD Use Cases
- Reminders for Use Cases

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas covered in the IIBA® *A Guide to the Business Analysis Body of Knowledge*, (BABOK® Guide).

- Elicitation
- Requirements Analysis
- Requirements Management & Communication
- Solution Assessment & Validation

Principles of Procurement Management (7 Hours)

This course will cover the principles of procurement management, which is acquiring the products and services needed for the project from outside the project team. The Procurement Management processes from the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* will be reviewed including inputs, key tools and techniques, and outputs.

Typical procurement activities will be described from the make-or-buy decision to contract award to contract closure. The key elements that should be included in a procurement management plan will be presented. The stages of a contract negotiation will also be reviewed. This course will review key contract terminology, selection criteria, and the key elements of a contract. The types of contracts that can be used will be reviewed including variations of fixed price, cost reimbursable, and time and material. Selecting the correct contract type and dealing with contract risks will also be covered. This course includes multiple exercises to allow attendees to practice the course concepts.

WHO SHOULD ATTEND

This course will help portfolio, program and project managers, business analysts, functional managers, and other project team members involved with contracting project work.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Describe the procurement processes
- Select the most appropriate contract type for a specific procurement
- Prepare a request for procurement document
- Conduct a contract negotiation

COURSE OUTLINE

Module 1: Procurement Management Processes
- Commonly used Terminology
- Buyer's versus Seller's Perspective
- Procurement Management Processes
- Contract Types
- Procurement Management Plan Contents
- Use of Selection Criteria
- Types of Contract Negotiations
- Negotiation Preparation by Buyer and Seller
- Rapport, Exploratory and Bargaining Stages
- Closing the Deal

Module 2: Contract Terms & Categories
- Types of Procurement Documents
- Essential Request for Proposal Elements
- Contract Classifications
- Contract Elements
- Contract Terminology
- Contract Interpretation Guidelines
- Typical Bonds used on Contracts
- Variations on Contract Types (Fixed Price, Cost Reimbursable, Time and Material)
- Selection of the Correct Contract Type
- Contract Risk Management

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas covered in the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide).*

- Procurement Management

Project Leadership (14 Hours)
An Introduction to Project Leadership and Communications Management

Project managers are expected to elicit top performance from all members of the project team, often in an environment of high responsibility and low authority coupled with the use of "borrowed resources." The key to accomplishing this is the understanding of and ability to implement proven leadership, communication, and management theories and methods in project situations.

This intensive 14-hour course allows you to analyze your own management and leadership styles, compare them to modern techniques and principles, and strengthen your ability to lead others to project success.

WHO SHOULD ATTEND

This course should be attended by project managers, project leaders, technical leads, and the project executive sponsors.

COURSE FEATURES

The purpose of this course is to provide the fundamentals of modern leadership, management, and communications techniques within the project environment.

Upon completion of this course, participants will be able to:

- Build high-performance project teams through effective leadership and communication
- Apply power, politics, and personality appropriately to improve team productivity and cooperation
- Use the five proven methods to resolve conflict situations
- Conduct negotiations using creative problem-solving techniques to attain agreements

COURSE OUTLINE

Project Leadership in Today's Culture
- Definitions
- The Role of Projects and Project Managers
- Situational Leadership
- Managing Change
- Exercise 1: Situational Leadership Article/Training Model

Project Team Development
- Team Organizations
- Stages of Team Development
- Situational Leadership in Teams
- Team Leader Action Strategies
- Team Behaviors
- Exercise 2: Project Planning Situation

Maximizing Interpersonal Relationships
- Communications
- Relationship Awareness
- Patterns of Motivation
- Interpersonal Development
- Behaviors During Conflict
- Exercise 3: DiSC® Classic Personal Profile

Negotiating Solutions
- Conflict in Project Teams
- Identifying Conflict
- Managing Conflict
- Sources of Power
- Negotiating Agreement

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas of the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide):*

- Project Human Resource Management
- Project Communications Management

Project Management Essentials (14 Hours)
An Introduction to Essential Skills and Techniques of Modern Project Management

Modern project management skills are essential for individual and organizational productivity excellence in today's business world. The application of sound project management techniques has been demonstrated to improve the chances of successfully completing work efforts within the constraints of time, cost, and quality.

This 14-hour course prepares you to immediately start to implement the principles and techniques of modern project management within your organization or improve those already implemented.

WHO SHOULD ATTEND

This course should be attended by project managers, project team members, executives, functional managers, and anyone involved with the planning, implementation, and control of projects.

COURSE FEATURES

This practical course emphasizes the essential skills of modern project management within the organizational, cultural, and economic environment of today's business world. Through dialogue, demonstrations, real-world examples, and exercises, including hands-on exercises using Microsoft Project®, the student learns how to take projects apart, understand the components, put the projects together again in new, more organized ways, and lead the project to success.

Upon completion of this course, participants will be able to:

- Understand the philosophy of modern project management and be able to implement key generally accepted best practices.
- Be able to develop effective project schedules considering resources and risks
- Be able to integrate and execute the basic functions of project initiating, planning, execution, control and closing throughout the life cycle of a project
- Understand the basics of, and be able to use, a modern project scheduling software system

COURSE OUTLINE

Projects and Project Management
- Definitions
- Project Life Cycles and Processes

- Situational Leadership
- Managing Change

Project Team Development
- Stages of Team Development
- Team Player Roles
- Project Initiation
- *A Guide to the Project Management Body of Knowledge® (PMBOK® Guide)*

Basic Scheduling Concepts
- Basic Scheduling Elements
- Network Diagrams and Gantt Charts
- Critical Path Concepts
- The Concept of Float

Project Planning
- Project Plans and Planning Guides
- WBS and Estimating
- Resource Assignments and Utilization
- Multiple Projects

Project Execution and Control
- Cost, Time, and Quality Targets
- Team Motivation
- Project Control
- Earned Value Analysis

Case Analysis

Project Risk Management
- Project Risk and Risk Management
- Risk Response Strategies
- Qualitative and Quantitative Risk Analysis

Project Closing
- Project Archives
- Formal Acceptance
- Lessons Learned

KNOWLEDGE AREAS ADDRESSED
This course addresses all of the knowledge areas included in the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide).*

Project Human Resources and Communications Management (14 Hours)
Elements for the Development and Support of Project Teams and Communications

Project human resources management addresses the processes and functions needed to make the most effective use of people involved with projects, while project communications management addresses the need to ensure timely and appropriate development and dissemination of information. Each is inherently connected and reliant on the other in today's project environment. Both are concerned with the assurance that the project includes the right people and that the people have the right information at the right time. In addition, both are concerned with the inclusion in the project of the processes required to ensure that the project will satisfy the needs for which it is undertaken.

This 14-hour course provides accepted and proven principles and techniques for the management of human resources and communications in projects to assure project success in terms of schedule, cost, quality, and stakeholder satisfaction.

WHO SHOULD ATTEND

This course should be attended by practicing project managers, project team members, functional managers and supervisors, owners, contractors, suppliers, and support personnel involved with the implementation and control of projects.

