

**General Services Administration
Federal Supply Service
Authorized Federal Supply Schedule Price List**

Online access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!®, a menu-driven database system. The Internet address for GSA Advantage!® is: gsaadvantage.gov.

Multiple Award Schedule

FSC Group: Professional Services

FSC Class: R408, R499

Contract number: 47QRAA18D008S

For more information on ordering from Federal Supply Schedules go to the GSA Schedules page at GSA.gov.

Contract period: May 1, 2018 – April 30, 2023



18373 Fairway Oaks Square

Leesburg, VA 20176

Phone: 703-777-1689

Fax: 703-724-9002

www.projectmanagementexperts.com

Contract Administration Source:

Joseph D. Launi | jdlauni@projectmanagementexperts.com

Business Size: Small, SBA Certified Small Disadvantaged Business

Price List current as of Modification #PS-0013 effective March 16, 2022

Prices Shown Herein are Net (discount deducted)

CUSTOMER INFORMATION

1a. Awarded Special Item Numbers:	541611: Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services 611430: Professional and Management Development Training OLM: Order Level Materials
1b. Lowest Price Model Number and Lowest Unit Price for the model for each awarded	<ul style="list-style-type: none"><input type="checkbox"/> Administrative Support Specialist: \$61.32/hour<input type="checkbox"/> Introduction to Earned Value: \$272.25/student<input type="checkbox"/> SCRUMStudy Fundamental Certified: \$272.25/student<input type="checkbox"/> Project Management Overview: \$272.25/student<input type="checkbox"/> Managing Teams with Servant Leadership: \$272.25/stud.<input type="checkbox"/> Effective Negotiations Techniques: \$272.25/student<input type="checkbox"/> Leading Through Change: \$272.25/student
1c. Labor Descriptions and Hourly Rates	Please see pages 7 – 21 for pricing information
2. Maximum Order:	541611 - \$1,000,000 611430 - \$1,000,000 OLM - \$250,000
3. Minimum Order:	\$100
4. Geographic Coverage (delivery area)	Worldwide
5. Point of Production	Leesburg, VA 20176
6. Discount from List Prices or Statement of Net Price.	Government Net Prices (discounts already deducted)
7. Quantity Discounts	Additional discounts can be negotiated before contract award.
8. Prompt Payment Terms	None, Net 30 days. Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions.
9. Foreign Items	None
10a. Time of Delivery	To be determined at Task Order Level
10b. Expedited Delivery	To be determined at Task Order Level
10c. Overnight and 2-day Delivery	To be determined at Task Order Level

10d. Urgent Requirements	To be determined at Task Order Level
11. F.O.B points	Destination
12a. Ordering Address:	Project Management Experts, LLC Attn: Joseph D. Launi, PMP 18373 Fairway Oaks Square Leesburg, VA 20176
12b. Ordering Procedures	For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's) are found in Federal Acquisition Regulation (FAR) 8.405-3.
13. Payment Address	Project Management Experts, LLC Attn: Joseph D. Launi, PMP 18373 Fairway Oaks Square Leesburg, VA 20176
14. Warranty Provisions	None
15. Export Packing Charges	Not applicable
16. Terms and conditions of rental, maintenance, and repair, installation:	Not Applicable
17. Terms and conditions of installation (if applicable)	Not applicable
18a. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable).	Not applicable
18b. Terms and conditions for any other services (if applicable).	Completion of all training services equates to government acceptance of that training.
19. List of service and distribution points (if applicable).	Project Management Experts, LLC Attn: Joseph D. Launi, PMP 18373 Fairway Oaks Square Leesburg, VA 20176
20. List of participating dealers (if applicable)	Not applicable
21. Preventive maintenance (if applicable)	Not applicable
22a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants).	Not applicable

22b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contractor's website or other location.) The EIT standards can be found at:
www.Section508.gov/.

Not applicable

23. Unique Entity Identifier (UEI) Number 608159179

24. Notification regarding registration in System for Award Management (SAM) database. Yes

SERVICES PRICING AND LABOR CATEGORY DESCRIPTIONS

SIN(s)	Service Proposed	Minimum Years of Experience	Price Offered to GSA (including IFF) Per Hour
541611	Program Manager	15	\$210.10
541611	Sr. Project Manager	25	\$179.25
541611	Project Manager	15	\$99.75
541611	Administrative Support Specialist	1	\$61.32

Labor Category	Program Manager
Minimum Experience	At least 15 years of program management experience.
Minimum Education	Bachelor’s Degree from an accredited College or University
Minimum Certification	Project Management Professional (PMP)® Certified.
Functional Responsibility	Leads team on project managers each managing individual projects that are similar in scope and size. Analyzes new and complex program related issues and creates innovative solutions involving finance, scheduling, technology, methodology, tools, and solution components. Experienced in all phases of the project and program management lifecycle. Can also serve as a program management consultant to help improve the program management competency of the agency supported.

Labor Category	Sr. Project Manager
Minimum Experience	At least 25 years of project or program management experience.
Minimum Education	Bachelor’s Degree from an accredited College or University.
Minimum Certification	Project Management Professional (PMP)® Certified.
Functional Responsibility	Leads a team on large projects or significant segment of large complex projects. Analyzes new and complex project related issues and creates innovative solutions involving finance, scheduling, technology, methodology, tools, and solution components. Experienced in all phases of the project management lifecycle including initiation, planning, executing, directing, controlling and closing projects. Can also serve as a project management consultant to help improve the project management competency of the agency supported.

Labor Category	Project Manager
Minimum Experience	At least 15 years of project management experience.
Minimum Education	Bachelor's Degree from an accredited College or University.
Minimum Certification	Project Management Professional (PMP)® Certified.
Functional Responsibility	Leads a team on small - medium size projects. Analyzes new and complex project related issues and creates innovative solutions involving finance, scheduling, technology, methodology, tools, and solution components. Experienced in all phases of the project management lifecycle including initiation, planning, executing, directing, controlling and closing projects. Can also serve as a project management consultant to help improve the project management competency of the agency supported.

Labor Category	Administrative Support Specialist **
Minimum Experience	At least 1 year of administrative experience
Minimum Education	High School Diploma or equivalent
Functional Responsibility	Provides administrative-type support to technical and management level personnel such as project administration, program management support, event planning and administration, office relocation planning, mail services, records, data input and other office administration functions. Specific duties may include the use of various business support applications to: update and coordinate schedules and calendars; plan and arrange travel and communicate itineraries; schedule meetings and reviews; collect, organize, and input data; maintain metrics of an organization's administrative activities; and maintain records and files in a database of programmatic, technical and/or cost-related data. Answer phones and greet visitors. Perform other administrative tasks as directed. Proficient utilizing Microsoft Office programs (Outlook, Excel, Word, etc.)

SCLS Matrix		
SCLS Eligible Contract Labor	SCLS Equivalent Code Title	WD Number
Administrative Support and Clerical Occupation	01020 – Administrative Assistant	2015-4281

The Service Contract Labor Standards, formerly the Service Contract Act (SCA), apply to this contract and it includes SCLS applicable labor categories. Labor categories and fixed price services marked with a (**) in this pricelist are based on the U.S. Department of Labor Wage Determination Number(s) identified in the SCLS/SCA matrix. The prices awarded are in line with the geographic scope of the contract (i.e., nationwide).

TRAINING PRICING

Course Number	SIN	Course Title	Course Length	Minimum Participants	Maximum Participants	Unit of Order (price per course or price per person)	Price Offered to GSA (including IFF)
1	611430	Effective Communications Techniques	1 day	15	20	Per Person	\$272.25
2	611430	Disciplined Agile Scrum Master (DASM) [®]	2 days	15	20	Per Person	\$547.25
3	611430	Disciplined Agile Senior Scrum Master (DASSM) [®]	2 days	15	20	Per Person	\$547.25
4	611430	Leading SAFe [®]	2 days	15	20	Per Person	\$547.25
5	611430	SAFe [®] Product Owner/Project Manager	2 days	15	20	Per Person	\$547.25
6	611430	SAFe [®] Scrum Master	2 days	15	20	Per Person	\$547.25
7	611430	SAFe [®] For Government	2 days	15	20	Per Person	\$547.25
8	611430	SAFe [®] Advanced Scrum Master	2 days	15	20	Per Person	\$547.25
9	611430	SAFe [®] Dev OPS	2 days	15	20	Per Person	\$547.25
10	611430	SPOC [™] +SAMC [™]	5 days	15	20	Per Person	\$1,262.25
11	611430	PM Fundamentals + Intro. To EV + Mg. Teams with Servant Leadership	5 days	15	20	Per Person	\$1,256.81
12	611430	Inc. Magazine: Building HR for Growth	12 hours	N/A	N/A	Per Bundle	\$241.01
13	611430	Inc. Magazine: Building Financial Literacy	12 hours	N/A	N/A	Per Bundle	\$241.01
14	611430	Hiring, Managing, and Developing Talent	3 hours	N/A	N/A	Per Course	\$63.68
15	611430	Becoming a Better Leader	3 hours	N/A	N/A	Per Course	\$63.68
16	611430	Modern Marketing: Strategy & Execution	3 hours	N/A	N/A	Per Course	\$63.68
17	611430	Selling Like a Pro	3 hours	N/A	N/A	Per Course	\$63.68
18	611430	Optimizing Operations and Managing Crises	3 hours	N/A	N/A	Per Course	\$63.68
19	611430	Finance 101 for Entrepreneurs	3 hours	N/A	N/A	Per Course	\$63.68
20	611430	HR Tools for Engaging Top Performers	3 hours	N/A	N/A	Per Course	\$63.68
21	611430	Building an Inclusive Organization	3 hours	N/A	N/A	Per Course	\$63.68
22	611430	Leading High-Performance Teams	3 hours	N/A	N/A	Per Course	\$63.68
23	611430	Financial Analysis	3 hours	N/A	N/A	Per Course	\$63.68
24	611430	Managing Cash Flow	3 hours	N/A	N/A	Per Course	\$63.68

25	611430	A Guide to Business Loans	3 hours	N/A	N/A	Per Course	\$63.68
26	611430	60 PDU Project Management Course Bundle	61 hours	N/A	N/A	Per Bundle	\$805.24
27	611430	Leadership PDU Bundle	12 hours	N/A	N/A	Per Bundle	\$160.40
28	611430	PM Skills™ PMSCPT™ Certification	44 Hours	N/A	N/A	Per Bundle	\$563.43
29	611430	Project Management (ACE CREDIT®)	44 Hours	N/A	N/A	Per Bundle	\$531.18
30	611430	Strategic PDU Bundle	11 Hours	N/A	N/A	Per Bundle	\$200.71
31	611430	4CShare Global Project Management Simulation	10 Hours	N/A	N/A	Per Simulation	\$289.37
32	611430	Allerton Connector Highway Project Management Simulation	10 Hours	N/A	N/A	Per Simulation	\$289.37
33	611430	CAPM® Exam Prep Course	10 Hours	N/A	N/A	Per Course	\$369.97
34	611430	CompTIA Project+® Exam Prep Course	15 Hours	N/A	N/A	Per Course	\$160.40
35	611430	Effectively Managing Project Stakeholders	3 hours	N/A	N/A	Per Course	\$63.68
36	611430	Emotional Intelligence for Project Managers	3 hours	N/A	N/A	Per Course	\$63.68
37	611430	Ethics for Project Managers	3 hours	N/A	N/A	Per Course	\$63.68
38	611430	HealthMax Software Project Management Simulation	10 Hours	N/A	N/A	Per Simulation	\$289.37
39	611430	Managing Real World Projects	10 Hours	N/A	N/A	Per Course	\$200.71
40	611430	PgMP® Exam Prep Course	25 hours	N/A	N/A	Per Course	\$482.82
41	611430	PM Primer: Cognitive Ability and Decisiveness	2 hours	N/A	N/A	Per Course	\$63.68
42	611430	PM Primer: Conflict Resolution	2 hours	N/A	N/A	Per Course	\$63.68
43	611430	PM Skills™: Analysis and Problem Solving	3 hours	N/A	N/A	Per Course	\$63.68
44	611430	PM Skills™: Change Management	3 hours	N/A	N/A	Per Course	\$63.68
45	611430	PM Skills™: Communication	3 hours	N/A	N/A	Per Course	\$63.68
46	611430	PM Skills™: Conflict Management	3 hours	N/A	N/A	Per Course	\$63.68
47	611430	PM Skills™: Critical Thinking and Decision Making	3 hours	N/A	N/A	Per Course	\$63.68
48	611430	PM Skills™: Embracing Risk and Uncertainty	3 hours	N/A	N/A	Per Course	\$63.68
49	611430	PM Skills™: Expanding Focus and Alignment	3 hours	N/A	N/A	Per Course	\$63.68

50	611430	PM Skills™: Interaction and Engagement	3 hours	N/A	N/A	Per Course	\$63.68
51	611430	PM Skills™: Interpersonal Skills for Project Leaders	3 hours	N/A	N/A	Per Course	\$63.68
52	611430	PM Skills™: Leadership	3 hours	N/A	N/A	Per Course	\$63.68
53	611430	PM Skills™: Negotiation	3 hours	N/A	N/A	Per Course	\$63.68
54	611430	PM Skills™: Planning and Project Design	3 hours	N/A	N/A	Per Course	\$63.68
55	611430	PM Skills™: Tailoring and Adaptability	3 hours	N/A	N/A	Per Course	\$63.68
56	611430	PM Skills™: Team Development	3 hours	N/A	N/A	Per Course	\$63.68
57	611430	Project Management Team Leadership	18 hours	N/A	N/A	Per Course	\$289.37
58	611430	Project Risk Management: PMI-RMP® Exam Prep	30 hours	N/A	N/A	Per Course	\$482.82
59	611430	Quality Management Basics	12 hours	N/A	N/A	Per Course	\$241.01
60	611430	Fast Company: Collaborating for Success	12 hours	N/A	N/A	Per Bundle	\$241.01
61	611430	Communicating with Flair	3 hours	N/A	N/A	Per Course	\$63.68
62	611430	Personal Growth	3 hours	N/A	N/A	Per Course	\$63.68
63	611430	Design Thinking	3 hours	N/A	N/A	Per Course	\$63.68
64	611430	Creativity & Innovation Toolkit	3 hours	N/A	N/A	Per Course	\$63.68
65	611430	Networking	3 hours	N/A	N/A	Per Course	\$63.68
66	611430	Build Your Personal Brand	3 hours	N/A	N/A	Per Course	\$63.68
67	611430	Virtual Teamwork	3 hours	N/A	N/A	Per Course	\$63.68
68	611430	Leading from a Distance	3 hours	N/A	N/A	Per Course	\$63.68
69	611430	Working Remotely	3 hours	N/A	N/A	Per Course	\$63.68
70	611430	HRCI: HR Ethics Certificate	15 Hours	N/A	N/A	Per Certificate	\$314.36
71	611430	HRCI: HR Hot Topics Bundle	15 Hours	N/A	N/A	Per Bundle	\$314.36
72	611430	HRCI: Certificate in Diversity and Inclusion in HR Management	12 hours	N/A	N/A	Per Certificate	\$215.21
73	611430	HR Ethics Series: Defining Business Ethics	1.5 hours	N/A	N/A	Per Course	\$31.44
74	611430	HR Ethics Series: Ethical Decision Making	1.5 hours	N/A	N/A	Per Course	\$31.44
75	611430	HR Ethics Series: Theories of Ethics	1.5 hours	N/A	N/A	Per Course	\$31.44
76	611430	HR Ethics Series: Capitalism, Inequality, and Justice	1.5 hours	N/A	N/A	Per Course	\$31.44

