FALL 2012
Project Management & Business Analysis

SCE-PM.UWM.EDU
SCE-BA.UWM.EDU
Thank you for choosing the UWM School of Continuing Education. The learning journey you are embarking on this fall has the power to enhance your career, community and your life. If you would like to share these opportunities with colleagues, consider taking advantage of our customized programming capabilities. We can arrange for any of these quality courses to be tailored to your organization’s specific needs and brought directly to your facility. For more information, simply contact Erica Gumieny at 414-227-3226 or egumieny@uwm.edu.

After participating in courses, you may have questions about your future personal and professional life plans. I invite you to seek guidance through our Career Transitions Center (CTC). The friendly professionals can assess your current situation, future aspirations and how you can achieve your goals. Contact 414-227-3243 or sce-ctc@uwm.edu for details.

Enjoy your experience at the School of Continuing Education. We are proud to support your commitment to lifelong learning and look forward to working with you.

Sincerely,

Patricia

Dr. Patricia Arredondo
Associate Vice Chancellor, Academic Affairs
Interim Dean, UWM School of Continuing Education
Professor, Department of Educational Psychology
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>CERTIFICATE OVERVIEW</th>
<th>.................................................................</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROJECT MANAGEMENT ROADMAP</td>
<td>......................................................................................................................</td>
<td>6</td>
</tr>
<tr>
<td>PROJECT MANAGEMENT CERTIFICATE ONLINE</td>
<td>......................................................................................................................</td>
<td>7</td>
</tr>
<tr>
<td>PROJECT MANAGEMENT FOUNDATIONS</td>
<td>......................................................................................................................</td>
<td>7</td>
</tr>
<tr>
<td>BUSINESS ANALYST ESSENTIALS</td>
<td>......................................................................................................................</td>
<td>8</td>
</tr>
<tr>
<td>AGILE PROJECT MANAGEMENT</td>
<td>......................................................................................................................</td>
<td>8</td>
</tr>
<tr>
<td>ANALYZING AND VALIDATING BUSINESS REQUIREMENTS</td>
<td>......................................................................................................................</td>
<td>8</td>
</tr>
<tr>
<td>BUILDING AND IMPROVING PROJECT TEAM FUNCTIONALITY</td>
<td>......................................................................................................................</td>
<td>9</td>
</tr>
<tr>
<td>BUSINESS PROCESS MODELING AND REDESIGN</td>
<td>......................................................................................................................</td>
<td>9</td>
</tr>
<tr>
<td>CONTRACTS AND VENDOR MANAGEMENT</td>
<td>......................................................................................................................</td>
<td>9</td>
</tr>
<tr>
<td>CRITICAL THINKING: BUSINESS ANALYSIS AND DECISION-MAKING STRATEGIES</td>
<td>......................................................................................................................</td>
<td>10</td>
</tr>
<tr>
<td>DEFINING AND MANAGING BUSINESS REQUIREMENTS</td>
<td>......................................................................................................................</td>
<td>10</td>
</tr>
<tr>
<td>DETERMINING AND COMMUNICATING THE PROJECT VALUE</td>
<td>......................................................................................................................</td>
<td>10</td>
</tr>
<tr>
<td>EFFECTIVE INTERPERSONAL COMMUNICATION SKILLS</td>
<td>......................................................................................................................</td>
<td>11</td>
</tr>
<tr>
<td>EMPOWERING PROJECT TEAMS: FACILITATING COMMUNICATION AND COLLABORATION</td>
<td>......................................................................................................................</td>
<td>11</td>
</tr>
<tr>
<td>ENTERPRISE ANALYSIS AND BUSINESS REQUIREMENTS</td>
<td>......................................................................................................................</td>
<td>11</td>
</tr>
<tr>
<td>ESTIMATING, SCHEDULING AND MANAGING PROJECT PERFORMANCE</td>
<td>......................................................................................................................</td>
<td>12</td>
</tr>
<tr>
<td>IMPLEMENTING A PROJECT MANAGEMENT DISCIPLINE/PMP® EXAM REVIEW</td>
<td>......................................................................................................................</td>
<td>12</td>
</tr>
<tr>
<td>LEAN PROJECT MANAGEMENT</td>
<td>......................................................................................................................</td>
<td>12</td>
</tr>
<tr>
<td>MS PROJECT: ADVANCED REPORTING, FORECASTING AND CUSTOMIZATION TECHNIQUES</td>
<td>......................................................................................................................</td>
<td>13</td>
</tr>
<tr>
<td>MS PROJECT: ADVANCED SCHEDULING AND RESOURCE MANAGEMENT</td>
<td>......................................................................................................................</td>
<td>13</td>
</tr>
<tr>
<td>MS PROJECT FOR PROJECT MANAGERS - USING A SOFTWARE TOOLKIT</td>
<td>......................................................................................................................</td>
<td>13</td>
</tr>
<tr>
<td>MANAGING AND CONTROLLING PROJECT COSTS AND SCHEDULES</td>
<td>......................................................................................................................</td>
<td>14</td>
</tr>
<tr>
<td>MANAGING MULTIPLE PROJECTS</td>
<td>......................................................................................................................</td>
<td>14</td>
</tr>
<tr>
<td>MANAGING PROJECT RISKS</td>
<td>......................................................................................................................</td>
<td>14</td>
</tr>
<tr>
<td>MANAGING PROJECT SCOPE AND IMPACT OF CHANGE</td>
<td>......................................................................................................................</td>
<td>15</td>
</tr>
<tr>
<td>PROACTIVE TESTING - RISK-BASED TEST PLANNING, DESIGN AND AUTOMATION</td>
<td>......................................................................................................................</td>
<td>15</td>
</tr>
<tr>
<td>PROJECT PORTFOLIO MANAGEMENT: TOOLS AND TECHNIQUES</td>
<td>......................................................................................................................</td>
<td>15</td>
</tr>
<tr>
<td>RISK VS. QUALITY: BALANCING THE ODDS</td>
<td>......................................................................................................................</td>
<td>16</td>
</tr>
<tr>
<td>STAKEHOLDER MANAGEMENT: ENGAGING KEY INDIVIDUALS FOR PROJECT SUCCESS</td>
<td>......................................................................................................................</td>
<td>16</td>
</tr>
<tr>
<td>CUSTOMIZED TRAINING SOLUTIONS</td>
<td>......................................................................................................................</td>
<td>16</td>
</tr>
<tr>
<td>ELECTIVE COURSES: BUSINESS &amp; ORGANIZATIONAL DEVELOPMENT FOCUS</td>
<td>......................................................................................................................</td>
<td>17</td>
</tr>
<tr>
<td>ADDITIONAL PROGRAMS</td>
<td>......................................................................................................................</td>
<td>18</td>
</tr>
<tr>
<td>GENERAL INFORMATION</td>
<td>......................................................................................................................</td>
<td>19</td>
</tr>
</tbody>
</table>

