NOW OFFERING
Online Project Management Certificate. See Page 15.
Why Choose Our Programs?

Our flexible Project Management Certificate program allows you to choose from a variety of project management and mid-management classes to satisfy your needs.

Several things make our Certificate series unique.

All courses offer skills and knowledge you can apply immediately to your workplace. Each class gives you the opportunity to assess your project and determine what you need to do to enhance its value to the participant and organization.

All project management-specific courses use a common framework—the Project Management Lifecycle. All concepts, tools and techniques you learn in the Foundations course are reinforced throughout all other course offerings.

Our instructors are seasoned professionals who have worked in a variety of industries and projects. They also are experienced trainers who will help you effectively transfer what you learn back to the workplace. They are familiar with the entire Certificate series, so they can help you integrate what you learn from one course into the next.

Each course is designed around a real-life project situation. You have the opportunity to discover successful approaches to different aspects of project management and business analysis, and gain experience with tools and techniques to apply on your job.

Every course includes a set of easy-to-use worksheets and templates to aid you in working through specific project management activities on any type of project.

UWM is a Registered Education Provider approved by the Project Management Institute; all courses fully support the *PMBOK® Guide*, which entitles you to receive PDUs.

As an added bonus, you receive a $350 discount off your last course registration fee.
Qualified project managers are at the center of every successful organization

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Project Management Certificate

Program Benefits
In today’s busy work environment with budgets being carefully scrutinized and tighter deadlines, managing projects successfully is critical. It is, therefore, important that project managers and team members are properly trained in order to meet these challenges. The Project Management and Advanced Project Management Certificates provide Project Managers and Business Leaders the skills for understanding and implementing business solutions successfully. Our courses provide an in-depth study of the operational and leadership aspects of project management in an applied learning environment.

Certificate Requirements

No need to pre-register for the certificate program. Choose courses at your convenience.

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

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

<table>
<thead>
<tr>
<th>Core Courses</th>
<th>Electives Courses</th>
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</thead>
<tbody>
<tr>
<td>• Project Management Foundations <em>(This course is a prerequisite, unless you have a significant PM background.)</em></td>
<td>• Analyzing and Validating Business Requirements</td>
</tr>
<tr>
<td>• Agile Project Management (+)</td>
<td>• Business Analyst Essentials</td>
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<tr>
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<td>• Effective Interpersonal Communication Skills</td>
</tr>
<tr>
<td>• Critical Thinking: Business Analysis and Decision-Making Strategies (+)</td>
<td>• Emotional Intelligence I: How to Deal with Difficult People, Including Yourself</td>
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<td>• Defining and Managing Business Requirements</td>
<td>• Enterprise Analysis and Business Requirements (+)</td>
</tr>
<tr>
<td>• Determining and Communicating the Project Value</td>
<td>• Facilitating Difficult Meetings: How to Achieve Consensus and Collaboration</td>
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<tr>
<td>• Estimating, Scheduling and Managing Project Performance</td>
<td>• Finance Skills for Non-Financial Managers</td>
</tr>
<tr>
<td>• Implementing a Project Management Discipline/PMP® Review (+)</td>
<td>• Fundamentals of Organizational Development and Change Management</td>
</tr>
<tr>
<td>• Lean Project Management (+)</td>
<td>• Influence without Authority (+)</td>
</tr>
<tr>
<td>• MS Project for Project Managers: Using a Software Toolkit (+)</td>
<td>• Making the Shift from Technical Expert to Organizational Leader (+)</td>
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<tr>
<td>• Managing Multiple Projects (+)</td>
<td>• Managing Today’s Technical Professional</td>
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<td>• Proactive Testing: Risk-Based Test Planning, Design and Automation</td>
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# Project Management Roadmap

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.

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<tr>
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## Recommended First Course

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<tr>
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<th>Support PM Knowledge</th>
<th>Support Business Knowledge</th>
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### Project Management

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

**Pursuing the PMP?** These are the recommended classes.
Success in today’s project management arena demands a structured, systematic approach to project management. This workshop provides 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.

Who Should Attend

- Project leaders/doers who need a better understanding of the core techniques in all phases of project management
- Full-time project managers

Value to the Participant

- Standardize PM concepts and training through entire organization
- Comprehensive overview of project management processes and project manager responsibilities
- Learn key project management processes and concepts
- Create a project charter for establishing the initial parameters of the project
- Create a project management plan to use as a basis for managing and directing project work
- Focus on “real world” scenarios and techniques
- Gain immediate results to take back to your daily applications
- Network with others to collaborate on real world challenges/solutions

Outline

Overview of Project Management

- Defining what is a project and what is project management
- Project management lifecycle
- What is a project manager?

Prerequisites

- Prerequisites to project initiation
- Identifying stakeholders and understanding their needs and issues
- Types of project managers and reporting relationships

Initiating the Project

- Elements of initiating a project
- Creating a project notebook
- Establishing the core team
- Holding a kick-off meeting
- Beginning initial status reporting

Planning the Project

- Identifying and formulating the project strategy
- Creating a project estimate and schedule
- Summary tasks and work packages
- Creating baseline time estimates
- Identifying resources

- Developing a budget
- Identifying and addressing task interdependencies
- Converting the work breakdown structure into a Gantt Chart
- Creating the risk management plan
- Assembling the project plan and having it reviewed and approved
- Steps in the change management process
- Areas of project variance and how variance are tracked and reported
- Managing issues
- Considerations in managing quality
- What to do in crisis management
- Summarizing the elements of the project planning process

Execution and Control

- Assembling the full team
- Establishing metrics and data to be gathered
- Managing communications: status reports

Closing the Project

- Activities for closing out a project
- A final project report and how to produce it
Agile Project Management

Quickly responding to changing conditions is critical to success in today’s business climate. Acquire the latest agile project management techniques and best practices through this course. The session includes many examples, practical exercises and case studies.

When properly executed, agile development generates rapid project outcomes and deliverables that your business requires to compete in today’s fast-paced marketplaces. You can gain an overview of mainstream agile approaches such as XP, Scrum, DSDM and Unified Process. You will learn to determine whether agile project management techniques fit your particular situations, and equally importantly, when they don’t.