77	611430	HR Ethics Series: Corporations and Corporate Social Responsibility	1.5 hours	N/A	N/A	Per Course	\$31.44
78	611430	HR Ethics Series: Common Ethical Challenges	1.5 hours	N/A	N/A	Per Course	\$31.44
79	611430	HR Ethics Series: Leadership and Organizational Ethics	1.5 hours	N/A	N/A	Per Course	\$31.44
80	611430	HR Ethics Series: Issues in the Workplace	1.5 hours	N/A	N/A	Per Course	\$31.44
81	611430	HR Ethics Series: Globalization and Ethics	1.5 hours	N/A	N/A	Per Course	\$31.44
82	611430	HR Ethics Series: Building an Ethical Organization	1.5 hours	N/A	N/A	Per Course	\$31.44
83	611430	HR Hot Topic: Marijuana and the Workplace	1.5 hours	N/A	N/A	Per Course	\$31.44
84	611430	HR Hot Topic: Diversity and Inclusion in the Workplace	1.5 hours	N/A	N/A	Per Course	\$31.44
85	611430	HR Hot Topic: Pay Equity	1.5 hours	N/A	N/A	Per Course	\$31.44
86	611430	HR Hot Topic: Promoting Employee Well-being	1.5 hours	N/A	N/A	Per Course	\$31.44
87	611430	HR Hot Topic: Handling Workplace Violence	1.5 hours	N/A	N/A	Per Course	\$31.44
88	611430	HR Hot Topic: Buzzworthy Benefits	1.5 hours	N/A	N/A	Per Course	\$31.44
89	611430	HR Hot Topic: Employee Classification	1.5 hours	N/A	N/A	Per Course	\$31.44
90	611430	HR Hot Topic: Flexible Work Arrangements	1.5 hours	N/A	N/A	Per Course	\$31.44
91	611430	HR Hot Topic: Recruiting Multi- generational Employees	1.5 hours	N/A	N/A	Per Course	\$31.44
92	611430	HR Hot Topic: The Future of Work	1.5 hours	N/A	N/A	Per Course	\$31.44
93	611430	Assessing Diversity and Inclusion	4 hours	N/A	N/A	Per Course	\$71.74
94	611430	Hiring and Retaining Diverse Talent	4 hours	N/A	N/A	Per Course	\$71.74
95	611430	Fostering an Inclusive Culture	4 hours	N/A	N/A	Per Course	\$71.74
96	611430	CFTEA: Online Certified Modern Banking Representative Certificate	18 hours	N/A	N/A	Per Certificate	\$402.22
97	611430	Banking Today	4 hours	N/A	N/A	Per Course	\$161.21
98	611430	Legal Foundations in Banking	4 hours	N/A	N/A	Per Course	\$80.60

99	611430	Quality Service	6 hours	N/A	N/A	Per Course	\$80.60
100	611430	Certified Modern Banking Representative Exam	2 hours	N/A	N/A	Per Exam	\$241.01
101	611430	Agile Project Management (ACE CREDIT®)	32 hours	N/A	N/A	Per Bundle	\$560.20
102	611430	Certificate in Agile Project Management	19 hours	N/A	N/A	Per Certificate	\$241.01
103	611430	Agile Certified Practitioner (PMI-ACP)® Exam Prep	21 hours	N/A	N/A	Per Course	\$402.22
104	611430	Agile Certified Practitioner (PMI-ACP)® Practice Exams & Exam Strategies	5 hours	N/A	N/A	Per Course	\$79.80
105	611430	Challenges for Agile Teams	5 hours	N/A	N/A	Per Course	\$120.10
106	611430	Integrating Agile Into a Waterfall Environment	4 hours	N/A	N/A	Per Course	\$71.74
107	611430	Introduction to Agile	10 hours	N/A	N/A	Per Course	\$200.71
108	611430	Principles of Scrum	10 hours	N/A	N/A	Per Course	\$241.01
109	611430	Introduction to Business Analysis	25 hours	N/A	N/A	Per Course	\$482.82
110	611430	Fast Company: Future-Proofing Your Career	18 hours	N/A	N/A	Per Bundle	\$321.61
111	611430	Ace Your Job Search!	5 hours	N/A	N/A	Per Course	\$63.68
112	611430	Build Your Personal Brand	3 hours	N/A	N/A	Per Course	\$63.68
113	611430	Finding Purpose in Your Career	3 hours	N/A	N/A	Per Course	\$39.50
114	611430	Networking	3 hours	N/A	N/A	Per Course	\$63.68
115	611430	Networking For Success	3 hours	N/A	N/A	Per Course	\$39.50
116	611430	Personal Branding	3 hours	N/A	N/A	Per Course	\$39.50
117	611430	Personal Finance	3 hours	N/A	N/A	Per Course	\$39.50
118	611430	The First 30 Days	3 hours	N/A	N/A	Per Course	\$39.50
119	611430	Certificate in Business Communications	25 hours	N/A	N/A	Per Certificate	\$241.01
120	611430	Fast Company: Collaborating for Success	12 hours	N/A	N/A	Per Bundle	\$241.01
121	611430	Better Proofreading and Copyediting	5 hours	N/A	N/A	Per Course	\$79.80
122	611430	Communicating Collaboratively	5 hours	N/A	N/A	Per Course	\$63.68
123	611430	Effective Business Writing	5 hours	N/A	N/A	Per Course	\$79.80
124	611430	Effective Emails, Memos, and Letters	5 hours	N/A	N/A	Per Course	\$63.68
125	611430	Effective Presentations	5 hours	N/A	N/A	Per Course	\$79.80
126	611430	Effective Public Speaking	5 hours	N/A	N/A	Per Course	\$79.80
127	611430	Speak With Confidence	2 hours	N/A	N/A	Per Course	\$16.12

128	611430	Troubleshooting Your Writing	3 hours	N/A	N/A	Per Course	\$63.68
129	611430	Writing Better Emails	2 hours	N/A	N/A	Per Course	\$31.44
130	611430	Certificate in Computer Skills for the Office	18 hours	N/A	N/A	Per Certificate	\$382.07
131	611430	Excel Advanced Skills	3 hours	N/A	N/A	Per Course	\$63.68
132	611430	Excel Basics	3 hours	N/A	N/A	Per Course	\$63.68
133	611430	Excel Tips & Tricks	3 hours	N/A	N/A	Per Course	\$63.68
134	611430	Microsoft Project Basics	3 hours	N/A	N/A	Per Course	\$63.68
135	611430	Microsoft Project Intermediate	3 hours	N/A	N/A	Per Course	\$63.68
136	611430	Microsoft Word Basics	3 hours	N/A	N/A	Per Course	\$63.68
137	611430	PowerPoint Basics	3 hours	N/A	N/A	Per Course	\$63.68
138	611430	PowerPoint for Business	3 hours	N/A	N/A	Per Course	\$63.68
139	611430	QuickBooks® Desktop Basics (2020 Mac)	5 hours	N/A	N/A	Per Course	\$79.80
140	611430	QuickBooks® Desktop Pro Basics (2021 Windows)	5 hours	N/A	N/A	Per Course	\$79.80
141	611430	QuickBooks® Online Basics	5 hours	N/A	N/A	Per Course	\$79.80
142	611430	Visual PowerPoint	3 hours	N/A	N/A	Per Course	\$63.68
143	611430	Certificate in Creativity and Innovation	18 hours	N/A	N/A	Per Certificate	\$200.71
144	611430	Creativity in Teams and Organizations	5 hours	N/A	N/A	Per Course	\$63.68
145	611430	Design Thinking	3 hours	N/A	N/A	Per Course	\$63.68
146	611430	Innovation in Teams and Organizations	3 hours	N/A	N/A	Per Course	\$63.68
147	611430	Introduction to Critical Thinking	7 hours	N/A	N/A	Per Course	\$76.57
148	611430	Personal Creativity	3 hours	N/A	N/A	Per Course	\$63.68
149	611430	Certificate in Cybersecurity	40 hours	N/A	N/A	Per Certificate	\$402.22
150	611430	Communication and Network Security	5 hours	N/A	N/A	Per Course	\$63.68
151	611430	Asset Security	5 hours	N/A	N/A	Per Course	\$63.68
152	611430	Security and Risk Management	5 hours	N/A	N/A	Per Course	\$63.68
153	611430	Security Engineering	5 hours	N/A	N/A	Per Course	\$63.68
154	611430	Identity and Access Management	5 hours	N/A	N/A	Per Course	\$63.68
155	611430	Security Assessment and Testing	5 hours	N/A	N/A	Per Course	\$63.68
156	611430	Security Operations	5 hours	N/A	N/A	Per Course	\$63.68
157	611430	Software Development Security	5 hours	N/A	N/A	Per Course	\$63.68
158	611430	Real-World Cloud Cybersecurity Scenarios	25 hours	N/A	N/A	Per Bundle	\$265.19

159	611430	A Manager's Guide to Cloud Computing and Cybersecurity	5 hours	N/A	N/A	Per Course	\$63.68
160	611430	Cloud Data Security	5 hours	N/A	N/A	Per Course	\$63.68
161	611430	Cloud Infrastructure and Platform Security	5 hours	N/A	N/A	Per Course	\$63.68
162	611430	Application Development for Cloud Computing	5 hours	N/A	N/A	Per Course	\$63.68
163	611430	Cloud Operations Security	5 hours	N/A	N/A	Per Course	\$63.68
164	611430	Real-World Cybersecurity Scenarios	30 hours	N/A	N/A	Per Bundle	\$321.61
165	611430	Network Security Scenarios	5 hours	N/A	N/A	Per Course	\$63.68
166	611430	Cryptography Scenarios	5 hours	N/A	N/A	Per Course	\$63.68
167	611430	Compliance and Operational Security Scenarios	5 hours	N/A	N/A	Per Course	\$63.68
168	611430	Threats and Vulnerabilities Scenarios	5 hours	N/A	N/A	Per Course	\$63.68
169	611430	Application, Data, and Host Security Scenarios	5 hours	N/A	N/A	Per Course	\$63.68
170	611430	Access Control and Identity Management Scenarios	5 hours	N/A	N/A	Per Course	\$63.68
171	611430	CISSP® Exam Prep Course	40 hours	N/A	N/A	Per Course	\$442.52
172	611430	CISSP® Practice Exams and Exam Strategies	5 hours	N/A	N/A	Per Exam	\$79.80
173	611430	CompTIA Security+® Exam Prep Course	30 hours	N/A	N/A	Per Course	\$321.61
174	611430	Introduction to Cybersecurity	5 hours	N/A	N/A	Per Course	\$79.80
175	611430	Introduction to Malware	5 hours	N/A	N/A	Per Course	\$63.68
176	611430	Certificate in Data Analytics	30 hours	N/A	N/A	Per Certificate	\$321.61
177	611430	Statistical Process Control	5 hours	N/A	N/A	Per Course	\$63.68
178	611430	Data Analysis in the Real World	5 hours	N/A	N/A	Per Course	\$63.68
179	611430	Data Analysis for Improving Organizational Performance	5 hours	N/A	N/A	Per Course	\$63.68
180	611430	Introduction to Data Analysis	5 hours	N/A	N/A	Per Course	\$63.68
181	611430	Tools of Data Analysis	5 hours	N/A	N/A	Per Course	\$63.68
182	611430	Statistics as a Managerial Tool	5 hours	N/A	N/A	Per Course	\$63.68
183	611430	Introduction to Emergency Management in the U.S.	10 hours	N/A	N/A	Per Course	\$160.40

184	611430	Certificate in Emerging Technology for Managers	9 hours	N/A	N/A	Per Certificate	\$160.40
185	611430	A Manager's Guide to Artificial Intelligence	3 hours	N/A	N/A	Per Course	\$79.80
186	611430	A Manager's Guide to Robotics	3 hours	N/A	N/A	Per Course	\$79.80
187	611430	A Manager's Guide to Blockchain	3 hours	N/A	N/A	Per Course	\$79.80
188	611430	Certificate in Entrepreneurship	25 hours	N/A	N/A	Per Certificate	\$482.82
189	611430	Accounting and Finance for Entrepreneurs	5 hours	N/A	N/A	Per Course	\$103.98
190	611430	Introduction to Entrepreneurship	5 hours	N/A	N/A	Per Course	\$103.98
191	611430	Business Law for Entrepreneurs	5 hours	N/A	N/A	Per Course	\$103.98
192	611430	Strategic Marketing for Entrepreneurs	5 hours	N/A	N/A	Per Course	\$103.98
193	611430	Leadership and Management for Entrepreneurs	5 hours	N/A	N/A	Per Course	\$103.98
194	611430	Entrepreneurship (ACE CREDIT®)	28 hours	N/A	N/A	Per Certificate	\$562.62
195	611430	Inc. Magazine: Building a Fast-Growing Business	18 hours	N/A	N/A	Per Course	\$321.61
196	611430	Certificate in Finance Essentials	19 hours	N/A	N/A	Per Certificate	\$321.61
197	611430	How to Read a Financial Statement	3 hours	N/A	N/A	Per Course	\$63.68
198	611430	Introduction to Finance	3 hours	N/A	N/A	Per Course	\$63.68
199	611430	Introduction to Business Statistics	4 hours	N/A	N/A	Per Course	\$63.68
200	611430	Financial Planning and Control	3 hours	N/A	N/A	Per Course	\$63.68
201	611430	Time Value of Money and Risk	3 hours	N/A	N/A	Per Course	\$63.68
202	611430	Understanding and Managing Budgets	3 hours	N/A	N/A	Per Course	\$63.68
203	611430	Certificate in Human Resource Management	24 hours	N/A	N/A	Per Certificate	\$401.41
204	611430	Compensation and Benefits	3 hours	N/A	N/A	Per Course	\$63.68
205	611430	Employee Selection	3 hours	N/A	N/A	Per Course	\$63.68
206	611430	Performance Management	3 hours	N/A	N/A	Per Course	\$63.68
207	611430	Equal Employment Opportunity	3 hours	N/A	N/A	Per Course	\$63.68
208	611430	Talent Management and Career Development	3 hours	N/A	N/A	Per Course	\$63.68
209	611430	Introduction to Human Resource Management	3 hours	N/A	N/A	Per Course	\$63.68