## YOUR INSTRUCTORS

SCE instructors are world-class faculty, professionals and experts in the fields they teach. Their unique blend of real-world experience and academic excellence make courses engaging, exciting and effective. With thought-provoking theories and applicable lessons, the knowledge you gain from our 600 practitioner instructors will enhance your life, career and community.
Completing a professional certificate fuels a more successful future. Through a certificate program, you gain focused skills and earn critical credentials that improve your current position and make you more attractive when applying for jobs. SCE offers over 40 certificate opportunities in a variety of areas, each awarding one Continuing Education Unit (CEU) for every ten contact hours (or equivalent) of satisfactory participation in nondegree programs. All CEUs earned at SCE become part of your permanent record. For more information about your options, visit sce-certificates.uwm.edu.

All courses listed in this catalog can be taken individually or as a series to earn a certificate. Certificate details are listed below.

**Project Management Certificate**  (PM)

Gain the skills to work within time, quality, cost and technical constraints while focusing on customers' real needs. Choose from a variety of project management and mid-management programs. Earn a certificate by completing 14 days of courses with a minimum of 10 days coming from the Core Courses, within four years. All courses are approved by the Project Management Institute and fully support the Project Management Institute’s, *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, which entitles you to receive PDUs.

**Core**
- Project Management Foundations, pg. 7
- Agile Project Management (+), pg. 8
- Building and Improving Project Team Functionality, pg. 9
- Contracts and Vendor Management, pg. 9
- Critical Thinking: Business Analysis and Decision-Making Strategies (+), pg. 10
- Defining and Managing Business Requirements, pg. 10
- Determining and Communicating the Project Value, pg. 10
- Estimating, Scheduling and Managing Project Performance, pg. 12
- Implementing a Project Management Discipline/PMP® Review (+), pg. 12
- Lean Project Management (+), pg. 12
- MS Project for Project Managers: Using a Software Toolkit (+), pg. 13
- Managing Multiple Projects (+), pg. 14
- Managing Project Risks, pg. 14
- Project Portfolio Management: Tools and Techniques (+), pg. 15
- Stakeholder Management: Engaging Key Individuals for Project Success (+), pg. 16

**Elective**
- Analyzing and Validating Business Requirements, pg. 8
- Business Analyst Essentials, pg. 8
- Effective Interpersonal Communication Skills, pg. 11
- Emotional Intelligence I: How to Deal with Difficult People, Including Yourself, pg. 17
- Facilitating Difficult Meetings: How to Achieve Consensus and Collaboration, pg. 17
- Finance Skills for Non-Financial Managers, pg. 17
- Fundamentals of Organizational Development and Change Management, pg. 17
- Influence without Authority (+), pg. 17
- MS Project: Advanced Reporting, Forecasting and Customization Techniques (+), pg. 13
- MS Project: Advanced Scheduling and Resource Management (+), pg. 13
- Making the Shift from Technical Expert to Organizational Leader (+), pg. 17
- Managing Today’s Technical Professional, pg. 17
- Proactive Testing: Risk-Based Test Planning, Design and Automation, pg. 15
- SharePoint Foundations-Level 1, pg. 17

PMP, PMBOK and the PMI Registered Education Provider logo are registered marks of the Project Management Institute.
Project Management Certificate Online (PM-Online)
The online Project Management Certificate can be taken completely online or in a blended format. All courses are approved by the Project Management Institute (PMI) and fully support the *PMBOK*® Guide, which entitles you to receive PDUs.

- Project Management Foundations, pg. 7
- Empowering Project Teams: Facilitating Communication and Collaboration, pg. 11
- Managing and Controlling Project Costs & Schedules, pg. 14
- Managing Multiple Projects, pg. 14
- Managing Project Scope & Impact of Change, pg. 15
- Risk vs. Quality: Balancing the Odds, pg. 16

Project Management Certificate - Advanced (PM-Advanced)
Earn the certificate by completing eight additional days of training as indicated by the (+) sign next to the program.

