

## Project Management Master's Certificate Program

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The Master's Certificate in Project Management was created for professional project managers who want to advance their career to the next level.

This certificate program is for accomplished project managers who want to gain the knowledge and practice to make significant contributions to their organizations and their own careers by managing projects that can make a positive business impact. As a prerequisite, program participants must have successfully completed a Certificate in Project Management, or one equivalent to it. PMP certification is desired but not required.

Combining business knowledge, proven project management techniques, and an expanded focus on the organizational aspect of projects, this program continues the philosophy of our other successful Management Development Programs - relevant, effective learning events that guide participants to increased understanding and capability through hands on learning.

### **Core Courses (Select a minimum of 1)**

Stakeholder Expectations Management  
Creating & Managing an Effective Project Management Office (PMO)  
Rescuing Troubled Projects

### **Electives (Select a maximum of 3)**

Leading High Performance Teams  
Negotiations & Conflict Management  
Defining & Managing Organizational Change  
Vendor Management-Managing the Outsourced Organization  
Project Risk Management  
Project Quality Management  
Project Scope Management  
Project Management Simulation

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## Stakeholder Expectations Management

2 Days / 14 PDUs

### Course Description

Leading any type of project or change initiative involves guiding numerous people, each with their own agenda, to the desired goals. These people, along with the organizational dynamics, can be understood, managed and leveraged to get projects done successfully. How well we manage these stakeholders to deliver projects, consulting services, and business results depends upon the ability to manage the expectations of stakeholders. Just who are these people? How does one identify them? Once we know who they are, what do we do with them and how can they help us achieve the desired goals? More importantly, how can we manage their expectations to keep on plan, and to achieve project goals?

These questions, and many more, will be answered in this interactive seminar. Participants will learn how to identify stakeholders, techniques for uncovering their real expectations (those hidden agendas), ten (10) analytical methods for understanding stakeholders, and finally, techniques for leveraging the influence, power, and authority of stakeholders to achieve desired goals. Learn what to do when old stakeholders leave and new ones arrive, as well as techniques for managing stakeholders with non-converging expectations.

Project work always involves people, and represents up to 80% of the challenges for project managers. Project management has been called the management of risks to predictably achieve the desired results. Using this basic process for keeping the dynamics of people and organizations under control, along with good project management practices, is a contributor to repeated success in project work.

### Key Topics

1. Importance and role of stakeholders in change and project work
2. Vocabulary of stakeholders expectation management
3. Identifying stakeholders
4. Uncovering the multiple stakeholder expectations in projects
5. Ten (10) methods of analyzing stakeholders
6. The stakeholder expectation management process
7. Aligning this process to the project management process
8. Developing the plans to manage exceptions
9. Executing the plan
10. Building on stakeholder success for future projects

### Course Audience

Management, Program and Project Managers, Team Leaders

### Prerequisites

11. Must complete an assessment of a previous project prior to the course
12. Knowledge of one's Myers-Briggs Type Indicator (MBTI) will be very helpful

### Tactical Skills

Participants will learn from models and processes, and interactive sessions with real data:



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- A comprehensive understanding of the concept of stakeholders in change and projects
- Processes for converging disparate stakeholder expectations
- Techniques to analyze stakeholders
- How to develop and manage to stakeholder expectation management plans
- How to leverage stakeholders to achieve goals of current and future change and projects

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## Creating & Managing an Effective Project Management Office (PMO)

2 Days / 14 PDUs

### Course Abstract

Soon after many organizations introduce project management methods and discipline into the organization, they become convinced of the need to create a project management office (PMO) to optimize the effects of good project management. Unfortunately, many of those efforts to create an effective PMO fail, and PMOs are abolished or are marginalized for failing to create clear value for the organization. PMOs can fail for a variety of reasons including:

- A failure to specify the role of the PMO
- The inability to identify the organizational problem that the PMO has been established to solve
- The failure of the PMO to establish credibility among project managers and others throughout the organization
- The over-reliance on project management tools, especially enterprise project management systems
- Embedding the PMO in IT without recognizing its impact on the total organization
- The over-creation of project management processes which are perceived as an impediment to getting work done
- The lack of a PMO sponsor
- The inability to measure the success of the PMO

This course is designed to help organizations create PMOs that add demonstrable value to the organization. It addresses the major challenges of creating a PMO that is optimally suited to the needs of the organization and integrating it effectively into organizational operations in a manner that creates a clear and compelling value proposition. It identifies the multiple options for the mission of the PMO and strategies for building the credibility of the PMO.

In this workshop, participants will learn and discuss:

- The dynamics of modern organization that contribute to the need for PMOs and also demand high levels of performance from them
- The challenges of building and maintaining an effective PMO
- The variants of PMOs from those that provide resources and assistance to project managers to those that are responsible for all critical organization projects
- The role of the PMO in project selection and the creation of a portfolio of projects that optimize organizational performance
- The role of the PMO in providing decision support to managers
- Methods for creating effective project management processes and for increasing the project management maturity of the organization
- Methods for ensuring resource accountability and optimal usage of those resources
- The role of enterprise project management software
- Methods for measuring the value of the PMO
- Techniques for management of the PMO and building credibility throughout the organization

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This workshop is compliant with the *Project Management Body of Knowledge (the PMBOK® Guide, Fourth Edition)* and draws insights on quality management and requirements from the *Business Analysis Body of Knowledge (the BABOK®)*. It also employs a case study and exercises that require participants to apply the concepts they have learned and to create a plan for the establishment of a PMO or the improvement of the performance of an existing PMO.

## Target Student

The target student for this workshop is a project manager or a general manager considering the establishment of a PMO for the organization or the management or staff of an existing PMO.

## Prerequisites

A solid understanding of project management tools confirmed through other coursework or experience is required for this workshop.