210	611430	Data and Human Resource Management	3 hours	N/A	N/A	Per Course	\$63.68
211	611430	HR Management (ACE CREDIT®)	24 hours	N/A	N/A	Per Certificate	\$401.41
212	611430	Cybersecurity for Human Resources Professionals	3 hours	N/A	N/A	Per Course	\$63.68
213	611430	Employee Rights	3 hours	N/A	N/A	Per Course	\$63.68
214	611430	Employee Safety	3 hours	N/A	N/A	Per Course	\$63.68
215	611430	PHR® Exam Prep Course	25 hours	N/A	N/A	Per Course	\$281.31
216	611430	Preventing Sexual Harassment	1 hour	N/A	N/A	Per Course	\$39.50
217	611430	Certified Global Business Professional (CGBP) Exam Prep	40 hours	N/A	N/A	Per Course	\$644.03
218	611430	Global Business Management	10 hours	N/A	N/A	Per Course	\$221.66
219	611430	Global Supply Chain Management	10 hours	N/A	N/A	Per Course	\$221.66
220	611430	Global Trade Finance	10 hours	N/A	N/A	Per Course	\$221.66
221	611430	Global Marketing	10 hours	N/A	N/A	Per Course	\$221.66
222	611430	Certificate in Leadership	20 hours	N/A	N/A	Per Certificate	\$160.40
223	611430	Leaders and Work-Life Balance	3 hours	N/A	N/A	Per Course	\$63.68
224	611430	Leading and Managing Change	4 hours	N/A	N/A	Per Course	\$63.68
225	611430	Leading Teams	5 hours	N/A	N/A	Per Course	\$63.68
226	611430	Introduction to Leadership	3 hours	N/A	N/A	Per Course	\$63.68
227	611430	Body Language for Leaders	3 hours	N/A	N/A	Per Course	\$63.68
228	611430	LEED® Green Associate v4™ Exam Prep	14 hours	N/A	N/A	Per Course	\$241.01
229	611430	Certificate in Management Skills	42 hours	N/A	N/A	Per Certificate	\$563.43
230	611430	Emotional Intelligence for Managers	3 hours	N/A	N/A	Per Course	\$63.68
231	611430	Handling Difficult Employee Behavior	10 hours	N/A	N/A	Per Course	\$160.40
232	611430	HR Fundamentals for Managers	3 hours	N/A	N/A	Per Course	\$63.68
233	611430	Introduction to Management	3 hours	N/A	N/A	Per Course	\$63.68
234	611430	Introduction to Negotiations	3 hours	N/A	N/A	Per Course	\$63.68
235	611430	Managing People	5 hours	N/A	N/A	Per Course	\$63.68
236	611430	Managing Remote Employees	3 hours	N/A	N/A	Per Course	\$63.68
237	611430	Time Management	3 hours	N/A	N/A	Per Course	\$63.68
238	611430	Certificate in Negotiation	10 hours	N/A	N/A	Per Certificate	\$160.40

239	611430	Negotiations: Making Business Deals	4 hours	N/A	N/A	Per Course	\$71.74
240	611430	Negotiations: Resolving Disputes	3 hours	N/A	N/A	Per Course	\$63.68
241	611430	HRCI: Certificate in Managing Change and Resolving Conflict	31 hours	N/A	N/A	Per Certificate	\$507.81
242	611430	Handling Workplace Conflict	6 hours	N/A	N/A	Per Course	\$79.80
243	611430	A Manager's Guide to Information Technology	10 hours	N/A	N/A	Per Course	\$160.40
244	611430	A Manager's Guide to Superior Customer Service	3 hours	N/A	N/A	Per Course	\$63.68
245	611430	Business Ethics in the 21st Century	10 hours	N/A	N/A	Per Course	\$200.71
246	611430	Handling Difficult Conversations in the Workplace	3 hours	N/A	N/A	Per Course	\$63.68
247	611430	How to Coach	3 hours	N/A	N/A	Per Course	\$63.68
248	611430	Managing in a Modern Organization	5 hours	N/A	N/A	Per Course	\$63.68
249	611430	The Effective Manager's Toolbox	15 Hours	N/A	N/A	Per Course	\$241.01
250	611430	Certificate in Digital Marketing	30 hours	N/A	N/A	Per Certificate	\$442.52
251	611430	Digital Marketing Strategy	3 hours	N/A	N/A	Per Course	\$63.68
252	611430	Content Marketing	3.5 hours	N/A	N/A	Per Course	\$71.74
253	611430	Conversion Rate Optimization	3 hours	N/A	N/A	Per Course	\$63.68
254	611430	Marketing Automation	3.5 hours	N/A	N/A	Per Course	\$63.68
255	611430	Mobile Marketing	3 hours	N/A	N/A	Per Course	\$63.68
256	611430	Paid Search (PPC)	4 hours	N/A	N/A	Per Course	\$79.80
257	611430	Search Engine Optimization	3 hours	N/A	N/A	Per Course	\$63.68
258	611430	Social Media Marketing	3.5 hours	N/A	N/A	Per Course	\$63.68
259	611430	Web Analytics	3.5 hours	N/A	N/A	Per Course	\$63.68
260	611430	Digital Marketing (ACE CREDIT®)	36 hours	N/A	N/A	Per Certificate	\$522.32
261	611430	Online Marketing Certified Associate (OMCA™) Test Prep Bundle	35.5 hours	N/A	N/A	Per Bundle	\$523.12
262	611430	An Overview of Marketing	5 hours	N/A	N/A	Per Course	\$63.68
263	611430	Google Analytics	3 hours	N/A	N/A	Per Course	\$63.68
264	611430	Certificate in Nonprofit Management	44 Hours	N/A	N/A	Per Certificate	\$563.43
265	611430	Budgeting in a Nonprofit Organization	3 hours	N/A	N/A	Per Course	\$63.68
266	611430	How to Read a Nonprofit Financial	3 hours	N/A	N/A	Per Course	\$63.68

		Statement					
267	611430	Leadership in a Nonprofit Organization	3 hours	N/A	N/A	Per Course	\$79.80
268	611430	Nonprofit Board and Volunteer Development	5 hours	N/A	N/A	Per Course	\$120.91
269	611430	Principles of Marketing for Nonprofit Organizations	3 hours	N/A	N/A	Per Course	\$63.68
270	611430	Strategy for Nonprofit Organizations	5 hours	N/A	N/A	Per Course	\$63.68
271	611430	Capital Campaigns	3 hours	N/A	N/A	Per Course	\$63.68
272	611430	Introduction to Grant Writing	5 hours	N/A	N/A	Per Course	\$120.91
273	611430	Introduction to Nonprofit Management	5 hours	N/A	N/A	Per Course	\$79.80
274	611430	Social Media for Nonprofits	5 hours	N/A	N/A	Per Course	\$63.68
275	611430	Fundraising for Nonprofit Organizations	4 hours	N/A	N/A	Per Course	\$120.91
276	611430	Nonprofit Management (ACE CREDIT®)	44 Hours	N/A	N/A	Per Certificate	\$643.22
277	611430	Advanced Grant Writing	6 hours	N/A	N/A	Per Course	\$128.16
278	611430	Leading the Courtney Museum Simulation	10 hours	N/A	N/A	Per Course	\$321.61
279	611430	Nonprofit Ethics and Compliance	5 hours	N/A	N/A	Per Course	\$79.80
280	611430	Starting Your Own Nonprofit Organization	4 hours	N/A	N/A	Per Course	\$63.68
281	611430	Certificate in Online Learning	22 hours	N/A	N/A	Per Certificate	\$257.93
282	611430	Introduction to Online Learning	5 hours	N/A	N/A	Per Course	\$63.68
283	611430	Teaching Online	5 hours	N/A	N/A	Per Course	\$63.68
284	611430	Narrative Learning	5 hours	N/A	N/A	Per Course	\$63.68
285	611430	Online Learning Accessibility	2 hours	N/A	N/A	Per Course	\$39.50
286	611430	Logistics and Distribution Management	6 hours	N/A	N/A	Per Course	\$120.10
287	611430	Operations Management	10 hours	N/A	N/A	Per Course	\$241.01
288	611430	Procurement and Supply Management	8 hours	N/A	N/A	Per Course	\$160.40
289	611430	Supply Chain Management Basics	10 hours	N/A	N/A	Per Course	\$241.01
290	611430	Creative Writing: Children's Books	1.5 hours	N/A	N/A	Per Course	\$23.38
291	611430	Creative Writing: Memoir	1.5 hours	N/A	N/A	Per Course	\$23.38
292	611430	Creative Writing: Poetry	1.5 hours	N/A	N/A	Per Course	\$23.38
293	611430	Gardening in Small Spaces	1.5 hours	N/A	N/A	Per Course	\$23.38
294	611430	Starting an Online Store	1.5 hours	N/A	N/A	Per Course	\$23.38

295	611430	Taking Better Photographs	2 hours	N/A	N/A	Per Course	\$39.50
296	611430	Optimizing Remote Work Bundle	9 hours	N/A	N/A	Per Bundle	\$200.71
297	611430	Work From Home: Health and Wellness at Home	3 hours	N/A	N/A	Per Course	\$63.68
298	611430	Work From Home: Technology at Home	3 hours	N/A	N/A	Per Course	\$63.68
299	611430	Work From Home: Work-Life Balance	3 hours	N/A	N/A	Per Course	\$63.68
300	611430	Working Remotely	3 hours	N/A	N/A	Per Course	\$63.68
301	611430	Security Awareness Training	2 hours	N/A	N/A	Per Course	\$12.09
302	611430	Lean Six Sigma Green Belt Prep Course and Exam	40 hours	N/A	N/A	Per Certificate	\$644.03
303	611430	Six Sigma Green Belt Prep Course and Exam	34.5 hours	N/A	N/A	Per Bundle	\$563.43
304	611430	Six Sigma Yellow Belt Prep Course and Exam	21.5 hours	N/A	N/A	Per Certificate	\$402.22
305	611430	Lean Basics	10 hours	N/A	N/A	Per Course	\$241.01
306	611430	Lean Six Sigma Basics	38 hours	N/A	N/A	Per Course	\$644.03
307	611430	Lean Six Sigma Green Belt Certification Exam	2 hours	N/A	N/A	Per Exam	\$482.82
308	611430	Recertification Exam - Six Sigma Green Belt	1 hour	N/A	N/A	Per Exam	\$120.10
309	611430	Recertification Exam - Six Sigma Yellow Belt	1 hour	N/A	N/A	Per Exam	\$79.80
310	611430	Six Sigma Basics	32 hours	N/A	N/A	Per Course	\$402.22
311	611430	Six Sigma Black Belt Certification Exam	4 hours	N/A	N/A	Per Exam	\$563.43
312	611430	Six Sigma Black Belt Exam Prep Course	34 hours	N/A	N/A	Per Course	\$402.22
313	611430	Six Sigma Green Belt Certification Exam	2.5 hours	N/A	N/A	Per Exam	\$402.22
314	611430	Six Sigma Yellow Belt Certification Exam	1.5 hours	N/A	N/A	Per Exam	\$241.01
315	611430	Certificate in Small Business Management	30 hours	N/A	N/A	Per Certificate	\$402.22
316	611430	Introduction to Small Business Management	3 hours	N/A	N/A	Per Course	\$63.68
317	611430	Accounting Fundamentals for Small Businesses	5 hours	N/A	N/A	Per Course	\$79.80
318	611430	Budgeting and Financial Analysis for Small Businesses	5 hours	N/A	N/A	Per Course	\$79.80
319	611430	HR Fundamentals for Small Businesses	3 hours	N/A	N/A	Per Course	\$63.68
320	611430	Small Business Marketing	3 hours	N/A	N/A	Per Course	\$63.68

321	611430	HR Fundamentals for Small Businesses	3 hours	N/A	N/A	Per Course	\$63.68
322	611430	Small Business Marketing	3 hours	N/A	N/A	Per Course	\$63.68
323	611430	Project Management for Small Businesses	3 hours	N/A	N/A	Per Course	\$63.68
324	611430	Leading and Managing Small Businesses	3 hours	N/A	N/A	Per Course	\$63.68
325	611430	Law for Small Businesses	5 hours	N/A	N/A	Per Course	\$79.80
326	611430	Certificate in Sustainable Management	15 Hours	N/A	N/A	Per Certificate	\$241.01
327	611430	Sustainable Management: Leadership Ethics	3 hours	N/A	N/A	Per Course	\$63.68
328	611430	Corporate Social Responsibility	3 hours	N/A	N/A	Per Course	\$63.68
329	611430	An Overview of Sustainable Management	3 hours	N/A	N/A	Per Course	\$63.68
330	611430	Triple Bottom Line Accounting	3 hours	N/A	N/A	Per Course	\$63.68
331	611430	Measuring Sustainable Management Performance	3 hours	N/A	N/A	Per Course	\$63.68
332	611430	Taking the Helm at Coastal Industries Simulation	10 hours	N/A	N/A	Per Course	\$321.61
333	611430	Certificate in Web Design	18 hours	N/A	N/A	Per Certificate	\$321.61
334	611430	Introduction to Web Design	3 hours	N/A	N/A	Per Course	\$63.68
335	611430	Responsive Web Design	3 hours	N/A	N/A	Per Course	\$63.68
336	611430	JavaScript for Web Design	3 hours	N/A	N/A	Per Course	\$63.68
337	611430	HTML for Web Design	3 hours	N/A	N/A	Per Course	\$63.68
338	611430	CSS for Web Design	3 hours	N/A	N/A	Per Course	\$63.68
339	611430	Certificate in Leadership for Women in Business	23 hours	N/A	N/A	Per Certificate	\$402.22
340	611430	Body Language for Women in Business	3 hours	N/A	N/A	Per Course	\$63.68
341	611430	Current Issues Facing Women in Business	3 hours	N/A	N/A	Per Course	\$63.68
342	611430	Leadership and Management for Women in Business	3 hours	N/A	N/A	Per Course	\$63.68
343	611430	Communication for Women in Business	5 hours	N/A	N/A	Per Course	\$63.68
344	611430	Work-Life Balance for Women in Business	3 hours	N/A	N/A	Per Course	\$63.68
345	611430	Networking and Mentorship for Women in Business	3 hours	N/A	N/A	Per Course	\$63.68
346	611430	Negotiation for Women in Business	3 hours	N/A	N/A	Per Course	\$63.68