- See page 6 for details

Business Analysis Certificate (BA)
As the key liaison between business and information technology departments, the business analyst is responsible for gathering and documenting business requirements and translating them into system specifications. Learn to play a critical role in assuring that an organization’s significant investments deliver meaningful and lasting business results. Earn the certificate by completing seven courses within four years. A minimum of five courses must taken from the core list. UWM is an Endorsed Education Provider approved by the International Institute of Business Analysis (IIBA). All courses fully support the *BABOK*® Guide and many entitle you to receive PD Hours or CDUs. See specific courses for details.

**Core**
- Analyzing and Validating Business Requirements, pg. 8
- Business Analyst Essentials, pg. 8
- Business Process Modeling and Redesign, pg. 9
- Critical Thinking: Business Analysis and Decision-Making Strategies, pg. 10
- Defining and Managing Business Requirements, pg. 10
- Effective Interpersonal Communication Skills, pg. 11
- Enterprise Analysis and Business Requirements, pg. 11

**Elective**
- Building and Improving Project Team Functionality, pg. 9
- Influence Without Authority, pg. 17
- Project Management Foundations, pg. 7
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.

**Project Management Certificate**

Earn the certificate by completing 14 days of courses with a minimum of 10 days coming from the Core Courses, within four years.

**Project Management Certificate - Advanced**

Earn the certificate by completing eight additional days of training as indicated by the (+) sign next to the program.

<table>
<thead>
<tr>
<th>Recommended First Course: Project Management Foundations (required)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Build PM Knowledge Base</strong></td>
</tr>
<tr>
<td>Contracts and Vendor Management</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

**Project Management**

- **Core Courses**
- **Elective Courses**

Courses can also be applied toward the ADVANCED PROJECT MANAGEMENT CERTIFICATE.

Pursuing the PMP? These are the recommended classes.
Project Management Certificate Online

With today’s busy schedule, finding time to attend professional development courses can be a challenge. The Project Management Online Certificate provides the flexibility and convenience of attending online from any location.

Online learning offers balance and:
- **Convenience** – complete your coursework any time day or night – whenever it’s convenient for you.
- **Savings** – no need to spend time or money commuting – online learning comes to you!
- **Personal Attention** – peer feedback and direct individual instruction adapts to your unique learning style.
- **Connections** – form study groups and network with classmates from around the globe.
- **Innovation** – the technology you use enhances communication and prepares you for today’s global workplace.

The online Project Management Certificate can be taken completely online or in a blended format.

Certificate Includes
- Project Management Foundations
- Managing and Controlling Project Costs & Schedules
- Empowering Project Teams: Facilitating Communication and Collaboration
- Risk vs. Quality: Balancing the Odds
- Managing Multiple Projects
- Managing Project Scope & Impact of Change

### Certificate Includes

- **Mon., Oct. 15, 2012-Fri., May 31, 2013**
  - **Instructors:** Barbara M. Farmerie, PMP
  - Sandra Hoskins, ISP, PMP, ITCP
  - Alan Waite, M.A., C.E.C.,
  - CJ Walker Waite, Ph.D., PMP
  - **Fee:** $3900 (due at registration, or $1950 at registration and $1950 by fourth class)
  - **CEUs:** 8.4/PDUs: 84
  - **Program No.** 5025-2016
  - **OR**
  - **Mon., Jan. 14-Fri., Aug. 30, 2013**
  - **Instructor:** Sandra Hoskins, ISP, PMP, ITCP
  - **Fee:** $3900 (due at registration, or $1950 at registration and $1950 by fourth class)
  - **CEUs:** 8.4/PDUs: 84
  - **Program No.** 5025-2026

### Project Management Foundations

**PM-Core. BA-Elective, PM-Online**

Success in today’s project management arena demands a structured, systematic approach to project management. This workshop provides the core tools and techniques for each phase of project management: initiating, planning, executing, control and closing. Through case studies and hands-on practice, you gain a working foundation to better plan and control a variety of projects in your organization.

**Prerequisite:** Recommended first course for those pursuing the Project Management Certificate.

**Learning Outcomes**
- Standardize PM concepts and training through entire organization
- Gain comprehensive overview of project management processes and project manager responsibilities
- Create a project management plan to use as a basis for managing and directing project work

- **Thu.-Fri., Oct. 11-12, 8:30am-4:30pm**
  - **Instructor:** Sandra Hoskins, ISP, PMP, ITCP
  - **Fee:** $845
  - **CEUs:** 1.4/PDUs: 14/CDUs: 14
  - **Program No.** 5025-0440
  - **OR**
  - **Mon., Oct. 15-Fri., Nov. 16**
  - **Instructor:** Sandra Hoskins, ISP, PMP, ITCP
  - **Program No.** 5025-Z010
  - **OR**
  - **Thu.-Fri., Nov. 29-30, 8:30am-4:30pm**
  - **Instructor:** Bob McIlree, PMP
  - **Program No.** 5025-0441
  - **OR**
  - **Mon.-Tue., Feb. 11-12, 2013, 8:30am-4:30pm**
  - **Instructor:** Sandra Hoskins, ISP, PMP, ITCP
  - **Program No.** 5025-0470
  - **OR**
  - **Mon., Jan. 14-Fri., Feb. 15, 2013**
  - **Instructor:** Sandra Hoskins, ISP, PMP, ITCP
  - **Program No.** 5025-Z020

See pages 4-5 for Certificates
Business Analyst Essentials

PM-Elective, BA-Core

The successful Business Analyst needs to be business savvy, have a good understanding of technology and have a broad skill set. Get briefed on the tools and skills a Business Analyst needs in order to succeed, and learn how to apply those skills throughout the Business Analysis Life Cycle as documented in the Business Analyst Body of Knowledge, (BABOK®). Walk away with practical take-back-to-your-desk applications to apply to daily challenges.

Prerequisite: Recommended first course for those pursuing the Business Analysis Certificate.

Learning Outcomes

• Improve soft skills (communication, creativity, office politics)
• Enhance understanding of the relationship among data, decisions and process
• Gain immediate comprehension of systems thinking and its universal role in the organization

Mon.-Tue., Nov. 5-6, 8:30am-4:30pm
Instructor: Timothy Johnson
Fee: $845
CEUs: 1.4/PDUs: 14/CDUs: 14
Program No. 5025-0445
OR
Mon.-Tue., Mar. 4-5, 2013
8:30am-4:30pm
Program No. 5025-0475

Agile Project Management

PM-Core, PM-Advanced

Quickly responding to changing conditions is critical to success in today’s business climate. When properly executed, agile development generates rapid project outcomes and deliverables that your business requires to compete in today’s fast-paced marketplaces. Acquire the latest agile project management techniques and best practices through this course.

You will gain an overview of mainstream agile approaches and whether agile project management techniques fit your particular situations, and equally importantly, when they don’t.

Learning Outcomes

• Successfully integrate Agile methods into the organization, and how the organization must change
• Use Mainstream Agile Methods: Scrum, XP, UP/RUP
• Manage where Agile methods work and don’t work - focus on “real world” scenarios and techniques

Thu.-Fri., Oct. 18-19, 8:30am-4:30pm
Instructor: Bob McIlree, PMP
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-0442
OR
Mon.-Tue., Mar. 11-12, 2013
8:30am-4:30pm
Program No. 5025-0472

Analyzing and Validating Business Requirements

PM-Elective, BA-Core

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

Learning Outcomes

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

Thu.-Fri., Nov. 15-16, 8:30am-4:30pm
Instructor: Steven Lyon
Fee: $845
CEUs: 1.4/PDUs: 14/CDUs: 14
Program No. 5025-0443
OR
Mon.-Tue., Mar. 11-12, 2013
8:30am-4:30pm
Program No. 5025-0472
Building and Improving Project Team Functionality

PM-Core, BA-Elective

All projects require effective teamwork to achieve quality outcomes. Learn how to improve the functionality and accountability of your project team given these unique challenges:

• Getting the team up and running quickly and efficiently
• Managing accountability without direct line authority
• Helping team members manage competing priorities
• Deciding when to address group dynamic issues and when to ignore them
• How to effectively confront issues that are jeopardizing team success
• Gaining team member buy-in to the purpose of the team

Discover the unique skills required to create a functional and accountable project team.

Learning Outcomes

• Identify and understand your organization’s true core processes
• Document processes for business requirements or BPM initiatives
• Recognize and remove activities that do not add value
• Eliminate process flaws that are creating systemic problems
• Engage business leaders, users and customers in process change efforts

Mon.-Tue., Nov. 12-13, 8:30am-4:30pm
Instructor: Eric Coryell
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-0444
OR
Thu.-Fri., Mar. 7-8, 2013, 8:30am-4:30pm
Program No. 5025-0476

Business Process Modeling and Redesign

BA-Core

Business processes are the natural activities you perform that produce value, serve customers and generate income. Unfortunately, most organizations are not set up to manage processes; instead they manage tasks. As a result, the “global” process gets lost as departments focus on ”local” priorities. Inefficiency and waste become part of the system. Learn how process modeling provides a simple yet powerful method of rediscovering your core business requirements and streamlining the ways they are achieved.

Learning Outcomes

• Identify and understand your organization’s true core processes
• Document processes for business requirements or BPM initiatives
• Recognize and remove activities that do not add value
• Eliminate process flaws that are creating systemic problems
• Engage business leaders, users and customers in process change efforts

Wed.-Thu., Dec. 5-6, 8:30am-4:30pm
Instructor: Amanda Dietz
Fee: $845
CEUs: 1.4/PDUs: 14/CDUs: 14
Program No. 5025-0446
OR
Wed.-Thu., Apr. 24-25, 2013
8:30am-4:30pm
Program No. 5025-0481

Contracts and Vendor Management

PM-Core

Review steps associated with identifying work that should be done external to the project, and corresponding steps to selecting and developing a contract with the seller. Analysis of which type of contract to use also is reviewed. At the end of this course you are able to interpret, evaluate and administer contracts throughout the Project Management Life Cycle.

Prerequisite: Project Management Foundations or experience working as a project manager (not a project lead or team member)

Learning Outcomes

• Experience smoother contract development, negotiations and execution
• Improve delivery from your vendors
• Establish greater accountability between buyers and sellers
• Attain expectations from vendors while maintaining a positive relationship

Thu.-Fri., Sept. 27-28, 8:30am-4:30pm
Instructor: Barbara M. Farmerie, PMP
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-0447
OR
Wed.-Thu., Mar. 13-14, 2013
8:30am-4:30pm
Program No. 5025-0473
Critical Thinking: Business Analysis and Decision-Making Strategies

Critical thinking is a growing topic in both the professional and personal world. Everything you do is affected by the quality of your thinking. Increase awareness of your own thinking, the thinking of others and develop critical thinking skills which can be applied in any walk of life. Learn techniques to foster critical thinking through probing and reflecting. Become more skilled in structuring an argument, judging credibility of a source or 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 improve focus
- Improve customer service through better problem solving and decision making skills

Defining and Managing Business Requirements

Understanding and articulating business requirements for automated systems are the weakest links in systems development. Using realistic cases, practice discovering, understanding and documenting clear and complete business requirements that can speed development, reduce maintenance and delight customers.

Learning Outcomes
- Avoid the main source of scope creep that causes most project overruns
- Discover the REAL Business Requirements that provide value when met
- Use the powerful Problem Pyramid™ to identify and solve the right problem
- Define the important requirements so everyone understands them the same way

Determining and Communicating the Project Value

Companies are demanding reliable financial measures of proposed projects' value, however, professionals don't always know how to calculate, communicate or deliver evidence of Return on Investment. Moreover, traditional ROI calculations may tell only part of the necessary story. Learn how to define, calculate and convincingly communicate the business value of investments. Exercises enhance learning by allowing you to practice applying practical techniques to realistic examples.

Learning Outcomes
- The financial information that business decision makers need and demand
- ROI and related calculations, strengths and weaknesses
- Identifying the full set of costs and benefits
- Quantifying intangibles, risk, and flexibility

Mon.-Tue., Oct. 22-23, 8:30am-4:30pm
Instructor: Robin Goldsmith
Fee: $845
CEUs: 1.4/PDUs: 14/CDUs: 14
Program No. 5025-0449
OR
Mon.-Tue., May 6-7, 2013, 8:30am-4:30pm
Program No. 5025-0487

Mon.-Tue., Apr. 8-9, 2013
8:30am-4:30pm
Program No. 5025-0477

Mon.-Tue., Apr. 10, 2013, 8:30am-4:30pm
Program No. 5025-0478

Mon.-Tue., Nov. 14-15, 8:30am-4:30pm
Instructor: Barbara M. Farmerie, PMP
Fee: $845
CEUs: 1.4/PDUs: 14/CDUs: 14
Program No. 5025-0449
OR
Fri., Oct. 26, 8:30am-4:30pm
Instructor: Robin Goldsmith
Fee: $450
CEUs: 0.7/PDUs: 7
Program No. 5025-0450
OR
Mon.-Tue., May 6-7, 2013, 8:30am-4:30pm
Program No. 5025-0487
Effective Interpersonal Communication Skills
PM-Elective, BA-Core
Learn about your communication style and how it affects others. Uncover your listening skills. Employ strategies for motivating performance improvement and overcoming perceptual barriers.

**Learning Outcomes**
- Employ communication strategies for motivating performance improvement
- Flex your communication style to improve understanding
- Apply techniques for managing difficult moments in sensitive conversations
- Listen actively when it’s difficult to do so
- Overcome perceptual and other communication barriers

**Empowering Project Teams: Facilitating Communication and Collaboration**
PM-Core, PM-Online, BA-Elective

In the fast-paced world of project management, teams that can communicate, collaborate and cooperate provide the foundation of successful project and product delivery. This course provides core tools and techniques to ensure the timely delivery of information to stakeholders, the ability to collaborate and influence without authority, creating a positive work environment and leveraging roles and responsibilities. Through case studies and hands-on practice, you gain a portfolio of tools, processes and templates that can be used immediately at work.

**Prerequisites:** Project Management Foundations

**Learning Outcomes**
- Develop templates to expedite the planning execution monitoring and controlling process
- Develop and communicate roles and responsibilities to project stakeholders
- Create information dashboards for communicating with the project stakeholders
- Communicate the right information to the right person for the right decision

**Enterprise Analysis and Business Requirements**
BA-Core

Research consistently shows that a large percentage of software projects fail to deliver their intended business results. The "IT-Business" divide is a key factor in these failures, lacking 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 management practices into your system development and project management life cycles
- Create a strategy map
- Use the strategy map and process management tools to identify potential project opportunities
- Evaluate alternatives using enterprise architecture frameworks
- Conduct feasibility studies
- Document high level business requirements based on enterprise analysis

**Mon.-Tue., Dec. 3-4, 8:30am-4:30pm**
**Instructor:** Amanda Dietz
**Fee:** $845
**CEUs:** 1.4/PDUs: 14/CDUs: 14
**Program No. 5025-0451**
OR

**Mon.-Tue., Apr. 22-23, 2013**
**8:30am-4:30pm**
**Program No. 5025-0480**
Estimating, Scheduling and Managing Project Performance

PM-Core

The elements of the planning phase of a project are critical to its execution and control. Through case studies and hands-on practice, this workshop provides an in-depth look at each step involved in estimating time and resources, costs for budgeting and scheduling a project. It also covers the metrics that need to be in place and how to track performance during the project’s execution.

Learning Outcomes
- Start your projects on an optimistic note, with better estimates
- Have your projects come in on schedule
- Develop earned value management metrics to measure performance to date

Thu.-Fri., Nov. 8-9, 8:30am-4:30pm
Instructor: Jackie Ramin, PMP
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-0452
OR
Mon.-Tue., Feb. 25-26, 2013
8:30am-4:30pm
Program No. 5025-0471

Implementing a Project Management Discipline/ PMP® Exam Review

PM-Core, PM-Advanced

Get an in-depth study of the knowledge areas covered in the project management life cycle. An application of concepts to real world projects is achieved 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 study plan to cover the required material.

Learning Outcomes
- Understand the importance of using the PMBOK® as the baseline for achieving PMP® certification
- Assess the project management processes within your organization
- Implement a project management framework within your organization

Mon.-Tue., Oct. 15-16, 8:30am-4:30pm
Instructor: Sandra Hoskins, ISP, PMP, ITCP
Fee: $945
CEUs: 2.1/PDUs: 21
Program No. 5025-0454
OR
Mon.-Tue., May 20-21, 2013
8:30am-4:30pm
Program No. 5025-0485

Lean Project Management

PM-Core, PM-Advanced

Project stakeholders must ensure that project management processes, tools and techniques are used to expedite the delivery of project work by focusing on value-added activities and resources. Using situations based on real-world events, you will simulate the impact of a project by incorporating continuous process improvement to deliver results on time and within budget.

Learning Outcomes
- Remove non value added deliverables from the project management process
- Use an optimized approach to planning, execution, monitoring and control
- Manage the capacity and availability of resources to facilitate expedited delivery

Mon.-Fri., Dec. 12-14, 8:30am-4:30pm
Instructor: Sandra Hoskins, ISP, PMP, ITCP
Fee: $945
CEUs: 2.1/PDUs: 21
Program No. 5025-0453
OR
Wed.-Fri., May 1-3, 2013, 8:30am-4:30pm
Program No. 5025-0483
MS Project: Advanced Reporting, Forecasting and Customization Techniques

PM-Elective, PM-Advanced

In a rapidly changing business environment, project managers and team members need to use the built-in functions and capabilities to integrate MS Project® information into Microsoft Excel®, PowerPoint®, Word®, and Visio®. The ability to develop Excel® charts and pivot tables provides the project manager with the ability to meet the ad-hoc needs of stakeholders. Project managers will learn to customize reports and views to create digital dashboards.

Prerequisites: MS Project for Project Managers: Using a Software Toolkit

Learning Outcomes
- Establish reporting processes and standards
- Create project specific reports with Excel and MS Project
- Provide an enhanced view of project-related information
- Identify critical information requirements for project stakeholders
- Develop macros to expedite the creation of forecasting and reconciliation reports

Mon., Dec. 17, 8:30am-4:30pm
Instructor: Sandra Hoskins, ISP, PMP, ITCP
Fee: $450
CEUs: 0.7/PDUs: 7
Program No. 5025-0458

MS Project: Advanced Scheduling and Resource Management

PM-Elective, PM-Advanced

It is critical for project managers and team members to use the functions and features of MS Project® to create an optimum schedule for your project. These schedules can be effectively created and managed by using additional techniques for assigning and maximizing resources, developing non-default dependencies, and developing and communicating project status using visual reports.

Prerequisites: MS Project for Project Managers: Using a Software Toolkit

Learning Outcomes
- Develop best practices for creating schedule dependencies
- Create standards for reconciling project progress
- Use an optimized approach to resource management and costing
- Use resource leveling to create optimum schedule and create standards for reconciling project progress
- Identify reporting requirements that communicate critical project status

Tue., Dec. 18, 8:30am-4:30pm
Instructor: Sandra Hoskins, ISP, PMP, ITCP
Fee: $450
CEUs: 0.7/PDUs: 7
Program No. 5025-0459

MS Project for Project Managers - Using a Software Toolkit

PM-Core, PM-Advanced

This session provides you with an opportunity 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. The course is based on the Project Management Life Cycle Model: Initiation, Planning, Executing, Controlling and Closing a project.

Prerequisites: Project Management Foundations

Learning Outcomes
- Understand the importance of configuring Microsoft Project®
- Learn how to create a resource pool for managing staff and material resources
- Learn how to input task dependencies to create project schedules
- Understand the importance of using network schedules to manage the critical path

Mon.-Tue., Dec. 10-11, 8:30am-4:30pm
Instructor: Sandra Hoskins, ISP, PMP, ITCP
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-0457

OR

Wed.-Thu., May 22-23, 2013
8:30am-4:30pm
Program No. 5025-0486
Managing and Controlling Project Costs and Schedules

PM-Core, PM-Online

The elements of the planning phase of a project are critical to its execution and control. Through case studies and hands-on practice, this workshop provides an in-depth look at each step involved in estimating time, resources and costs for budgeting and scheduling a project. It also covers the metrics that need to be in place and how to track performance during the project's execution.

Prerequisites: Project Management Foundations

Learning Outcomes
- Develop better project estimates through team collaboration
- Ensure your projects come in on schedule
- Develop earned value management metrics to measure performance to date

Mon., Nov. 26-Fri., Dec. 21
Instructor: Barbara M. Farmerie, PMP
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-2011
OR
Program No. 5025-Z021

Managing Multiple Projects

PM-Core, PM-Advanced, PM-Online

This course is for project managers who are responsible for multiple projects in their organization. You learn the skills required to develop a structure for integrating individual projects into a single program management portfolio.

Through activities and hands-on practice using a multiple project case study, you become familiar with best practices in the program management arena.

Prerequisite: Project Management Foundations or Estimating, Scheduling and Managing Project Performance

Learning Outcomes
- Learn multiple project management and prioritization models
- Enhance your skills on resolving inter-project conflicts successfully
- Learn techniques for managing project resources organization-wide

Mon.-Tue., Dec. 3-4, 8:30am-4:30pm
Instructor: Bob McIlree, PMP
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-0455
OR
Mon., Apr. 1-Fri., Apr. 26, 2013
Instructors: CJ Walker Waite, Ph.D., PMP
Alan Waite, M.A., C.E.C.
Fee: $845
Program No. 5025-Z021
OR
Mon.-Tue., June 10-11, 2013
8:30am-4:30pm
Program No. 5025-0488
OR
Mon., July 1-Fri., July 26, 2013
Instructors: CJ Walker Waite, Ph.D., PMP
Alan Waite, M.A., C.E.C.
Program No. 5025-Z024

Managing Project Risks

PM-Core

While demands increase to deliver faster and cheaper, the requirement to create a quality product or service remains unchanged. Generating quality deliverables is key to customer satisfaction, but understanding and managing impediments to acceptance of these deliverables is needed. In this class, you review tools and processes to reduce risks while increasing quality to maximize project results.

This course includes Quality Management along with Risk Management processes and tools.

Learning Outcomes
- Align teams around high-risk decisions and buy-in of stakeholders
- Minimize uncertainty in risky decisions
- Increase your toolkit for identifying and avoiding project ‘landmines’
- Learn ways to integrate quality and risk management into project work plans

Thu.-Fri., Dec. 6-7, 8:30am-4:30pm
Instructor: Barbara M. Farmerie, PMP
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-0456
OR
Thu.-Fri., Mar. 21-22, 2013
8:30am-4:30pm
Program No. 5025-Z024
Managing Project Scope and Impact of Change

PM-Core, PM-Online

You are about to kick-off a project you’re managing. 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 and resources, and estimating costs for budgeting and scheduling a project. Study the metrics that need to be in place and how to track performance during the projects execution.

Prerequisites: Project Management Foundations

This course should not be taken if previously attended the face to face Stakeholder Management course.

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

Mon., May 6-Fri., May 31, 2013
Instructor: Barbara M. Farmerie, PMP
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-2015
OR
Mon., Aug. 5-Fri., Aug. 30, 2013
Program No. 5025-2025

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

PM-Elective

Project managers and quality assurance/testing professionals all need to understand how to plan, design and manage software testing which typically accounts for 50 percent of the time expended for such efforts. Typical testing misses too many defects that are main causes of project overruns and dissatisfaction. In contrast to the delayed delivery drawback associated with traditional reactive testing, proactive testing wins advocates because it hastens the cost-saving delivery of better systems by catching defects when they are easier to fix.

Learning Outcomes

- Learn how testing can cut time, effort, and aggravation for users, developers, and managers
- Write industry-accepted test plans and test designs that make testing easier and more reliable
- Discover multiple techniques/checklists to design more thorough tests and overlooked conditions

Wed.- Thu., Oct. 24-25, 8:30am-4:30pm
Instructor: Robin Goldsmith
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-0460
OR
Thu.-Fri., Apr. 11-12, 2013
8:30am-4:30pm
Program No. 5025-0479

Project Portfolio Management: Tools and Techniques

PM-Core, PM-Advanced

Project portfolio management is essential to ensure that your projects and programs are supportive of your organization’s strategic objectives. In the portfolio management environment, there is a predefined process for selecting projects and a uniform process for evaluating their success. This workshop provides the tools and techniques to establish and enhance project portfolio management in your organization. The course covers the fundamental concepts and techniques to consider and focuses on development of a project portfolio management model, and how to implement the process in your organization.

Prerequisites: Project Management Foundations

Learning Outcomes

- Discuss and analyze different portfolio management models
- Develop a process for implementing project portfolio management in your organization
- Develop and manage a personal project portfolio

Wed., Oct. 17, 8:30am-4:30pm
Instructor: Sandra Hoskins, ISP, PMP, ITCP
Fee: $450
CEUs: 0.7/PDUs: 7
Program No. 5025-0461
Risk vs. Quality: Balancing the Odds

PM-Core, PM-Online

While demands increase to deliver faster and cheaper, the requirement to create a quality product or service remains unchanged. Generating quality deliverables is key to customer satisfaction, but understanding and managing impediments to acceptance of these deliverables is needed. In this class you will review tools and processes to strike the balance to reducing risks while increasing quality to maximize project results.

Prerequisites: Project Management Foundations

Learning Outcomes

- Align teams around high-risk decisions and buy-in of stakeholders
- Minimize uncertainty in risky decisions
- Increase your toolkit for identifying and avoiding project ‘land mines’
- Practice defining and delivering stakeholder satisfaction
- Learn ways to integrate quality and risk management into project work plans

Mon., Feb. 18-Fri., Mar. 15, 2013
Instructor: Barbara M. Farmerie, PMP
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-Z013
OR
Mon., May 20-Fri., June 14, 2013
Program No. 5025-Z023

Stakeholder Management: Engaging Key Individuals for Project Success

PM-Core, PM-Advanced

Project managers spend most of their time communicating with individuals who have vested interests in the project. Bridging diverse needs across parties is one of the challenges addressed here. Reduce negative noise level associated with projects and set crisper expectations between working groups.

Note: This course should not be taken if you previously attended the Managing Project Scope and Impact of Change online course.

Learning Outcomes

- Develop a crisper vision of project deliverables
- Boost the connection between stakeholders and project outcomes
- Improve likelihood of successful projects

Wed., Nov. 7, 8:30am-4:30pm
Instructor: Barbara M. Farmerie, PMP
Fee: $450
CEUs: 0.7/PDUs: 7
Program No. 5025-0462
OR
Thu., May 16, 2013, 8:30am-4:30pm
Program No. 5025-0484

Stakeholder Management: Engaging Key Individuals for Project Success

PM-Core, PM-Advanced

Project managers spend most of their time communicating with individuals who have vested interests in the project. Bridging diverse needs across parties is one of the challenges addressed here. Reduce negative noise level associated with projects and set crisper expectations between working groups.

Note: This course should not be taken if you previously attended the Managing Project Scope and Impact of Change online course.

Learning Outcomes

- Develop a crisper vision of project deliverables
- Boost the connection between stakeholders and project outcomes
- Improve likelihood of successful projects

Wed., Nov. 7, 8:30am-4:30pm
Instructor: Barbara M. Farmerie, PMP
Fee: $450
CEUs: 0.7/PDUs: 7
Program No. 5025-0462
OR
Thu., May 16, 2013, 8:30am-4:30pm
Program No. 5025-0484
ADDITIONAL ELECTIVES:
BUSINESS & ORGANIZATIONAL DEVELOPMENT FOCUS
sce-pm.uwm.edu

Emotional Intelligence I: Dealing with Difficult People, Including Yourself!
(PM-Elective)

Learning Outcomes
- Identify types of people, and recognize your fatal attractions to certain personalities
- Classify style characteristics and their impact on relationships
- Transform tolerating difficult people into appreciating differences

Facilitating Difficult Meetings: How to Achieve Consensus and Collaboration
(PM-Elective)

Learning Outcomes
- Decide when and when not to use participatory approaches to decision making
- Plan a meeting agenda that fosters efficient use of time
- Use analysis tools for complex decision making and develop plans for what to do when consensus fails

Finance Skills for Nonfinancial Managers
(PM-Elective)

Learning Outcomes
- Read and analyze financial statements
- Present your ideas using sound financial principles
- Make intelligent financial decisions and understand the financial impact of your ideas

Fundamentals of Organizational Development and Change Management
(PM-Elective)

Learning Outcomes
- Perform organizational assessment and understand OD planning
- Improve ROI and outcome assessment
- Boost employee performance and talent management

Influence Without Authority
(PM-Elective, PM-Advanced, BA-Elective)

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

Making the Shift from Technical Expert to Organizational Leader
(PM-Elective, PM-Advanced)

Learning Outcomes
- Learn the four major leadership roles
- Assess your current skills and competencies against those of the successful organizational leader
- Create a plan for how to increase your credibility, visibility and value in order to position yourself for career advancement

Managing Today's Technical Professional
(PM-Elective)

Learning Outcomes
- Understand what motivates a technical workforce
- Match management strategies and techniques with the needs of the workforce
- Capitalize on talent and establish a system of accountability

SharePoint Foundations I
(PM-Elective)

Learning Outcomes
- Learn Basic functions of SharePoint
- Discover how to share documents, enhance communication and strengthen security

For Dates and Complete Program Details
Visit: sce-pm.uwm.edu and click on Project Management Certificate

See pages 4-5 for Certificates
sce-ba.uwm.edu | sce-pm.uwm.edu | 414-227-3220 | 800-222-3623
Find What You’re Searching for this Fall…and Beyond!

Personal Enrichment
- CFK/CFT
  sce-kids.uwm.edu
- Dean’s Distinguished Lecture
  sce-arts.uwm.edu
- Educational Travel & Tours
  sce-travel.uwm.edu
- Osher
  sce-osopher.uwm.edu
- Personal Experiential Learning
  sce-arts.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-human-services.uwm.edu
- Internet Technology
  sce-internet.uwm.edu
- Languages
  sce-languages.uwm.edu
- Nonprofit Management
  sce-nonprofit.uwm.edu
- Public Administration
  sce-public-admin.uwm.edu
- Project Management
  sce-pm.uwm.edu
- Water Technology
  sceewater-technology.uwm.edu

Community Development
- Center for Consumer Affairs
  sce-consumer.uwm.edu
- 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

Even when you’re not attending a class, there are many easy ways to stay in touch with SCE!

1. Visit sce-keepmeposted.uwm.edu to sign up for email/mail updates in the areas that interest you
2. Browse sce.uwm.edu to see all the School has to offer
3. Join participants, alumni, faculty and staff on popular social media outlets – visit sce-connect.uwm.edu
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 keycode located on the back cover of the catalog to the left of your name with your registration.

Online
sce-registration.uwm.edu

Phone
8a-5p (Central) M-F
414-227-3200 – Direct
800-222-3623 – Toll Free

In-Person
(Advance registration only)
Visit the School of Continuing Education
161 W. Wisconsin Ave., 6th Flr.
Milwaukee, WI
Plankinton Bldg. adjacent to the Shops of Grand Avenue 8a-5p (Central) M-F

Program Cancellations/Refunds
A full refund is issued to program participants if the School of Continuing Education cancels a program for any reason. Unless otherwise stated, the School also issues a full refund when a program cancellation notice is received from a participant at least five business days before the start of the program. The full program fee is charged when enrollment has not been cancelled five business days prior to the first session, however this fee may be applied to another enrollment within the next 12 months.

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.

Make a Gift
To donate to SCE, visit sce.uwm.edu and click “Give to SCE”

CENTER FOR THE STUDY OF THE WORKPLACE

TODAY’S WORKPLACE IS CHANGING RAPIDLY. ARE YOU PREPARED?

With rapid globalization, technology advancements and demographic shifts, today’s workplace is constantly evolving. Visit the new Center for the Study of the Workplace (CSW) at StudyofWork.com where leaders from the business and academic worlds educate you on the latest transformations.

• Gain insight from academic scholars
• Analyze professional perspectives from real-world experts
• Connect with a global community of change-makers
• Join the conversation:

Check back often for updated discussion topics!

EDUCATE | COLLABORATE | EXCHANGE

In Partnership with UW-Extension. No Wisconsin tax dollars were used in the printing of this publication.
SCE is going green! We are no longer printing a school-wide catalog. You can still receive electronic and printed materials for areas that interest you by visiting sce-keepmeposted.uwm.edu.