Project Management & Business Analysis
From the Dean’s Desk

Thank you for choosing the UWM School of Continuing Education, the largest provider of continuing education programs and services in Southeast Wisconsin. I’d like to welcome you on a new and exciting endeavor that will enrich your professional and personal life. With over 1,000 classes and more than 50 certificate programs, you are sure to find what you are searching for, including world-class instructors that practice what they teach.

Our 600 practitioner instructors can help you discover a new career path, reach that next promotion, gain expertise in a field or on a topic that has always piqued your curiosity, or even develop your own business. If a career change is in your future, the specialists at our Career Transitions Center will help you discover a new niche through tailored mentoring and resume preparation and career coaching that meets your goals.

I invite you to explore the broad array of diverse programs at the School of Continuing Education and look forward to being your partner in lifelong learning.

Sincerely,

Patricia

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

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CUSTOMIZED TRAINING

Give your employees high-quality, relevant training that provides immediate on-the-job impact. SCE customized training solutions are designed around your goals and objectives, processes and procedures, and industry and culture. If your organization has employees who need training, our customized solution can be delivered at your location. Call today for more details - Nancy Mathews at 414-227-3264 or nancym@uwm.edu.
PROFESSIONAL DEVELOPMENT CERTIFICATES

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 for Project Management and on page 14 for Business Analysis.

**Project Management Certificate (PM)**

In today’s busy environment with budgets being carefully scrutinized 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. Choose from a variety of project management and mid-management programs.

**Core**
- Project Management Foundations, pg. 7
- Agile Project Management (+), pg. 7
- Building and Improving Project Team Functionality, pg. 8
- Contracts and Vendor Management, pg. 8
- Critical Thinking: Business Analysis and Decision-Making Strategies (+), pg. 8
- Defining and Managing Business Requirements, pg. 9
- Determining and Communicating the Project Value, pg. 9
- Empowering Project Teams: Facilitating Communication and Collaboration, pg.9
- Estimating, Scheduling and Managing Project Performance, pg. 10
- Implementing a PM Discipline (PMP® Review) (+), pg. 10
- Lean Project Management (+), pg. 10
- MS Project for Project Managers: Using a Software Toolkit (+), pg. 11
- Managing Multiple Projects (+), pg. 11
- Managing Project Risks, pg. 11
- Managing Project Scope and Impact of Change, pg.12
- Project Portfolio Management: Tools and Techniques (+), pg. 12
- Stakeholder Management: Engaging Key Individuals for Project Success (+), pg. 12

**Electives**
- See page 12 for details

EARN PDUs NO LIMIT

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

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

**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. Three formats are available – face-to-face, online and blended. sce-pm.uwm.edu.

Core
- Project Management Foundations, pg. 7
- Agile Project Management (+), pg. 7
- Building and Improving Project Team Functionality, pg. 8
- Contracts and Vendor Management, pg. 8
- Critical Thinking: Business Analysis and Decision-Making Strategies (+), pg. 8
- Defining and Managing Business Requirements, pg. 9
- Determining and Communicating the Project Value, pg. 9
- Empowering Project Teams: Facilitating Communication and Collaboration, pg.9
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- Implementing a PM Discipline (PMP® Exam Review) (+), pg. 10
- Lean Project Management (+), pg. 10
- MS Project for Project Managers: Using a Software Toolkit (+), pg. 11
- Managing Multiple Projects (+), pg. 11
- Managing Project Risks, pg. 11
- Managing Project Scope and Impact of Change, pg.12
- Project Portfolio Management: Tools and Techniques (+), pg. 12
- Stakeholder Management: Engaging Key Individuals for Project Success (+), pg. 12

**Recommended First Course: Project Management Foundations (required)**

**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. Online courses count as two days.

**Project Management Certificate – Advanced**

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

**Recommended First Course: Project Management Foundations (required)**

**Project Management Roadmap Key**

<table>
<thead>
<tr>
<th>Core Courses</th>
<th>Elective Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>+ Online</td>
<td>+ Face-to-Face</td>
</tr>
</tbody>
</table>

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

Pursuing the PMP? These are the recommended classes.
Project Management Foundations

**PM-Core | **

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.