347	611430	SCRUMStudy Developer Certified (SDC)™	14 hours	N/A	N/A	Per Course	\$181.36
348	611430	SCRUMStudy Master Certified (SMC)™	14 hours	N/A	N/A	Per Course	\$261.96
349	611430	SCRUMStudy Product Owner Certified (SPOC)™	14 hours	N/A	N/A	Per Course	\$358.69
350	611430	SCRUMStudy Agile Master Certified (SAMC)™	21 hours	N/A	N/A	Per Course	\$431.23
351	611430	PMP® Exam Prep Bootcamp	5 days	15	20	Per Person	\$1,042.25
352	611430	Certified Associate in Project Management (CAPM)®	4 days	15	20	Per Person	\$877.25
353	611430	Project Management Fundamentals	3 days	15	20	Per Person	\$712.25
354	611430	Project Management Fundamentals	2 days	15	20	Per Person	\$547.25
355	611430	Project Risk Management	2 days	15	20	Per Person	\$547.25
356	611430	Introduction to Earned Value Management	1 day	15	20	Per Person	\$272.25
357	611430	Project Management Principles Using MS Project	3 days	15	20	Per Person	\$712.28
358	611430	Project Planning Principles	2 days	15	20	Per Person	\$547.25
359	611430	Managing Teams With Servant Leadership	1 day	15	20	Per Person	\$272.25
360	611430	Effective Negotiation Techniques	1 day	15	20	Per Person	\$272.25
361	611430	Project Management Overview	1 day	15	20	Per Person	\$272.25
362	611430	Executive Overview	4 hours	15	20	Per Person	\$251.89
363	611430	Innovation and Project Management	1 day	15	20	Per Person	\$272.25
364	611430	Leading Through Change	1 day	15	20	Per Person	\$272.25
365	611430	Agile Essentials	1 day	15	20	Per Person	\$272.25
366	611430	Intermediate Agile	2 days	15	20	Per Person	\$547.25
367	611430	Agile Certified Practitioner (PMI-ACP)®	3 days	15	20	Per Person	\$712.25
368	611430	SCRUMStudy Fundamental Certified (SFC)™	1 day	15	20	Per Person	\$272.25
369	611430	SCRUMStudy Developer Certified (SDC)™	2 days	15	20	Per Person	\$547.25
370	611430	SCRUMStudy Master Certified (SMC)™	2 days	15	20	Per Person	\$547.25

371	611430	SCRUMStudy Product Owner Certified (SPOC) TM	2 days	15	20	Per Person	\$547.25
372	611430	SCRUMStudy Agile Master Certified (SAMC) TM	3 days	15	20	Per Person	\$712.25
373	611430	SFCTM+SDCTM+SMC TM	5 days	15	20	Per Person	\$1,262.25
374	611430	PMI-ACP® + Managing Teams with Servant Leadership	4 days	15	20	Per Person	\$877.25
375	611430	SFCTM + PM Overview + Leading Through Change	3 days	15	20	Per Person	\$712.25

TRAINING COURSE DESCRIPTIONS

AGILE ESSENTIALS

(1 day, 7 PDUs)

Agile Essentials is a 1-day course that provides a comprehensive exploration into the essential, foundational concepts and practices of Agile. At the end of the course, students will have a strong working understanding of the Agile principles and common practices including Kanban and Scrum. Students participate in several hands-on exercises that reinforce the concepts presented in class.

Learning Objectives

At the end of this course, participants will:

- Understand the Agile Manifesto and its 12 Principles,
- Recognize the Lean principles of value and waste,
- Be able to build a basic Kanban board and manage flow, and
- Recognize the key components Scrum roles, activities, and artifacts.

Audience

Both business and technology professionals who want to understand the transformational opportunities of Agile will benefit from this course, including:

- Project managers interested in learning Agile,
- Business users and managers involved in Agile projects,
- Technology managers interested in transforming their teams, and
- Technology team members interested in understanding Agile development methods.

Course Outline

- Why Agile?
- What is Agile?
- The Agile Manifesto and 12 Principles
- Lean and Kanban
- Scrum Methodology
 - Overview
 - Roles
 - Practices
 - Ceremonies
- Scrum Exercise

INTERMEDIATE AGILE ESSENTIALS **(2 day, 14 PDUs)**

This course provides participants with a depth training on Agile and Scrum practices. The course incorporates components of Scrum Alliance's Certified Scrum Master (CSM®), Certified Product Owner (CSPO®) course outline and includes elements of Lean and Kanban training.

In addition to the formal lecture and presentations, attendees will participate in exercises that demonstrate and reinforce the concepts taught in class.

Learning Objectives

At the end of this course, participants will:

- Gain perspective on the current state of the industry,
- Develop a deeper understanding of the Agile mindset,
- Deepen understanding of Scrum team best practices,
- Broaden product management and ownership practices, and
- Incorporate Lean and Kanban into their Agile practices.

Audience

This course is intended for participants that have foundational Agile experience or training:

- Managers and leaders planning or executing an Agile transformation, and
- Aspiring or existing Agile team members including Scrum Masters, Product Owners, and Development Team members.
- Business and technology team members that work closely with Agile teams.

Agenda

- State of the Industry
- The Lean-Agile Mindset
- Scrum
 - Scrum Roles
 - Scrum Events
 - Scrum Artifacts
- Agile Leadership
 - Servant Leadership
 - Self-Managing Teams
 - Agile Facilitation
 - Team Norms
- Product Driver Approach
 - Product Vision
 - Product Roadmap and Release Planning
 - User Stories
 - Estimating
- Lean and Kanban
 - Understanding Value
 - Value Stream Mapping
 - Kanban Board
 - Measuring Flow
- Agile Metrics and Reporting
 - Burn Down Charts
 - Burn Up Charts

Certification

Participant will receive a certificate of completion and be eligible to claim:

- Project Management Institute: 12 Technical and 2 Leadership PDU, and
- Scrum Alliance: 14 Category C.1 (Training outside of Scrum Alliance) SEUs.

PMI AGILE CERTIFIED PRACTITIONER (PMI-ACP)®
(3 days, 21 PDUs)

Learning Objectives

- Prepare the students for the PMI-ACP® certification exam.
- Review the domains and tools prescribed by the Project Management Institute.
- Share agile practices, experiences, and the value of team input and insight.
- Discuss agile and its use in project management when the scope is fluid.
- Discuss continuous improvement concepts and how agile can be used in quality products.

Course Overview and Agenda

Agile has become a widely practiced and highly successful way for delivering projects. Agile was created to improve the software development process but has expanded to other industries and domains.

The Project Management Institute's Agile Certified Practitioner (PMI-ACP®) program creates an industry-standard for applying agile principles and practices to project management. The PMI-ACP® certification is a comprehensive evaluation of the applicant's knowledge and experience. The certification exam is a 3-hour, 120 questions evaluation of the student's knowledge. Before taking the exam, applicants must document:

- 1,500 hours on agile project teams or with agile methodologies,
- 2,000 hours of general project experience or a PMP® or PgMP® certification, and
- 21 hours of training in agile practices which can be satisfied with this course.

The PMI-ACP® Exam Prep Training is an intensive 3-day course in which students will learn the different approaches too agile including: Scrum, Kanban, Lean, eXtreme Programming (XP) and test-driven development (TDD). Students will also learn the Agile approach to effectively manage a project, project team, and other stakeholders. The course also covers the knowledge of agile principles, practices, and tools.

The training course will provide you with classroom learning and practice tests to prepare you for the exam. Guidance on completing the application and a study plan is provided. This course satisfies the 21-training hour prerequisite.

Day 1

- Baseline Exam and Assessment
- Agile Principles and Mindset
- Interpersonal Skills
- Agile Practice Overview
- Scrum
- Lean
- PMI-ACP® Exam

Day 2

- eXtreme Programming (XP)
- Other Agile Methodologies
- Value Driven Delivery
- Planning and Monitoring
- Product Quality
- Measuring Performance
- Practice Test

Day 3

- Stakeholders & Communication
- Team Performance
- Adaptive Planning
- Problem Detection and Continuous Improvement

Final Exam

SCRUMstudy FUNDAMENTAL CERTIFIED (SFC)[™]
(1 day, 7 PDUs)

Learning Objectives

- To learn the key concepts in Scrum as defined in the Scrum Body of Knowledge (*SBOK[™]* Guide).
- Obtain a basic understanding of how the Scrum framework works in delivering successful projects.

Course Overview and Agenda

This course is tailored to help anyone interested in knowing more about Scrum and obtain some basic understanding and certification. Class Participants will be awarded the Scrum Fundamentals Certified (SFC[™]) certificate by SCRUMstudy[™] after successfully passing the certification exam.

Introduction to Scrum

History of Scrum

Scrum Overview

Scrum Vs. Traditional Project Management

Scalability of Scrum

Scrum Principles

Scrum Aspects

Scrum Processes

Scrum Advantages

Purpose of the Scrum Body of Knowledge (SBOK[™] Guide)

Framework of the SBOK[™] Guide

SCRUMstudy DEVELOPER CERTIFIED (SDC)TM
(2 day, 14 PDUs)

Certification	Prerequisites		Target Audience	Maintaining Certification (RCUs)
	Experience	Education		
SDC TM	Nil	Nil	Anyone on a SCRUM Team or anyone who interacts with any Scrum Team	25 Recertification units every 2 years

Learning Objectives

- To learn the key concepts in Scrum as defined in the Scrum Body of Knowledge (S^{BOK}TM Guide).
- Obtain a basic understanding of how the Scrum framework works in delivering successful projects.
- To ensure that students understand the basics of Scrum and what Scrum team members need to know to effectively contribute to a Scrum project.

Course Overview and Agenda

This course is highly recommended for everyone in an organization who works on a Scrum team or anyone who interacts with any Scrum team or is interested in understanding the basics of Scrum and how this method could be used effectively. Upon completion of this course, students will be able to apply Scrum effectively as a developer, or member of a team that uses Scrum to manage its projects.

Class Participants will be awarded the Scrum Developer Certified (SDCTM) certificate by SCRUMstudyTM after successfully passing the certification exam.

Introduction to Scrum

- Overview of Scrum
- Brief History of Scrum
- Why Use Scrum?
- Scalability of Scrum
- How to Use the Scrum Body of Knowledge (S^{BOK}TM Guide)
- Scrum Principles

Principles

- Empirical Process Control
- Self-Organization
- Collaboration
- Value Based Prioritization
- Time Boxing
- Iterative Development

Business Justification

- Value Driven Delivery
- Importance of Business Justification
- Business Justification Techniques
- Continuous Business Justification and Confirm Benefit Realization

Business Justification

- Acceptance Criteria and Prioritized Product Backlog
- Quality Planning
- Quality Control and Quality Assurance
- Quality Scope and Business Value

Risk

- Risk Identification and Assessment
- Risk Prioritization, Mitigation, and Communication

Initiate

- Create Project Vision
- Identify Scrum Master and Stakeholders
- Value Based Prioritization

-
- Time Boxing
 - Iterative Development

Change

- Change in Scrum
- Integrating Change
- Change in Portfolio and Program

Organization

- Scrum Project Roles

SCRUMstudy MASTER CERTIFIED (SMC)[™]
(2 days, 14 PDUs)

Certification	Prerequisites		Target Audience	Maintaining Certification (RCUs)
	Experience	Education		
SMC [™]	Nil	Preferably SDC [™] certified professional	Anyone who is interested in becoming a Scrum Master	40 Recertification units every 2 years

Learning Objectives

- To learn the key concepts in Scrum as defined in the Scrum Body of Knowledge (*SBOK[™]* Guide).
- Obtain a basic understanding of how the Scrum framework works in delivering successful projects.
- To learn the foundations needed to be a Scrum Master.
- To learn how to apply Scrum in projects and tailor Scrum to particular project scenarios.

Course Overview and Agenda

This is a certification preparation course for Scrum Masters and experienced practitioners needing more advanced instruction. The SMC certification is appropriate for anyone who is interested in working as a Scrum Master, or for someone who is already a Scrum Master in his/her organization.

Class Participants will be awarded the Scrum Master Certified (SMC[™]) certificate by SCRUMstudy[™] after successfully passing the certification exam.

Agile and Scrum Overview

- Agile Overview
- Agile Manifesto
- Agile Principles
- Agile Methods
- Scrum Overview
- Scrum Advantages

Scrum Roles

- Core Roles
- Non-Core Roles
- Product Owner
- Scrum Master
- Scrum Team
- Iterative Development

Scrum Project Phases

- Initiate
- Plan and Estimate
- Implement
- Review and Retrospect
- Release
- Input, Tools, and Outputs for each process in each phase

Scaling Scrum

- Scalability of Scrum
- Scrum in Programs and Portfolios
- Scrum of Scrums (SoS) Meeting
- Transition to Scrum
- Mapping Traditional Roles to Scrum
- Maintaining Stakeholder Involvement
- Importance of Executive Support

SCRUMstudy PRODUCT OWNER CERTIFIED (SPOC)TM
(2 days, 14 PDUs)

Certification	Prerequisites		Target Audience	Maintaining Certification (RCUs)
	Experience	Education		
SPOC TM	Nil	Preferably SDC TM (or) SMC TM certified professional	Anyone who interfaces with business stakeholders or works as a Product Owner in a Scrum project.	40 Recertification units every 2 years

Learning Objectives

- To learn the key concepts in Scrum as defined in the Scrum Body of Knowledge (*SBOKTM* Guide).
- Obtain a basic understanding of how the Scrum framework works in delivering successful projects.
- To learn how to handle the business aspects and stakeholders in a Scrum environment.

Course Overview and Agenda

The Scrum Product Owner Certified (SPOC) certification exam is designed to confirm applicants' practical and working knowledge of Scrum, which equips them to handle the business aspects and stakeholders in a Scrum environment. This exam prep course is highly recommended for everyone in an organization who works on a Scrum team or anyone who interacts with any Scrum team (product owner or other key stakeholder) or who is interested in understanding the basics of Scrum and how this method could be used effectively.

Class Participants will be awarded the Scrum Product Owner Certified (SPOCTM) certificate by SCRUMstudyTM after successfully passing the certification exam.

Agile and Scrum Overview

- What is Agile?
- Why Use Agile?
- The Agile Manifesto
- Principles of the Agile Manifesto
- Agile Methods
- Scrum Summary
- Other Agile Methods
- Scrum Overview

Sprint Planning

- Sprints (from Product Owners point of view)
- Sprint Planning Meeting
- Planning Game
- Task Estimation
- The Spring Backlog

Scrum Roles

- Scrum Roles
- The Product Owner
- The Scrum Master
- Advantages of Cross-Functional Teams

Implementation of Scrum

- Daily Stand-Up Meeting
- Sprint Review Meeting
- Sprint Retrospective Meeting
- Product Backlog Grooming

Planning in Scrum

- Scrum Flow
- Requirements in Scrum
- Prioritizing the Product Backlog

-
- Adaptive Project Management
 - Scrum Planning
 - User Stories
 - The Concept of Persona
 - Acceptance Criteria
 - Generic Done Criteria
 - Criteria for a Good User Story
 - Estimation
 - Importance of Value
 - Risk Burndown Graphics
 - Scrum Board

Scrum for Large Projects

- Scrum for Large Projects
- The Chief Product Owner
- Distributed Teams in Scrum
- Transition to Scrum
- Mapping Traditional Roles to Scrum
- Maintaining Stakeholder Involvement

SCRUMstudy AGILE MASTER CERTIFIED (SAMC)[™]
(3 days, 21 PDUs)

Certification	Prerequisites		Target Audience	Maintaining Certification (RCUs)
	Experience	Education		
SAMC [™]	Nil	Preferably SDC [™] (or) SMC [™] Certified professional	Anyone on a Scrum team	40 Recertification units every 2 years

Learning Objectives

- To learn the key concepts in Scrum as defined in the Scrum Body of Knowledge (*SBOK[™]* Guide).
- Obtain a basic understanding of how the Scrum framework works in delivering successful projects.
- To learn the values, methods, and intricacies of Agile.
- To learn the details behind Agile Project Delivery.

Course Overview and Agenda

SCRUMstudy Agile Master Certified (SAMC)[™] professionals possess a wide-ranging knowledge and understanding of the values, methods, and intricacies of Agile. This certification is appropriate for anyone interested in becoming familiar with the concepts and practices of Agile Project Delivery, and who wants to have a working knowledge of the various Agile methodologies.

Upon completion of this course, students will be able to compare and choose the appropriate methodology in any given situation.

Class Participants will be awarded the SCRUMstudy Agile Master Certified (SAMC[™]) certificate by SCRUMstudy[™] after successfully passing the certification exam.

Introduction

Test-Driven Development

Agile Overview

- AGILE Defined
- Why Use Agile?
- Adaptive Project Management
- The Agile Manifesto
- Principles of the Agile Manifesto
- Declaration of Interdependence
- What Has Changed?
- Difference between Waterfall and Agile

Scrum Overview

- Overview of Scrum
- Brief History of Scrum
- Why Use Scrum?
- Scalability of Scrum
- Scrum Principles
- Scrum Aspects
- Scrum Processes
- Scrum and Kanban

Lean Kanban Software Development

- Introduction
- Core Values
- Practices of Lean Software Development
- Iterative Development

Understanding Kanban

- Kanban in Software Development
- Kanban Values
- Kanban Practices

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- Definition of Lean Kanban
 - Implementing Lean Kanban

Domains of Agile Practices

- Value-Driven Delivery
- Adaptive Planning
- Team Performance Practices
- Agile Tools and Artifacts
- Participatory Decision Models
- Stakeholder Engagement
- Continuous Improvement

Crystal

- Core Values
- Coles
- Practices
- The Process

Dynamic Systems Development Method

- Core Values
- Coles
- Practices

Best Fit Analysis Tool

Comparison of Agile Method

DISCIPLINED AGILE SCRUM MASTER (DASM)®

(2 days, 15 PDUs)

Prerequisites: No experience needed

Learning Objectives

- Grasp the fundamentals of agile and lean, and how you can practically use both approaches to produce value for your teams.
- Explore multiple agile and lean techniques from methods such as Scrum, Kanban, SAFe®, and more.
- Understand how to put these techniques into practice and ensure successful agile implementation.
- Appreciate the DA™ mindset and its underlying principles, such as pragmatism, the power of choice, and adapting to context.
- Learn how to apply the Disciplined Agile tool kit to discover the most effective way of working (WoW) for you, and your team in your unique situation

Course Overview and Agenda

Is your team treading water using waterfall? Do you feel trapped in an agile framework? Would you like to find solutions to the problems you've been wrestling with? Are you looking for ways to enhance your team's agility?

Break free from your old ways by choosing a way of working that fits your team's context. Find strategies to improve your processes and strengthen your team with the Disciplined Agile tool kit.

Disciplined Agile Scrum Master is a nine-lesson, instructor-led course that shows you how to use Disciplined Agile (DA) to improve your team's way of working. In just two days, you'll become familiar with foundational agile and lean practices that DA supports, practice using the tool kit to solve problems, and learn how to build high-performance teams.

Filled with activities, animations, supplemental reading, and more, this course will prepare you to take the Disciplined Agile Scrum Master (DASM) exam and, equally important, start using Disciplined Agile immediately.

Describe the significance of the Disciplined Agile Mindset.

- Describe what Disciplined Agile is
- Define the principles of DA
- Describe the promises of DA
- Describe the guidelines of DA
- Describe how DA is an agnostic hybrid of approaches that leverages strategies from a variety of sources.

Describe what business agility is and how it is core to value proposition of Disciplined Agile.

- Define business agility
- Identify the full range of business agility

Define the eight DA principles and how they are core to what sets Disciplined Agile apart from other agile frameworks.

- Recognize the importance of making Delight Customers a priority
- Describe how Being Awesome is important for building a great agile team
- List the 5 levels of awareness (Enterprise Awareness)
- Identify how different contexts require different strategies – teams need to be able to own their own process and to experiment to discover what works in practice for them given the situation that they face. (Choice is Good)
- Identify how DA provides guardrails helping you to make better process choices, not strict rules that may not even be applicable given the context that you face. (Pragmatism Over Purism)
- Identify the potential factors to consider regarding the context of a given situation faced by a team. (Context Counts)
- Identify that the large number of strategies the DA toolkit supports to Optimize Flow.
- Explain the importance of organizing around products/services

Determine which situations each of the DA life cycles is best applied.

- Describe how DA supports a variety of lifecycles
- Identify the 3 phases of the DAD delivery cycle
- Describe the Agile life cycle and identify when to use
- Describe the Lean life cycle and identify when to use
- Describe the continuous delivery Agile life cycle and identify when to use
- Describe the continuous delivery Lean life cycle and identify when to use
- Describe the exploratory life cycle and identify when to use
- Describe the program life cycle and identify when to use

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- Describe the business agile and business lean life cycles
 - Identify how to choose a life cycle and who chooses

Apply the DA Practice of choosing a team's way of working (WoW).

- List the 5 steps for choosing your WoW
- Analyze a team's context using the spider chart
- List factors impacting context when choosing a team's WoW
- Select best-fit life cycle using the decision tree

Describe the foundations of Agile.

- Compare and contrast agile and waterfall
- List the benefits of being agile
- Outline the agile iterative way of working
- List and define the artifacts and ceremonies of agile

Explain how people are organized into DA teams.

- Compare and Contrast leaders to managers
- Identify roles that can be leaders
- Describe potential, primary, and secondary roles on DA teams

Define the primary DA roles and how they each are key to the success of a self-organizing agile team.

- Describe the 5 Primary DA roles
- Describe the responsibilities of the 5 primary DA roles
- Describe why each of the 5 primary DA roles is important

Explain how to help your team work well together (Lean principle "Respect people").

Describe the inception phase and why it is important.

- Define Inception
- Identify the process goals associated with the Inception phase

Discuss how to use the DA tool kit to tailor your way of working within a select phase according to context.

- Explain what it means to be goal driven
- Define process blade and how process blades are used inside DA
- Describe the purpose of a goal diagram
- Describe how to read a goal diagram
- Describe the process goals of DAD
- Rank and select process goals according to their relevance to the phase and the team's context
- Identify key practices for the team try using goal diagrams

Describe Agile techniques and ceremonies relevant to Inception.

- Define user stories
- Describe how to write and estimate a user story using different techniques
- Identify acceptance criteria and the definition of done
- Indicate how to effectively plan iterations

Describe the Construction phase and why it is important.

- Define Construction
- Identify process goals associated with the Construction phase

Discuss how to use the DA tool kit to tailor your way of working within a select phase according to context.

Identify key practices for the team try using goal diagrams

Describe Agile techniques and ceremonies that take place during Construction.

- Describe how to demonstrate an iteration
- Understand how to obtain and receive feedback

Explain how to Eliminate Waste and Build Quality In (Lean principles).

- Identify the causes of waste and delays
- Describe how to minimize waste through value stream mapping
- Describe the push and pull methods of moving work
- Describe the Kanban approach to managing work in process
- Explain how to build and validate quality into the delivery process

Explain how to Deliver Value Quickly (Lean principle).

- Explain cost of delay
- Describe how to realize value
- Explain the importance of delivering incrementally
- Contrast MBI with MVP
- Describe the Transition phase and why it is important.
- Define Transition
- Identify process goals associated with the Transition phase

Discuss how to use the DA tool kit to tailor your way of working within a select phase according to context.

- Identify key practices for the team try using goal diagrams

Describe the Ongoing phase and why it is important.

- Define Ongoing phase
- Identify process goals associated with the Ongoing phase

Discuss how to use the DA tool kit to tailor your way of working within a select phase according to context.

- Identify key practices for the team try using goal diagrams

Explain how to Learn Pragmatically (Lean principle) .

- Define “standard work” and its use as a baseline for continuous improvement
- Explain the benefits of explicit workflow
- Describe how to use Kaizen loops and PDSA techniques for continuous improvement
- Define the options for cross-team learning: "community of practice" and "center of excellence"

Explain the elements of the process blade (onion) diagram.

List and define the principles of Lean.

- Describe how Lean takes a system view rather than a team view
- Contrast Lean aspects of knowledge work with work in the real world, including sources of waste and delay
- Describe aspects of regular work that affect quality and efficiency, including sources of waste and ways to improve

Recognize when to be resilient.

- Describe how resiliency supports lean thinking
- Explain when to build workflow according to resiliency outcomes

DISCIPLINED AGILE SENIOR SCRUM MASTER (DASSM)[®] (2 days, 15 PDUs)

Prerequisites: Two years of experience working on an agile team in a leadership role, like DA scrum master, scrum master, product owner, architecture owner, etc.

Learning Objectives

- Take a deep dive into the DA tool kit to develop a comprehensive understanding of the hundreds of practices and strategies it contains and the trade-offs of applying them.
- Learn how to apply the DA tool kit to guide your teams in choosing and evolving your best way of working (WoW) in any situation.
- Use the DA tool kit to solve complex challenges commonly encountered in both software and operational business teams.
- Learn how to lead agile teams through key enterprise activities, such as planning, coordinating, and reporting, and be ready to show your improvements in areas where your organization is struggling.
- Understand how to improve value delivery for your customers by empowering others in your organization, nurturing emotional intelligence, and resolving conflicts.

Course Description

Do you want to take Disciplined Agile to a new level? Are you looking for tools to solve complex problems and enhance your organization's agility? Do you want to learn how to lead your team to excellence?

Expand your knowledge and build practical skills around Disciplined Agile, business agility, leadership, and team development.

Disciplined Agile Senior Scrum Master is a nine-lesson, instructor-led course that shows you how to use the Disciplined Agile tool kit to solve a variety of advanced problems, work with allies within your organization, and optimize how teams work. You will gain knowledge in planning, reporting, and metrics, and coordinating activities, as well as how to meet challenges in these areas. And you'll develop the skills you need to foster emotional intelligence, resolve conflicts, and lead high-performance teams at any stage of development.

Filled with activities, supplemental reading, and more, this course will prepare you to take the Disciplined Agile Senior Scrum Master (DASSM) exam and, equally important, start using Disciplined Agile immediately within your leadership role.

Describe the roles and responsibilities of DASSM.

Team development for high-performance teams

- Solve problems by identifying teams at various stages of development.
- Use knowledge of issues related to the stage to identify issues to address with the team.
- Develop plans to deal with team issues by selecting appropriate activities and leader tasks based on the team's stage.
- Identify and describe various methods of Team decision making.

Emotional intelligence for high-performance teams

- Describe the emotional intelligence model and its components.
- Explain how to achieve each component of resilience and outlook.
- Assess what practices you can adopt to build outlook and resilience.

Tactical scaling in complex situations

- Describe how other business areas such as finance, legal, marketing, sales, and procurement can contribute to an organization's overall business agility.
- Explain how to scale for agility.
- Define "tactical agility at scale" and "strategic agility at scale"
- List the five process goals most affected by tactical scaling
- Connect the dots between the dimensions in the spider chart and the top-5 tactical scaling process goals.

Optimizing how we work within a DevOps environment

- Define scope of layer
- Define the process blades in the Disciplined DevOps layer.
- Use the DA tool kit to optimize how the team works with the Disciplined DevOps layer
- Use the DA tool kit to identify and help resolve challenges that teams face in the Disciplined DevOps layer.

Optimizing how we work within our value stream

- Explain how to optimize delivery with the “test-first” method as it relates to the quality of requirements.
- Describe the “test-first” method as it relates to continuous delivery
- Describe what the criteria for “done” might look like.
- Explain how to optimize delivery with the “test-first” method as it relates to the quality of requirements.
- Describe the “test-first” method as it relates to continuous delivery.
- Use the DA tool kit to optimize how teams work with the value stream layer.
- Use the DA tool kit to identify and help resolve challenges that the delivery teams face in the value stream layer.

Coordinating and collaborating across teams

- List the decision points of the Coordinate Activities process goal.
- Outline the most important questions that arise when seeking to coordinate activities.
- Describe the options for sharing information, facilitating working sessions, coordinating release schedules, and coordinating across locations.
- Contrast the options for dealing with artifact ownership.
- Discuss strategies for coordinating a team of teams.
- Use the DA tool kit to optimize the flow of work and solve challenges related to coordinating and collaborating across teams, or within a larger team of teams.

Conflict management for high-performance teams

- Describe the five levels of conflict.
- Explain how constructive disagreement (level 1) is helpful for evaluating decisions
- Explain how fear of conflict causes additional forms of dysfunction within a team.
- Describe how to de-escalate conflict at each of the five levels.

Pragmatic planning for agile teams

- List and describe the factors used to determine when planning is sufficient.
- Compare the waste and risk levels of four types of planning strategies.
- Identify relevant decision points.
- Choose the appropriate strategy, based on the team’s context.
- Using MBIs to plan
- Explain how to handle dependencies between teams

Pragmatic reporting and metrics for agile teams

- List metrics principles.
- Describe effective measurement strategies for teams.
- List universal metrics and describe how and when to collect and use them.
- Explain issues related to measuring quality.
- Describe conditions under which system-wide metrics should be used.
- Describe “rolling up” metrics several levels.

Explain what types of measurement work and what do not work.

- Explain what to consider, including value, when measuring what matters.
- Explain why status reports are ill suited to lean and agile ways of working.

LEADING SAFe® (2 days, 15 PDUs)

During this two-day course, attendees gain the knowledge necessary to lead a Lean-Agile enterprise by leveraging the Scaled Agile Framework® (SAFe®) and its underlying principles derived from Lean, systems thinking, Agile development, product development flow, and DevOps.

Participants in the class gain insights into mastering Business Agility to thrive in the competitive market. They discuss how to establish team and technical agility and organize and re-organize around the flow of value. They also learn and practice the skills for supporting and executing PI Planning events and coordinating multiple Agile Release Trains (ARTs). Participants in the class explore the importance of adopting a customer-centric mindset and design thinking approach to agile product delivery. Learners also develop an understanding for implementing a Lean Portfolio Management function in their enterprise.

Attending the class prepares individuals to take the exam and become a certified SAFe® Agilist (SA)

Learning Objectives

- How to realize the benefits of SAFe, including:
 - Boosting productivity.
 - Improving product quality.
 - Decreasing time to market.
 - Increasing employee engagement.
- How to establish team and technical agility and organize around the flow of value.
- How to align massive organizations around clear, common objectives.
- How to participate successfully in critical SAFe events, such as PI Planning.
- How to adopt a customer-centric mindset.

What Attendees Get

- Course materials
- Remote learning via SAFe® Virtual Classrooms
- Access to SAFe® Collaborate, a visual online workspace
- One-year membership to the SAFe® Community Platform
- SAFe Agilist certification exam

Attendees must attend both days of the course to be eligible for the exam.