COURSE FEATURES

The purpose of this course is to provide accepted and proven principles and techniques for the management of human resources, communications, and stakeholders in modern project management.

Upon completion of this course, participants will be able to:

- Establish roles and responsibilities for team members
- Select and develop project teams
- Understand the core competencies of project managers
- Determine communication requirements and needs
- Develop communication plans
- Increase communication skills
- Plan for and manage stakeholder engagement

COURSE OUTLINE

Organizational Issues
- HR Management Overview
- Organizational Structures
- Aquire Project Team
- Team Charter
- Climate Versus Culture

Project Team Issues
- Develop Project Team
- Motivation Theories
- Manage Project Team

Stakeholder Management
- Stakeholder Management Overview
- Identify Stakeholders
- Plan Stakeholder Management
- Manage and Control Stakeholder Engagement

Communications Management
- Communications Management Overview
- Plan Communications Management
- Manage Communications
- Control Communications

Effective Communications
- Project Communications
- Basic Communication Skills
- Effective Project Meetings
- Virtual Teams

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas of the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*:

- Project Human Resource Management
- Project Communications Management
- Project Stakeholder Management

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Project Management Overview (7, 14 or 21 Hours)

This course provides an introduction to modern project management by following a case study from project initiation to completion. The case study provides attendees the opportunity to use key project management best practices, including a project charter, stakeholder analysis, work breakdown structure, schedule, risk management plan, and communications plan. This course also covers business case fundamentals, project selection, and success criteria for the product and the project. In the 21-hour course advanced topics are covered, including the use of earned-value analysis and quantitative risk analysis techniques.

WHO SHOULD ATTEND

From beginner to intermediate to experienced, this course is designed for people looking to learn the fundamentals of modern project management, including the use of advanced techniques. Potential attendees include anyone involved with the planning, implementation, and control of projects.

COURSE FEATURES

Upon completion of this project management overview training, participants will be able to:

- Prepare a business case for a project, including success criteria
- Prepare a project charter
- Conduct a stakeholder analysis
- Create a work breakdown structure for a project
- Develop a project schedule using the critical path method
- Apply risk management on a project, including quantitative techniques
- Prepare a communications plan for a project
- Manage project changes and risk events
- Use earned-value analysis for project control
- Integrate the basic functions of project management throughout a project life cycle

COURSE OUTLINE

Project Management Fundamentals
- Key Project Management Definitions
- Knowledge Areas and Process Groups
- Project Life Cycle Models and Project Processes
- Organizational Influences on Project Management
- Project Maturity Models

Project Initiations
- Project Selection Process
- Business Case Fundamentals
- Project Charter Elements
- Stakeholder Identification
- Project and Product Success Criteria

Planning the Project
- Project Requirements
- Scope Definition and Management
- Work Breakdown Structure
- Schedule Development
- Cost Estimating and Budgeting
- Project Risk Management
- Project Communications

Executing, Monitoring, and Controlling the Project
- Project Procurement
- Quality Assurance and Quality Control
- Project Control Using Earned-Value Analysis
- Integrated Change Control
- Risk Monitoring and Control

Project Close-Out
- Project Closing and Acceptance
- Project Archives and Lessons Learned

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas of the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide):*

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Risk Management
- Project Communications Management
- Project Cost Management
- Project Procurement Management
- Project Quality Management
- Project Stakeholder Management

Project Management Professional (PMP)® and Certified Associate in Project Management (CAPM)® Examination Preparation (14 Hours)

This course provides an intensive review of the subject matter tested on the Project Management Institute (PMI)® Project Management Professional (PMP)® and Certified Associate in Project Management (CAPM)® examinations. You will improve your test-taking skills be completing 200 practice questions during the course and discussing the rationale behind both correct and incorrect answers. The course is specifically designed to maximize the probability that you will succeed in passing the examination the first time. Each student will receive a review manual including sample examination questions.

WHO SHOULD ATTEND

All individuals who plan to take the Project Management Institute (PMI)® Project Management Professional (PMP)® examination should attend this course.

COURSE FEATURES

This course emphasizes the nine knowledge areas of the PMI® *A Guide to the Project Management Body of Knowledge*, *(PMBOK® Guide)*, which serves as the basis for the PMP® certification examination. Upon completion of this course, participants will be able to:

- Identify personal strengths and weaknesses in each of the knowledge areas
- Explain the correct answers to each of the sample exam questions
- Develop a personalized strategy for passing the PMP® Exam

PROGRAM OUTLINE

Introduction and PMP® Program Overview
- Applying for and Taking the Exam
- Strategies: General and Question by Question

Project Management Framework
- Project Life Cycles and Stakeholder Management
- The Triple Constraint and Organizational Issues

Project Scope Management
- Initiating the Project: Project Plans
- Work Breakdown Structures

Project Time Management
- Project Schedules and Logic Diagramming
- Critical Path Analysis and Performance Measurement

Project Human Resource Management
- Project Manager Responsibilities
- Power and Conflict Management

Project Quality Management
- Project Management and Quality Management
- Statistical Process Control

Project Cost Management
- Estimating vs. Pricing
- Financial Analysis

Project Procurement Management
- Procurement Planning
- Business Issues, Selection, and Evaluation

Project Risk Management
- Expected Values
- Decision Trees and Cause and Effect

Project Communication Management
- Tools and Techniques
- Reporting and Lessons Learned

Professional Responsibility
- Professional Responsibility
- Ethics

KNOWLEDGE AREAS ADDRESSED

This program addresses all knowledge areas of the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge*, *(PMBOK® Guide)*.

Project Management Training (35 Hours)

Project Management has been demonstrated to improve the chances of successfully completing work efforts within the constraints of time, budget and quality. While project management originated in advanced-technology areas, its usefulness extends well beyond its original engineering, construction and product development applications and has become essential for individual and organizational productivity excellence in today's business world.

This five-day course, designed around the six domains in project management identified by the Project Management Institute (PMI)® as Project Initiating, Planning, Executing, Controlling and Closing; and Professional Responsibility, prepares you to immediately start to implement the principles and techniques of modern project management in your business and work environment.

WHO SHOULD ATTEND
\This course should be attended by project managers, project team members, executives, functional managers, and any individuals involved with the initiating, planning, executing and control of projects.

COURSE FEATURES
Through instruction, dialog and real-world examples and exercises drawing from the experience of both instructor and attendees, upon completion of this course participants will:

- Understand the basic definitions, knowledge areas and processes associated with modern project management
- Understand and be able to implement effective processes for Initiating, Planning, Executing, Controlling and Closing successful projects.
- Understand the basic concepts of professional, ethical and competency requirements of the modern Project Manager
- Be better prepared to sit for the Project Management Institute® Project Management Professional (PMP)® certification examination.