Recommended first course for those pursuing the Project Management Certificate.

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

**Bring Customized Training to Your Business**
See page 17 for details!

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 rapidly generates the 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 where they don’t or can’t - Focus on “real world” scenarios and techniques

**Bring Customized Training to Your Business**
See page 17 for details!

Building and Improving Project Team Functionality

**PM-Core**

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

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

**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 where they don’t or can’t - Focus on “real world” scenarios and techniques

**Bring Customized Training to Your Business**
See page 17 for details!

Contracts and Vendor Management

**PM-Core**

Reviews 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. At the end of this course you are able to interpret, evaluate and administer contracts throughout the Project Management Life Cycle.

**Prerequisites:** 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 providers
- Establish greater accountability between buyer and seller
- Attain expectations from vendors while maintaining a positive relationship

**Bring Customized Training to Your Business**
See page 17 for details!

Critical Thinking: Business Analysis and Decision-Making Strategies

**PM-Core, PM-Advanced**

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 improving focus
- Improve customer service through better problem solving and decision making skills

**Bring Customized Training to Your Business**
See page 17 for details!
Defining and Managing Business Requirements

**PM-Core**

Understanding and articulating business requirements for automated systems is the weakest link 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.

Mon.-Tue., Apr. 8-9, 8:30am-4:30pm
Instructor: Robin Goldsmith
Fee: $445
CEUs: 1.4/CDUs: 14
Program No. 5025-0477
OR
Mon.-Tue., Oct. 21-22, 8:30am-4:30pm
Program No. 5025-0509

Determining and Communicating the Project Value

**PM-Core**

Companies are demanding reliable financial measures of proposed projects’ value, but 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**

- Learn 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.

Wed., Apr. 10, 8:30am-4:30pm
Instructor: Robin Goldsmith
Fee: $445
CEUs: 0.7/CDUs: 7
Program No. 5025-0478

Empowering Project Teams: Facilitating Communication and Collaboration

**PM-Core**

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.

**Prerequisite:** 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.

Wed., Apr. 10, 8:30am-4:30pm
Instructor: Robin Goldsmith
Fee: $445
CEUs: 0.7/CDUs: 7
Program No. 5025-0478

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, resources, costs for budgeting and scheduling a project. It also covers the metrics needed 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.

Prerequisite: Project Management Foundations

**Learning Outcomes**

- Online Course Accessible: Mar. 11-5, 2013
- Instructor: Barbara M. Farmer, PMP
- Program No. 5025-0472
- Fee: $945
- CEUs: 1.4/CDUs: 14

OR

- Mon.-Tue., Feb. 25-26, 2013
- Instructor: Jackie Ramin, PMP
- Program No. 5025-0471
- Fee: $845
- CEUs: 1.4/CDUs: 14
- Online Course Accessible

OR

- Mon.-Tue., May 1-3, 2013
- Instructor: Barbara M. Farmer, PMP
- Program No. 5025-0519
- Fee: $845
- CEUs: 1.4/CDUs: 14

Lean Project Management

**PM-Core, PM-Advanced**

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

**Learning Outcomes**

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

Mon.-Tue., May 20-21, 2013
- 8:30am-4:30pm
Instructor: Sandra Hoskins, ISP, PMP, ITCP
- Fee: $845
- CEUs: 1.4/CDUs: 14

Program No. 5025-0485
OR

Mon.-Tue., Nov. 18-19, 2013
- 8:30am-4:30pm
Program No. 5025-0512

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 future 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.
- Learn how to apply current tools and techniques to create an effective project management plan.

Mon.-Fri., May 1-3, 2013
- 8:30am-4:30pm
Instructor: Jackie Ramin, PMP
- Program No. 5025-0519
- Fee: $845

Program No. 5025-0483
OR

Wed.-Fri., Dec. 11-13, 2013
- 8:30am-4:30pm
Program No. 5025-0515
Managing Multiple Projects

PM-Core, PM-Advanced

This course is for project managers 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.