Value to the Participant
- 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
- Network with others to collaborate on challenges/solutions

Outline

Introduction
- Introduction to Agile and iterative project management
- Traditional, process-based project management
- Waterfall lifecycles and its problems
- Why agility matters: The Agile Manifesto
- What Agile project management will do for your organization, and what it won’t

Overview of Agile and Iterative Development
- The facts of change on software development projects
- Fundamental concepts of Agile development
- Problems, pitfalls, and hype surrounding agile development
- Typical Agile development lifecycles
- Overview of types of agile development (XP, Scrum, Unified Process, DSDM, FDD)
- Which methodology to choose? A comparison of development techniques

Scrum Development Methodology
- Scrum overview and lifecycle
- Work products, roles and practices
- Common mistakes and misunderstandings
- Sample projects
- Adoption strategies
- The facts versus the hype
- Debrief and discussion

XP Development Methodology
- XP overview and lifecycle
- Work products, roles and practices
- Common mistakes and misunderstandings
- Sample projects
- Adoption strategies
- The facts versus the hype
- Debrief and discussion

Unified Process Methodology
- Unified process overview and lifecycle
- Work products, roles and practices
- Common mistakes and misunderstandings
- Sample projects
- Adoption strategies
- The facts versus the hype

DSDM, FDD, and Other Agile Methodologies
- DSDM and FDD overview and lifecycle
- Work products, roles and practices
- Common mistakes and misunderstandings
- Adoption strategies
- The facts versus the hype
- Debrief and discussion

Agile Project Management Practice Tips
- Relationships to traditional project management (PMBOK® Guide, etc.)
- Business environment concerns — educating stakeholders and management

Who Should Attend
- Systems and business managers
- Project leaders
- Analysts
- Programmer analysts

Information
Feb. 20-21, 2012  5025-0412
Oct. 18-19, 2012  5025-0442
Time: 8:30am – 4:30pm
Fee: $845
PDUs/CEUs: 14/1.4
Instructor: Robert Mcllree, PMP
Analyzing and Validating Business Requirements

The ultimate objective of a business analysis, process improvement or information technology project is to improve business results. Discover three 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.

Value to the Participant

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

Outline

What to Analyze

• Understanding of current and future business state
• Identified use cases
• Business requirements
• Operational requirements
• Impact of the solution on the existing infrastructure

Requirements Traceability

Validating and Satisfying Requirements

• Criteria for valid requirements
• Prototyping and walk-throughs

Verifying Requirements

• Criteria for verification before hand-off for solution development
• Change control

Who Should Attend

• Business analysis manager
• Business or technical analyst
• Operations manager
• IT or development manager
• Systems analyst or manager
• Requirements engineer
• Project managers, leaders, team members and/or facilitators

Information

Apr. 30-May 1, 2012  5025-0433
Nov. 15-16, 2012  5025-0443
Time: 8:30am – 4:30pm
Fee: $845
PDUs/CEUs: 14/1.4
Instructor: Jeff Minder, PMP
Building and Improving Project Team Functionality

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

Value to the Participant

- Assist the team in taking accountability for results
- Learn why most teams are dysfunctional and what they can do to change that
- Understand what changes leaders must make to allow the team to become functional and accountable
- Assist the team in identifying and working through their real issues
- Gain immediate results to take back to your daily applications
- Network with others to collaborate on real world challenges/solutions

Outline

What Is Required for a Team to Operate
- Creating a team charter
- Defining measures of success
- Defining roles and responsibilities
- Agreeing on team processes
- Creating a shared fate
- Address real issues

How to Set the Team up to be Accountable
- Defining success, measures and validating impact
- Creating an accountability board
- Defining what we are willing to give up to achieve success

Dependencies on the Project Manager
- Understanding the messiah syndrome
- How to avoid dependence
- How to avoid the group turning on the project manager

Behaviors that Destroy Team Functionality and How to Eliminate Them
- Ignoring real issues
- Pairing
- Taking real issues to the leader

How to Effectively Confront Real Issues
- Avoiding group think or trips to Abilene
- No fault formula for confrontation
- Addressing dysfunctional behavior

Team Problem Solving
- Team member roles in the problem-solving process
- How to leverage team member strengths

Authority Versus Influence
- Understanding the difference
- How to have influence without authority

Team Member Role Definitions and Keys to Success
- Facilitator
- Project manager
- Team leader
- Team member

Understanding and Addressing Style Differences
- Understanding the differences in how people absorb information
- Understanding the differences in how people make decisions
- How different people engage with the team
- How to address and bridge these differences

Conflict Resolution
- Diagnosing the situation
- Achieving commitment
- Addressing real issues between team members

Who Should Attend
- Project managers, leaders, team members and/or facilitators
- Business analysts
- Project team members who are moving into business analysis roles

Information

Mar. 8-9, 2012  5025-0413
Nov. 12-13, 2012  5025-0444
Time: 8:30am – 4:30pm
Fee: $845
PDUs/CEUs: 14/1.4
Instructor: Eric Coryell

• Group Dynamic Team Survey
• Individual Development Plan
Business Analyst Essentials

The successful Business Analyst needs to be business savvy, have a very good understanding of technology and is best filled by individuals with 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, or BABK). Walk away with practical take-back-to-your-desk applications to apply to daily challenges.