PROGRAM OUTLINE
Project Fundamentals
- Definitions, Processes and Knowledge Areas
- Roles and Responsibilities

Initiating the Project
- Project Selection
- Project Scope Definition and the Project Charter

Planning the Project
- The Planning Process
- Scope Definition and the Work Breakdown Structure

- Schedule and Budget Estimating and Development
- Organizational, Quality and Risk Planning

Executing the Project
- Project Plan Execution
- Project Team Development and Motivation
- Communications and Administration
- Procurement Activities

Controlling the Project
- Performance Measurement and Reporting
- Earned Value Analysis
- chedule and Cost Management and Control
- Quality and Risk Monitoring and Control

Closing the Project
- Contract and Project Close-Out
- Formal Acceptance and Archives
- Project Evaluations and Lessons Learned

Professionalism
- Professional Responsibilities and Ethics
- Project Cultures
- Project Manager Competencies

KNOWLEDGE AREAS ADDRESSED
This course emphasizes the following areas and process groups in the PMI® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*:

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Quality Management
- Project HR Management
- Project Communications Management
- Project Risk Management
- Project Procurement Management

Project Risk and Procurement Management (14 Hours)
The Basics of Risk and Contract Concerns in Modern Project Management

Risk is the project manager's inescapable partner. In addition to living with risk, a project manager, and project personnel, must be able to work effectively with contracting managers, purchasing professionals, and subcontractors to accomplish key objectives. More and more in today's environment, modern project management requires project personnel to have a working knowledge of the management of risk and the intricacies of contract and procurement management in order to control and direct the project to success.

This intensive 14-hour course provides the basics of risk management and contract/procurement management as they apply to modern project management.

WHO SHOULD ATTEND

This course should be attended by practicing project managers and team members, functional managers, owners, contractors, and other personnel involved in implementation and control of projects.

COURSE FEATURES

The purpose of this course is to provide the fundamentals of risk and contract/procurement management in all environments.

Upon completion of this course, participants will be able to:

- Identify acceptable levels of risk
- Assess the potential impact of risk factors
- Manage project risk using proven processes
- Identify contract components
- Understand the process of project contracting
- Administer contracts appropriately and effectively

COURSE OUTLINE

Risk Planning, Identification, and Analysis
- Project Risk Management Overview
- Plan Risk Management
- Identify Risks
- Perform Qualitative Risk Analysis
- Perform Quantitative Risk Analysis

Risk Response Planning, Monitoring, and Control
- Plan Risk Response
- Control Risks

Project Procurement Management
- Procurement Management Overview
- Plan Procurement Management
- Conduct Procurements
- Control Procurements
- Close Procurements
- Negotiating Agreements

Contract Terms and Categories
- Contract Defined
- Elements of a Contract
- Contract Interpretations and Key Terms
- Contract Types

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas of the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge*, (PMBOK® Guide):

- Project Risk Management
- Project Procurement Management

Project Scope and Quality Management (14 Hours)
Elements for the Establishment and Control of
Project Scope and Quality Requirements

Project scope and quality management go hand-in-hand in today's project environment. Both are concerned with assuring that the project includes all the work required, and only the work required, in order to be completed successfully. In addition, both scope and quality management are concerned with including the processes required to ensure that the project will satisfy the needs for which it was undertaken. Hence, project quality and process quality are united with change control through project scope and quality management.

This 14-hour course provides accepted and proven principles and techniques for the management of scope and quality in projects to ensure project success in terms of schedule, cost, quality, and stakeholder satisfaction.

WHO SHOULD ATTEND

This course should be attended by practicing project managers, project team members, functional managers and supervisors, owners, contractors, suppliers, and support personnel involved with the implementation and control of projects.

COURSE FEATURES

The purpose of this course is to provide accepted and proven principles and techniques for the management of scope and quality in projects to assure project success in terms of schedule, cost, quality, and stakeholder satisfaction.

Upon completion of this course, participants will be able to:

- Develop a concise and complete project charter and plan
- Control the project scope and avoid "scope creep"
- Select from common models of quality management
- Understand the basic quality tools and principles of quality control and quality leadership
- Understand the basics of professional responsibility and ethics in project management

COURSE OUTLINE

Project Integration Management
- Project Charters
- Project Management Plan
- Project Manager's Roles and Responsibilities
- Monitor and Control Project Work
- Integrated Change Control
- Project Closure

Project Scope Management
- Collect Requirements
- Scope Definition
- Scope Validation
- Scope Control

Project Quality Management
- Quality Planning
- Quality Assurance
- Quality Control
- Additional Quality Concepts

Professional Responsibility
- Professional Responsibility
- Ethics in Project Management

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas of the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge*, *(PMBOK® Guide)*:

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Stakeholder Management

Project Time and Cost Management (14 Hours)
The Elements of Development and Control of Project Schedules and Budgets

Schedule and budget analysis and control have long been significant elements of project management. Indeed, the identification of project status depends on schedule and budget elements in addition to elements of adherence to specifications. However, both schedule and budget elements have traditionally been relegated to functions not directly involved with the day-to-day performance activities of projects. Hence, many project personnel and managers today do not have the basic understanding of schedule and budget development, analysis, and control necessary to adequately carry out the responsibilities of modern project management.

This 14-hour course covers the processes and techniques necessary to ensure timely completion of projects within approved budgetary constraints. *Note: Please bring a calculator to this course.*

WHO SHOULD ATTEND

This course should be attended by practicing project managers and team members, functional managers, owners, contractors, and suppliers involved with the implementation and control of projects.

COURSE FEATURES

The purpose of this course is to provide the fundamentals of schedule and budget development, analysis, and control as they apply to modern project management in all environments.

Upon completion of this course, participants will be able to:

- Estimate activity resources and duration
- Calculate project schedules based on the work breakdown structure and activities list using the Critical Path Method (CPM)
- Develop and use time-phased project budgets
- Predict future project performance based on actual cost and schedule data

COURSE OUTLINE

Project Scheduling Part 1
- Plan Schedule Management
- Define Activities
- Sequence Activities

Project Scheduling Part 2
- Estimate Activity Resources
- Estimate Activity Durations
- Develop Schedules

Project Estimating and Budgeting
- Resource Planning
- Plan Cost Management
- Estimate Costs
- Determine Budget

Controlling Cost and Schedule
- Schedule and Cost Control
- Variance Analysis
- Earned Value Management
- Present Value Analysis

KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas of the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*:

- Project Time Management
- Project Cost Management

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Requirements Analysis (14 Hours)
An Examination of the Skills Needed to Prioritize, Organize, and Model Requirements

An excellent way to record requirements information is to use the many diagramming models available to the business analyst (BA). These diagrams serve two vital purposes – documentation and analysis of the information gathered, and testing of the requirements. By putting the requirements down on paper and holding them up to the hard, cold light of reality, the analyst is able to locate, identify, and correct problems. A picture is worth a thousand words!

This course is designed to provide the BA with the knowledge and tools needed to diagram, model, and analyze requirements, as well as to prioritize and organize requirements to meet project and stakeholder needs.

WHO SHOULD ATTEND
This course will benefit business analysts, executives, functional managers, project managers, programmers interested in expanding their effectiveness, and any other individuals involved in project work.

COURSE FEATURES
Through instruction, dialog, real-world examples, and exercises drawn from the experience of our instructors, upon completion of this course, participants will be able to:

- Understand the philosophy and methods of requirements analysis
- Be able to prioritize and organize requirements
- Understand the importance and purpose of modeling during analysis
- Be able to work with Use Cases
- Be able to use Entity Relationship and Process Flow diagrams to analyze requirements
- Be able to work with Class Models and Activity Diagrams inside the Unified Modeling Language

COURSE OUTLINE
Overview of Analysis

- Knowledge Area
- What Is Analysis?
- Analysis Tasks and Methods
- Analytical Thinking

Prioritize Requirements
- Why Prioritize?
- Challenges
- Methods and Examples

Organize Requirements
- Meaning of Requirements Organization
- Model Selection for Communication
- Interrelationships Between Requirements
- Requirements Compartmentalization

Specify and Model Requirements
- Organizational Modeling
- Data Dictionary and Glossary
- Data and Process Mapping
- UML Diagrams
- Business Analysis Models and Diagrams

Use Cases
- What Are Use Cases?
- Use Case Diagrams
- Alternate Paths and Exceptions
- Use Cases and Requirements
- When Are We Finished?

Structured Analysis
- Process Flow Mapping
- Business Narratives
- Entity Relationship Diagrams
- Attributes and Relationships

UML Analysis
- Class Diagram
- Activity Diagram
- State Machine Diagram

Define Assumptions and Constraints
- Assumptions
- Business Constraints
- Technical Constraints
- Verify and Validate Requirements

IIBA® KNOWLEDGE AREAS ADDRESSED
This course addresses the following knowledge areas identified in the IIBA® *A Guide to the Business Analysis Body of Knowledge*, *(BABOK® Guide)*:

- Requirements Analysis

PMI® KNOWLEDGE AREAS ADDRESSED
This course addresses the following knowledge areas of the Project Management Institute (PMI)® *A Guide to the Project Management Body of Knowledge*, *(PMBOK® Guide)*:

- Project Scope Management
- Project Quality Management

Requirements Analysis Techniques (7 Hours)

An Examination of the Techniques Used to Prioritize, Organize, and Model Requirements

This course will cover techniques for analyzing requirements in order to define the required capabilities of the project solution. Methods to prioritize requirements will be discussed, which is done to ensure analysis efforts focus on the most important requirements. The importance of organizing requirements will be reviewed, which is needed to understand which models are needed to analyze the project requirements from all stakeholder perspectives.

This course will focus on the main diagramming models used to analyze requirements, including data flow diagrams, process modeling, and data modeling. Diagrams serve two vital purposes – documentation and analysis of the information gathered and testing of the requirements. How to write use cases will be covered, which describes how a user interacts with a solution to accomplish goals. Other techniques for modeling requirements will be reviewed such as business rules analysis, prototyping, sequence diagrams, and state diagrams.

WHO SHOULD ATTEND

This course will benefit business analysts, functional managers, project managers, programmers, and other project personnel interested in learning about the analysis of project requirements.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Describe the tasks needed for requirements analysis
- Explain the purpose and methods of prioritizing and organizing requirements for analysis
- Interpret commonly used processes and data models
- Prepare use cases and user stories
- Explain how to verify and validate project requirements

COURSE OUTLINE

Module 1: Requirements Analysis Overview

- What is Analysis?
- Requirements Analysis Tasks
- Reasons for Prioritizing Requirements
- Prioritization Methods
- Techniques for Organizing Requirements
- Model Selection Considerations
- Requirements Verification and Validation

Module 2: Use Cases and User Stories

- Use Case Definition, Purpose and Usage
- Use Case Elements
- Business vs. System Use Cases
- Writing Use Cases and User Stories
- Use Case Diagrams – Components and Guidelines

Module 3: Process Modeling

- Purpose, Description, and Usage
- Notation Elements
- Steps to Build a Flowchart
- Activity Diagrams

Module 4: Data Modeling and Flow Diagrams

- Purpose, Description, and Usage
- Data Flow Diagram Types and Elements
- Yourdon and Gane-Sarson Notation
- Data Modeling Types and Elements
- Steps to Build an Entity Relationship Diagram (ERD)
- Class Diagrams

Module 5: Other Modeling Techniques

- Business Rules Analysis
- Data Dictionary and Glossary
- Prototyping
- State and Sequence Diagrams
- Miscellaneous Modeling Techniques

IIBA® KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas identified in the IIBA® *A Guide to the Business Analysis Body of Knowledge, (BABOK® Guide)*:

- Requirements Analysis

Requirements Elicitation Techniques (7 Hours)
The Skills Needed to Completely and Correctly Elicit Project Requirements

Requirements are the foundation for the solution to the business need. Studies repeatedly find poor requirements are the leading cause of project failures. This course will briefly review the sources and types of requirements. The elicitation process will be explained from preparing for elicitation, conducting elicitation, documenting, and confirming project requirements.

Common techniques for eliciting requirements from project stakeholders will be reviewed, including brainstorming, document analysis, focus groups, interface analysis, observation, prototyping, requirements workshops, and surveys. A focus of this course will be interviews, since it is the most frequently used elicitation technique. Types of interview questions and best practices for preparing questions will be discussed. The final topic will be methods for testing project requirements for completeness and correctness.

WHO SHOULD ATTEND

This course will benefit business analysts, programmers, project managers, executives, functional managers, and any other individuals interested in improving their effectiveness in eliciting project requirements.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Explain the various sources of requirements
- Know the different types of requirements
- Use many of the common methods to elicit requirements
- Explain typical problems with the elicitation process
- Use methods for confirming project requirements

COURSE OUTLINE

Module 1: Overview of Elicitation

- Why Projects Fail
- Types of Requirements
- Elicitation Processes
- Role of the Business Analyst

Module 2: Interviews and Questioning Techniques

- Interview Success Factors
- Designing the Interview
- Conducting the Interview
- Using Closed and Open-ended Questions
- Clarifying with Questions

Module 3: Other Elicitation Techniques

- Brainstorming
- Document Analysis
- Focus Groups
- Interface Analysis
- Observation
- Requirements Workshop
- Surveys

Module 4: Document and Confirm Elicitation Results

- Verification versus Validation
- Requirement Reviews
- Quality Checks

IIBA® KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas identified in the IIBA® *A Guide to the Business Analysis Body of Knowledge*, *(BABOK® Guide)*:

- Elicitation

PMI® KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas identified in the PMI® *A Guide to the Project Management Body of Knowledge*, *(PMBOK® Guide)*:

- Project Scope Management
- Project Quality Management
- Project Communications Management

Requirements Management & Communication
(14 Hours)
An Examination of the Skills Needed to Manage and Communicate Project Requirements

The Requirements Management & Communication course covers the activities for managing and expressing requirements to project stakeholders. It is important to ensure that all stakeholders have a shared understanding of the project requirements, and that all stakeholders with approval authority are in agreement with the requirements the solution will meet. As the elicitation effort proceeds and the scope of the project evolves, the changes must be tracked and handled properly. Moreover, traceability and requirements reuse must be tracked as well. Throughout the process, the requirements must be properly documented and communicated back to the stakeholders, to ensure that they are all on board with the project as it moves forward. This course will help you improve your skills in communicating requirements and managing requirements over the life of the project.

WHO SHOULD ATTEND

This course will benefit business analysts, programmers, project managers, executives, functional managers, and any other individuals involved in project work looking to improve their effectiveness in managing and expressing requirements.

COURSE FEATURES

Through instruction, dialog, and real-world examples and exercises drawn from the experience of our instructors, upon completion of this course, participants will be able to:

- Understand what aspects of requirements need to be managed
- Be able to perform risk analysis on requirements
- Be able to link requirements to related requirements, and design and test modules
- Write clear and unambiguous requirements
- Conduct an effective requirements review

COURSE OUTLINE

Manage Solution Scope and Requirements
- Planning vs. Executing
- The Requirements Baseline
- Scope Control
- Requirements Management
- Requirements Risk

Manage Requirements Traceability
- Why Do Traceability?
- Traceability Techniques

Prepare the Requirements Package
- Templates
- Requirements Documentation
- Business Requirements
- Functional and Nonfunctional Requirements
- Requirements Flow

Communicate Requirements
- Formal Presentations
- The Requirements Walk-Through
- Requirements Signoff and Approval

IIBA® KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas identified in the IIBA® *A Guide to the Business Analysis Body of Knowledge*, (BABOK® Guide):

- Requirements Management & Communication

PMI® KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas identified in the PMI® *A Guide to the Project Management Body of Knowledge*, (PMBOK® Guide):

- Project Scope Management
- Project Quality Management
- Project Communications Management
- Project Risk Management

Selecting the Best Projects to Meet Business Objectives
(7 Hours)
Pre-Project Activities Designed to Identify the Right Projects for the Organization and Post-Project Activities to Ensure Benefits Realization

This concise course will examine the pre-project work to identify a business need, develop potential alternative solutions, and the business case analysis to justify the investment to deliver the solution. This pre-project work is essential to ensure the right projects are selected to accomplish business objectives. The importance of the organization having a strategy tied to a mission and vision will be explained, along with how development of the strategic plan leads to business needs. Tools to help identify business needs will be reviewed, including root cause analysis, process modeling and benchmarking. The use of decision analysis and feasibility studies for determining the solution approach will be discussed. The importance of the business case to justify the project investment will be reviewed, including the typical contents of a business case and the financial analysis techniques used to evaluate and justify the project. The final course topic is benefits realization, ensuring that product and project acceptance criteria are established and the project benefits are achieved.

WHO SHOULD ATTEND

This course will benefit business analysts, executives, portfolio managers, project managers and other project personnel involved with the activities to define new projects to meet business objectives.

COURSE FEATURES

Upon completion of the course, attendees will be able to:

- Explain how the mission, vision and strategy for an organization leads to business needs
- Prepare a process model
- Use the root cause analysis technique
- Understand the components of a feasibility study
- Prepare the business case for a project

COURSE OUTLINE

Defining Business Needs
- Importance of Organization Mission, Vision and Strategy
- Strategic Planning, Business Goals and Objectives
- Use of Problem/Vision Statements
- Use of Benchmarking, Root Cause Analysis and Process Modeling for Identifying Business Needs

Determine Solution Approach and Options
- Possible Solution Approaches
- How to Determine Solution Options
- Use of Decision Analysis and Feasibility Studies

- Functional Decomposition for Defining Solution Scope
- Scope Modeling
- Preliminary Budget and Schedule Estimates

Project Financial Analysis Techniques
- Time Value of Money
- Compound Interest Formulas
- Net Present Value (NPV)
- Internal Rate of Return (IRR)
- Return on Investment (ROI) and Payback
- Financial Analysis Using Excel

Business Case Fundamentals
- Business Case Elements
- Types of Benefits and Expenditures
- Financial Analysis Worksheet
- Business Case Sensitivity Analysis

Project Selection
- Categorizing Potential Projects
- Prioritizing Projects Using Scoring Models
- Balancing the Portfolio

Business Realization
- How to Establish Product and Project Acceptance Criteria
- Value Achievement Process After Project Completion
- Use of Performance Metrics and User Feedback

Strategic Analysis and Project Selection (3 Hours)

Pre-Project Activities Designed to Identify the Right Projects for the Organization

This concise 3-hour course will examine the pre-project work to identify a business need, develop potential alternative solutions, and the business case analysis to justify the investment to deliver the solution. This work done to define new projects is called enterprise analysis. The importance of the organization having a strategy tied to a mission and vision will be explained, along with how development of the strategic plan leads to business needs.

Tools to help identify business needs will be reviewed, including root cause analysis, process modeling, and benchmarking. The use of decision analysis and feasibility studies for determining the solution approach will be discussed. The importance of the business case to justify the project investment will be reviewed, including the financial analysis techniques used to evaluate and justify the project.

WHO SHOULD ATTEND

This course will benefit business analysts, executives, project managers, and other project personnel involved with the activities to define new projects to meet business needs.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Explain how the mission, vision, and strategy for an organization leads to business needs
- Prepare a process model
- Use the root cause analysis technique
- Understand the components of a feasibility study
- Assist in the preparation of the business case for a project

COURSE OUTLINE

Module 1: Defining Business Needs

- Enterprise Analysis Overview
- Importance of Organization Mission, Vision, and Strategy
- Strategic Planning, Business Goals, and Objectives
- The Road to Projects
- Use of Benchmarking, Root Cause Analysis, and Process Modeling to Define Business Needs

Module 2: Assess Gap and Determine Solution Approach

- Assessing Enterprise Architecture Gaps
- Use of SWOT Analysis
- Solution Approach Process
- Use of Decision Analysis and Feasibility Studies

Module 3: Define Solution Scope and Business Case

- Solution Scope Definition using Functional Decomposition, Scope Modeling, and Vision Statements
- Business Case Components
- Benefit and Cost Assessment
- Financial Analysis Methods using Time Value of Money
- Metrics and Key Performance Indicators

IIBA® KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas identified in the IIBA® *Business Analysis Body of Knowledge*, *(BABOK® Guide):*

- Enterprise Analysis

PMI® KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas identified in the PMI® *A Guide to the Project Management Body of Knowledge*, *(PMBOK® Guide)*:

- Project Scope Management
- Project Cost Management

Solution Assessment & Validation (14 Hours)
An Examination of the Business Analysis Processes Designed to Ensure a Successful Solution

Once a project's requirements are elicited and verified, and once the results are documented and analyzed, the detailed design of the solution begins. At this point, the business analyst's job is complete, right?

Wrong! No one on the team knows more about the business aspects of this project than the business analyst. No one else is better prepared to assist with the selection of the solution, to monitor development to ensure that it continually meets the project requirements, and to oversee and assist with implementation. The business analyst must be completely familiar with the quality assurance activities that take place and must be prepared to assist with and participate in those testing activities.

WHO SHOULD ATTEND

This course will benefit business analysts, executives, functional managers, project managers, programmers interested in expanding their effectiveness, and any other individuals involved in project work.

COURSE FEATURES

The purpose of this course is to provide the business analyst with insight into the steps necessary to ensure that the solution not only follows the design determined during analysis, but that it actually works! Upon completion of this course, participants will be able to:

- Understand the purpose of looking at alternate solutions
- Understand the steps needed to determine the correct solution
- Be able to prepare and supervise solution testing
- Support the implementation of the solution
- Understand the post-implementation review process

COURSE OUTLINE
Introduction
- Where are we?
- Requirements are done…now what?

Assess Proposed Solution
- Selecting a Solution
- Assessing Options

Allocate Requirements
- Typecasting of Requirements
- Release Planning

Assess Organizational Readiness
- Impact Assessment
- Communication
- Cultural and Technical Readiness

Define Transition Requirements
- Reactions to Change
- Force Field Analysis
- Temporary Requirements

Validate the Solution
- All About Testing
- Testing Types
- Test Plans
- Test Scenarios

Evaluate Solution Performance
- What Value Has Been Delivered?
- Solution Metrics

IIBA® KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas identified in the IIBA® *A Guide to the Business Analysis Body of Knowledge, (BABOK® Guide):*
- Solution Assessment & Validation

PMI® KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas identified in the PMI® *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)*:
- Project Scope Management
- Project Quality Management
- Project Integration Management

Solution Evaluation Techniques
(7 Hours)

This course will explain the work done to facilitate successful project implementation and validate that the project solution meets the business need. Solution options such as custom build, commercial off-the-shelf, and third-party-hosted will be discussed, along with guidelines for selecting a solution approach using decision analysis. The use of evaluation criteria for selecting a vendor will also be covered. Methods for assessing organizational readiness will be reviewed, along with proven strategies for introducing change. Testing of the solution will be reviewed, including types of testing and documentation, plus the testing and defect repair processes. Key considerations for solution implementation will be discussed, such as release planning, implementation options, transition requirements, and data migration. The final topic will be best practices for solution performance evaluation to ensure the business need is being met.

WHO SHOULD ATTEND

This course will benefit business analysts, executives, functional managers, project managers, programmers and other project personnel interested in learning the fundamentals for assessing and implementing a project solution, plus validating it meets the business need.

COURSE FEATURES

Upon completion of this course, participants will be able to:

- Explain project solution options and how to select a solution using decision analysis
- Establish evaluation criteria for vendor assessment
- Determine organizational readiness on a project
- Describe the types of testing and documentation done on projects
- Assist in the preparation of implementation plans
- Evaluate solution performance to validate the business need is met

COURSE OUTLINE

Module 1: Assessing the Proposed Solution

- Project Solution Options (Custom Development, Commercial Off-The-Shelf and Third-Party-Hosted)
- Appropriate Usage of Solution Options
- Evaluation Criteria for Vendor Assessment
- Selecting a Solution using Decision Analysis

Module 2: Assessing Organizational Readiness

- Cultural Assessment
- Operational and Technical Assessment

- Stakeholder Impact Analysis
- Force Field Analysis
- Strategies for Introducing Change

Module 3: Testing the Solution

- Validating the Solution
- Types of Testing
- Testing Process
- Testing Documentation
- Defect Repair Process

Module 4: Implementing the Solution

- Allocation of Requirements to Solution Components
- Release Planning Considerations
- Implementation Options and Plan
- Transition Requirements
- Data Migration

Module 5: Evaluating Solution Performance

- Value Analysis Process
- Project Acceptance Criteria
- Types of Solution Performance Metrics
- User Feedback

IIBA® KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas identified in the IIBA® *A Guide to the Business Analysis Body of Knowledge*, (BABOK® Guide):

- Solution Assessment and Validation

PMI® KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas identified in the PMI® *A Guide to the Project Management Body of Knowledge*, (PMBOK® Guide):

- Project Scope Management
- Project Quality Management
- Project Integration Management

Turning Around Problem Projects (14 Hours)
Identification, Assessment, and Recovery Techniques for the Successful Turnaround of Problem Projects

Project managers and executives do not like to talk about problem projects; however, the reality is that they do exist. Much time and effort is spent on the development and implementation of project management best practices to ensure that projects are completed successfully. However, from time to time, we are faced with events that result in a troubled or problem project that is jeopardized with regard to our anticipated criteria used to define success.

This course prepares you to be able to identify and assess issues that result in problem projects and implement recovery techniques to turn the project around for successful completion.

WHO SHOULD ATTEND

This course should be attended by project managers and any individuals involved with requirements of assessment and turnaround of problem projects. This course assumes that attendees have a solid understanding of and competency in the generally accepted best practices of project management.

COURSE FEATURES

This practical course emphasizes the fundamentals of identification, assessment, and recovery of problem projects. Through instruction, dialog, and practical examples and exercises, upon completion of this course participants will be able to:

- Recognize classical symptoms of problem projects
- Determine the root cause of problems
- Implement critical steps to initiate turnaround
- Successfully use systematic and creative resolution techniques
- Know when and how to terminate doomed projects
- Implement problem prevention techniques

COURSE OUTLINE

What You Should Know About Problem Projects
- Definitions and Characteristics
- Problem Solving
- Problem Project Symptoms
- Types of Problem Projects

Problem Solving Strategies
- Problem Solving Strategies
- Problem Project Resolution Approaches
- Project Risk Management

Systematic Approach to Resolution
- Problem Project Identification and Understanding
- Problem Project Assessment and Analyzing
- Solution Selection and Implementation

Creative Approach to Resolution
- LOGPAD, JAD and Dialogue Mapping

Turning Around Problem Projects
- Critical Steps for Turn Around
- Sources of Problem Projects
- Problem Project Situations

How to Terminate "Doomed" Projects
- Steps in Canceling a Project
- Recognizing "Doomed" Projects
- Project Close Out Plans

Problem Project Prevention
- DO's for Success
- DON'T's for Success
- Top Strategies for Project Success

PMI® KNOWLEDGE AREAS ADDRESSED

This course addresses the following knowledge areas identified in the PMI® *A Guide to the Project Management Body of Knowledge*, (PMBOK® Guide):

- Project Integration Management
- Project Scope Management
- Project Time Management

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Center for Executive Education Alliance Programs

For those seeking a traditional learning experience, the PMCentersUSA traditional classroom delivery method offers award-winning project management and business analysis training programs through our University Alliance with the University of Pittsburgh's Joseph M. Katz Graduate School of Business, Center for Executive Education in Pittsburgh, PA.

Students participating in the traditional classrooms of our university alliance interact in person with other busy professionals in state-of-the-art technology equipped rooms highly conducive to interactive learning. Our instructors have many years of extensive, hands-on project experience and bring a broad range of expertise and real-world knowledge to the classroom. During traditional classroom training, instructors facilitate knowledge transfer and reinforce best practices as defined by the Project Management Institute (PMI)® and the International Institute of Business Analysis (IIBA)® through breakout sessions, case studies, and active dialog.

Courses award PDUs, PDs and CDUs and are delivered during the business day on-site and vary in duration from one to three days. The University of Pittsburgh awards a Masters Certificate in Project Management when students complete the PMCentersUSA six-course track. All of our programs in project management and business analysis provide a broad and practical curriculum that builds the confidence and skills necessary to tackle the challenges presented on projects in any work environment.

Organizations may choose to bring our traditional classroom training on-site to be delivered privately for a group of employees or to be rolled out across an enterprise to accelerate learning and instill consistency in the application of PMI® and IIBA® best practices. Organizations also have the option to customize their training. In so doing, company-specific project methodology, templates, and procedures may be incorporated into the PMCentersUSA curriculum to closely align the course content to established project processes within the organization. Other ways to tailor the PMCentersUSA curriculum include incorporating industry-specific course exercises or case studies so that employees can more readily grasp the PMI® and IIBA® concepts in relation to their day-to-day project responsibilities.

Why our Customers Recommend our Public Training at Katz

"I highly recommend this training from PMCentersUSA for anyone who is serious about REAL project management."
- Paul R. Ohodnicki, Sr., Independent Project Management Consultant

"John Barron teaches the best practices in Project Management and he explained the principles with his extensive professional experience in managing projects over the years."
- Sumin Zhu, Principal Scientist - Enabling Technologies

"Whether you are a certified PMP® or not, the information provided in these advanced courses is beneficial. I see immediate impact to job-related issues. It is beneficial for people to understand a common language both in MIS and the clients. I now have the skill set to put this in place."
- Project Manager - PNC Bank

PMCentersUSA Instructors and Consultants

John I. Barron, PMP, is a Senior Instructor and Program Consultant for PMCentersUSA. He has more than 25 years of project and program management experience encompassing government and private projects, project management consulting, and professional development training. John has extensive experience at both the strategic and tactical levels-of-managing small, medium-sized, and multi-million dollar projects in various organizations and industries. As a recognized expert and noted trainer in project management, John has developed and implemented extensive project management professional development training programs for the United States Department of Defense and several universities. John is a certified Project Management Professional (PMP)®. He received his bachelor's degree in Engineering Mechanics from the United States Air Force Academy and his Master of Operations Management degree from the University of Arkansas. Additionally, he also holds Project Management Master's Certificates from the University of Pittsburgh and George Washington University.

Vince Bordo, CBAP, is a senior instructor and mentor, and has more than 20 years of experience helping companies learn, adopt, and apply state-of-the-art business analysis techniques. He is a Certified Business Analysis Professional (CBAP®) and an active member of the International Institute of Business Analysis (IIBA®). His skills are unparalleled in enterprise analysis, business process modeling, requirements gathering techniques, use cases, requirements management, data modeling, and User Acceptance Testing (UAT). He has enabled hundreds of companies to effectively apply modern requirement management techniques to their projects. His compelling teaching style, mentoring ability, and expert knowledge of business analysis have earned him international recognition from both his clients and colleagues.

Rick Clare, CBAP, PMP, CSM, MSPM is the Business Analysis Practice Director and a senior instructor and consultant for PMCentersUSA and a Partner and the Project Management Staffing Solutions Director for ConsultUSA. He has more than 25 years of experience as a Developer, Project Manager, Business Analyst, and Trainer. Rick's early career experience was as an Oracle Database Developer, and he has managed many projects in the IT areas of Retail, Healthcare and Finance. Rick routinely presents at various national and international conferences and events. He was one of the first Certified Business Analyst Professionals (CBAP®) in the world, and was the VP of Chapters for the International Institute of Business Analysis (IIBA®) for two years. Rick is the Editor of the IIBA's book, Managing Business Analysts, a compilation of papers from Business Analysis experts around the world on the subject of how to get the most from your organization's Business Analysis talent. Rick also serves as a Partner, Project Management Staffing Solutions Director, and Senior Consultant for ConsultUSA, lending his expertise to clients seeking assistance in the areas of Project Management and Business Analysis. He earned a Master's Degree in Project Management and is a Certified Business Analysis Professional, Project Management Professional (PMP)®, Certified ScrumMaster® and Oracle Certified Professional.

Bruce Chadbourne, PMP, PgMP, is an instructor for PMCentersUSA with more than three decades of experience in engineering project and program management. Bruce has an extensive history in independent assignments, providing support to executive management in technical domains, including: shipyard and industrial environments, nuclear engineering, chemistry, software and hardware engineering, information technology, government and military sensors and communication systems. Bruce is a long-standing Project Management Professional (PMP)® and one of the first to complete the Program Management Professionals (PgMP)® credential. He is also a certified PMI Risk Management Professiona (PMI-RMP)®, BRMP, and practitioner in the European PRINCE2 standard. As a contributor to *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* and *A Guide to the Business Analysis Body of Knowledge, (BABOK® Guide)*, Bruce has lectured on business analysis, requirements management, system testing, and Agile project management techniques. As former Region 1 Director of the PMI® Risk SIG, he co-authored the book Professional Guide to Risk Assessment (2004). An honors graduate of Cornell University, Bruce earned his bachelor's degree in chemistry.

Theresa L. Cochenour, PMP, is a senior program/project/systems manager with more than 30 years of experience in the financial, transportation and grocery services industries. The majority of Theresa's experience has been centered upon managing large and complicated software systems development projects that had significant time and cost constraints. These projects included developing new software systems and converting legacy applications to newer technologies. Theresa has developed a reputation for having a practical approach to problem resolution and building cooperation within teams to get the job done. Theresa graduated with honors from Waynesburg University, where she earned a degree in Mathematics. She has also earned her Master's Certificate in Project Management from the University of Pittsburgh.

Tom Harvey, PMP, is an Instructor for PMCentersUSA. He has more than 19 years of experience in systems analysis, project management, and training. Tom's vast training experience includes working with the Michael Baker Corporation as a training and project manager. His responsibilities include curriculum development, delivery method selection, instructional design, and management systems. Tom also has experience in the delivery of training and instructional materials for both internal and external customers while continually evaluating training and instructional effectiveness. He has managed a vast array of IT and network projects. Tom is a Project Management Professional (PMP)®. He received his Bachelor of Science in Computer Science degree from Edinboro University of Pennsylvania and his MBA with a concentration in Human Resources from the University of Pittsburgh, and is currently studying for his PhD in Instructional Leadership and Management at Robert Morris University.

Peter Johnson, CBAP, brings more than 20 years of business analysis experience to the classroom. As a senior consultant for a state government project, he developed the business case for a year-long Feasibility Study that aligned business needs with technical alternatives. For another state government project, he

managed the solution and transition requirements for an extensive array of systems interfaces between public agencies. While working with a global accounting firm, Peter mentored a newly formed team of business analysts as they applied *A Guide to the Business Analysis Body of Knowledge, (BABOK® Guide)* concepts, tasks, and techniques across the requirements life cycle. Peter understands the dynamic nature of organizations as well as the evolving role of the business analyst as an agent of change. He draws out the challenges that students face and encourages extensive discussion to help make business analysis more tangible and effective. Peter is among the first Certified Business Analysis Professional (CBAP®) to recertify after three years. He is a founding member of the New Jersey chapter of the IIBA® and serves as its Vice President for Professional Development. He has been a featured speaker at several IIBA® chapters around the world.

Timothy J. Lowe, PhD, is a senior instructor for PMCentersUSA and is the Chester Phillips Professor of Operations Management at the Tippie College of Business, University of Iowa. He has teaching and research interests in the areas of supply chain management and operations management. He received his BS and MS degrees in Engineering from Iowa State University and his PhD in operations research from Northwestern University. Additionally, he has published more than 80 papers in leading journals in his field. Professor Lowe has worked as a project and process engineer for the Exxon Corporation and has served on the faculties of the University of Florida, Purdue University, and Pennsylvania State University. At Purdue, he served as the Director of Doctoral Programs and Research for the Krannert Graduate School of Management.

Joe Lukas, PMP, CSM, PE, CCP, is the Vice-President and a senior consultant/instructor for PMCentersUSA, and has more than 30 years experience in project management and business analysis spanning numerous industries including manufacturing, product development, information technology and construction. Joe also has program and portfolio management and international projects experience. His recognized areas of expertise include scheduling, earned value analysis, risk management, and interpersonal skills such as personality styles. Joe has been a member of the Project Management Institute since 1985 and earned his Project Management Professional (PMP)® certification in 1992. With over 30 published articles on various project management topics, Joe is a frequent guest speaker for companies and organizations across the county. Joe has been a guest instructor on project management for many universities including the University of Pittsburgh, Stevens Institute, the State University of New York (SUNY) at Brockport, St. John Fisher College and the Rochester Institute of Technology (RIT). Joe graduated with a B.S. in Chemical Engineering from Syracuse University, and received his Professional Engineer license in 1979. He went on to become a Certified Cost Engineer (CCE) for the Association for the Advancement of Cost Engineering (AACE).

Mark Moore, PMP, M.Ed., is an Instructor for PMCentersUSA with more than 30 years of experience in successfully supporting IT projects across multiple industries. Mark has been a developer, tester, manager, project manager, and leader of change. His specific experience with testing and testing management includes more than four years as Release Manager for Steelcase in Grand Rapids, Michigan. Mark's role included complete lifecycle responsibility with a strong focus on the final quality assurance testing. The review and application of lessons learned reduced the QA cycle for releases by up to 30% with increased quality results, while defects were managed and reported on a basic four-point scale. Mark became a certified Project Management Professional (PMP)® in 2002. He received his Bachelor of Science in Management from Cornerstone University and his Master's Degree in Education from Colorado State University.

Peter J. Oxley, PMP, is an instructor and project management consultant for PMCentersUSA. He has more than 25 years of IT and business transformation experience, leading strategy development and implementation projects for business systems, data warehousing, warehousing, and distribution operations, as well as considerable expertise in business continuity and risk management. He has led more than 30 IT infrastructure, business system, engineering, and business process transformation projects across a range of business sectors, including automotive, transportation, supply chain management, and electronic publishing. Peter's early career was in engineering research and development, followed by a move into general business management with the Land Rover group, where he led the New Model Introduction department for the aftermarket and service operations. In this role, Peter first became interested in the field of project management and developed a project process template, which subsequently was used for many Land Rover and later Jaguar Cars new model aftermarket introductions. Peter earned his degree in Mechanical Engineering from Liverpool University in the UK.

Richard E. Wendell, PhD, is both a Senior Faculty Instructor for PMCentersUSA and a Professor of Business Administration at the University of Pittsburgh's Joseph M. Katz Graduate School of Business. With more than 30 years of experience in operations research, decision theory and technology, and process and project management within industry and academia, he has considerable experience in executive and professional development education in the United States and internationally. Professor Wendell's research has focused on utilizing decision technologies to deal with complex situations involving risk management, multiple objectives, and project speed-up decisions. In addition to his academic duties, he has served as a consultant to numerous financial, utility, manufacturing, and banking firms. Professor Wendell has authored and co-authored more than 50 articles on decision technologies and co-authored a PMCentersUSA's course, which is the first course in the PMCentersUSA Master's Certificate in Project Management curriculum. He received his Bachelor of Science and Master of Science degrees in Industrial Engineering from the University of Pittsburgh and his PhD in Operations Research from Northwestern University.

PMCentersUSA Training Options

Types of Training for Organizations:

On-Site/Private Training Benefits:
- Schedule classes where and when you like
- Any track, 5-day program, including the 35-Hour Project Management Professional (PMP)® Boot Camp, or individual course can be delivered on-site at your organization

Customized Training Benefits:
- Training can be customized to your company's specific processes and templates
- Work collaboratively with key stakeholders in your organzation to address your specific needs
- Incorporate industry-aligned best practices
- Help your organization achieve breakthrough performance

Virtual Instructor-Led Training Benefits:
- Uses the latest innovative technology to create a live, online classroom in which students can ask questions, interact with instructors, and chat with classmates, all from their own home or work computers
- Great for organizations with multiple locations worldwide
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- Customized virtual training can be delivered privately and simultaneously at all of your locations at any time

On-Demand Training Benefits:
- Convenient, well-produced on-demand webinars and training courses are presented by our experienced instructor team of Project Management and Business Analysis Subject Matter Experts
- Students can easily track their PMI® Category A PDUs and IIBA® PDs and CDUs
- View all of the on-demand courses and webinars purchased through a personal Learning Account
- Experience PMI® award-winning content with high ROI at a great value

Types of Training for Individuals:

University Alliance Training Benefits:
- Award-winning project management and business analysis training programs in alliance with the University of Pittsburgh's Joseph M. Katz Graduate School of Business, Center for Executive Education
- Instructors provide fact-based project examples, case studies, and hands-on learning exercises to reinforce the key knowledge areas as defined by the Project Management Institute (PMI)® and the International Institute of Business Analysis (IIBA)®
- Designed to deliver PM and BA concepts that can be applied to the project work environment

Virtual Instructor-Led Training Benefits:
- Uses the latest innovative technology to create a live, online classroom in which students can ask questions, interact with instructors, and chat with classmates, all from their own home or work computers
- Classes are conducted in 1-2 sessions (unless otherwise noted), so students are not required to miss work to train
- Exceptional courseware and instructors provide the same valuable training offered in a traditional classroom environment without the inconvenience and expense associated with travel and time away from the office.

On-Demand Training Benefits:
- Convenient, well-produced on-demand webinars and training courses are presented by our experienced instructor team of Project Management and Business Analysis Subject Matter Experts
- Shorter, more convenient 1-hour course modules enable you to train at your own pace while building your own library
- On-demand training is the perfect way to expand your knowledge, obtain industry certifications, and enhance your career

"The knowledge I received from attending a PMCentersUSA Business Analysis course has been irreplaceable. Also, the manner in which the course was instructed and delivered was first class. I would recommend courses offered by PMCentersUSA to anyone looking to further their professional development."
– Ryan Winter, Senior BPM Developer PSCU
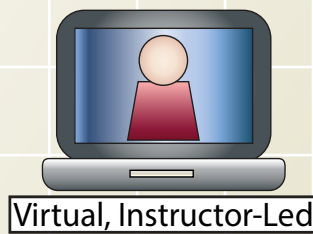
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