Prerequisites: Project Management Foundations or Estimating, Scheduling, and Managing Project Performance (or similar experience)

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

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’
• Learn ways to integrate quality and risk management into project work plans

Online Course Accessible:
1. PM-Advanced or
2. PM-Core

Online Course Accessible:
1. Mon.-Fri., Apr. 1-26
Instructors: C.J. Walker Wake, Ph.D., PMP, Alan Waite, M.A., C.E.C.
Fee: $985
CEUs: 1.4/PDUs: 14
Program No. 5025-0207

OR
2. Wed.-Thu., Nov. 20-21, 8:30am-4:30pm
Program No. 5025-0513

Managing Project Risks

PM-Core or PM-Advanced

While demands increase to deliver faster and cheaper, the requirement to develop 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 ‘land mines’
• Learn ways to integrate quality and risk management into project work plans

Online Course Accessible:
1. Feb. 18-Mar. 15
Instructor: Barbara M. Farmerie, PMP
Fee: $985
CEUs: 1.4/PDUs: 14
Program No. 5025-0203

OR
2. Wed., Dec. 18, 8:30am-4:30pm
Instructor: Sandra Hoskins, ISP, PMP, ITCP
CEUs: 0.7/PDUs: 7/CDUs: 7
Program No. 5025-0517

Managing Project Scope and Impact of Change

PM-Core

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

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

Online Course Accessible:
1. May 13-June 14
Program No. 5025-0220

OR
2. Jul. 22-Aug. 23
Program No. 5025-0203

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 portfolio project management 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

Online Course Accessible:
1. May 6-May 31
Instructor: Sandra Hoskins, ISP, PMP, ITCP
Fee: $845
CEUs: 1.4/PDUs: 14
Program No. 5025-0518

OR
2. Jul. 22-Aug. 23
Program No. 5025-0512

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 clearer expectations between working groups.

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

Learning Outcomes
• Develop a crisper vision of project deliverables
• Better connection between stakeholders and project outcomes
• Improve likelihood of successful projects

Online Course Accessible:
1. May 13-June 14
Program No. 5025-0220

OR
2. Jul. 22-Aug. 23
Program No. 5025-0203

See pages 4 and 14 for Certificates

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**Project Management Electives: Business and Organizational Development Focus**

**Analyzing and Validating Business Requirements**

**Learning Outcomes**
- Analyze user, functional and quality of service requirements
- Devise "to be" process and system designs
- Determine requirements attributes

**Business Analyst Essentials**

**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

**Effective Interpersonal Communication Skills**

**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

**Emotional Intelligence I: Dealing with Difficult People, Including Yourself!**

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

**Facilitating Difficult Meetings: How to Achieve Consensus and Collaboration**

**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 analytic tools for complex decision making and develop plans for what to do when consensus fails

**Finance Skills for Non-Financial Managers**

**Learning Outcomes**
- Read and analyze financial statements
- Propose 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**

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

**Influence Without Authority**

**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**

**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**

**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

**MS Project: Advanced Reporting, Forecasting and Customization Techniques**

**Learning Outcomes**
- Establish reporting processes and standards
- Create project specific reports with Excel and MS Project
- Provide an enhanced view of project-related information

**MS Project: Advanced Scheduling and Resource Management**

**Learning Outcomes**
- Develop best practices for creating scheduling dependencies
- Create standards for recoding project progress
- Use an optimized approach to resource management and costing

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

**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/technologies to design more thorough tests and overlooked conditions

**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. Fast-track your education and save money with this 100% online certificate. Enroll once and earn your project management certificate in just 26 weeks.

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
- Empowering Project Teams: Facilitating Communication and Collaboration
- Estimating, Scheduling and Managing Project Performance
- Managing Multiple Projects
- Managing Project Risks
- Managing Project Scope & Impact of Change

**Program No. 5025-Z026**

Instructors: Barbara M. Farmer, PMP, Sandra Heskins, ISP, PMP, ITCP, C.J. Walker Waite, Ph.D., PMP, Alan Waite, M.A., C.E.C.

Fee: $3900 ($3900 due at registration, or $1950 at registration and $1950 by 4th class)

CEUs: 8.4/PDUs: 84

See pages 4 and 14 for Certificates

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Business Analyst has been one of the most in demand jobs in the information technology profession the last three years. As the key liaison between business and information technology departments, the business analyst plays a critical role in assuring that an organization’s significant investments deliver meaningful and lasting business results.

Based on the IIBA’s Business Analysis Body of Knowledge, this series addresses the critical skills needed to succeed in the day-to-day roles of a Business Analyst.

Earn the certificate by successfully completing seven courses within four years. A minimum of five courses must be taken from the core list.

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

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. sce-ba.uwm.edu.

**BUSINESS ANALYSIS ROADMAP**

### Core
- Analyzing and Validating Business Requirements, pg. 15
- Business Analyst Essentials, pg. 15
- Business Process Modeling and Redesign, pg. 15
- Critical Thinking: Business Analysis and Decision-Making Strategies, pg. 16
- Defining and Managing Business Requirements, pg. 16
- Effective Interpersonal Communication Skills, pg. 16
- Enterprise Analysis and Business Requirements, pg. 17

### Electives
- See page 17 for details

**BUSINESS ANALYSIS CERTIFICATE**

**Business Analyst Essentials**

**BA-Core**

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

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

**Prerequisite:** Business Analyst Essentials

**Defining and Managing Business Requirements**

**BA-Core**

The ultimate objective of a business analysis, process improvement or information technology project is to improve business results. This seminar will present 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, functional and quality of service requirements
- Devise “to be” process and system designs
- Verify and validate requirements

**Prerequisite:** Business Analyst Essentials

**Business Process Modeling and Redesign**

**BA-Core**

Business processes are the natural activities you perform that produce value, unfortunately, most organizations are not set up to manage processes; instead they 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

**Pursuing the CBAP?**

All courses listed below are recommended for those pursuing the Certified Business Analysis Professional designation.

**Recommended First Course:** Business Analyst Essentials (required)

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<tr>
<th>BUILD BA KNOWLEDGE BASE</th>
<th>BUILD SOFT SKILLS</th>
<th>SUPPORT BA KNOWLEDGE</th>
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<td>Analyzing and Validating Business Requirements</td>
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**Business Analyst Roadmap Key**

- Core Courses
- Elective Courses

**Program No.** 5025-0520

- Wed.-Thu., Nov. 13-14, 8:30am-4:30pm
- Fee: $845
- CEUs: 1.4/CDUs: 14

Instructor: Amanda Dietz
Critical Thinking: Business Analysis and Decision-Making Strategies

**BA-Core**

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 decision making.

**Learning Outcomes**

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

**Defining and Managing Business Requirements**

**BA-Core**

Understanding and articulating business requirements for automated systems is the weakest link 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

**Mon.-Tue., May 6-7, 8:30am-4:30pm**

Instructor: Barbara M. Farmerie, PMP

Fee: $455

CEUs: 1.4/ PDUs: 14/ CDUs: 14

Program No. 5025-0487

OR

**Mon.-Tue., Nov. 4-5, 8:30am-4:30pm**

Program No. 5025-0509

**Effective Interpersonal Communication Skills**

**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

**Mon.-Tue., Apr. 8-9, 8:30am-4:30pm**

Instructor: Robin Goldsmith

Fee: $555

CEUs: 1.4/ PDUs: 14/ CDUs: 14

Program No. 5050-3761

**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.

**Prerequisites:** Business Analyst Essentials

**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., Apr 22-23, 8:30am-4:30pm**

Instructor: Amanda Dietz

Fee: $845

CEUs: 1.4/ PDUs: 14/ CDUs: 14

Program No. 5025-0480

**Building and Improving Team Functionality**

**BA-Elective**

**Learning Outcomes**

- Learn why most teams are dysfunctional and what they can do to change that
- 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

**Influence Without Authority**

**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

**Project Management Foundations**

**BA-Elective**

**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 as a basis for managing and directing project work
Personal Enrichment
- CFK/CFT
- Dean’s Distinguished Lecture
- Educational Travel & Tours
- Osher
- Personal Experiential Learning

Professional Development
- Business & Management
- Career Transitions Center
- Early Childhood
- Engineering
- Human Services
- Internet Technology
- Languages
- Nonprofit Management
- Public Administration
- Project Management
- Water Technology

Community Development
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- Center for the Study of the Workplace
- Center for Transportation Education & Development
- Center for Urban Community Development
- Center for Workforce Development
- Employment & Training Institute
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