Prerequisites

All are welcome to attend the course, regardless of experience. However, the following prerequisites are highly recommended:

- 5+ years' experience in software development, testing, business analysis, product, or project management
- Experience in Scrum

Exam Details

Completion of this course gives you access to the exam and all related study materials as part of your Learning Plan in the SAFe Community Platform.

SAFe® PRODUCT OWNER/PRODUCT MANAGER **(2 days, 15 PDUs)**

Develop the skillsets needed to guide the delivery of value in a Lean enterprise by becoming a SAFe® 5 Product Owner/Product Manager (POPM). During this two-day course, attendees gain an in-depth understanding of how to effectively perform their role in the Agile Release Train (ART) as it delivers value through Program Increments.

Attendees explore how to apply Lean thinking to decompose Epics into Features and Stories, refine Features and Stories, manage Program and Team backlogs, and to plan and execute Iterations and Program Increments. Attendees also discover how the Continuous Delivery Pipeline and DevOps culture contribute to the relentless improvement of the ART.

Learning Objectives

- How to perform the role of a PO and a PM on a daily basis.
- How to put the customer at the center of your design, build, and test process.
- How to prepare for and lead PI Planning.
- How to decompose Epics to Features and Features to Stories.
- How to collaborate with Agile teams to forecast work.

What Attendees Get

- Course materials
- Remote learning via SAFe® Virtual Classrooms
- Access to SAFe® Collaborate, a visual online workspace
- One-year membership to the SAFe® Community Platform
- Access to content, tools, and resources you need to practice SAFe every day
- SAFe Product Owner/Product Manager certification exam

Attendees must attend both days of the course to qualify for the exam.

Prerequisites

All are welcome to attend the course, regardless of experience. However, the following prerequisites are highly recommended:

- Attend a Leading SAFe® course
- Experience working in a SAFe environment
- Experience with Lean, Agile, or other relevant certifications

Exam Details

Completion of this course gives you access to the exam and all related study materials as part of your Learning Plan in the SAFe Community Platform.

SAFe® SCRUM MASTER (2 days, 15 PDUs)

In this two-day course, attendees gain an understanding of the role of a Scrum Master in a SAFe enterprise. Unlike traditional Scrum Master training that focuses on the fundamentals of team-level Scrum, the SAFe Scrum Master course explores the role of the Scrum Master in the context of the entire enterprise and prepares attendees to successfully plan and execute the Program Increment (PI), the primary enabler of alignment throughout all levels of a SAFe organization. This includes learning the key components of Agile at scale development, how Scrum is facilitated throughout the enterprise, and how to execute Iteration Planning.

Attendees discover how to build high performing Agile teams by becoming a servant leader and coach, and how to coach those teams to deliver the maximum business value at scale. SAFe 5 Scrum Master (SSM) certification signifies that people are prepared to perform the role of Scrum Master in a SAFe environment, increasing their value to teams and organizations that are implementing SAFe.

Learning Objectives

- Describe Scrum in a SAFe enterprise
- Facilitate Scrum events
- Facilitate effective Iteration execution
- Support effective Program Increment execution
- Support relentless improvement
- Coach Agile teams for maximum business results
- Support DevOps implementation

What Attendees Get

- Course materials
- Remote learning via SAFe® Virtual Classrooms
- Access to SAFe® Collaborate, a visual online workspace
- One-year membership to the [SAFe® Community Platform](#)
- Access to content, tools, and resources you need to practice SAFe every day
- SAFe Scrum Master certification exam

Attendees must attend both days of the course to qualify for the exam.

Prerequisites

All are welcome to attend the course, regardless of experience. However, the following prerequisites are highly recommended:

- Familiarity with Agile concepts and principles
- Awareness of Scrum, Kanban, and eXtreme Programming (XP)
- Working knowledge of software and hardware development processes

Exam Details

Completion of this course gives you access to the exam and all related study materials as part of your Learning Plan in the SAFe Community Platform.

SAFe® ADVANCED SCRUM MASTER (2 days, 15 PDUs)

As a practicing scrum master in a SAFe® organization, you've got the tactical skills to coach Agile teams in delivering business value. Build on that strong foundation in the SAFe® Advanced Scrum Master course and discover how to facilitate success for Agile teams, Agile Release Trains (ARTs), and the organization. And get the guidance and tools you need to work effectively in remote environments with distributed teams.

Take your leadership skills to the next level. The SAFe Advanced Scrum Master course will give you the tools you need to improve your coaching and facilitation skills, avoid common missteps, and encourage relentless improvement. You'll learn how to apply Lean, Kanban, DevOps, and SAFe principles to improve team and business outcomes. You'll up-level your facilitation skills for key Agile and Scaled Agile Framework® events, whether they're in person or across teams and time zones. And you'll discover how communities of practice can support continuous improvement.

Learning Objectives

- How to apply SAFe principles to facilitate, enable, and coach in a multi-team environment.
- How to adopt scalable engineering practices, Kanban, DevOps, and Agile architecture to optimize flow.
- How to advance your facilitation skills for ART and team event planning, execution, and delivering end-to-end value.
- How to build communities of practice to support high-performing teams and ART efficiency.
- How to lead distributed teams effectively in remote environments.

What Attendees Get

- Course materials
- Remote learning via SAFe® Virtual Classrooms
- Access to SAFe® Collaborate, a visual online workspace
- One-year membership to the SAFe® Community Platform
- Access to content, tools, and resources you need to practice SAFe every day
- SAFe Advanced Scrum Master certification exam

Attendees must attend both days of the course to qualify for the exam.

Prerequisites

All are welcome to attend the course, regardless of experience. However, the following prerequisites are highly recommended:

- Familiarity with Agile concepts and principles
- Awareness of Scrum, Kanban, and eXtreme Programming (XP)
- Working knowledge of software and hardware development processes

Exam Details

Completion of this course gives you access to the exam and all related study materials as part of your Learning Plan in the SAFe Community Platform.

SAFe® DEVOPS (2 days, 15 PDUs)

Delivering valuable solutions, faster, doesn't involve just engineers developing software. It involves introducing a shared DevOps mindset among all the people who define, build, test, deploy, and release software-driven products.

The SAFe® DevOps course helps people in technical, non-technical, and leadership roles optimize their development value stream from end to end. Take this course with the rest of your cross-functional team to map your current value stream from concept to cash. Design a Continuous Delivery Pipeline that's relevant to your business. And get the guidance and tools you need to work effectively in remote environments with distributed teams.

Learning Objectives

- How to incorporate continuous testing and continuous security into the delivery pipeline.
- How to integrate continuous exploration, integration, and deployment, and release value to end users on demand.
- How to design and implement an actionable DevOps transformation plan tailored to your organization.
- How to evaluate and improve your current state using tools like the DevOps Health Radar and Transformation Canvas.

What Attendees Get

- Course materials
- Remote learning via SAFe® Virtual Classrooms
- Access to SAFe® Collaborate, a visual online workspace
- One-year membership to the [SAFe® Community Platform](#)
- Access to content, tools, and resources you need to practice SAFe every day
- SAFe DevOps certification exam

Attendees must attend both days of the course to qualify for the exam.

Prerequisites

All are welcome to attend the course, regardless of experience. However, the following prerequisites are highly recommended:

- Familiarity with Agile concepts and principles
- Awareness of Scrum, Kanban, and eXtreme Programming (XP)
- Working knowledge of software and hardware development processes

Exam Details

Completion of this course gives you access to the exam and all related study materials as part of your Learning Plan in the SAFe Community Platform.

SAFe® FOR GOVERNMENT (2 days, 15 PDUs)

Transitioning to Lean-Agile practices for building technology-based capabilities is especially challenging in the government context. But issues of legacy governance, contracting, and organizational barriers can be overcome with the right information and strategies. During this two-day course, attendees will learn the principles and practices of the Scaled Agile Framework® (SAFe®), how to execute and release value through Agile Release Trains, and what it means to lead a Lean-Agile transformation of a program inside a government agency.

Attendees gain an understanding of the Lean-Agile mindset and why it is an essential foundation for transformation. They will also get practical advice on building high performing, multi-vendor Agile teams and programs, managing technology investments in Lean flow, acquiring solutions with Agile contracting, launching the program, and planning and delivering value using SAFe. Attendees also learn how specific leadership behaviors can drive successful organizational change in government.

Learning Objectives

To perform the role of a SAFe® for Government leader, attendees will learn:

- How to apply Lean, Agile, and DevOps principles and practices in traditional government organizations and cultures.
- How to adapt technology strategy, budgeting and forecasting, acquisition, compliance, and governance practices to flow-based practices using emerging government guidelines.
- How to organize government programs into ARTs and execute in program increments (PIs), even in remote environments with distributed teams.
- How to build an action plan to begin or accelerate a SAFe implementation in your program or agency.

What Attendees Get

- Course materials
- Remote learning via SAFe® Virtual Classrooms
- Access to SAFe® Collaborate, a visual online workspace
- One-year membership to the SAFe® Community Platform
- Access to content, tools, and resources you need to practice SAFe every day
- SAFe for Government certification exam

Prerequisites

All are welcome to attend the course, regardless of experience. However, the following prerequisites are highly recommended:

- A foundational understanding of the Agile Manifesto, SAFe House of Lean, and SAFe Principles is required using pre-work suggestions
- A foundational understanding the full lifecycle of government technology programs is helpful
- Registered attendees will receive a list of readings and videos specific to Agile in government that will be beneficial to review before the course

Exam Details

Completion of this course gives you access to the exam and all related study materials as part of your Learning Plan in the SAFe Community Platform.

PROJECT MANAGEMENT PROFESSIONAL (PMP)[®] EXAM BOOTCAMP TRAINING
V7.0
(5 days, 35 PDUs)

Overview

If you are taking this course, you have some professional exposure to the duties of a project manager, or you may be considering embarking on a career in professional project management. Your ability as a project manager to demonstrate best practices in project management—both on the job and through professional certification—is becoming the standard to compete in today's fast-paced and highly technical workplace. In this course, you will apply the recognized practices of project management acknowledged by the Project Management Institute (PMI)[®] to successfully manage projects.

Project managers who have proven skills and experience can find exciting, high-visibility opportunities in a wide range of fields. This course is specifically designed to provide you with the proven, practical body of project management knowledge and skills that you need to demonstrate project management proficiency on the job. Additionally, this course can be a significant part of your preparation for the Project Management Professional (PMP)[®] Certification Exam. The skills and knowledge you gain in this course will help you avoid making costly mistakes and increase your competitive edge in the project management profession.

Target Student

This course is designed for individuals who have on-the-job project management experience regardless of whether their formal job role is project manager, who are not certified project management professionals, and who might or might not have received formal project management training.

The course enables candidates to develop professionally, increase their project management skills, apply a formalized and standards-based approach to project management, and seek career advancement by moving into a formal project manager job role, as well as to apply for Project Management Institute, Inc. (PMI)[®] Project Management Professional (PMP)[®] certification.

Prerequisites: None

To ensure your success in this course, you should have experience with basic project management concepts and have some working experience with project management. You can obtain this level of skills and knowledge by taking the following PME courses which are NOT mandatory to attend PMP[®] Exam Prep:

- Project Management Overview
- Project Management Fundamentals
- Agile Essentials

Hardware

For this course, students will need complete systems to access your virtual classroom if you are presenting remotely. They will need Microsoft Office applications to access the sample documents and templates. Each computer will need the following general hardware configurations:

- 1 gigahertz (GHz) 64-bit (x64) processor.
- 2 gigabytes (GB) of Random-Access Memory (RAM).
- 32 GB available storage space.
- Monitor capable of a screen resolution of at least 1,024 × 768 pixels, at least a 256-color display, and a video adapter with at least 4 MB of memory.
- Keyboard and mouse or a compatible pointing device.
- Internet access (contact your local network administrator).
- (Instructor computer only) A display system to project the instructor's computer screen.

Software

- Microsoft[®] Office 365[™] license (which provides the Microsoft Office apps)
- Microsoft[®] Windows[®] 10 Professional
- If necessary, software for viewing the course slides.

COURSE CONTENT AND AGENDA

Day 1

Introduction and Ice Breaker

Video: Preparing for the PMP® Exam

Video: Earning PDUs

Lesson 1: Creating a High-Performing Team

Topic A: Build a Team

Video: RACI Chart Creation

Video: Virtual Teams

Topic B: Define Team Ground Rules

Topic C: Negotiate Project Agreements

Group Exercise: Activities 1-1, 1-2, 1-3

Topic D: Empower Team Members and Stakeholders

Topic E: Train Team Members and Stakeholders

Topic F: Engage and Support Virtual Teams

Topic G: Build Shared Understanding about a Project

Video: Planning Poker

Group Exercise: Activities 1-4, 1-5, 1-6, 1-7

Lesson 1: Review, Test Tips, and Individual Test

Lesson 1: Test Review

Day 2

Lesson 2: Starting the Project

Topic A: Determine Appropriate Project Methodology/Methods and Practices

Video: When to Apply Agile Methodologies

Topic B: Plan and Manage Scope

Group Exercises: Activities 2-1, 2-2

Topic C: Plan and Manage Schedule

Video: Working with the Critical Path

Group Exercise: Activity 2-5

Homework Exercise: Activities 2-5, 2-6

Topic D: Plan and Manage Budget and Resources

Homework Exercise: Activities 2-3, 2-4

Topic E: Plan and Manage Quality of Products and Deliverables

Topic F: Integrate Project Planning Activities

Day 3

Lesson 2: Starting the Project (cont.)

Topic G: Plan and Manage Procurement

Group Exercise: Activities 2-7, 2-8, 2-9

Topic H: Establish Project Governance Structure

Topic I: Plan and Manage Project/Phase Closure

Group Exercise: Activities 2-10, 2-11

Lesson 2: Review, Test Tips, and Individual Test

Lesson 2: Test Review

Lesson 3: Doing the Work

Topic A: Assess and Manage Risks

Video: Identifying Risk

Topic B: Execute Project to Deliver Business Value

Topic C: Manage Communications

Video: Communications Channels

Topic D: Engage Stakeholders

Group Exercise: Activities 3-2, 3-3, 3-5

Homework Exercise: Activities 3-1, 3-4

Topic E: Create Project Artifacts

Topic F: Manage Project Changes

Topic G: Manage Project Issues

Topic H: Ensure Knowledge Transfer for Project Continuity

Group Exercise: Activities 3-6, 3-7, 3-8, 3-9

Lesson 3: Review, Test Tips, and Individual Test

Lesson 3: Test Review

Day 4

Lesson 4: Keeping the Team on Track

Topic A: Lead a Team

Video: Successful Persuasion

Topic B: Support Team Performance

Video: Project Status Report

Topic C: Address and Remove Impediments, Obstacles, and Blockers

Group Exercise: Activities 4-1, 4-2, 4-3

Topic D: Manage Conflict

Video: Dealing with Difficult People

Topic E: Collaborate with Stakeholders

Topic F: Mentor Relevant Stakeholders

Topic G: Apply Emotional Intelligence to Promote Team Performance

Video: Using Social Skills to Build Relationships

Group Exercise: Activities 4-4, 4-5, 4-6

Homework Exercise: Activities 4-7, 4-8

Lesson 4: Review, Test Tips, and Individual Test

Lesson 4: Test Review

Day 5

Lesson 5: Keeping the Business in Mind

Topic A: Manage Compliance Requirements

Topic B: Evaluate and Deliver Project Benefits and Value

Topic C: Evaluate and Address Internal and External Business Environment Changes

Video: Handling Pressure from Outside Your Team

Group Exercise: Activities 5-1, 5-2, 5-3

Topic D: Support Organizational Change

Video: Leading without Authority

Topic E: Employ Continuous Process Improvement

Group Exercise: Activities 5-4, 5-5

Lesson 5: Review, Test Tips, and Individual Test

Lesson 5: Test Review

Final Test: Mastery Builders (post class)

Mastery Builder 1-1

Mastery Builder 2-1

Mastery Builder 3-1

Mastery Builder 4-1

CERTIFIED ASSOCIATE IN PROJECT MANAGEMENT (CAPM)[®] EXAM BOOTCAMP TRAINING
(4 days, 25 PDUs)

Learning Objectives

- Provide all pertinent knowledge from the latest version of the *PMBOK[®] Guide*.
- Explain the five stages of a project life cycle and illustrate how these stages can overlap in time.
- Demonstrate how to create a project management plan with subsidiary plans for each of the knowledge areas and explain how progressive elaboration and integrated change management can keep these documents effective and relevant.
- Illustrate how a project's various baselines (including scope, cost, schedule, quality, risk, procurement, and others) are determined, planned for, and managed.
- Recognize how to effectively manage resources and communicate with all stakeholders.
- Explain the key methods used to estimate project schedule and cost at the beginning of a project and to forecast cost and schedule variances at any time during the project.
- Identify key project stakeholders and continuously engage them in appropriate project activities.
- *Provide practice test questions to be completed throughout the bootcamp.*

Course Overview and Agenda

The PME CAPM[®] Exam Boot Camp course provides the knowledge the student needs to evolve their career as a successful Certified Associate in Project Management and get ready for the PMI CAPM[®] Exam. This course fulfills the required 23-hour PMI contact hour requirement.

Discussion topics include: The Ten Knowledge Areas of Project Management: Integration, Scope, Time, Cost, Quality, Human Resources, Communications, Risk, Procurement and Stakeholder. The Five Process Groups of Project Management: Initiating, Planning, Executing, Monitoring and Controlling, and Closing. Two additional topics: Professional and Social Responsibility and Framework.

Day 1:

Introduction and Overview
Exam Registration
Overhead and Exam Environment
Assessment Test
Initiating Process Group
Exercise and Quiz

Day 2:

Review
Planning Process Group:
 Integration Management
 Project Scope Management
 Project Time Management
 Project Cost Management
 Project Communications Management
Exercise and Quiz

Day 3:

Review
Planning Process Group:
 Project Risk Management
 Project Procurement Management
 Project Human Resource Management
 Project Quality Management
 Project Stakeholder Management
Exercises and Quiz

Executing Process Group
 Project Integration Management
 Project Human Resource Management
 Project Procurement Management

Project Quality Management
Project Communications Management
Project Stakeholder Management
Exercises and Quiz

Day 4

Review

Monitoring and Controlling Process Group

Project Integration Management
Project Procurement Management
Project Communications Management
Project Stakeholder Management
Project Risk Management
Project Time Management
Project Cost Management
Project Quality Management
Project Scope Management
Closing Process Group
Project Integration Management
Project Procurement Management
Social and Professional Responsibility
Exercises and Quiz

PROJECT MANAGEMENT FUNDAMENTALS WORKSHOP
(3 days, 21 PDU)
V7.0

Learning Objectives

- To understand the project environment and the impact projects and the project process has on the organization.
- To understand the principles of project management which provide guidance and support in helping the project manager and the project team provide value throughout the project.
- To identify and define the project performance domains that provide structure in supporting the people, processes, and business environment.
- To identify, plan, and manage using multiple project development approaches including predictive, iterative, incremental, and agile/adaptive approaches.
- To allow students to bring a project to class to develop the scope, schedule and cost baselines following the practices defined in the performance domains.
- To understand the various methods of managing and controlling scope, schedule, cost, quality, resources, communications, procurement, stakeholders, and risks.

Course Overview and Agenda

The objective of Project Management Fundamentals Workshop is to introduce the students to basic project management concepts that can be applied directly to their projects. Using a lecture and exercise format, the students will learn project management following the foundation provided in the *Guide to the Project Management Body of Knowledge (PMBOK® Guide)* established by the Project Management Institute (PMI). Upon completing the class students will understand and be capable of implementing the primary principles and domains needed to plan and manage and effective project. This class will also allow students to develop actual project management plans that can be taken back to their jobs for further planning and execution.

Introduction

- Key Terms and Concepts
- System For Value Delivery (Figure 2-2)
- Information Flow (Figure 2-3)
- Organizational Governance
- Functions Associated With Projects
- The Project Environment
 - Internal Environment
 - External Environment
 - Product Management
 - Sample Product Life Cycle (Figure 2-4)
 - Project Management within a Product Life Cycle
 - Product Management within a Program
 - Managing Expectations
 - Cost of Rework

Project Management Principles

- PMI Code of Conduct
- Be a Diligent, Respectful and Caring Steward (Figure 3-2)
- Create a Collaborative Project Team Environment (Figure 3-3)
- Effectively Engage with Stakeholders (Figure 3-4)
- Focus on Value (Figure 3-5)
- Recognize, Evaluate, and Respond to System Interactions (Figure 3-6)
- Demonstrate Leadership Behaviors (Figure 3-7)
- Tailor Based on Context (Figure 3-8)
- Build Quality into Processes and Deliverables (Figure 3-9)
- Navigate Complexity (Figure 3-10)
- Optimize Risk Responses (Figure 3-11)
- Enhance Adaptability and Resiliency (Figure 3-12)
- Enable Change to Achieve the Envisioned Future State (Figure 3-13)
- Relationship Between Project Management Principles and Project Performance Domains (Figure 1-1)

Exercise: Case Study: Preparing for the FMR Software Implementation Project

Project Performance Domains

- Stakeholder Performance Domain (Figure 2-1)
 - Definitions
 - Examples of Project Stakeholders (Figure 2-2)
 - Stakeholder Engagement (Figure 2-3)
 - Interactions with Other Performance Domains
 - Checking Results (Table 2-2)

- Team Performance Domain (Figure 2-4)
 - Definitions
 - Project Team Management and Leadership
 - High Performing Project Teams
 - Leadership Skills
 - Establishing and Maintaining Vision
 - Critical Thinking
 - Motivation
 - Interpersonal Skills
 - Tailoring Leadership Styles
 - Interactions with Other Performance Domains
 - Checking Results (Table 2-3)

- Development Approach and Life Cycle Performance Domains (Figure 2-6)
 - Definitions
 - Development, Cadence, and Life Cycle Relationships
 - Development Approaches (Figure 2-8)
 - Considerations for Selecting a Development Approach
 - Life Cycle and Phase Definitions (Figures 2-9, 2-10, 2-11)
 - Aligning of Delivery Cadence, Development Approach, and Life Cycle
 - Interaction with Other Domains
 - Checking Results (Table 2-5)

Exercise: Determining the Development Approach for the FMR Software Implementation Project

- Planning Performance Domain (Figure 2-13)
 - Definitions
 - Initiating a Project
 - Develop Project Charter
 - Stakeholder Identification

 - Planning a Project
 - Project Management Plan
 - Project Product Analysis
 - Project Analysis Checklist and Survey (PACS)
 - Sample Project Management Plan
 - Creating the Scope Baseline
 - Requirements Solicitation
 - Project Scope Statement
 - Work Breakdown Structure
 - Work Breakdown Structure Dictionary
 - Exercise: Creating the Scope Baseline
 - Creating the Schedule Baseline
 - Primary Dependency Relationship
 - Estimating Techniques
 - Steps in Creating the Schedule
 - Release and Iteration Plan (Figure 2-17)
 - Exercise: Creating the Schedule Baseline

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- Creating the Cost Baseline
 - Cost Budgeting Tools and Techniques
 - Budget Buildup (Figure 2-18) – Contingency Reserve and Management Reserve

Exercise: Creating the Cost Baseline
 - Other Plans
 - Change Management Plan
 - Quality Management Plan
 - Resource Management Plan
 - Communications Management Plan
 - Procurement Management Plan
 - Stakeholder Engagement Plan
 - Risk Management Plan

Exercise: Creating the Risk Register
 - Interaction with Other Domain
 - Checking Results (Table 2-6)

 - Project Work Performance Domain (Figure 2-19)
 - Definitions
 - Project Processes
 - Maintaining Team Focus and Communications
 - Motivation Theory
 - Managing Procurements
 - Managing Change
 - Managing Project Knowledge
 - Interaction with Other Domains
 - Checking Results (Table 2-7)

Exercise: Cost of Quality

 - Delivery Performance Domain (Figure 2-20)
 - Definitions
 - Delivering Value
 - Deliverables
 - Scope Verification, Validation, and Acceptance
 - Schedule Management with Change (Figure 2-21)
 - Manage Quality vs. Control Quality
 - Cost of Quality
 - Cost of Change (Figure 2-22)
 - Interaction with Other Performance Domains
 - Checking Results (Table 2-8)

 - Measurement Performance Domain (Figure 2-23)
 - Definitions
 - Key Performance Indicators and Effective Metrics
 - Deliverable Metrics
 - Delivery
 - Baseline Performance and Earned Value Analysis and Forecasting
 - Resources
 - Business Value
 - Stakeholders
 - Presenting Information/Work Performance Reporting
 - Interaction with Other Performance Domains
 - Checking Results (Figure 2-9)

Exercise: Project Status Report

 - Uncertainty Performance Domain (Figure 2.32)
 - Definitions
 - General Uncertainty
 - Ambiguity

-
- Complexity
 - Volatility and Risk Audits
 - Management and Contingency Reserve
 - Interaction with Other Performance Domains
 - Checking Results (Figure 2-10)

Tailoring

- Overview
- Why Tailor and What to Tailor
- The Tailoring Process
- Tailoring the Performance Domains
- Diagnostics
- Summary

Models, Methods, and Artifacts

- Overview
- Commonly Used Models
- Models Applied Across Performance Domains
- Commonly Used Methods
- Methods Applied Across Performance Domains
- Commonly Used Artifacts
- Artifacts Applied Across Performance Domains

**PROJECT MANAGEMENT FUNDAMENTALS
USING MS PROJECT
V7.0
(3 days, 21 PDUs)**

Learning Objectives

- To understand the project environment and the impact projects and the project process has on the organization.
- To understand the principles of project management which provide guidance and support in helping the project manager and the project team provide value throughout the project.
- To learn the basic foundational features of using MS Project.
- To identify and define the project performance domains that provide structure in supporting the people, processes, and business environment.
- To identify, plan, and manage using multiple project development approaches including predictive, iterative, incremental, and agile/adaptive approaches.
- To allow students to bring a project to class to develop the scope, schedule and cost baselines following the practices defined in the performance domains.
- To understand the various methods of managing and controlling scope, schedule, cost, quality, resources, communications, procurement, stakeholders, and risks.

Course Overview and Agenda

The objective of Project Management Principles Using MS Project is to present the best practices of planning and managing all aspects of project while integrating MS Project, a leading project management information system. Using a lecture and exercise format, the students will learn project management following the foundation provided in the *Guide to the Project Management Body of Knowledge (PMBOK® Guide)* established by the Project Management Institute (PMI). Upon completing the class students will understand and be capable of implementing the primary principles and domains needed to plan and manage and effective project. This class will also allow students to develop actual project management plans and schedules that can be taken back to their jobs for further planning and execution

Introduction

- Key Terms and Concepts
- System For Value Delivery (Figure 2-2)
- Information Flow (Figure 2-3)
- Organizational Governance
- Functions Associated With Projects
- The Project Environment
 - Internal Environment
 - External Environment
 - Product Management
 - Sample Product Life Cycle (Figure 2-4)
 - Project Management within a Product Life Cycle
 - Product Management within a Program
 - Managing Expectations
 - Cost of Rework

Project Management Principles

- PMI Code of Conduct
- Be a Diligent, Respectful and Caring Steward (Figure 3-2)
- Create a Collaborative Project Team Environment (Figure 3-3)
- Effectively Engage with Stakeholders (Figure 3-4)
- Focus on Value (Figure 3-5)
- Recognize, Evaluate, and Respond to System Interactions (Figure 3-6)
- Demonstrate Leadership Behaviors (Figure 3-7)
- Tailor Based on Context (Figure 3-8)
- Build Quality into Processes and Deliverables (Figure 3-9)
- Navigate Complexity (Figure 3-10)
- Optimize Risk Responses (Figure 3-11)
- Enhance Adaptability and Resiliency (Figure 3-12)

-
- Enable Change to Achieve the Envisioned Future State (Figure 3-13)
 - Relationship Between Project Management Principles and Project Performance Domains (Figure 1-1)

MS Project Demo: Preparing Preliminary Views and Templates

Exercise: Create Preliminary Views and Templates

Project Performance Domains

1. Stakeholder Performance Domain (Figure 2-1)
 - Definitions
 - Examples of Project Stakeholders (Figure 2-2)
 - Stakeholder Engagement (Figure 2-3)
 - Interactions with Other Performance Domains
 - Checking Results (Table 2-2)
2. Team Performance Domain (Figure 2-4)
 - Definitions
 - Project Team Management and Leadership
 - High Performing Project Teams
 - Leadership Skills
 - Establishing and Maintaining Vision
 - Critical Thinking
 - Motivation
 - Interpersonal Skills
 - Tailoring Leadership Styles
 - Interactions with Other Performance Domains
 - Checking Results (Table 2-3)
3. Development Approach and Life Cycle Performance Domains (Figure 2-6)
 - Definitions
 - Development, Cadence, and Life Cycle Relationships
 - Development Approaches (Figure 2-8)
 - Considerations for Selecting a Development Approach
 - Life Cycle and Phase Definitions (Figures 2-9, 2-10, 2-11)
 - Aligning of Delivery Cadence, Development Approach, and Life Cycle
 - Interaction with Other Domains
 - Checking Results (Table 2-5)
4. Planning Performance Domain (Figure 2-13)
 - Definitions
 - Initiating a Project
 - Planning a Project
 - Project Management Plan
 - Project Product Analysis
 - Project Analysis Checklist and Survey (PACS)
 - Sample Project Management Plan
 - Creating the Scope Baseline
 - Requirements Solicitation
 - Project Scope Statement
 - Work Breakdown Structure
 - Work Breakdown Structure Dictionary
 - Creating the Schedule Baseline
 - Primary Dependency Relationship
 - Estimating Techniques
 - Steps in Creating the Schedule
 - Release and Iteration Plan (Figure 2-17)

MS Project Demo: Creating Summary Tasks from the WBS

Exercise: Creating the Scope Baseline

MS Project Demo: Creating Activities, Assigning Dependencies, Resources, and Estimates. Determining the Critical Path and Viewing Milestones

Exercise: Creating the Schedule Baseline

- Creating the Cost Baseline
 - Cost Budgeting Tools and Techniques
 - Budget Buildup (Figure 2-18) – Contingency Reserve and Management Reserve:

Exercise: Creating the Cost Baseline

- Other Plans
 - Change Management Plan
 - Quality Management Plan
 - Resource Management Plan

MS Project Demo: Loading Resources

Exercise: Load Resources into your Project

- Communications Management Plan
- Procurement Management Plan
- Stakeholder Engagement Plan
- Risk Management Plan

Exercise: Creating the Risk Register

- Interaction with Other Domain
 - Checking Results (Table 2-6)
5. Project Work Performance Domain (Figure 2-19)
- Definitions
 - Project Processes
 - Maintaining Team Focus and Communications
 - Motivation Theory
 - Managing Procurements
 - Managing Change
 - Managing Project Knowledge
 - Interaction with Other Domains
 - Checking Results (Table 2-7)
6. Delivery Performance Domain (Figure 2-20)
- Definitions
 - Delivering Value
 - Deliverables
 - Scope Verification, Validation, and Acceptance
 - Schedule Management with Change (Figure 2-21)
- MS Project Demonstration: Updating Actual Hours, Forecasting, Schedule Compression, and Schedule Reporting
- Manage Quality vs. Control Quality
 - Cost of Quality
 - Cost of Change (Figure 2-22)
 - Interaction with Other Performance Domains
 - Checking Results (Table 2-8)
7. Measurement Performance Domain (Figure 2-23)
- Definitions
 - Key Performance Indicators and Effective Metrics
 - Deliverable Metrics
 - Delivery
 - Baseline Performance and Earned Value Analysis and Forecasting
 - Resources
 - Business Value
 - Stakeholders
 - Presenting Information/Work Performance Reporting
 - Interaction with Other Performance Domains
 - Checking Results (Figure 2-9)

8. Uncertainty Performance Domain (Figure 2.32)
- Definitions
 - General Uncertainty
 - Ambiguity
 - Complexity
 - Volatility and Risk Audits
 - Management and Contingency Reserve
 - Interaction with Other Performance Domains
 - Checking Results (Figure 2-10)

Tailoring

Models, Methods, and Artifacts

PROJECT PLANNING PRINCIPLES
(2 days, 14 PDU)
V7.0

Learning Objectives

- To understand the project environment and the impact projects and the project process has on the organization.
- To understand the principles of project management which provide guidance and support in helping the project manager and the project team provide value throughout the project.
- To identify and define the project planning related performance domains that provide structure in supporting the people, processes, and business environment.
- To identify and plan using multiple project development approaches including predictive, iterative, incremental, and agile/adaptive approaches.
- To allow students to bring a project to class to develop the scope, schedule and cost baselines following the practices defined in the performance domains.

Course Overview and Agenda

The objective of Project Planning Principles is to introduce the students to basic project management concepts that can be applied directly to their projects. Using a lecture and exercise format, the students will learn project management following the foundation provided in the *Guide to the Project Management Body of Knowledge (PMBOK® Guide)* established by the Project Management Institute (PMI). Upon completing the class students will understand and be capable of initiating and planning an effective project. This class allow students to develop actual project management plans that can be taken back to their jobs for further planning and execution.

Introduction

- Key Terms and Concepts
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- Organizational Governance
- Functions Associated With Projects
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 - Internal Environment
 - External Environment
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 - Sample Product Life Cycle (Figure 2-4)
 - Project Management within a Product Life Cycle
 - Product Management within a Program
 - Managing Expectations
 - Cost of Rework

Project Management Principles

- PMI Code of Conduct
- Be a Diligent, Respectful and Caring Steward (Figure 3-2)
- Create a Collaborative Project Team Environment (Figure 3-3)
- Effectively Engage with Stakeholders (Figure 3-4)
- Focus on Value (Figure 3-5)
- Recognize, Evaluate, and Respond to System Interactions (Figure 3-6)
- Demonstrate Leadership Behaviors (Figure 3-7)
- Tailor Based on Context (Figure 3-8)
- Build Quality into Processes and Deliverables (Figure 3-9)
- Navigate Complexity (Figure 3-10)
- Optimize Risk Responses (Figure 3-11)
- Enhance Adaptability and Resiliency (Figure 3-12)
- Enable Change to Achieve the Envisioned Future State (Figure 3-13)
- Relationship Between Project Management Principles and Project Performance Domains (Figure 1-1)

Exercise: Case Study: Preparing for the FMR Software Implementation Project

Stakeholder Performance Domain (Figure 2-1)

- Definitions
- Examples of Project Stakeholders (Figure 2-2)
- Stakeholder Engagement (Figure 2-3)
- Interactions with Other Performance Domains
- Checking Results (Table 2-2)

Team Performance Domain (Figure 2-4)

- Definitions
- Project Team Management and Leadership
- High Performing Project Teams
- Leadership Skills
 - Establishing and Maintaining Vision
 - Critical Thinking
 - Motivation
 - Interpersonal Skills
- Tailoring Leadership Styles
- Interactions with Other Performance Domains
- Checking Results (Table 2-3)

Development Approach and Life Cycle Performance Domains (Figure 2-6)

- Definitions
- Development, Cadence, and Life Cycle Relationships
- Development Approaches (Figure 2-8)
- Considerations for Selecting a Development Approach
- Life Cycle and Phase Definitions (Figures 2-9, 2-10, 2-11)
- Aligning of Delivery Cadence, Development Approach, and Life Cycle
- Interaction with Other Domains
- Checking Results (Table 2-5)

Exercise: Determining the Development Approach for the FMR Software Implementation Project

Planning Performance Domain (Figure 2-13)

- Definitions
 - Initiating a Project
 - Develop Project Charter
 - Stakeholder Identification
 - Planning a Project
 - Project Management Plan
 - Project Product Analysis
 - Project Analysis Checklist and Survey (PACS)
 - Sample Project Management Plan
 - Creating the Scope Baseline
 - Requirements Solicitation
 - Project Scope Statement
 - Work Breakdown Structure
 - Work Breakdown Structure Dictionary
 - Creating the Schedule Baseline
 - Primary Dependency Relationship
 - Estimating Techniques
 - Steps in Creating the Schedule
 - Release and Iteration Plan (Figure 2-17)
 - Creating the Cost Baseline
 - Cost Budgeting Tools and Techniques
 - Budget Buildup (Figure 2-18) – Contingency Reserve and Management Reserve
- Exercise: Creating the Scope Baseline
- Exercise: Creating the Schedule Baseline
- Exercise: Creating the Cost Baseline

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- Other Plans
 - Change Management Plan
 - Quality Management Plan
 - Resource Management Plan
 - Communications Management Plan
 - Procurement Management Plan
 - Stakeholder Engagement Plan
 - Risk Management Plan

Exercise: Creating the Risk Register

- Interaction with Other Domain
- Checking Results (Table 2-6)

Models, Methods, and Artifacts

PROJECT MANAGEMENT OVERVIEW
(1 days, 7 PDUs)
V7.0

Learning Objectives

- To understand the project environment and the impact projects and the project process has on the organization.
- To understand the principles of project management which provide guidance and support in helping the project manager and the project team provide value throughout the project.
- To identify and define the project performance domains that provide structure in supporting the people, processes, and business environment.
- *Demonstrate the business value of good project management via good planning and execution.*
- *Discuss the value of minimizing rework*
- *Discuss the value of good project communications and the proper setting of expectations.*

Course Overview and Agenda

The objective of Project Management Overview is to introduce the students to business value of good project management principles and domains. Using a lecture and exercise format, the students will learn project management following the foundation provided in the *Guide to the Project Management Body of Knowledge (PMBOK® Guide)* established by the Project Management Institute (PMI). Upon completing the class students will understand and be capable of implementing the primary principles and domains needed to plan and manage and effective project.

Introduction

- Key Terms and Concepts
- System For Value Delivery (Figure 2-2)
- Information Flow (Figure 2-3)
- Organizational Governance
- Functions Associated With Projects
- The Project Environment
 - Internal Environment
 - External Environment
 - Product Management
 - Managing Expectations
 - Cost of Rework

Project Management Principles

- PMI Code of Conduct
- Be a Diligent, Respectful and Caring Steward (Figure 3-2)
- Create a Collaborative Project Team Environment (Figure 3-3)
- Effectively Engage with Stakeholders (Figure 3-4)
- Focus on Value (Figure 3-5)
- Recognize, Evaluate, and Respond to System Interactions (Figure 3-6)
- Demonstrate Leadership Behaviors (Figure 3-7)
- Tailor Based on Context (Figure 3-8)
- Build Quality into Processes and Deliverables (Figure 3-9)
- Navigate Complexity (Figure 3-10)
- Optimize Risk Responses (Figure 3-11)
- Enhance Adaptability and Resiliency (Figure 3-12)
- Enable Change to Achieve the Envisioned Future State (Figure 3-13)
- Relationship Between Project Management Principles and Project Performance Domains (Figure 1-1)

Project Performance Domains

- Stakeholder Performance Domain (Figure 2-1)
- Team Performance Domain (Figure 2-4)
- Development Approach and Life Cycle Performance Domains (Figure 2-6)

Exercise: Determining the Development Approach for the FMR Software Implementation Project

- Planning Performance Domain (Figure 2-13)

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- Project Work Performance Domain (Figure 2-19)
 - Delivery Performance Domain (Figure 2-20)
 - Measurement Performance Domain (Figure 2-23)
 - Uncertainty Performance Domain (Figure 2.32)

Tailoring

Models, Methods, and Artifacts

PROJECT MANAGEMENT EXECUTIVE OVERVIEW
(4 hours, 3 PDUs)
V7.0

Learning Objectives

- To understand the principles of project management which provide guidance and support in helping the project manager and the project team provide value throughout the project.
- To identify and define the project performance domains that provide structure in supporting the people, processes, and business environment.
- *Demonstrate the business value of good project management via good planning and execution.*
- *Discuss the value of good project communications and the proper setting of expectations.*

Course Overview and Agenda

The objective of Project Management Executive Overview is to introduce the students to business value of good project management principles and domains. Executives will learn project management following the foundation provided in the *Guide to the Project Management Body of Knowledge (PMBOK® Guide)* established by the Project Management Institute (PMI).

Project Management Principles

- PMI Code of Conduct
- Be a Diligent, Respectful and Caring Steward (Figure 3-2)
- Create a Collaborative Project Team Environment (Figure 3-3)
- Effectively Engage with Stakeholders (Figure 3-4)
- Focus on Value (Figure 3-5)
- Recognize, Evaluate, and Respond to System Interactions (Figure 3-6)
- Demonstrate Leadership Behaviors (Figure 3-7)
- Tailor Based on Context (Figure 3-8)
- Build Quality into Processes and Deliverables (Figure 3-9)
- Navigate Complexity (Figure 3-10)
- Optimize Risk Responses (Figure 3-11)
- Enhance Adaptability and Resiliency (Figure 3-12)
- Enable Change to Achieve the Envisioned Future State (Figure 3-13)
- Relationship Between Project Management Principles and Project Performance Domains (Figure 1-1)

Project Performance Domains

- Stakeholder Performance Domain (Figure 2-1)
- Team Performance Domain (Figure 2-4)
- Development Approach and Life Cycle Performance Domains (Figure 2-6)

Exercise: Determining the Development Approach for the FMR Software Implementation Project

- Planning Performance Domain (Figure 2-13)
- Project Work Performance Domain (Figure 2-19)
- Delivery Performance Domain (Figure 2-20)
- Measurement Performance Domain (Figure 2-23)
- Uncertainty Performance Domain (Figure 2.32)

Tailoring

Models, Methods, and Artifacts

PROJECT RISK MANAGEMENT
(2 days, 14 PDUs)
V7.0

Learning Objectives

- *Define risk management and discuss the importance of the Uncertainty Performance Domain.*
- *Understand the importance of risk assessment from project initiation through closing.*
- *Discuss roles and responsibilities of various stakeholders in risk management*
- *To develop a comprehensive risk management plan that can be used throughout the project and on future projects.*
- *Discuss the process of risk management including identify activities, perform qualitative and quantitative analysis, plan risk responses, implement risk responses, and monitor risks*

Course Overview and Agenda

The objective of Risk Management is to introduce the students to basic risk assessment and management concepts that can be applied directly to their projects. Using a discussion and exercise format, the students will learn risk management following the foundation provided in the *Guide to the Project Management Body of Knowledge (PMBOK® Guide)* established by the Project Management Institute (PMI). Student will perform a risk assessment using project data from a project of their choosing. Upon completing the class students will understand all aspects of risk assessment including risk management planning, risk identification, qualitative and quantitative risk analysis, risk response planning, and implementing and monitoring risks.

Introduction

- Key Terms and Concepts
- System For Value Delivery (Figure 2-2)
- Project Constraints
- Cost of Rework
- Management of Expectations
- Influence of Risk Across the Project Lifecycle
- Optimize Risk Responses (Figure 3-11)
- Uncertainty Performance Domain (Figure 2.32)
 - Definitions
 - General Uncertainty
 - Ambiguity
 - Complexity
 - Volatility
 - Risk
 - Interaction with Other Performance Domains
 - Checking Results (Figure 2-10)
- Role of the Project Manager in Risk Assessment
- Role of the Project Team and Subject Matter Experts in Risk Assessment

Initiating

- Develop Project Charter
- Contents of the Project Charter
- Identify Stakeholders
- Power/Interest Grid
- High Level Risk Assessment
- Exercise: Project Charter and High-Level Risk Assessment

Planning

- Project Management Plan
- Project/Product Analysis
- Project Analysis Checklist and Survey (PACS)
- Sample Project Management Plan
- Risk Management Process

1. Plan Risk Management

- Risk Management Process
- Organizational Risk Tolerance

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- Probability and Impact Matrix
 - Impact Matrix
 - Contingency Reserve
 - Management Reserve
 - Risk Management Plan

Exercise: Risk Management Plan

2. Identify Risks

- Identify Risk Process
- Risk Identification Techniques
- Risk Triggers
- Risk Owners
- Risk Register Creation

Exercise: Risk Identification

3. Perform Qualitative Risk Analysis

- Qualitative Risk Analysis Process
- Probability of Occurrence
- Impact on Project Objectives
- Risk Score
- Risk Register Updates

Exercise: Risk Prioritization

4. Perform Quantitative Risk Analysis

- Quantitative Risk Analysis Process
- Expected Monetary Value
- Contingency Reserve vs. Management Reserve
- Decision Tree Analysis
- Simulation Models
- Risk Register Updates

Exercise: Calculating Expected Monetary Value

5. Plan Risk Responses

- Risk Response Process
- Risk Response Strategies
- Contingency and Fallback Plans
- Residual Risks vs. