PROJECT MANAGEMENT & BUSINESS ANALYSIS

SPRING 2014

Face-to-Face & Online Programs

Industry-Recognized Certificates

Earn PDUs

No Limit

Earn PD Hours AND CDUs

SCE-PM.UWM.EDU
SCE-BA.UWM.EDU

POWERFUL IDEAS PROVEN RESULTS
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROJECT MANAGEMENT</td>
<td>4</td>
</tr>
<tr>
<td>CERTIFICATES</td>
<td>4</td>
</tr>
<tr>
<td>CORE COURSES</td>
<td>4</td>
</tr>
<tr>
<td>ELECTIVE COURSES</td>
<td>10</td>
</tr>
<tr>
<td>COURSE ROADMAP</td>
<td>11</td>
</tr>
<tr>
<td>PROJECT MANAGEMENT CERTIFICATE – ONLINE TRACK</td>
<td>12</td>
</tr>
<tr>
<td>BUSINESS ANALYSIS</td>
<td>13</td>
</tr>
<tr>
<td>CERTIFICATE</td>
<td>13</td>
</tr>
<tr>
<td>CORE COURSES</td>
<td>13</td>
</tr>
<tr>
<td>ELECTIVE COURSES</td>
<td>16</td>
</tr>
<tr>
<td>COURSE GUIDE</td>
<td>17</td>
</tr>
<tr>
<td>ADDITIONAL PROGRAMS</td>
<td>18</td>
</tr>
<tr>
<td>GENERAL INFORMATION</td>
<td>19</td>
</tr>
</tbody>
</table>

---

**YOUR PROJECT MANAGEMENT AND BUSINESS ANALYSIS CONNECTION**

Anne O'Meara, M.S.
Program Director
aomeara@uwm.edu
414-227-3311

School of Continuing Education

(SCE) is the largest provider of noncredit continuing education in Southeastern Wisconsin, with nearly 20,000 participants, 1,500 programs and 600 practitioner instructors. Our state-of-the-art classrooms and conference services are located in downtown Milwaukee – the heart of the city’s business and commercial district. SCE is one of 14 schools and colleges at the University of Wisconsin–Milwaukee.

5 to 95
we've got a program for that
THE VALUE OF PROFESSIONAL CERTIFICATES

Professional certificates are an affordable and convenient way to increase your value in the workplace. Over the past several decades, certificates have been the fastest-growing postsecondary credential awarded. Frequently attained as a supplement or a stepping stone to a degree, certificates are earned through noncredit, hands-on professional development in a specific career discipline. Courses are taught by industry experts, and the skills acquired are relevant and immediately applicable on the job.

WHO SHOULD PURSUE A PROFESSIONAL CERTIFICATE?

- **Working Professionals** – update current skills, gain new ones, advance your career and increase your earning potential
- **Recent College Grads** – bridge the gap between your education and new job requirements
- **Career Changers** – jumpstart your employment in a new field, quickly and economically

WHY CHOOSE SCE?

A professional certificate from the School of Continuing Education comes with the distinction and quality that the University of Wisconsin-Milwaukee has to offer. UWM is Wisconsin’s premier public, urban university with a strong international reputation for excellence in education.

- Local industry experts with real-world knowledge and advice
- Opportunity to network with like-minded professionals
- Convenient downtown location
- Amenities, including course materials, meals and discounted parking

PROJECT MANAGEMENT AND BUSINESS ANALYSIS PROGRAMS

When it comes to learning proven methods for leading your projects to success, choose the in-depth, hands-on and up-to-date courses at UWM SCE. You’ll learn from instructors with real-world experience in project management, business analysis, business process improvement and quality.

SCE is a Registered Education Provider with the Project Management Institute (PMI®) and an Endorsed Education Provider for the International Institute of Business Analysis, which entitles you to receive Professional Development Units (PDUs), Professional Development Hours (PDHs) and Continuing Development Units (CDUs).

- All CEUs, PDUs, PDHs and CDUs become part of your permanent UWM record
- Onsite and online curricula include templates and other resources you can use on the job
- Support from our staff helps you decide which path or certificate track will fit your needs

Project Management Certificate (PM)

- Project Management Certificate – Online Track (PM-Online)
- Project Management Certificate – Advanced (PM-Advanced)

Business Analysis Certificate (BA)

SEE 40+ CERTIFICATE PROGRAMS AT SCE-CERTIFICATES.UWM.EDU.
Project Management Certificates (PM)

With today’s scrutinized budgets and tight deadlines, managing projects successfully is critical. Gain the skills to work within time, quality, cost and technical constraints while focusing on customers’ real needs. Courses focus on the newest trends in project management and provide the technical skills you need to succeed.

SCE is a Registered Education Provider with the Project Management Institute (PMI®). Our courses fully support A Guide to the Project Management Body of Knowledge (PMBOK® Guide), which entitles you to receive PDUs.

Two course formats are available – face-to-face and online. You may combine face-to-face and online courses to complete your certificate. Individual courses may also be taken without pursuit of a certificate.