## The Goals of this Workshop are to

- Build the capability of participants to establish and manage effective PMOs
- Create an understanding of the organizational dynamics that impact PMO creation and management
- Identify the causes of PMO failure so that failure can be avoided
- Describe the role of the PMO in project selection and identify project selection methods that can be used to optimize results
- Describe and discuss the challenges of resource coordination and optimization
- Identify methods for multi-project reporting
- Examine the benefits and challenges of enterprise project management software
- Create a planning framework for increasing organizational project management maturity

## Course Outline

### Day 1:

- Module 1: Introduction to the workshop
  - In this module, we will detail the workshop objectives and schedule and identify participant interests and concerns.
- Module 2: Organizational dynamics and their impact on the PMO
  - In this module, we'll examine a model of organizational dynamics that describes the operation of organizations in these challenging economic times. We'll also identify why effective project management discipline can create a competitive advantage for organizations that can spell the difference between success and failure. We'll also identify the sources of pressure on projects and PMO and methods for building organizational sustainability through disciplined project management.
- Module 3: The challenges of the PMO
  - In this module, we will discuss the reasons that cause PMOs to fail. We'll identify the challenges of managing stakeholder expectations of the PMO and for establishing a mission for the PMO that aligns it with organizational needs and sets the stage for

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success. We'll also identify the variations of PMOs and engage in an exercise to identify a PMO role that is right for your organization's circumstances.

- Module 4: The role of the PMO in project selection
  - In this module, we'll examine the role of the PMO in selecting an effective project portfolio. We'll describe the techniques for project selection and the critical role of establishing a project discount rate that appropriately reflects project risk.

### Day 2:

- Module 5: Resource coordination and management and project reporting
  - In this module, we'll examine the challenges of resource coordination for the PMO. We'll describe tools for managing resources and assuring optimal usage of resources across the organization. We'll also identify the methods for project status reporting across the organization.
- Module 6: Enterprise project management software
  - In this module, we'll investigate some advanced tools for enterprise project management. We'll identify critical features and differences, create a decision model for choosing among the available options, and consider the optimal timing and methods for introducing that software into the organization.
- Module 7: Creating a plan for PMO creation or improvement
  - In this module, we'll build a project plan for introduction of a PMO or for improvement of the performance of an existing PMO. We'll examine the scope, timing and risk of those projects and create a plan for building support for the PMO among stakeholders and communicating PMO benefits. By the close of this module, participants will have created a plan that they can deploy in their organizations.
- Module 8: Workshop wrap-up
  - In this module, we'll conclude the workshop and respond to remaining questions. We'll identify additional resources and evaluate the workshop

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## Rescuing Troubled Projects

**2 Days / 14 PDUs**

### Course Description

This seminar is designed as a graduate-level course for experienced project managers. It is designed to reinforce many of the project management “Best Practices” taught in other project management classes. It focuses specifically on how to recognize that a project is in “trouble”, and concentrates on the actions that project managers need to take to assess, and ultimately plan to recover or terminate a project that has experienced significant difficulties. Tools and templates will be presented and put into context through various exercises and scenarios and case studies.

### Target Student

Students enrolling in this course should be PMPs®, Program Managers, and Senior Project Managers and or have significant project management experience.

### Prerequisites

To ensure your success, we recommend you have significant working knowledge or experience in working in a project environment.

### Delivery Method

This is an instructor-led, group-paced, classroom-delivery learning model with structured minds-on and hands-on activities.

### Homework Assignment

Each participant will be required to read a white paper and provide a 5-minute report summarizing the key points made in the report, along with any recommended best practices contained in the report.

### Benefits

Students will learn how to use project management techniques to plan, organize, control, document, and close out their projects successfully and with minimum risk.

### Performance-Based Objectives

- Develop working definitions of project success, failure and trouble.
- Discuss how and why projects get in trouble.
- List and discuss the root causes of project failure.
- Discuss techniques for performing project reviews.
- Determine the type of project review required
- Develop the Intervention Plan for fixing a troubled project.
- Discuss techniques and strategies for recovering a troubled project.
- Discuss techniques and strategies for terminating a troubled project.
- Discuss project closure activities

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## Course Content

### Day One

#### 1. Introduction

- Session Overview
- Class Norms
- Resource Table – Homework
- Key Questions

#### 2. Project Success and Failure

- Exercise – Define Success and Failure
- Successful Outcomes
- Failed Project Objectives
- What About Casualties?
- Zones of Success/Failure
- Project Outcomes
- Exercise – Identifying Trouble Indicators
- Labels for Projects in trouble
- Runaway Projects
- Crunch Mode
- Death March
- Project Disasters
- Troubled Project
- Exercise – Root Causes of Troubled Projects
- Questions – Root Causes
- Acceptable ranges for Variance
- Range of Problem Projects
- Team Exercise - develop a working definition of a “Troubled Project”

#### 3. Project Reviews - Diagnosing Project Problems

- Project Status Meetings
- When do you want to find out about problems?
- Project Audits or Delivery Review
- Objectives of Audit
- Project Delivery Report
- Planning for the Project Audit
- Exercise – Review an Assessment Report
- Project Health Check
- Project Health Check Template
- Troubleshooting Review
- Troubleshooting Process
- Troubleshooting Review Ground Rules
- Team Exercise - Develop a template for conducting a Troubleshooting Review.
- Review Focus Areas
- Discussion - How are Quality Issues addressed on troubled projects?

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## Day Two

### Student presentations of white papers read

#### 4. Project Rescue - Recovering from problems

- Project Rescue Effort
- Types of Project Rescue
- Runaway Project Remedies
- Exercise – Project Rescue Process
- Rescue Project Charter
- Turnaround Strategy
  - 1. Analyze Current Position
  - 2. Define Target Position
- Exercise - Ideal Solution Element
  - 3. Evaluate Strategic Options
  - 4. Generate Plans & Endorse Strategy
- Outcomes for Project Rescue
- Other Ramifications
- Checkpoints
- Discussion - Why is it a challenge to terminate a project?

#### 5. Terminating a Troubled Project - Planning and Executing a Project Termination

- Project Termination needs to be planned
- Why terminate a project?
- Making the termination decision
- Guidelines for project termination
- Lessons Learned
- Team Discussion – Project Closure
- Final Exercise

#### 6. Class Closure

- Course Summary
- Course Review

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## Leading High Performance Teams

**2 Days / 1.4 CEUs - 14 PDUs**

Recognizing that nearly all projects are accomplished through the concerted, coordinated work of teams of people, this course focuses on the human factors in project management. Whether the teams are part-time volunteers or highly-skilled professionals, their productivity and success is dramatically affected by the relationships within the team and the ability to function as a cohesive unit. This class provides a vision of a high performance team and specific guidelines every team leader can follow to improve their team's performance.

Project teams have a special challenge: they come together for a temporary assignment in which they face a unique problem. Successful teams build a positive team environment and learn to work together to solve problems even in the face of conflict. This course explains leadership styles, presents proven communication techniques, and details team building principles in the context of the project environment. Combining lecture, discussion, and practice, participants learn the theory behind the art of managing teams. This course makes extensive use of role playing and experiential learning to help participants internalize the skills more rapidly.

### Benefits

- Enhance team performance by improving cohesion and collaboration.
- Avoid costly delays due to unresolved issues and conflicts.
- Recognize and avoid problems before they occur.
- Improve the bottom line by getting people to work together quickly.
- Develop lasting relationships that team members can carry forward to future projects.

### Audience

Project managers, team leaders, managers and senior team members who need to effectively lead work groups.

### Course Objectives

Upon completion of this course, participants will:

- Draw out effective performance from a team of people who have a range of skills, attitudes and cognitive/behavior styles.
- Lead and facilitate a group of people to productively solve abstract problems.
- Form a group of individuals into a cohesive team that shares a commitment to a common goal.
- Create a positive, productive atmosphere within a project team.

### Course Outline

#### 1. *Introduction to Managing Project Teams*

What are the biggest team management challenges?  
Introducing a high-performance team model

#### Personal Leadership Skills

#### 2. *Leadership Styles and Behavior Styles*

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Why do diverse team members demand a variety of leadership styles  
How can you use behavior styles to improve communication?

### 3. *Stages of Team Development*

How do you adjust your leadership style to reflect the maturity of the team?

### **Creating a Positive Team Environment**

#### 4. *Ground Rules*

How can you establish common expectations about team behavior?

#### 5. *Listening Skills*

How to improve your active and empathetic listening skills.  
How can listening skills reduce conflict and increase trust?

#### 6. *Team Identity*

How do you increase goal identity?  
How do you best utilize diverse skills and experiences?  
What's the value of understanding a project's context?

#### 7. *Problem Solving*

How can a team establish a common problem solving strategy?  
How can you employ structured techniques for group problem solving?

#### 8. *Meeting Management*

How do you prepare and run a meeting?  
What's the right way to handle meeting closure, action items and meeting minutes?

### **Team Collaboration**

#### 9. *Decision Making*

What are decision modes and how do you use guidelines to achieve consensus?

#### 10. *Conflict Resolution*

What is the value of conflict and what are some common responses to it?  
How can you move past deadlock?  
How do you avoid "Groupthink?"

#### 11. *Promoting Continuous Learning*

How do you promote a culture of innovation? What leadership traits encourage appropriate risk taking?

#### 12. *Team Building Activities*

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## Negotiations & Conflict Management Workshop

### 2 Days / 14 PDUs

This two-day workshop is designed to provide project managers with an understanding of the concepts necessary for effective negotiations and conflict management within the project management framework and to increase their skills in these key areas of project management. In this workshop, participants will be provided with a level of understanding and a skill set with which to continue to hone their skills toward even higher levels of expertise. Every course participant will become better at conflict management and negotiation as a result of their participation in this two-day workshop.

The goals of this workshop are to:

- Improve negotiations and conflict management skills within the project management context and the application of the triple constraint model
- Develop an understanding of the common causes of conflict and shortcomings of many negotiations processes
- Introduce participants to important fundamentals and concepts of effective negotiations and conflict management
- Create an understanding of human interactions and motivations within the negotiations and conflict management processes
- Build negotiation and conflict management skills
- Allow participants to practice the application of those skills
- Increase participant comfort with conflict and negotiations
- Inspire participants to apply effective negotiation and conflict management techniques

Though participants will be provided with extensive practice in conflict management and negotiations in the course of the next two days, they may not become a fully effective negotiator and conflict manager by the close of this workshop. That may take additional practice and self-study. Though conflict with vendors is common and will be addressed in general terms in this workshop, this workshop does not explicitly address the negotiation of agreements with vendors for goods or services or the types of contracts or agreements that might be negotiated between buyers and sellers.

This workshop complies with the standards of the Project Management Institute (PMI®) and the *Project Management Body of Knowledge (PMBOK® Guide, Fourth Edition)*. The case studies that you will employ to hone your skills are based on common project management situations and problems. For those persons who hold the PMP® certification, 14 Professional Development Units (PDUs) can be earned for participation in this workshop.