Value to the Participant
- Improve soft skills (communication, creativity, office politics)
- Enhance understanding of the relationship among data, decisions and process
- Develop a strong comprehension of systems thinking and its universal role in the organization
- Gain immediate results to apply to your current applications
- Network with others to collaborate on real world challenges/solutions

Outline

Course and Instructor Introduction
- The organizational role of business analysts
- The evolving role of the business analyst
- Business analysis in the context of strategy, operations and projects
- Business Analysts vs. Project Manager

Business Analyst Tools, Techniques and Skills
- Brainstorming: purpose, techniques, objectives, do’s and don’ts, voting and narrowing
- Basic facilitation: meeting management, meeting logistics, handling difficult personalities, documenting, meeting follow-up
- Business process modeling
- Flowcharting: how to create a working flow-chart
- Numeric/statistical analysis
- Communication
- Office politics
- Creativity: convergent and divergent thinking
- Problem solving and systems thinking

Applying the Life Cycle of Business Analysts
- Introduction of “Running Case Study” – Call Center Changes
- Enterprise analysis
  - Strategic planning and goal setting
  - Business architecture
  - Feasibility studies
  - Project scopes and business case
  - Prioritizing projects
- Requirements planning and management
  - Team roles
  - Requirements risk approach
  - Stakeholders
  - Estimates
  - Measuring and reporting product and project metrics
  - Managing requirements change
- Requirements elicitation
  - Elicitation techniques
  - Documentation and quality control
- Requirements analysis and documentation
  - Structure requirements and documentation
  - Business domain models
  - Analyze user and functional requirements
  - Assumptions and constraints
  - Document requirements attributes
  - Validate and verify requirements
  - Data behavior and data modeling
- Requirements communication
  - Creating a requirements communication plan
  - Managing requirements conflicts
  - Creating a requirements package
- Solution assessment and validation

Who Should Attend
- Project team managers, leaders, and/or facilitators
- Business analysts
- Project team members who are moving into business analyst roles

Information
Mar. 5-6, 2012 5025-0414
Nov. 5-6, 2012 5025-0445
Time: 8:30am – 4:30pm
Fee: $845
PDUs/CEUs: 14/1.4
Instructor: Timothy Johnson
Business Process Modeling and Redesign

Business processes are natural activities 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.

Value to the Participant
- 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

Outline
An Introduction to Systems Thinking
- Process management cycle: seven stages
- Systems thinking
- The system map
- Business vs. process requirements

The Tools: How to Construct and Analyze Process Flow Charts
- Process and workflow diagrams
- Top-down flow chart
- Block diagram
- Activity chart
- Work flow diagram
- Cross-functional flow chart
- BPMN
- When to use each chart
- Analyzing process flowcharts
- Streamlining vs. redesigning processes
- Process measures

Implementation Guide: Getting Your Bang for the Buck
- Implementing change
- Organizational change
- Creating and sustaining organizational change
- Managing resistance to change
- Implementation strategy

Who Should Attend
- Process owner or manager
- Business or technical analyst
- Process or workflow analyst
- Functional or project manager
- Process improvement team leader or member

Information
May 14-15, 2012  5025-0434
Nov. 29-30, 2012  5025-0446
Time: 8:30am – 4:30pm
Fee: $845
PDUs/CEUs: 14/1.4
Instructor: Amanda Dietz
Contracts and Vendor Management

Learn to effectively manage contracts and vendors in a project environment. This course 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. 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.

Value to the Participant
- Experience smoother contract development, negotiations, and execution
- Improve delivery from your providers
- Establish greater accountability between buyers and sellers
- Effectively manage contracts
- Attain expectations from vendors while maintaining a positive relationship
- Become comfortable with contract language
- Gain immediate results to apply to your current applications
- Network with others to collaborate on real world challenges/solutions

Outline
Initiating
- Terminology
- Roles and responsibilities in contracts
- Project management lifecycle and contract management
- Project managers and contracts
- Contract terminology
- Boilerplate contract language
  - Review of commonly used clauses
  - Purpose
  - Mandatory/optional
  - Sample phrases
- Types of contracts
  - Employment
  - Financial
  - Intellectual property
  - Asset protection
- Identifying needed contracts
  - Current inventory
  - Proposed needed contracts

Planning
- Project and contract work breakdown structures
- How the WBS aids in contract development
- Contract planning process
  - Request for information
  - Request for quote
  - Request for proposal
  - Statement of work
- Evaluation criteria for contract selection
- Bidders conference
- Developing a contract work breakdown structure

Execute and Control
- Developing contract evaluation criteria
- Evaluating responses
- Contract negotiations
- Contract administration
  - Metrics tracking
  - Reporting
  - Escalation
- Contract violations
- Closing out a contract within a project

Closing
- Contract close-out
- Transferring contract responsibility
- Lessons learned
Critical Thinking: Business Analysis and Decision-Making Strategies

It could happen while reading an editorial in the newspaper about genetic engineering, hearing a pharmaceutical company ad stating its product is safe, or reviewing analysis of several investment options on the job. Making decisions about such items, if done well, involves critical thinking processes. Critical thinking is a growing topic in both the professional and personal world. Everything you do is affected by the quality of your thinking. In this course, you become more aware of your own thinking, the thinking of others and develop critical thinking skills, which can be applied to 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.

Value to the Participant
- Improve customer service through better problem solving and decision making skills
- Increase situational analysis
- Develop critical thinking and analysis skills, which can be applied in any walk of life
- Learn techniques to foster critical thinking and improve focus
- Become more effective in analysis, communication and leadership
- Gain immediate results to apply to your current applications
- Network with others to collaborate on real world challenges/solutions

Outline

Overview of Critical Thinking
- Definitions of critical thinking
- Components of critical thinking
- Critical thinking model
- History of critical thinking
- Baloney detection: skeptical thinking
- Critical reading
- The impact of bias

Asking Questions and Problem Definition
- Asking probing questions
- Defining problem statements
- Goal statements
- Divergent/convergent thinking
- Parallel thinking
- Six thinking hats: the role of each

Business Problem Analysis and Decision-Making
- Business problem analysis pyramid
- SWOT analysis
- Decision trees
- Parallel thinking
- Systems thinking
- Decision methods

Gaining Mental Sharpness

Who Should Attend
- Individuals with at least one-year experience as a project team member
- Project managers and team members
- Project stakeholders

Information
Apr. 26-27, 2012  5025-0416
Nov. 14-15, 2012  5025-0448
Time: 8:30am – 4:30pm
Fee: $845
PDUs/CEUs: 14/1.4
Instructor: Barbara Farmerie, PMP
Defining and Managing Business Requirements

Understanding and articulating business requirements for automated systems is the weakest link in systems development. Many times systems are built without first defining why to build them and what the systems must do to produce value for the customer/user. This interactive workshop fills that gap. Using realistic cases, participants practice discovering, understanding, and documenting clear and complete business requirements that can speed development, reduce maintenance and delight customers.

Who Should Attend
• Systems and business managers
• Project leaders
• Analysts
• Programmer analysts
• Quality/testing professionals
• Auditors responsible for assuring business requirements are defined adequately

Value to the Participant
- 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
- Gain immediate results to take back to your daily applications
- Network with others to collaborate on real world challenges/solutions

Outline

Requirements Role and Importance
• Sources and economics of system errors
• How requirements produce value
• Business vs. system requirements
• Survey on improving requirements quality
• Software packages and outsourcing
• Understanding the business needs
• Horizontal processes and vertical silos
• Customer-focused business processes

Discovering “REAL” Requirements
• Do users really not know what they want?
• How the “real” requirements may differ
• Aligning strategy, management, operations
• Technology requirements vs. design
• Who should do it: business or systems?
• Joint Application Development (JAD) limits
• System design vs. preferred practices

Data Gathering and Analysis
• Interviewing
• Surveys and questionnaires
• Research and existing documentation
• Observing/participating in operations
• Prototyping and proofs of concept
• Organizing and understanding

Documentation Formats
• Seven guidelines for documenting requirements
• Deliverables lists
• Use cases
• Business rules, structured English
• E-R, data flow, organization diagrams
• Responsibility matrices
• Data models
• Performance, volume, frequency statistics
• Sample inputs, reports, screens, menus

Getting More Clear and Complete
• Identifying all the stakeholders
• Detecting all three quality dimensions
• Addressing relevant quality factor levels
• Emphasizing business value
• Priorities, criticality and trade-off balances
• Conceptual system design solutions
• Simulation and prototyping
• Defining acceptance criteria
• Testing to assure accuracy/completeness

Managing the Requirements
• Incorporating traceability
• Supporting and controlling changes
• Measuring the “proof of the pudding” testing

Information
Mar. 19-20, 2012 5025-0417
Oct. 22-23, 2012 5025-0449
Time: 8:30am – 4:30pm
Fee: $845
PDUs/CEUs: 14/1.4
Instructor: Robin Goldsmith
Determining and Communicating the Project Value

ROI Value Modeling™ for Decision Making

Companies are demanding reliable financial measures of proposed projects’ value. Yet, project managers often don’t know how to identify, calculate, or communicate a project’s real return on investment. Traditional ROI calculations increasingly are being criticized for telling only part of the necessary story. The difficulty afflicts all types of projects, where benefits may seem intangible and frequent overruns impact estimates’ credibility. This interactive workshop shows how to identify full-story key effects on revenue and expense variables, reliably quantify tangible and intangible costs and benefits, and convincingly communicate the business value of project investments. Exercises enhance learning by allowing participants to practice applying practical techniques to a real case.

Value to the Participant
- Compute right, reliable, responsible REAL ROI™ to guide sound decisions
- Overcome ten common pitfalls that undermine the value of most ROI calculations
- Objectively account for risk, flexibility, and timing impacts on realized revenue
- Financially quantify both tangible and intangible costs, benefits and value
- Gain immediate results to take back to your daily applications
- Network with others to collaborate on real world challenges/solutions

Outline

What Does Money Have to Do with It?
- Project Manager role with regard to ROI
- Situations demanding ROI, their issues
- Linking ROI to the business case
- Value Modeling™ Relationship Diagram
- Justification vs. objective analysis
- Total Cost of Ownership (TCO)
- Factors other than cost to be considered
- ROI calculations
- Internal rate of return (IRR), hurdle rate
- Issues with typical ROI usage
- Economic Value Added (EVA)
- Other “Designer ROI” calculations

Determining Meaningful Benefits
- Why it’s important to find the benefits first
- Treacy’s model of revenue categories
- Problem Pyramid™ to find requirements
- Decision variable clarification chain
- Putting a dollar value on intangibles
- Opportunity, innovation, and flexibility

Estimating Credible Costs
- Problem Pyramid™ ties costs to value
- Basing costs on implementation of design
- Business case framework
- Basic formula for estimating costs
- Main causes of poor estimates
- Top-down vs. bottom-up techniques
- Risks that afflict ROI calculations
- Three measurable ways to address risks
- Best-, worst-, most-likely-case scenarios
- Defining a reasonable scenario for success
- Getting reliable cost and revenue amounts

Reporting and Monitoring
- Single vs. multiple scenario presentation
- Scenario assumptions and parameters
- No change vs. proposed scenarios’ ROIs
- Measuring intangibles’ monetary effects
- Continual, step-wise, and one-time changes
- Presenting with spreadsheets
- ROI Value Dashboard™ modeling tool
- Using value modeling to improve decisions
- Dashboard and scorecard-type notification
- Capturing, calibrating with project actuals
- Adjusting appropriately during project

Who Should Attend
- Business, systems and project managers
- Analysts, implementers users, and those who must know the return on project investments

Information
Mar. 21, 2012 5025-0418
Oct. 26, 2012 5025-0450
Time: 8:30am – 4:30pm
Fee: $450
PDUs/CEUs: 7/0.7
Instructor: Robin Goldsmith
PROJECT MANAGEMENT CERTIFICATE 100% ONLINE

Project managers today are busier than ever. And when you’ve got a heavy workload, squeezing in professional development can be a challenge. Find time to do it all with the new Online Project Management Certificate! Experience the convenience, flexibility and quality of online certificate courses including:

- 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
- Capstone Project: Simulating Project Progress and Facilitating Project Success

EARN PDUs NO LIMIT

GET STARTED TODAY | Call Nancy Mathews at 414-227-3220 or nancym@uwm.edu.

SCE-PM.UWM.EDU
A Business Analyst ensures that an organization’s investments deliver meaningful and lasting business results. Seize the opportunity in this rapidly growing field by completing the new Business Analyst Certificate Program! Based on the IIBA’s Business Analysis Body of Knowledge, this program gives you the critical skills needed to succeed as a Business Analyst.

**Core Courses**
- Analyzing and Validating Business Requirements
- Business Analyst Essentials
- Business Process Modeling and Redesign
- Defining and Managing Business Requirements
- Project Management Foundations

**Elective Courses**
- Agile Project Management
- Building and Improving Project Team Functionality
- Critical Thinking: Business Analysis and Decision-Making Strategies
- Enterprise Analysis and Business Requirements
- Influence without Authority
- I-Skills Zone - Advanced Communication Skills
- Proactive Testing: Risk-Based Test Planning, Design and Automation

**Requirements**
You may take any course as an individual seminar or commit to the entire series. To earn the Business Analyst certificate, you must complete all five core courses and at least two electives (four days).

"Companies need good business analysts now more than ever if they are going to thrive in our fast-changing global economy."

- Michael Hugos, principal at the Center for Systems Innovation
Enterprise Analysis and Business Requirements

Research 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.

Value to the Participant
- Integrate business requirements 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

Outline

Importance of Requirements
- Why requirements are missed
- The costs of missed requirements
- The role of the business analyst

Integrating Requirements into Key Life Cycles
- Requirements management knowledge areas
- Requirements and the system development life cycle
- Requirements and the project management life cycle

Understanding Stakeholders and Organizational Politics
- Identifying and classifying stakeholders
- Evaluating and leveraging politics

Developing and Updating the Business Architecture
- Creating/interpreting the strategic plan
- Frameworks for business architecture evaluation
- Establishing traceability

Defining the Business Opportunity
- Conducting feasibility studies
- Developing a visioning document
- Analysis of options
- Preparing the business case
Estimating, Scheduling and Managing Project Performance

Minimizing Schedule and Cost Issues Before They Happen

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, estimating 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.

Value to the Participant
- 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
- Gain immediate results to take back to your daily applications
- Network with others to collaborate on real world challenges/solutions

Outline

Estimating
• Assessing a project charter prior to creating estimates
• What’s involved in estimating time
• Scheduled and unscheduled duration
• Effort
• Defining the role of the work breakdown structure in estimating
• Estimating duration using weighted average estimating
• Estimating and calculating effort
• Linking a work breakdown structure to resources and costs
• Connecting a work breakdown structure to estimated duration, scheduled duration and effort
• Customizing Microsoft Project to ensure estimates are accurate
• Estimating non-HR costs

Scheduling
• Creating a project roadmap (aka the schedule)
• Types of dependencies when ordering tasks
• Scheduling reality check
• Types of dependencies between tasks
• Constraints on the schedule
• Types of constraints on start and finish dates
• Selecting the type of constraint to use on the schedule

Performance To Date
• Determining the types of performance to track at the beginning of a project: actuals, progress to date, stoplight reports and summary reports
• Tracking and reconciling actuals against the estimates and the schedule
• Interpreting a schedule stoplight report
• What to do when the project is in trouble
• Fast tracking a project
• Crashing a project
• How to decide which course of action to take
• Interpreting and taking action on a project summary report

Who Should Attend
• Programmers/analysts/system analysts/business analysts
• Project leaders who are combination leaders/doers
• Full-time project managers
• PMPs (Project Management Professional®) who need to take training/education seminars for re-certification

Information
Mar. 1-2, 2012  5025-0419
Nov. 8-9, 2012  5025-0452
Time: 8:30am – 4:30pm
Fee: $845
PDUs/CEUs: 14/1.4
Instructor: Jackie Ramin, PMP

• Project Change Approval
• Project Charter Worksheet
• Issue Log
• Multiple Project Performance Report
• Project Progress Report
Implementing a Project Management Discipline / PMP® Exam Review

This three-day course provides an in-depth study of knowledge areas covered in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* as they relate to the five process groups in the project management life cycle. An application of concepts to real world projects is achieved through group discussion and situation simulations.

This course also covers the necessary information required to prepare for the CAPM® and PMP® exam. You will be able to evaluate your knowledge against exam requirements and develop a study plan for ensuring the required material is covered.

**Value to the Participant**
- 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 study plan

**Outline**

**Introduction**
- Goals and objectives
- The *PMBOK® Guide* and your projects
- Impact of organizational structure
- The project manager’s toolkit
- Project management lifecycle and PMO exam preparation

**Project Management Framework**
- General management discipline
- Project management body of knowledge
- Understanding the terminology
- Knowledge areas

**Initiation**
- Scope initiation
- Developing the project charter
- Tools and techniques of initiation phase
- Measuring project benefit — Will the project add value to the organization

**Planning**
- Project plan development
- Scope planning and definition
- Activity definition and sequencing
- Activity duration estimating
- Schedule development
- Resource planning
- Cost estimating and budgeting
- Quality and organizational planning
- Communication planning
- Risk management planning
- Qualitative and quantitative risk analysis

**Executing**
- Getting to work - carrying out the plan
- Project plan execution
- Quality assurance
- Team development
- Information distribution
- Solicitation
- Source selection
- Contract administration

**Controlling**
- Integrated change control
- Scope verification
- Scope change control
- Schedule, cost and quality control
- Performance reporting
- Risk monitoring

**Closing**
- Effectively closing out the project
- Developing a project repository
- Lessons learned - where do we go from here?
- Professional responsibility and ethics
- Applying for the exam
- Exam tips
Lean Project Management

In a rapidly changing business environment, it is critical for project stakeholders to ensure that project management processes and the supporting tools and techniques are used to expedite the delivery of project work. Using situations based on real-world events, participants will simulate the impact on a project by incorporating continuous improvement processes to facilitate an on time, with budget delivery.

Value to the Participant
- Identify critical project management processes and practices
- Remove non value added deliverables 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

Outline
Principles of Lean Project Management
- Types of lean project management
- Principles of lean project management
  - Seeing the big picture
  - Eliminating waste
  - Educating the stakeholders
  - Facilitating and making decisions
  - Empowering the team
- Adopting lean project management and what the organization has to do to make it work

Making Decisions and the Power of Progress
- Working the process and making incremental changes (using Kaizen techniques to improve the process)
- Reviewing lessons-learned
- Updating the project management process

Summary and Conclusion

In a rapidly changing business environment, it is critical for project stakeholders to ensure that project management processes and the supporting tools and techniques are used to expedite the delivery of project work. Using situations based on real-world events, participants will simulate the impact on a project by incorporating continuous improvement processes to facilitate an on time, with budget delivery.

Who Should Attend
- Project leaders, project stakeholders
- Team leads, project managers, project team members, business managers
- PMP®s (certified Project Management Professionals) that need to take training/education seminars for re-certification

Information
Apr. 19-20, 2012 5025-0421
Oct. 15-16, 2012 5025-0454
Time: 8:30am – 4:30pm
Fee: $845
PDUs/CEUs: 14/1.4
Instructor: Sandra Hoskins,
ISP, PMP, ITCP

Outline
Principles of Lean Project Management
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Information
Apr. 19-20, 2012 5025-0421
Oct. 15-16, 2012 5025-0454
Time: 8:30am – 4:30pm
Fee: $845
PDUs/CEUs: 14/1.4
Instructor: Sandra Hoskins,
ISP, PMP, ITCP

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Making Decisions and the Power of Progress
- Working the process and making incremental changes (using Kaizen techniques to improve the process)
- Reviewing lessons-learned
- Updating the project management process

Summary and Conclusion
Managing Multiple Projects

Integrating Projects into a Project Management Portfolio

This course is for project managers who have responsibility for multiple projects. 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.

Value to the Participant

- Comprehensive overview of multiple project management and prioritization models
- Improve project reporting — what’s good, what’s bad, what matters and makes sense
- Enhance your skills on resolving inter-project conflicts successfully
- Learn techniques for managing project resources organization-wide
- Manage project resource pools within your organization
- Gain immediate results to take back to your daily applications
- Network with others to collaborate on real world challenges/solutions

Outline

Program Management

- Identifying how your organization approaches project management
- How program management fits into the project management lifecycle
- Outlining enterprise strategy and different models for program management
- Determining how to prioritize projects within a program/enterprise
- Defining what is meant by a program, subproject and portfolio
- Distinguishing between projects and programs

Program Management and Project Initiation

- Identifying the roles and responsibilities of a program manager
- Defining various organizational structures: project office and project management office
- Identifying what needs to be in place and standardized across projects and programs
- How to integrate a project into an existing program

Program Management and Project Planning

- Planning and program management
- Creating a resource pool
- Building a master/program schedule
- Identifying inter-project dependencies
- Analyzing a master/program schedule to reconcile resources and interdependencies
- How to standardize data gathering

Program Management and Project Execution and Control

- Determining frequency of report review at the program level
- Tracking performance to date and schedule impact
- Reconciling projects to the program
- Critical reports for managing and tracking projects
- How to intervene on under-performing projects
- Forecasting program performance
- Reconciling cost and schedule variance at the program level
- Managing risks across several projects

Program Management and Project Closing

- Closing out staggered projects
- Closing out the program
- Introducing program management into your organization

Prerequisite:

Project Management Foundations or Estimating, Scheduling and Managing the Project Performance (or equivalent experience)

Who Should Attend

- Anyone responsible for multiple projects
- Programmers/system analysts/business analysts
- Full and part-time project managers
- PMPs (Project Management Professional®) who need to take training/education seminars for re-certification

Information

May 17-18, 2012 5025-0422
Dec. 3-4, 2012 5025-0455
Time: 8:30am – 4:30pm
Fee: $845
PDUs/CEUs: 14/1.4
Instructor: Robert McIlree, PMP

- Weighting Factors Worksheet
Managing Project Risks

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.

Value to the Participant
- 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
- Gain immediate results to take back to your daily applications
- Network with others to collaborate on real world challenges/solutions

Outline

Getting Started
- Developing a quality management plan
- Securing requirements from project stakeholders
- Determining risk management strategies
- The role of project teams in risk and quality management

Risk Road Map
- Identifying risks in project deliverables
- The value of risk work breakdown
- Evaluating stakeholder risk sensitivities
- Your personal risk tolerance
- Defining risk triggers and thresholds
- Developing risk response strategies for negative and positive risks
- Dealing with showstoppers
- Developing a risk register
- Incorporating contracts into the plan
- Presenting the risk plan
- Reducing risks in the project management plan
- Using the Risk ID Checklist

Planning for Quality
- Quality tools and techniques
- Planning and performing quality assurance
- Quality assurance vs. quality control
- Developing a quality planning toolkit for your project
- Roles of stakeholders in quality assurance and quality control
- Determining stakeholder requirements relative to quality
- Evaluating the cost of quality

Balancing Quality vs. Risk
- Integrating quality and risk into the project management plan
- Creating a link between standardization and improvement/problem solving
- Putting it all together

Information
Mar. 22-23, 2012 5025-0423
Dec. 6-7, 2012 5025-0456
Time: 8:30am – 4:30pm
Fee: $845
PDUs/CEUs: 14/1.4
Instructor: Barbara Farmerie, PMP
# MS Project: Advanced Reporting, Forecasting and Customization Techniques

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.

## Value to the Participant
- Establish reporting processes and standards
- Create standards for sharing information between the Office Productivity Tools
- Provide an enhanced view of project-related information
- Identify critical information requirements for project stakeholders
- Create project specific reports with Excel and MS Project
- Develop macros to expedite the creation of forecasting and reconciliation reports
- Gain immediate results to apply to your current applications
- Network with others to collaborate on real world challenges/solutions

## Outline

### Ensuring a Standard Configuration
- Project configuration
- Organizer
- Setting MS Project Standards

### Work Breakdown Structure
- Develop a customized work breakdown structure
- Customizing the outline numbers

### Managing Baselines
- Reviewing initial baseline
- What is updated?
- Creating new baselines

### Managing Project Milestones
- Types of schedule constraints
- When to use what type of schedule?
- Role of milestones

### Create a Master Schedule
- Developing inter-project task dependencies
- Defining the dependencies
- Review calendar constraints
- Issuing work authorizations – What are the options
- Executing the activities and tasks to complete deliverables

### Leveraging Project Schedule Data
- Customizing reporting procedures
- Create and publish weekly reports
- Create and publish monthly reports
- Create earned value reports
- Create cash flow reports

### Customizing for Flexibility
- Customizing views
- Customizing tables
- Customizing groups and filters
- Exporting data to MS Excel
- Creating pivot tables
- Updating project status
- Project consolidation

---

**Prerequisite:**

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

**Who Should Attend**

- Project stakeholders, business managers
- Project leaders, project managers, team leads, project team members
- PMP®s (certified Project Management Professionals) who need to take training/education seminars for re-certification

**Information**

- **June 5, 2012** 5025-0425
- **Dec. 17, 2012** 5025-0458
- Time: 8:30am – 4:30pm
- Fee: $450
- PDUs/CEUs: 7/0.7
- Instructor: Sandra Hoskins, ISP, PMP, ITCP
MS Project: Advanced Scheduling and Resource Management

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.

Value to the Participant
- Develop best practices for creating schedule dependencies
- Create standards for reconciling project progress
- Identify reporting requirements that communicate critical project status
- Use resource leveling to create an optimum schedule
- Leverage the reporting capabilities of MS Project
- Use an optimized approach to resource management and costing
- Gain immediate results to apply to your current applications
- Network with others to collaborate on real world challenges/solutions

Outline

Introduction
- Terms of reference
- Project management life cycle
- Critical PM deliverables

Ensuring a Standard Configuration
- Project configuration
- Tool configuration

Setting up Resources
- Adding staff resources
- Using generic resources
- Setting resources to inactive
- Time constraints for individuals
- Adding material resources
- Using the per use function
- Determine the billable component

Creating Project Estimates
- Estimating versus scheduling
- The difference in the roles
- Types of estimating

Effort Based (People) Estimates
- Loading resources
- Assigning work contours
- Re-evaluate estimates

Creating the Project Schedule
- Types of schedule constraints
- Develop a strategy for handling the lead and lag time
- When to use what type of schedule?
- Role of milestones

Review the Resource Allocations
- Resource the schedule (staff)
- Adjust the schedule to make best use of the resources
  - Levelling resources
  - What can happen?
  - When should you use levelling?

Create a Master Schedule
- Developing inter-project task dependencies
- Defining the dependencies
- Review calendar constraints

Reporting From the Project Schedule
- Customizing reporting procedures
- Using visual reporting to create pivot tables and charts in MS Excel
- Create cash flow reports

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

Who Should Attend
- Project stakeholders, business managers
- Project leaders, project managers, team leads, project team members
- PMPs (certified Project Management Professionals) who need to take training/education seminars for re-certification

Information
June 6, 2012 5025-0426
Dec. 18, 2012 5025-0459
Time: 8:30am – 4:30pm
Fee: $450
PDUs/CEUs: 7/0.7
Instructor: Sandra Hoskins, ISP, PMP, ITCP
MS Project for Project Managers: 
Using a Software Toolkit
Managing Smart - Leveraging PM Tools and Techniques

The session provides you 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.

Value to the Participant
- 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
- Gain immediate results to take back to your daily applications
- Network with others to collaborate on real world challenges/solutions

Outline

Introduction
- Terms of reference
- Overview of Microsoft Project
- Scheduling terms
- Software interfaces

Configuring the Project
- Project configuration
- Tool and menu configuration
- Setting up the company calendar

Setting up Resources
- Adding resources

Setting Up a Project
- Setting up the summary information
- Selecting the schedule type
- Defining the project environment

Creating Project Estimates
- Identifying project deliverables
- Develop a work breakdown structure
- Developing time-based estimates
  - Using fixed duration or fixed unit
- Assigning resources
- Re-evaluate estimates

Creating the Project Schedule
- The PERT Chart
- Customizing the PERT Chart
- Resource the schedule (staff)
- Adjust the schedule to make best use of the resources
- Critical path: Did it change?
- Customizing the Gantt Chart

Developing Control Procedures
- Tracking actual estimates
- Customizing reporting procedures

Customizing for Flexibility
- Customizing views and tables
- Comparison reports
- Exporting data
- Updating project status
- Project consolidation

Summary and Conclusion
- What next!
- What to remember!
- Leveraging other products

Prerequisite:
Project Management Foundations

Who Should Attend
- Anyone interested in learning specific techniques and principles associated with project planning and performance tracking
- Project team members
- Project and team leaders
- Project and business managers
- Project stakeholders

Information
Mar. 15-16, 2012  5025-0424
Dec. 10-11, 2012  5025-0457
Time: 8:30am – 4:30pm
Fee: $845
PDUs/CEUs: 14/1.4
Instructor: Sandra Hoskins,
ISP, PMP, ITCP

• Company Resource Pool
• World Tour

M S Project for Project Managers: 
SA VE 
M O N E Y 
A N D 
T I M E 
O N S I T E 
T R A I N I N G 
S O L U T I O N S 
details on P. 30
Proactive Testing™: Risk-Based Test Planning, Design and Automation

Learn to do more effective testing in less time, while also providing the value that overcomes traditional testing. By continually refocusing on the highest risks, and applying special techniques that spot many ordinarily-overlooked risks, Proactive Testing™ makes sure the most important testing is done in available time. Discover powerful test planning and design techniques that produce value, and enable productive use of automated test tools. To enhance learning, you practice each key technique in a series of exercises with various aspects of a real case fact situation.

Value to the Participant
- A structured Proactive Testing model
- Writing industry-accepted designs that make testing easier and more reliable
- Techniques to design more thorough tests and discover overlooked conditions
- Guidelines for using appropriate automated tools to enhance effectiveness
- Applying risk analysis and reusable test ware

Outline

How Testing Can Cut Effort & Time
- Testing for correctness vs. testing for errors
- Reactive testing—out of time, but not tests
- Proactive Testing Life Cycle model
- CAT-Scan Approach to find more errors
- V-model and objectives of each test level
- Dynamic, passive and active static testing

Test Planning Value Not Busywork
- Risk elements, relation to testing
- Proactive vs. reactive risk analysis
- IEEE Standard for Test Documentation
- Enabling manageability, reuse, selectivity
- Risk-based way to define test units
- Letting testing drive development
- Preventing major cause of overruns

Detailed Test Planning
- IEEE Standard on Unit Testing
- Functional (Black Box) testing strategy
- Three-level top-down test planning and design
- Use cases, revealing overlooked conditions
- Detailed Test Plan technical document

Test Design: Both Verb And Noun
- Checklists find more overlooked conditions
- Data formats, data and process models
- Business rules, decision tables and trees
- Error guessing, condition combinations
- Formal, informal Test Design Specifications
- Test Case Specifications vs. test data values

Automated Testing Tools
- Critical factors for test automation success
- Types, examples of automated tools
- Test execution tool considerations
- Action-based frameworks aid flexibility

Measuring And Managing Testing
- Defect reports that prompt suitable action
- Projecting when software is good enough
- Measuring testing effectiveness

Who Should Attend
- Testing professionals and others who manage and perform testing of software products
- Analysts, designers, and system/project managers who need to know how Proactive Testing™ can cut software development time and effort

Information
Mar. 22-23, 2012 5025-0436
Oct. 24-25, 2012 5025-0460
Time: 8:30am-4:30pm
Fee: $845
CEUs: 1.4/PDUs: 14
Instructor: Robin Goldsmith
Project Portfolio Management: Tools and Techniques

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.

Value to the Participant
- Communicate key concepts and terms used in a portfolio management organization
- 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
- Gain immediate results to take back to your daily applications
- Network with others to collaborate on real world challenges/solutions

Outline
Introduction
- What is a portfolio?
- What is project portfolio management?
- Why is portfolio management important?
- Where do best practices originate?
- What difference does the industry make?
- What difference does the organization make?
- Do regulated industries have an easier time?

The Organization ↔ PPM
- Determining organizational governance
- Establishing project governance
- Communicating the business case for PPM
- Identifying optimal versus best practices for PPM
- Creating a comprehensive portfolio
- Identifying the stakeholders

Implementing Project Portfolio Management Protocols and Practice
- What are the procedures and processes are critical to implementing a PPM process?
- How to create a project inventory?
- Developing criteria to evaluate projects
- Categorizing projects
- Developing a method to categorize projects
- Confirming project approval
- Establishing critical success measurements for PPM
- Establishing an organizational master schedule

Project Portfolio Management Models, Processes and Knowledge Areas
- Reviewing PPM knowledge areas & process groups
- Understanding project scoring models
- Identify key performance indicators
- Develop a ranking process for projects by category, criteria, budget or key performance indicator

Maintaining the Portfolio Management Protocol / Process
- Keeping up the protocol
- Managing the queue
- Reconciling results
- Continuing to reshaping the portfolio process
- Cancelling projects
- Dealing with pet projects
- Getting to strategic advantage

Prerequisite:
Project Management Foundations

Who Should Attend
- Business analysts
- Team members
- Team leads
- Project stakeholders
- Project leaders/doers who need a better understanding of the core techniques in all phases of project management
- Full-time project managers
- Operation managers
- Professionals responsible for managing a diverse portfolio of projects and other work

Information
June 7, 2012 5025-0428
Oct. 17, 2012 5025-0461
Time: 8:30am – 4:30pm
Fee: $450
PDUs/CEUs: 7/0.7
Instructor: Sandra Hoskins, ISP, PMP, ITCP
Stakeholder Management:  
Engaging Key Individuals for Project Success

Project management is all about dealing with people. Getting a good start on your project includes talking with the right people to build a shared vision of project deliverables. What are their perspectives? Focus on developing and maintaining relationship with stakeholders. Get experience with tools and ways to set detail expectations with stakeholders to improve project outcomes.

**Value to the Participant**
- Develop a crisper vision of project deliverables
- Better connection between stakeholders and project outcomes
- Improve likelihood of successful projects

**Outline**

**Stakeholder Management**
- Defining stakeholders Influence
- Identifying stakeholders
- Conducting a stakeholder analysis
- Establishing communications expectations with stakeholders
- Understanding the needs of your stakeholders

**Defining the Project Scope**
- Product scope vs. project scope
- Roles and responsibilities in scope management
- Project initiation documents
- Project charter
- Project scope statements
- Scope statement do’s and don’ts
- Scope management planning

**Dealing with Conflict**
- Balancing the interest of stakeholders
- Offering critical conversations
- Maintaining relationships in troubled times
- Negotiations
- Style under stress

**Service Level Agreements (SLAs)**
- Creating a SLA
- SLA measurement tools

**Who Should Attend**
- Business analysts
- Team members
- Project stakeholders
- Project leaders
- Full-time project managers

**Information**

May 8, 2012  
5025-0430

Nov. 7, 2012  
5025-0462

Time: 8:30am – 4:30pm
Fee: $450
PDUs/CEUs: 7/0.7
Instructor: Barbara Farmerie, PMP

**Who Should Attend**
- Business analysts
- Team members
- Project stakeholders
- Project leaders
- Full-time project managers

**Information**

May 8, 2012  
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Time: 8:30am – 4:30pm
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**Information**

May 8, 2012  
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Nov. 7, 2012  
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Time: 8:30am – 4:30pm
Fee: $450
PDUs/CEUs: 7/0.7
Instructor: Barbara Farmerie, PMP
Additional Electives: Business & Organizational Development Focus

Effective Interpersonal Communication Skills
You will learn to:
• Create strategies for performance improvement
• Communicate effectively in challenging situations
• Apply techniques for managing difficult moments in sensitive conversations

Emotional Intelligence I: Dealing with Difficult People, Including Yourself
You will learn to:
• 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
You will learn to:
• 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 Non-Financial Managers
You will learn to:
• Read and analyze financial statements to make decisions and understand impact
• Present your ideas using sound financial principles
• Make intelligent financial decisions and understand their impact

Fundamentals of OD and Change Management
You will learn to:
• Perform organizational assessment and understand OD planning
• Improve ROI and outcome assessment
• Boost employee performance and talent management

Influence without Authority
You will learn to:
• Enhance your credibility by building trust and expertise
• Use story-based techniques to persuade others to take action
• Use seven influencing techniques in day-to-day work situations

Making the Shift from Technical Expert to Organizational Leader
You will learn to:
• Describe 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
You will learn to:
• 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 - Level 1
You will learn to:
• Learn basic functions of SharePoint
• Discover how to share documents, enhance communication and strengthen security

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