Project Management Certificate (PM)

Earn the certificate by completing 14 days of courses with a minimum of 10 days of core courses (online courses count as two days) in as little as eight months (not to exceed four years).

Project Management Certificate - Online Track (PM-Online)

Earn the certificate by completing six consecutive courses, each four to five weeks long, in just over six months. See details on pg. 12.

Project Management Certificate - Advanced (PM-Advanced)

Earn the certificate by taking eight additional days of courses (noted by a plus sign (+) on page 11) after completing your Project Management Certificate or Project Management Certificate - Online Track.

Visit sce-PM.uwm.edu for faculty biographies, Frequently Asked Questions, the course calendar and detailed course descriptions.

Project Management Foundations

PM-Core, BA-Elective

Success in project management demands a structured, systematic approach to projects. Develop the core tools and techniques for each phase: initiating, planning, executing, monitoring, controlling and closing. Gain a working foundation to better plan and control a variety of projects in your organization.

This is the recommended first course for those pursuing the Project Management Certificate and those without prior project management experience.

Learning Outcomes

- Get the tools to standardize project management concepts and training throughout your organization
- Gain a comprehensive overview of processes and responsibilities
- Create a plan to use as a basis for managing and directing project work

Mon.-Tue., Feb. 10-11, 8:30am-4:30pm
Instructor: Sandra Hoskins, ISP, PMP, ITCP
Fee: $845
CEUs: 1.4/PDUs: 14/PDHs: 14/CDUs: 14
Program No. 5025-6290
OR
Course Accessible: Feb. 10-Mar. 14
Program No. 5025-6625
OR
Mon.-Tue., Apr. 28-29, 8:30am-4:30pm
Program No. 5025-6308
OR
Course Accessible: May 5-June 6
Program No. 5025-6626
OR
Mon.-Tue., June 23-24, 8:30am-4:30pm, Program No. 5025-6299
OR
Mon.-Tue., Aug. 18-19, 8:30-4:30pm
Program No. 5025-6772

PMP®, PMBOK® and the PMI Registered Education Provider logo are registered marks of the Project Management Institute.
Agile Project Management

Quickly responding to changing conditions is critical to success in today’s business climate. When properly executed, agile development rapidly generates the project outcomes and deliverables that your business requires to compete in today’s fast-paced marketplaces. Acquire an overview of the latest agile approaches and best practices, so you can determine when agile project management techniques fit your particular situation, and just as importantly, when they don’t.

Learning Outcomes
- Successfully integrate agile methods into your organization, and how the organization must change
- Use mainstream Agile methods: Scrum, XP, UP/RUP
- Focus on real-world scenarios and techniques

Thu.-Fri., June 5-6, 8:30am-4:30pm
Instructor: Bob McIlree, PMP
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-6303

Building and Improving Project Team Functionality

All projects require effective teamwork to achieve quality outcomes. Learn how to get the team up and running quickly and efficiently, manage accountability without direct line authority and help team members manage competing priorities. Understand when you should confront group issues that are jeopardizing team success.

Learning Outcomes
- Know why most teams are dysfunctional
- Understand what changes must be made to allow the team to become functional and accountable
- Assist the team in identifying and working through their real issues

Thu.-Fri., Mar. 6-7, 8:30am-4:30pm
Instructor: Eric Coryell
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-6296

Contracts and Vendor Management

Identify work that should be done external to the project and the corresponding steps to select and develop a contract with the vendor. Gain the ability to interpret, evaluate and administer contracts throughout the Project Management Life Cycle.

Learning Outcomes
- Understand contract vocabulary, development, negotiations and execution
- Improve delivery from providers and accountability between buyers and sellers
- Attain expectations from vendors while maintaining a positive relationship

Wed.-Thu., Mar. 12-13, 8:30am-4:30pm
Instructor: Barbara Farmerie, MBA, PMP
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-6300
OR
Wed.-Thu., Sept. 24-25, 8:30am-4:30pm
Program No. 5025-6774
Critical Thinking: Business Analysis and Decision-Making Strategies

PM-Core, PM-Advanced, BA-Core

Sharpen your skills by becoming more aware of your own thought processes and the thought processes of others. Learn techniques to foster critical thinking through probing and reflecting. Become more skilled in structuring an argument, judging credibility of a source and making better decisions. As a result, become more effective in analysis, communication and leadership.

Learning Outcomes

• Practice critical thinking and analysis skills
• Learn techniques to foster critical thinking and improved focus
• Enhance customer service through better problem-solving and decision-making

Mon.-Tue., May 5-6, 8:30am-4:30pm
Instructor: Barbara Farmerie, MBA, PMP
Fee: $845
CEUs: 1.4/PDUs:14/CDUs: 14
Program No. 5025-6307

Empowering Project Teams: Facilitating Communication and Collaboration

PM-Core | Online

Prerequisite: Project Management Foundations or equivalent experience

Teams that can communicate, collaborate and cooperate provide the foundation of successful project and product delivery. Get the core tools and techniques to ensure timely delivery of information to stakeholders. Develop your ability to collaborate and influence without authority, creating a positive work environment that leverages roles and responsibilities.

Learning Outcomes

• Develop templates to expedite the planning, executing, monitoring and controlling process
• Develop and communicate roles and responsibilities to project stakeholders
• Create information dashboards for communicating with project stakeholders to communicate the right information to the right person for the right decision

Course Accessible: Apr. 14-May 16
Instructors: Alan Waite, MA, CEC, CJ Walker Waite, PhD, PMP
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-6629
OR
Course Accessible: July 7-Aug. 8
Program No. 5025-6630

Estimating, Scheduling and Managing Project Performance

PM-Core | or |

The elements of the planning phase of a project are critical to its execution and control. Through case studies and hands-on practice, take an in-depth look at each step involved in estimating time, resources and costs for budgeting and project scheduling. Plus, learn how to accurately track performance throughout the project’s lifecycle using the valuable metrics.

Learning Outcomes

• Start projects on an optimistic note, with better estimates and keep them on schedule
• Develop earned-value management metrics to measure performance
• Collaborate with others on real-world situations and gain immediate solutions to take back to your workplace

Course Accessible: Feb. 24-25, 8:30am-4:30pm
Instructor: Jackie Ramin, PMP
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-6285
OR
Course Accessible: Mar. 17-Apr. 11
Instructor: Barbara Farmerie, MBA, PMP, Program No. 5025-6627
OR
Course Accessible: June 9-July 3
Instructor: Barb Farmerie, MBA, PMP
Program No. 5025-6628
OR
Course Accessible: Sept. 22-23, 8:30am-4:30pm
Instructor: Jackie Ramin, PMP
Program No. 5025-6771
Lean Project Management  
PM-Core, PM-Advanced  
Project stakeholders must ensure that project management processes, supporting tools and techniques are used to expedite work by focusing on value-added activities and resources. Using situations based on real-world events, simulate the impact on a project by incorporating continuous process improvement to deliver results on time and on budget.

Learning Outcomes  
• Remove deliverables that do not add value to the project management processes  
• Use an optimized approach to planning, executing, monitoring and controlling projects  
• Manage the capacity and availability of resources to facilitate expedited delivery

Tue.-Wed., May 20-21, 8:30am-4:30pm  
Instructor: Sandra Hoskins, ISP, PMP, ITCP  
Fee: $845  
CEUs: 1.4/PDUs: 14  
Program No. 5025-6304

Managing Multiple Projects  
PM-Core, PM-Advanced  
Prerequisites: Project Management Foundations or Estimating, Scheduling and Managing Project Performance or equivalent experience  
As a project manager responsible for multiple projects within your organization, learn the skills required to develop a structure for integrating individual projects into a single management portfolio. Become familiar with the best practices through hands-on case studies.

Learning Outcomes  
• Understand multiple project management and prioritization models  
• Improve project reporting and inter-project conflict management skills  
• Learn techniques for managing project resources across the organization

Course Accessible: Jan. 13-Feb. 7  
Instructor: Barbara Farmerie, MBA, PMP  
Fee: $845  
CEUs: 1.4/PDUs: 14  
Program No. 5025-6246  
OR
Thu.-Fri., Mar. 20-21, 8:30am-4:30pm  
Program No. 5025-6310  
OR
Course Accessible: May 19-June 13  
Program No. 5025-6631  
OR
Course Accessible: Aug. 11-Sept. 5  
Program No. 5025-6632

Managing Project Risks  
PM-Core  
Companies are demanding products and services faster and cheaper. Understanding and managing risks to delivering quality products is key to customer satisfaction. Review tools and processes that help mitigate risk and increase quality.

Learning Outcomes  
• Align teams around high-risk decisions and buy-in of stakeholders  
• Minimize uncertainty in risky decisions and avoid project “land mines”  
• Learn ways to integrate quality and risk management into project work plans

Course Accessible: Feb. 10-Mar. 7  
Instructors: C.J. Walker Waite, PhD, PMP, Alan Waite, MA, CEC  
Fee: $845  
CEUs: 1.4/PDUs: 1.4  
Program No. 5025-6247

OR
Mon.-Tue., June 9-10, 8:30am-4:30pm  
Instructor: Bob McIlree, PMP  
Program No. 5025-6301  
OR
Course Accessible: June 16-July 18  
Program No. 5025-6633  
OR
Course Accessible: Sept. 8-Oct. 3  
Program No. 5025-6634
Managing Project Scope and the Impact of Change

PM-Core, PM-Advanced

Prerequisites: Project Management Foundations or equivalent experience

You are about to kick off a project. The scope and budget are set... or are they? This project is too important: you need to keep a good handle on it to ensure the team doesn’t squander their hours away. Take an in-depth look at each step involved in estimating time, resources and costs for budgeting and scheduling a project.

Note: This course should not be taken in addition to the former, one-day Stakeholder Management course, as the content is very similar.

Learning Outcomes

• Improve management of persons citing requirements and requesting changes
• Clarify the vision associated with a project through improved scope definition
• Increase accountability for changes made throughout a project’s life cycle

Course Accessible: Mar. 10-Apr. 4
Instructor: Barbara Farmerie, MBA, PMP
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-6248

OR

Thursday-Friday, May 15-16, 8:30am-4:30pm
Program No. 5025-6297

OR

Course Accessible: July 21-Aug. 15
Program No. 5025-6635

OR

Course Accessible: Oct. 6-31
Program No. 5025-6636

MS Project for Project Managers - Using a Software Toolkit

PM-Core, PM-Advanced

Prerequisites: Project Management Foundations, or equivalent, basic familiarity with MS Office

Learn to establish MS Project standards, coordinate project documents, record estimates, schedule activities and tasks, assign resources to an activity or task, track performance to date, and provide the appropriate level of reporting. Based on the Project Management Life Cycle Model, use MS Project as a vital tool throughout initiating, planning, executing, controlling and closing a project.

Learning Outcomes

• Understand the importance of configuring Microsoft Project, and using network schedules
• Create a resource pool for managing staff and material resources
• Input task dependencies to create project schedules

Thursday-Friday, May 22-23, 8:30am-4:30pm
Instructor: Sandra Hoskins, ISP, PMP, ITCP
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-6306

MS Project: Advanced Scheduling, Reporting, Forecasting and Customizing

PM-Elective, PM-Advanced

Prerequisites: MS Project for Project Managers or equivalent experience

Once you have established standards and processes using MS Project, you will want to take your projects to the next level. Cover more advanced reporting, forecasting, scheduling, resource management and customization techniques.

Learning Outcomes

• Provide an enhanced view of project-related information, and create project-specific reports with Excel and MS Project
• Develop best practices for creating schedule dependencies
• Use an optimized approach to resource management and costing

Wednesday-Thursday, June 25-26, 8:30am-4:30pm
Instructor: Sandra Hoskins, ISP, PMP, ITCP
Fee: $845
CEUs: 1.4/PDUs: 14/CDEUs: 14
Program No. 5025-6782
Proactive Testing: Risk-Based Test Planning, Design and Automation

PM-Elective, PM-Advanced, BA-Core

Apply Proactive Testing™ beyond traditional reactive testing to identify ordinarily overlooked conditions – especially large risk showstoppers that cause project overruns and dissatisfaction. By enabling testing of higher risks earlier and more frequently, Proactive Testing™ helps deliver quicker, cheaper, better systems.

Learning Outcomes
- Understand how testing can cut time, effort and aggravation for users, developers and managers
- Write industry-accepted test plans and designs that make testing easier and more reliable
- Gain confidence that requirements have been met

Wed.-Thu., Apr. 9-10, 8:30am-4:30pm
Instructor: Robin Goldsmith, JD
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-6314

PMP® Exam Review/Implementing a Project Management Discipline

PM-Core, PM-Advanced

Get an in-depth study of the knowledge areas covered in the Project Management Life Cycle. Apply concepts to real-world projects through group discussion and situation simulations. Cover the necessary methods and disciplines to implement a project management discipline on your own or for work.

This course also covers the necessary information required to prepare for the CAPM® and PMP® exams. Evaluate your knowledge against exam requirements and develop a future study plan.

Learning Outcomes
- Understand the importance of using the PMBOK® as the baseline for achieving PMP® certification
- Assess the project management processes and implement a framework within your organization
- Apply current tools and techniques to create an effective project management plan

Wed.-Fri., Apr. 30-May 2, 8:30am-4:30pm
Instructor: Sandra Hoskins, ISP, PMP, ITCP
Fee: $945
CEUs: 2.1/PDUs: 21
Program No. 5025-6311

Return on Investment: Determining and Communicating the Project Value

PM-Core, BA-Elective

Companies are demanding reliable financial measures of proposed projects’ values. Yet project managers often don’t know how to identify, calculate or communicate a project’s REAL ROI™ (return on investment). Traditional ROI calculations are increasingly being criticized for telling only part of the necessary story – afflicting all types of projects, but often causing the greatest difficulty in areas like IT, where benefits may seem intangible and frequent overruns impact the credibility of estimates. Uncover 22 pitfalls that render common ROI determinations meaningless, and learn instead how to calculate a project’s real value.

Learning Outcomes
- Identify full-story key effects on revenue and expense variables
- Quantify tangible and intangible costs and benefits, and convincing communicate the business value of project investments
- Practice applying practical techniques to a real case

Fri., Apr. 11, 8:30am-4:30pm
Instructor: Robin Goldsmith, JD
Fee: $450
CEUs: 0.7/PDUs: 7.0
Program No. 5025-6773

“"I needed to prepare for the PMP exam and this was the best value training program.”

Luciana Canado, May 2013
Analyzing and Validating Business Requirements
- PM-Elective, BA-Core
- Analyze user requirements, functional requirements and quality of service requirements
- Determine requirements attributes, and verify and validate those requirements
Mon.-Tue., Mar. 10-11, 8:30am-4:30pm
See page 14 for details.

Defining and Managing Business Requirements
- PM-Elective, BA-Core
- Discover the REAL business requirements that provide value when met
- Use the powerful Problem Pyramid™ to identify and solve the right problem
Mon.-Tue., Apr. 7-8, 8:30am-4:30pm
See page 15 for details.

Business Analyst Essentials
- PM-Elective, BA-Core
- Understand the key roles of an analyst throughout a project
- Improve soft skills (communication, creativity, office politics)
- Enhance understanding of the relationship among data, decisions and process
Tue.-Wed., Apr. 1-2, 8:30am-4:30pm
See page 13 for details.

Effective Interpersonal Communication Skills
- PM-Elective
- Employ communication strategies for motivating performance improvement
- Flex your communication style to improve understanding
Tue.-Wed., June 3-4, 8:30am-4:30pm

Finance Skills for Nonfinancial Managers
- PM-Elective
- Read and analyze financial statements
- Present your ideas using sound financial principles
- Make intelligent financial decisions and understand the financial impact of your ideas
Wed.-Thu., Apr. 23-24, 8:30am-4:00pm

Fundamentals of Organizational Development and Change Management
- PM-Elective
- Perform organizational assessment and understand OD planning
- Improve return on investment and outcome assessment
Wed.-Thu., April 9-10, 8:30am-4:30pm

Influence Without Authority
- PM-Elective, BA-Core
- Enhance your credibility by building trust and expertise
- Understand seven influencing techniques in day-to-day work situations
Thu., April 10, 8:30am-4:00pm

Managing Today’s Technical Professional
- PM-Elective
- Understand what motivates a technical workforce
- Match management strategies and techniques with the needs of the workforce
Wed., May 7, 8:30am-4:00pm

Visit sce-PM.uwm.edu for course details.
Follow this easy-to-use guide to set up your certificate program or select courses based on specific needs. You’ll save time, money and have a plan. To view the Project Management Online Certificate Track, see on pg. 12.

Project Management Certificate
Earn the certificate by completing 14 days of courses with a minimum of 10 days of core courses in as little as eight months (not to exceed four years). All courses counts as two days toward the Project Management Certificate, except where noted.

Project Management Certificate - Advanced
Earn the certificate by completing eight additional days of advanced training after earning your PM or PM-Online Certificate. Courses for the Advanced Certificate are distinguished by the plus sign (+).

---

**Project Management Roadmap Key**

- Core Courses
- Elective Courses

Courses can also be applied toward the Advanced Project Management Certificate.

Pursuing the PMP®? These are the recommended classes.

- Online
- Face-to-Face
Project Management Certificate -
Online Track

Online training programs offer flexibility to fit your schedule whenever and wherever you need them. The Project Management Certificate: Online Track is no exception. It’s a fast-tracked series of six courses rolled into one money-saving, online experience that includes all of the expert knowledge and support SCE has to offer, without the commute.

The courses include reading assignments, lectures, discussions and quizzes. You will receive support and valuable feedback from your instructors, and plenty of opportunities to interact and collaborate with your peers.

SCE is a Registered Education Provider with the Project Management Institute (PMI®). Our courses fully support A Guide to the Project Management Body of Knowledge (PMBOK® Guide), which entitles you to receive PDUs (84 total for the certificate).

Earn the certificate by completing six consecutive courses, each four to five weeks long, in just over six months.

Certificate Courses Include:
• Project Management Foundations
• Empowering Project Teams: Facilitating Communication and Collaboration
• Estimating, Scheduling and Managing Project Performance
• Managing Multiple Projects
• Managing Project Risks
• Managing Project Scope and the Impact of Change

Individual online courses may be taken without pursuit of a certificate, or enroll in a combination of online and face-to-face courses to earn the Project Management Certificate (see pg. 4).

Visit sce-PM.uwm.edu for faculty biographies, Frequently Asked Questions, the course calendar and detailed course descriptions.

☐ Course Accessible: Feb. 10-Aug. 15
Instructors: Sandra Hoskins, ISP, PMP, ITCP, CJ Walker Waite, PhD, PMP, Alan Waite, MA, CEC, Barbara Farmerie, MBA, PMP
Fee: $3900 (To pay in two $1950 installments, register by phone at 414-227-3200)
CEUs: 8.4/PDUs: 84
Program No. 5025-6616
OR
☐ Course Accessible: May 5-Oct. 31
Program No. 5025-6617

Here’s What Our Online Students are Saying

It’s clear that a lot of time, thought and effort went into this course, and I truly appreciated the engagement of the instructors. Thank you for an excellent course!”
May 2013

I am currently managing multiple project nd I have recevied many ideas that I can apply today.”
July 2013

“I cannot say enough about the learning experience this course presented. I have already applied what I learned here to get some very difficult projects and team relationships back on track.”
February 2013

“The instructor was energetic and inspiring.”
April 2013

Legend: ☐ = Certificate Course  ☐ = Face to Face  ☐ = Online
Business Analysis Certificate (BA)

Business Analysts are in high demand throughout information technology and other fields. As the key liaison between business and technology departments, the business analyst plays a critical role in assuring that an organization’s significant investments deliver meaningful and lasting business results. Address the critical skills needed to succeed in the day-to-day roles of a business analyst.

SCE is an Endorsed Education Provider for the International Institute of Business Analysis (IIBA®). Our courses fully support A Guide to the Business Analysis Body of Knowledge (BABOK® Guide), which entitles you to receive PDHs or CDUs.

Individual courses may be taken without pursuit of a certificate.

Earn the certificate by completing 14 days of courses with a minimum of 10 days of core courses in as little as eight months (not to exceed four years).

Visit sce-BA.uwm.edu for faculty biographies, Frequently Asked Questions, the course calendar and detailed course descriptions.

Business Analyst Essentials

BA-Core, PM-Elective

Get briefed on the tools and skills a business analyst needs to succeed. Strengthen your business savvy and understanding of technology as you learn how to apply those skills throughout the Business Analysis Life Cycle as documented in the Business Analyst Body of Knowledge (BABOK®).

This is the recommended first course for those pursuing the Business Analysis Certificate and is the prerequisite for some of the courses in the certificate.

Learning Outcomes

- Understand the key roles of an analyst throughout a project
- Improve soft skills (communication, creativity, office politics)
- Enhance understanding of the relationship among data, decisions and process

Tue.-Wed., Apr. 1-2, 8:30am-4:30pm
Instructor: Timothy Johnson, MBA
Fee: $845
CEUs: 1.4/PDUs: 14/CDUs: 14
Program No. 5025-6316

Joy Vuolo, Business Analysis Certificate Holder and Project Management Certificate Holder

“The Business Analysis program is challenging but fun. Every class I took I was able to learn techniques that I could put into practice. I’ve recommended SCE classes to many of my peers.”

September 2013
Analyzing and Validating Business Requirements

Prerequisite: Business Analyst Essentials or equivalent experience

The ultimate objective of a business analysis, process improvement or information technology project is to improve business results. Study three proven approaches to analyzing current conditions, business needs and technology enablers. Use business process analysis techniques to convert raw requirements data into a workable solution.

Learning Outcomes

- Analyze user requirements, functional requirements and quality of service requirements
- Devise “to be” process and system designs
- Determine requirements attributes, and verify and validate those requirements

Mon.-Tue., Mar. 10-11, 8:30am-4:30pm
Instructor: Steven Lyon, MS
Fee: $845
CEUs: 1.4/PDUs: 14/CDUs: 14
Program No. 5025-6291

Business Process Modeling and Redesign

Prerequisites: Business Analyst Essentials or equivalent experience

Business processes are the natural activities you perform that produce value, serve customers and generate income. Unfortunately, most organizations are set up to manage tasks, instead of processes. Learn how process modeling provides a simple, yet powerful method for eliminating waste, rediscovering your core business requirements and streamlining the ways in which they are achieved.

Learning Outcomes:

- Document processes for business requirements or business process modeling initiatives
- Recognize and remove activities and process flaws that do not add value
- Engage business leaders, users and customers in process change efforts

Thu.-Fri., Apr. 24-25, 8:30am-4:30pm
Instructor: Amanda Dietz, MBA, CQM
Fee: $845
CEUs: 1.4/PDUs: 14/CDUs: 14
Program No. 5025-6309

Critical Thinking: Business Analysis and Decision-Making Strategies

Prerequisite: Business Analyst Essentials or equivalent experience

Sharpen your skills by becoming more aware of your own thought process and the thought processes of others. Learn techniques to foster critical thinking through probing and reflecting. Become more skilled in structuring an argument, judging credibility of a source and making better decisions. As a result, become more effective in analysis, communication and leadership.

Learning Outcomes

- Develop critical thinking and analysis skills
- Learn techniques to foster critical thinking and improved focus
- Enhance customer service through better problem solving and decision making

Mon.-Tue., May 5-6, 8:30am-4:30pm
Instructor: Barbara Farmerie, MBA, PMP
Fee: $845
CEUs: 1.4/PDUs: 14/PDHs: 14/CDUs: 14
Program No. 5025-6307

“Loved the people, venue, education and environment! A great atmosphere to learn.”

Peter Hoeft, First Bank
Financial Center - November 2013
Defining and Managing Business Requirements

BA-Core, PM-Elective

Understanding and articulating business requirements is the weakest link in projects. Using realistic cases, practice discovering, understanding and documenting clear and complete business requirements that can speed development, reduce maintenance and delight customers.

**Learning Outcomes**
- Discover the REAL business requirements that provide value when met
- Identify the differences between business and product requirements
- Use the powerful Problem Pyramid™ to identify and solve the right problem

Mon.-Tue., Apr. 7-8, 8:30am-4:30pm
Instructor: Robin Goldsmith, JD
Fee: $845
CEUs: 1.4/PDUs: 14/CDUs: 14
Program No. 5025-6315

Enterprise Analysis and Business Requirements

BA-Core

**Prerequisites:** Business Analyst Essentials or equivalent experience

Understanding your entire organization and its business needs will help your project succeed. The IT-Business divide is often a key factor in project failures, because it lacks any formal structure to align IT investments with business strategy. Create the framework for a successful BA-IT partnership in the development of effective business requirements.

**Learning Outcomes:**
- Integrate business requirements into your system development and project management life cycles
- Create and implement a strategy map and process management tools to identify potential project opportunities
- Evaluate alternatives using enterprise architecture frameworks and conduct feasibility studies

Mon.-Tue., Apr. 22-23, 8:30am-4:30pm
Instructor: Amanda Dietz, MBA, CQM
Fee: $845
CEUs: 1.4/PDUs: 14/CDUs: 14
Program No. 5025-6313

Proactive Testing: Risk-Based Test Planning, Design and Automation

BA-Core, PM-Elective, PM-Advanced

Apply Proactive Testing™ beyond traditional reactive testing to identify ordinarily overlooked conditions – especially large risk showstoppers that cause project overruns and dissatisfaction. By enabling testing of higher risks earlier and more frequently, Proactive Testing™ helps deliver quicker, cheaper, better systems.

**Learning Outcomes:**
- Understand how testing can cut time, effort and aggravation for users, developers and managers
- Write industry-accepted test plans and designs that make testing easier and more reliable
- Gain confidence that requirements have been met

Wed.-Thu., Apr. 9-10, 8:30am-4:30pm
Instructor: Robin Goldsmith, JD
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-6314
Return on Investment: Determining and Communicating the Project Value

BA-Elective, PM-Core

- Uncover 22 pitfalls that render common ROI determinations meaningless, and learn instead how to calculate a project’s real value.
- Quantify tangible and intangible costs and benefits, and convincingly communicate the business value of project investments.
- Practice applying practical techniques to a real case.

Fri., Apr. 11, 8:30am-4:30pm

See page 9 for details.

Building and Improving Project Team Functionality

BA-Elective, PM-Core

- Understand what changes must be made to allow teams to become functional and accountable.
- Assist the team in identifying and working through their real issues.

Thu.-Fri., Mar. 6-7, 8:30am-4:30pm

See page 5 for details.

Effective Interpersonal Communication Skills

BA-Elective, PM-Elective

- Employ communication strategies for motivating performance improvement.
- Flex your communication style to improve understanding.

Tue.-Wed., June 3-4, 8:30am-4:00pm

Influence Without Authority

BA-Elective, PM-Elective

- Enhance your credibility by building trust and expertise.
- Implement story-based techniques to persuade others to take action.
- Understand seven influencing techniques in day-to-day work situations.

Thu., Apr. 10, 8:30am-4:00pm

Project Management Foundations

BA-Elective, PM-Core

- Get the tools to standardize project management concepts and training throughout your organization.
- Gain a comprehensive overview of processes and responsibilities.
- Create a plan to use as a basis for managing and directing project work.

Mon.-Tue., Feb. 10-11, 8:30am-4:30pm

See page 4 for details and additional dates.

CUSTOMIZED TRAINING

Give your employees high-quality, relevant training that provides immediate on-the-job impact. Our customized training solutions are designed around your organization’s goals, objectives, industry and culture.

With flexibility and expert instructors, we work with you to design a program that meets your organization’s specific needs. We will even deliver training straight to your location.

Contact Rachelle Perotto at sce-customized@uwm.edu or 414-227-3243 for more information.
BUSINESS ANALYSIS COURSE GUIDE
sce-BA.uwm.edu

Follow this easy-to-use guide to set up your certificate program or select courses based on specific needs. You'll save time, money and have a plan.

Business Analysis Certificate
Earn the certificate by completing 14 days of courses with a minimum of 10 days of core courses in as little as eight months (not to exceed four years).

Pursuing the CBAP® or CCBA®?
All courses listed below are recommended for those pursuing the Certified Business Analysis Professional designation.

<table>
<thead>
<tr>
<th>FOR THIS KNOWLEDGE AREA</th>
<th>TAKE THESE COURSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overview of All Areas</td>
<td>Business Analyst Essentials</td>
</tr>
<tr>
<td>Enterprise Analysis</td>
<td>Enterprise Analysis and Business Requirements</td>
</tr>
<tr>
<td>Elicitation</td>
<td>Defining and Managing Business Requirements</td>
</tr>
<tr>
<td>Requirements Analysis</td>
<td>Analyzing and Validating Business Requirements</td>
</tr>
<tr>
<td>Solution Assessment and Validation</td>
<td>Analyzing and Validating Business Requirements</td>
</tr>
<tr>
<td>Planning</td>
<td>Critical Thinking: Business Analysis and Decision-Making Strategies</td>
</tr>
<tr>
<td></td>
<td>Return On Investment: Determining and Communicating The Project Value</td>
</tr>
<tr>
<td></td>
<td>Project Management Foundations</td>
</tr>
<tr>
<td>Communicating</td>
<td>Critical Thinking: Business Analysis and Decision-Making Strategies</td>
</tr>
<tr>
<td></td>
<td>Building and Improving Project Team Functionality</td>
</tr>
<tr>
<td></td>
<td>Effective Interpersonal Communication Skills</td>
</tr>
<tr>
<td></td>
<td>Influence Without Authority</td>
</tr>
<tr>
<td>Underlying Competencies</td>
<td>Business Process Modeling and Redesign</td>
</tr>
<tr>
<td>- Modeling</td>
<td>Proactive Testing: Risk-Based Test Planning, Design and Automation</td>
</tr>
<tr>
<td>- Testing And Evaluation</td>
<td></td>
</tr>
</tbody>
</table>

Core Courses □□ Elective Courses □□
Find What You’re Searching for this Spring... and Beyond!

PERSONAL ENRICHMENT
- College for Kids/College for Teens
  sce-kids.uwm.edu
- Educational Travel & Tours
  sce-travel.uwm.edu
- Languages
  sce-languages.uwm.edu
- Osher Lifelong Learning Institute
  sce-osopher.uwm.edu
- Personal Enrichment
  sce-enrichment.uwm.edu

PROFESSIONAL DEVELOPMENT
- Business & Management
  sce-business.uwm.edu
- Career Transitions Center
  sce-ctc.uwm.edu
- Early Childhood
  sce-earlychildhood.uwm.edu
- Engineering
  sce-eng.uwm.edu
- Human Services
  sce-humanservices.uwm.edu
- Information Technology
  sce-it.uwm.edu
- Nonprofit Management
  sce-nonprofit.uwm.edu
- Public Administration
  sce-publicadmin.uwm.edu
- Project Management
  sce-pm.uwm.edu
- Water Technology
  sce-watertechnology.uwm.edu

COMMUNITY DEVELOPMENT
- Center for the Study of the Workplace
  StudyofWork.com
- Center for Transportation Education & Development
  sce-cted.uwm.edu
- Center for Urban Community Development
  sce-urban.uwm.edu
- Center for Workforce Development
  sce-workforce.uwm.edu
- Employment & Training Institute
  sce-eti.uwm.edu
- Youth Work Learning Center
  sce-ywlc.uwm.edu

ONLINE
Check out all of our online offerings at sce-online.uwm.edu

School of Continuing Education
From ages 5 to 95, we have a program for you.
GENERAL INFORMATION

HOW TO ENROLL

Enrolling for School of Continuing Education courses is quick and easy! Select the option most convenient for you. Please include the message code and keycode, located to the left of your name on the back cover of this catalog, with your registration.

ONLINE
sce-registration.uwm.edu

PHONE
8am-5pm (Central) M-F
414-227-3200 – Direct
800-222-3623 – Toll Free

MAIL
Mail web form to:
Noncredit Registration
UW–Milwaukee
Drawer No. 491
Milwaukee, WI 53293-0491

CUSTOMIZED
Rachelle Perotto,
Program Director
414-227-3243
sce-customized@uwm.edu

IN-PERSON
Advance Registration Only
Visit the School of
Continuing Education at
161 W. Wisconsin Ave., 6th Flr.
Milwaukee, WI
Plankinton Bldg. adjacent to the
Shops of Grand Avenue
8am-5pm (Central) M-F

ATTENTION MILITARY SPOUSES

Did you know you may be eligible for up to $4,000 through the MyCAA program? Qualified military spouses can use the funds toward completing a certificate program at SCE. To learn more, contact Rob Bodart at 414-227-3370 or bodart@uwm.edu.

DON’T FORGET TO USE MESSAGE CODE SP-43-13-W WHEN REGISTERING.

WHERE TO STAY
Visit sce-hotels.uwm.edu for an abundance of nearby lodging and entertainment options.

PROGRAM CANCELLATIONS/REFUNDS
A full refund is issued to program participants if the School of Continuing Education cancels a program for any reason. Participant withdrawals made at least two weeks (14 days) prior to the start of a program can receive a 100% refund. When a participant withdraws less than two weeks prior to the program start, participants may have their fees transferred one time to any currently available program, otherwise participants will receive a refund minus a 20% administrative fee. For programs with a fee of $35 or less, no refund will be given, if a participant withdraws within two weeks of the start date. Once a program has begun, refunds are no longer issued.

Learn a New Language. Explore a New World.

At SCE, we lend support as you jumpstart your career, update your skills and increase your earning potential, but there’s so much more.

Discover culture, ease your travel experiences and exercise your mind through face-to-face and online LANGUAGE COURSES:

- American Sign Language
- Chinese
- French
- German
- Italian
- Japanese
- Korean
- Portuguese
- Russian
- Spanish
- Swedish
- English Seminars for International Professionals

More Ways to Unearth Your Passion
Educational travel
Community orchestra
Photography classes
Historical tours

Personal Enrichment | sce-enrichment.uwm.edu

In Partnership with UW-Extension. No Wisconsin tax dollars were used in the printing of this publication.
Discover the Possibilities. With more than 1,500 professional development and personal enrichment programs to choose from, learning opportunities abound at the SCE. Request printed and electronic program materials based on your interests at sce-KeepMePosted.uwm.edu.

Connect With Us. Continue Learning.

Joy Vuolo, Project Management Certificate Holder and Business Analysis Certificate Holder

Extend your UWM SCE education beyond the classroom! Connect with us on our Facebook page, and join an exclusive group of like-minded Project Management and Business Analysis professionals. We’ll keep you posted on deals, discounts, giveaways and insider info on the topics that matter most to you.

Connect with us today at Facebook.com/UWMProjectManagement