**Importance of Conflict Management and Negotiations in the Project Management Process**  
Throughout the project management process, negotiations, conflict management, and tradeoffs among cost, time, and quality goals are critical to project success. Project managers negotiate:

- With functional managers for resources
- With vendors to arrive at contract terms that harmonize buyer and seller interests
- With stakeholders for the development of the project scope within the triple constraint model
- With team members when conflict arises
- When project changes are requested
- Over resources and assignments
- With the sponsor

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- Tradeoffs within the “triple constraint model”
- In nearly every project phase and process

According to PMI's *Role Delineation Study*, conflict management and negotiations are the second most important skill area for project managers, second only to communicating effectively. Negotiating and managing conflict effectively are challenges that can make the difference between project success and failure, particularly for complex projects and those with a high degree of strategic importance and high-level interactivity. At the same time, they are difficult skills for many project managers to master.

This two-day workshop is designed to expose project managers and those who lead project management offices to a set of skills necessary for effective negotiations and conflict management within the project environment. It exposes project managers to several of the most difficult issues of negotiations and conflict management and provides important insights into negotiation and facilitation that will empower them to reach win-win solutions, reduce destructive conflict, use conflict creatively, build relationships, and ensure project success.

## Conflict Management and Negotiations: Use of Terms

During this workshop, we will use the terms negotiation and conflict management together and interchangeably. If we would attempt to distinguish between them, we would define them as:

- Negotiations: the art and science of crafting agreements among parties that meet the needs of all parties.
- Conflict management: the process of identifying conflict, maintaining it within reasonable bounds, mining it for effective change, and creating win-win solutions that address the interests of the parties.

The model we will use to explore effective conflict management is called “The Principled Negotiations Model,” a title that underscores the connection between the two definitions. As we will see in the workshop, conflict management is a necessary skill for effective negotiations. Similarly, managing conflict requires negotiations to create win-win solutions.

Though this workshop is focused on conflict management and negotiations within the project management framework, the skills you develop here and the concepts you will master are applicable to many areas of your home and work life. Those people who can confront conflict comfortably and find effective and creative agreements are in high demand and often very successful in many dimensions of their lives.

## Course Agenda

1. Negotiations, conflict management, and tradeoffs in the project management environment
2. Standard conflict management methods and communication models
3. The limits of position-based negotiations
4. Introduction to interest-based conflict management

Students will participate in a number of role-playing exercises. In those exercises, it is expected that participants will:

- Provide constructive and well-intentioned feedback to other participants as they assume leadership roles in exercises

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- Play their roles within character but without taking extreme or combative positions
- Declare a halt to the role-play exercise if it has become threatening or unproductive.
- Share roles as necessary to allow each participant to gain experience.

## Workshop Outline

### Day 1:

- Introduction to the Project Management Conflict Management and Negotiation Workshop  
Workshop Introduction
- Negotiation, Conflict Management, and Tradeoffs in the Project Management Environment  
Negotiation and Conflict Management within Different Contexts  
The Necessary Skills for the Project Manager  
Standard Conflict Management Methods, Conflict Escalation, and Communication Models  
Views about Conflict  
The Limitations of Conventional Conflict Management Methods
- Communication Models for Effective Conflict Management and Negotiation  
The Goals of Conflict Management in Projects
- Positional Bargaining: Limits and Strategies  
Introduction to Positional Bargaining  
Techniques of Positional Bargaining
- Introduction to Interest-Based Conflict Management and Negotiation  
The Principled Negotiation Model  
Interests

### Day 2:

- Structuring the Conflict Management or Negotiation Process  
The Conflict Management Process
- Keys to the Application of Effective Conflict Management and Negotiation and Practicum  
Keys to Effective Application of the Principled Negotiations Process
- Application of Conflict Management and Negotiation Principles and Techniques
- Advanced Topics, Practicum, and Wrap-up  
Advanced Topics in Conflict Management  
Final Role-Play in Conflict Management

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## Defining and Managing Organizational Change

**2 Days**

### Course Abstract

In a workplace environment that is characterized by high stress, constant demands for service-level enhancements, the need to reduce costs, and reduced resources, it is difficult for organizations to define the changes necessary for organizational health and survival. Though the need for change is obvious, the direction of the necessary change is often hard to identify.

Similarly, once a change in direction is identified it may be difficult to engage the organization in the change initiative and build strong momentum. In addition, organizational change causes stressors on the organization and its stakeholders. Managing change presents a host of challenges, and if those challenges aren't met, organizations and the people in them can:

- Become paralyzed by competing demands and fail to prioritize the most important activities
- Retain their focus on existing activities that they are comfortable with and create a “bunker mentality”
- Fail to take the risks necessary for effective change based on the adage that “the raised nail gets hammered down”
- Become increasingly isolated and reinforce a “silo mentality”
- Fail to respond to the needs of customers and stakeholders, which can, in turn, threaten organizational survivability

Often, the overall result is the failure to make changes that are necessary and increasingly strident communications within and without the organization. Those challenges are made more difficult by the fact that today's organizations are becoming more international and more dependent on outside vendors and partners, which makes communications even more challenging. In today's organizational environment, critical resources and strategic projects are often provided from outside the organization. In fact, the best organizations are discovering that the four walls of the organization create an impediment to innovation and client service. They are reaching outside the organization to develop strategic partnerships with the best providers and thinkers and developing creative relationships to harness the value they offer.

This two-day workshop is designed to approach organizational change from two complementary directions:

- The identification of effective change strategies
- The deployment of those strategies and engagement of the enterprise in them.

It is also designed to give managers a set of communications skills and strategies for improving organizational communications and communications with vendors and international project teams in the face of change.

### Target Student

The target student for this workshop is a manager responsible for operating units, project teams or support functions who is operating in an environment of change and who is required to effectively communicate with diverse groups and partners.

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## Prerequisites:

None

## The Goals of this Workshop are to:

- Identify the challenges faced by organizations as they change to adapt to new conditions and requirements
- Engage in exercises designed to identify high-outcome change strategies
- Identify the levers of change that managers can employ to help their units make effective change
- Describe the challenges in a time of high organizational turbulence of cross-functional communications and communications across diverse groups including international teams and partners
- Identify skills and techniques for improving those communications
- Provide participants with skills in change management and communications\

## Course Outline:

### Day 1

- Module 1: Introduction to the workshop
  - In this module, we will detail the course objectives and schedule and identify participant interests and concerns. We will also engage participants in an exercise designed to elicit their opinions and feelings about organizational change.
- Module 2: Identifying directions for organizational change
  - In this module, we'll identify the types of changes being required of individuals in the workplace and their typical responses to those necessary changes. We'll examine a model of organizational performance and the levers for convincing employees and others of the need for change and improving their buy-in to changes. We will engage in an exercise designed to identify directions for change likely to produce good outcomes.
- Module 3: Building a change management plan
  - In this module, we will use the concepts of project management to build a plan for creating effective organizational change. We'll identify the scope of the change effort, its stakeholders and their needs, and the risks conditions that could derail our changes. We'll identify the constraints impacting our change initiative, the assumptions we are making, and the resources we will need to mobilize.
- Module 4: Building buy-in for the change effort and developing strategies for improving communications about that change across the organization
  - In this module, we'll examine some of the challenges of building support for our change efforts and identify some levers for changing minds and attitudes. We'll explore some difficult types of communications and develop strategies for improving communications and interactions with other units. We'll identify effective strategies for communicating effectively and getting and keeping the attention of those we are communicating with. We'll identify the specific challenges crafting messages that respond to the specific interests of the person or group we are communicating with.

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## Day 2

- Module 5: The changing workplace and the challenges of managing vendors and international partners in our change initiatives
  - In this module, we'll examine how the workplace has changed and why the management of vendors and outsourced services is so critical to effective organizational change and the management of enterprises overall.
  
- Module 6: Managing expectations about our change initiative, resolving conflict and creating win-win solutions
  - In this module, we'll describe methods for managing expectations about our change initiative. We'll describe and practice a conflict management method that can help us craft good, workable relationships and optimize outcomes in the face of the conflict that will accompany any attempt to create effective change.
  
- Module 7: Workshop wrap-up
  - In this module, we'll wrap up the workshop and review what we've learned. We'll build an agenda for each participant for improving how they communicate across the organization and a set of agreed-upon best practices for managing organizational changes.

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## Vendor Management: Managing the Outsourced Organization

2 Days / 14 PDUs / 1.4 CEUs

### Workshop Overview:

In today's organizational environment, critical resources and strategic projects are often provided from outside the organization. In fact, the best organizations are discovering that the four walls of the organization create an impediment to innovation and client service. They are reaching outside the organization to develop strategic partnerships with the best providers and thinkers and developing creative relationships to harness the value they offer.

Managing those partners, who can include vendors of services and products and true alliance partners, who bring their own ideas and products to the table, can be a challenge especially when those vendors and partners are responsible for the delivery of complex and strategic products and services. Without effective management of those vendors and partners, the organization can be held hostage; the vendors and partners may not understand the organization's needs, resources may be wasted, conflict may arise, risk may spiral out of control, legal complications may arise, projects may fail by not meeting scope, time, or cost expectations, and the opportunity to create mutual benefit will be wasted.

Managing vendors and alliance partners, who provide complex products and services and who bring their own business capability and value to the organization, requires specialized skills, skills that may not be addressed in standard management education programs and that may not emerge from the typical acquisition of management experience.

This workshop is designed to provide managers with an understanding of new business options and strategies that can build business value and tools and best practices for managing those important relationships.

### Audience:

- Business Analysts
- Program and unit managers
- Contract and Vendor Administrators
- Project Team Members
- Team Leaders/ Supervisors
- Project Managers

### Objectives:

The objectives of this two-day workshop are to:

- Introduce managers to the specialized skill set that is required for managing vendors and partners engaged in the provision of complex products and services that are critical to organizational success. That skill set includes:
  - Effective procurement and vendor selection
  - Identification of opportunities for mutual benefit
  - Understanding and interpreting contract language and terms
  - Negotiating with the vendor and partner
  - Converting business needs to contract terms

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- Managing conflict
- Identifying and managing vendor and partner risk
- Managing changes to the agreement
- Ensuring that the vendor or partner understands and meets performance and quality requirements
- Managing costs and schedules
- Creating an effective relationship with the vendor or partner
- Building a vendor and partner management plan
- Create an understanding of open business models and open innovation
- Allow participants to build those skills through application in a workshop setting
- Enhance the ability of organizations to manage vendors and partners and increase the potential for successful outcomes

### Agenda

#### Day 1

- 1) Introduction to the new business models
  - a. Open innovation
  - b. Partnering
  - c. Alliance management
  - d. Identification of participant goals for the workshop
  
- 2) Introduction to Vendor and Alliance Partner Challenges
  - a. Information asymmetry
  - b. Contract challenges
  - c. Purchaser and vendor motivations
  - d. Cultural issues
  - e. Identification of challenges
  
- 3) Contract Basics and the Development of Frameworks for Relationships
  - a. The elements of contracts
  - b. Enforceability
  - c. Terms
  - d. Contract interpretation
  
- 4) The Creation of Partner Relationships and Project Management
  - a. The procurement cycle
  - b. The partnering cycle
  - c. Contract planning
  - d. Procurement tools and techniques
  - e. Screening and evaluation criteria
  - f. Analysis of the partner business case
  
- 5) Vendor and Partner Negotiations
  - a. Contract type versus contract risk

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- b. Incentive systems
  - c. Negotiating strategies
  - d. Ensuring the contract meets the business need
  - e. Exercise in contract selection
- 6) Contracting and Partnering Risk Management
- a. Risk identification
  - b. Risk response planning

### Day 2

- 7) Context versus Content Management for Vendor and Partner Management
- a. Knowledge domains for project management
  - b. Focus on relationship management
  - c. “How” versus “what” in decision making
  - d. Decision making as a learning exercise
  - e. Tolerance for ambiguity
  - f. Management through accountability for outcomes
- 8) Ensuring That the Vendor or Partner Meets Performance and Quality Standards
- a. Service-level agreements
  - b. Performance management
  - c. Benchmarking performance
  - d. Exercise in establishing a vendor performance management system
- 9) Managing Vendor and Partner Conflicts
- a. The objectives of conflict management
  - b. Successful and unsuccessful conflict management strategies
  - c. Understanding interests and strategies
- 10) Creating Effective Relationships with Vendors and Partners
- a. Ethical constraints and concerns
  - b. The role of the contract liaison
  - c. Best practices in creating working relationships
- 11) Workshop Wrap-up

# Project Management Master's Certificate Program

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## Project Risk Management

**2 days / 14 PDUs**

### Course Description

This seminar focuses on the uncertainty that surrounds any project. Project Risk Management is designed to have the participant learn core project risk management concepts and best practices, and learn tools that are used to proactively manage project risk. During the course, “best practices” will be introduced, and put into context through various exercises and scenarios and case studies.

### Target Student

Students enrolling in this course should be planning to lead a project (primary audience) or serve on a project team (secondary audience).

### Prerequisites

To ensure your success, we recommend you have some working knowledge or experience in working in a project environment, or have completed a foundations course in project management.

### Delivery Method

Instructor-led, group-paced, classroom-delivery learning model with structured minds-on and hands-on activities.

### Benefits

Students will learn how to use project risk management techniques to proactively plan, assess, monitor, control, document, and close out their risk management activities on a project successfully.

### Performance-Based Objectives

- Discuss the processes of Project Risk Management and a project manager's role in this activity.
- Discuss why projects are unsuccessful due to inadequate risk management, and how project teams can address this shortcoming.
- List and discuss the impact risks have on project success criteria and common categories for project risk.
- Discuss the process for developing a Risk Management Plan.
- Discuss techniques for identifying a project's risks.
- Discuss techniques assessing and analyzing risks, both qualitatively and quantitatively.
- Compare different risk response strategies for proactively dealing with both threats, but also opportunities.
- Identify techniques for proactively monitoring and dealing with risk throughout the project life cycle.
- Use Lessons Learned regarding risk management to continuously improve the Risk Management Plan.

### Course Content

#### Day 1

# Project Management Master's Certificate Program

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## 1. Introduction to Project Risk Management

- Session Overview
- Introductions
- Course Objectives
- Exercise – The Domino Project

## 2. Project Risk Management

- What is a Project Risk?
- Risk Management vs. Issues Management
- What Happens if you don't Manage Risks?
- Exercise – Identify typical project risks
- Practical Risk Management Guidelines
- Process Model for Project Risk Management
- PMBOK® Guide Project Risk Management Processes
- Sample Project - Case Study

## 3. Plan Risk Management

- Project Subsidiary Management Plans
- Components of a Risk Management Plan
- Risk Utility
- Risk Management Planning Meeting
- Project Risk Categories
- The Risk Breakdown Structure
- Exercise- Develop a Risk Breakdown Structure
- Meeting Guidelines
- Exercise- Risk Management Planning Meeting

## 4. Identify Risks

- Process Approach to Risk Management
- Identify Risks tools and techniques
  - Brainstorming
  - Crawford Slip Adaptation
  - Risk Syntax
- The Risk Register
- Exercise – Identify Project Risks

## Day 2

## 5. Project Risk Assessment

- Why Assess and Rank Risks?
- Risk Assessment
- Frequency or Risk Assessments
- Perform Qualitative Risk Analysis
  - Risk Probability of Occurrence
  - Risk Impacts to Project Objectives
  - Using a Probability Impact Grid (PIG)
- Exercise – Assess Project Risks using a PIG
- Perform Quantitative Risk Analysis

## Project Management Master's Certificate Program

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Tools and Techniques for Perform Quantitative Risk Analysis

Sensitivity Analysis

Expected Monetary Value (EMV) Analysis

Decision-Tree Analysis

Exercise – Perform a Decision-Tree Analysis

Monte Carlo Simulation

Sample – Monte Carlo Simulation

### 6. Plan Risk Responses

Risk Response goals

Plan Risk Responses Tools and Techniques

Responses for Threats

Responses for Opportunities

Acceptance as a Response

Risk Response Strategies

Risk Triggers

Residual Risks

Secondary Risks

Contingency Reserves

Developing the Risk Response Plan

Exercise – Develop a Risk Response Plan

### 7. Monitor and Control Risks

Risk Monitoring

Risk Control

Monitor and Control Risks Tools and Techniques

Risk Audits

Variance and Trend Analysis

Reserve Analysis

Status Meetings

Tracking and Reporting on project risk

Exercise – Perform a Risk Re-Assessment

### 8. Continuous Improvement

Lessons Learned

Improving the Risk Management Plan

Project Issues

Issues Management

Process Flow for Issues Management

Capstone Exercise – Perform Risk Management Activities on a short case-study

Course Summary

Course Review

# Project Management Master's Certificate Program

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## Project Quality Management

2 days / 14 PDUs

### Course description

This course focuses on both the management of product quality and the management of the process quality for creating project deliverables. It provides exposure to the tools, techniques, and metrics used to ensure that sufficient product and process quality is achieved. It includes exercises which allow attendees to learn how to plan quality into a project and determine key metrics to manage project and process quality.

### Who should attend

This course is primarily designed for project managers or individuals who have had project management training or experience, including exposure to basic project management techniques such as scope, activity, and resource planning. Individuals taking this course should have experience working on project teams.

### What you will achieve

- An understanding of the relationship between quality planning, quality assurance, and quality control
- An understanding of numerous tools and techniques which can be used to monitor and improve quality
- The ability to develop and track key quality metrics to satisfy customer needs
- The ability to determine process metrics to maintain quality standards
- An understanding of the responsibilities of senior management, the project manager, and project team members to ensure the existence of an adequate quality management process

### What you will learn

- Project Quality Management Principles - the language and practice of quality management as it applies to the project management life-cycle
- Product Quality vs. Process Quality - the understanding of how quality management applies to both the deliverables from the project and the processes used to produce those deliverables
- Tools for Project Quality Management - the ability to use a variety of tools to assess, monitor, and resolve product and process quality issues
- Models for Continuous Quality Improvement of the Project Management Process - the understanding of the relationship between project management processes and the critical success factors of the enterprise, and the ability to construct continuous quality initiatives to assure success

### Course Content

#### Day 1

1. Introduction to Project Quality Management

Session Overview  
Introductions

# Project Management Master's Certificate Program

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Course Objectives

Exercise – Product on a Page

## 2. Project Quality Core Concepts

What is Quality?

Exercise – Develop a definition for Quality

Quality Core Concepts

The Plan-Do-Check-Act cycle

The Quality Gurus and their theories

What is Project Quality Management?

Quality Management and Project Management Disciplines

Quality terms and definitions

Product and Process Quality

Cost of Quality

Project objectives

The Triple Constraint

Exercise – Case Study - Determine the project's Quality objectives

PMBOK® Guide Processes

## 3. Plan Quality

Planning processes

Project Quality Management processes

Project Quality Management processes key outputs

Plan Quality process

Plan Quality Inputs, Tools & Techniques, and Outputs

Requirements Traceability Matrix

Sample Requirements Traceability Matrix

Exercise – Fill in a Requirements Traceability Matrix

Plan Quality Tools and Techniques

Benchmarking

Flowcharting

Design of Experiments

Exercise – Document a Process

Project Subsidiary Management Plans

Project Quality Management Plan

Quality Metrics

Quality Checklists

Exercise – Complete a Project Quality Management Plan template

## Day 2

Process Improvement Plan

Exercise – Create a Process Improvement Plan

Setting the Performance Measurement Baselines

## 4. Perform Quality Assurance

The Perform Quality Assurance process

Perform Quality Assurance – Tools and Techniques

Quality Audits

Process Analysis

## Project Management Master's Certificate Program

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Exercise – Plan a Quality Audit  
Plan Quality Assurance Outputs

### 5. Perform Quality Control

Monitoring & Controlling Processes  
The Perform Quality Control process  
Product Quality vs. Process Quality  
Using Statistics to Forecast  
Probability Distributions  
Standard Deviation  
Perform Quality Control Inputs  
Quality Tools  
    Cause and Effect Diagrams  
    Exercise – Create a Fishbone Diagram  
    Control Charts  
    Histogram  
    Pareto Chart  
    Exercise – Create a Pareto Chart  
    Run Chart  
    Scatter Diagram  
    Statistical Sampling  
    Inspection  
    Verify Scope vs. Perform Quality Control  
Change Requests  
    Corrective action  
    Preventive action  
    Defect repair  
Perform Integrated Change Control  
Calculating Variance

### 1. Class Closeout

Maintenance/Support Activities  
Maintenance/Support Concerns  
Discussion – What typically happens during project closeout?  
Organizational Process Assets Updates  
Lessons Learned  
Exercise – Final Scenario  
Class Closure

# Project Management Master's Certificate Program

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## Project Scope Management

**2 Days / 14 PDUs**

### Course Description

This seminar focuses on the identification, elaboration, planning and management of project scope, including selected processes from the Project Integration Management and Project Scope Management *PMBOK® Guide* Knowledge Areas. The class addresses requirements identification and analysis, scope identification and planning, the scope baseline, scope management and change control, integration of scope, schedule and cost, scope verification and sign-off by the customer. During the course, “best practices” will be introduced, and put into context through various exercises and scenarios and case studies.

### Target Student

Students enrolling in this course should be planning to lead a project (primary audience) or serve on a project team (secondary audience).

### Prerequisites

To ensure your success, we recommend you have some working knowledge or experience in working in a project environment, or have completed a foundations course in project management.

### Delivery Method

This is an instructor-led, group-paced, classroom-delivery learning model with structured minds-on and hands-on activities.

### Benefits

Students will learn how to use project scope management techniques to proactively plan, assess, monitor, control, document, and close out their project scope management activities on a project successfully.

### Performance-Based Objectives

- Discuss the processes of Project Scope Management and a project manager's role in this activity.
- Discuss why projects are unsuccessful due to inadequate scope management, and how project teams can address this shortcoming.
- List and discuss the requirements elicitation and prioritization process used to determine a project's scope.
- Examine a Scope Management Plan, and describe its use in project scope management.
- Develop the components of the Project Scope Statement and using this document to create the project's scope boundaries.
- Discuss techniques for developing a Work Breakdown Structure for a project.
- Discuss the process of verifying project scope and formally accepting the project's deliverables.
- Identify techniques for proactively monitoring and dealing with requests for scope change throughout the project life cycle.
- Use Lessons Learned regarding project scope management to continuously improve the Scope Management Plan.

# Project Management Master's Certificate Program

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## Course Content

### 1. Introduction to Project Scope Management

Session Overview  
Introductions  
Course Objectives  
Exercise – Create a paper airplane

### 2. The Project Management Framework

Business case for a project  
Project objectives  
How do you define success?  
The Triple Constraint  
Exercise – Determine the project objectives  
Stakeholders  
Stakeholder analysis  
Exercise – Identify project stakeholders  
Managing uncertainty  
Progressive elaboration  
Phases & Life Cycles  
Product Life Cycle  
Rolling wave planning  
PMBOK® Guide Processes  
Process Group Interaction  
Planning processes  
Project Management Plan  
Project Subsidiary Management Plans  
Project Scope Management Plan  
Exercise – Review a Project Scope Management Plan  
*PMBOK® Guide* Knowledge Areas  
Project Scope Management processes  
Project Scope Management key processes

### 3. Collect Requirements

Collect Requirements process  
Requirements analysis  
Requirements gathering techniques  
Group Creativity techniques  
Exercise – Create a list of Business Requirements  
Prioritizing requirements  
Exercise – Prioritize the Business Requirements  
Collect Requirements outputs  
Requirements Documentation  
Requirements Management Plan  
Requirements Traceability Matrix  
Sample Requirements Traceability Matrix  
Exercise – Fill in a Requirements Traceability Matrix

### 4. Define Scope

## Project Management Master's Certificate Program

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- Define Scope process
- Define Scope – Tools and Techniques
- Facilitated Workshops
- Project Scope Statement
- Project Boundaries
- Exercise – Determine the boundaries of a project
- Assumptions / Constraints
- Exercise – Create a Project Scope Statement

### 5. Create WBS

- Create WBS process
- Work Breakdown Structure (WBS)
  - Work Breakdown Structure – Tree view
  - Work Breakdown Structure – Outline view
- WBS Numbering
- Product-oriented WBS
- Process-oriented WBS
- Decomposition
- Steps for Decomposing a project
- Exercise – Develop a high-level WBS
- Work packages
- Control account
- Planning package
- WBS Dictionary
- Exercise – Develop a detailed WBS
- WBS Templates
- Scope baseline
- Setting the Performance Measurement Baselines
- Calculating Variance

### 6. Verify Scope

- Verify Scope definition
- Verify Scope process
- Inspection
- Verify Scope vs Perform Quality Control
- Transition Documentation
- Discussion – What typically happens during your project's deployment?

### 7. Control Scope

- Monitoring & Controlling Processes
- Scope Creep
- Control Scope process
- Perform Integrated Change Control
- Exercise – Develop a Scope Change Control process
- Variance analysis
- Calculating Variance
- Exercise – Determine variances off the project plan
- Calculating Variance
- Exercise – Make recommendations for dealing with project variances

## Project Management Master's Certificate Program

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### 8. Class Closeout

- Maintenance/Support Activities
- Maintenance/Support Concerns
- Closing Processes
- Close Project or Phase
- Discussion – What typically happens during project closeout?
- Administrative Closure
- Organizational Process Assets Updates
- Lessons Learned
- Exercise – Final Scenario
- Class Closure

# Project Management Master's Certificate Program

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## Project Management Simulation

**2 Days / 14 PDUs**

Learn the proven techniques required to lead projects by experience in a rigorous simulation reflecting typical organization constraints. Teams encounter scope changes, communication breakdowns, unexpected stakeholder inputs and other realistic variables as they define, plan, execute, control and close out a project.

This challenging, hands-on course builds confidence as it builds skills to take a project from inception to a successful completion, while producing deliverables and meeting deadlines every step of the way.

### Benefits

- Experiential learning ties together all project management topics.
- Realistic variables in simulation prepare participants for problems on the job.
- Teams internalize the value of planning, risk management, and scope control.
- Learn to build realistic project plans that foster high performance.
- Recognize and avoid problems before they occur.
- Accurately assess progress and plan course corrections.
- Optimize cost, schedule, and quality in a competitive environment.

### Audience

This course requires participants to be familiar with the fundamentals of project planning and control. Professionals with prior project management training or experience will want to attend to see how all the pieces of the project management discipline fit together. New project teams may want to attend this program together to experience a full project lifecycle and transfer the lessons directly to their project.

### Course Objectives

- Use planning techniques to manage budgets, monitor a project's scope and keep on schedule.
- Assess and quantify risk, plus implement strategies that reduce risk without compromising the return.
- Determine the project scope and plan for requirements management.
- Involve sub-contractors and manage them effectively.
- Increase proficiency at estimating the business case with easy-to-use techniques.
- Improve communication with the customer.
- Perform project status reporting, including calculation of earned value.
- React to project changes with a flexible mindset that keeps the project moving forward

### Simulation Format

- Bidding the project/Business case development
- Post-award Planning
- Control Stage 1 - Build the product, manage the project, produce status reports, update the plan
- Control Stage 2 - Continue to manage the project
- Control Stage 3 – Complete the project
- Post-project reporting – Cost and schedule performance, lessons learned

# Project Management Master's Certificate Program

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## Course Outline

1. Project Success Factors
2. Project Lifecycle Overview
  - Propose project
  - Contract award
  - Plan
  - Control and close-out
3. Business Case or Bid?
  - Purpose of business case and bid
  - Risk factors for business case and bid
4. Requirements Management
  - Functional (business) requirements
  - Technical requirements (specifications)
  - Requirements and the triple constraint
  - Principles of change control
5. Estimating Strategies
  - Parametric
  - Top-down
  - Bottom-up
6. Planning
  - Detailed planning techniques (review)
  - Detailed planning exercise
7. Risk Management
  - Risk identification
  - Risk response development
  - Risk control
8. Creating a Management Plan
9. Organization Structure
10. Balance: Optimizing Productivity and Risk

## Project Management Master's Certificate Program

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### 11. Project Control

- Earned value analysis
- Creating a learning environment
- Updating the management plan

### 12. Sub-Contractor Management

### 13. Continuous Improvement: Capturing Lessons Learned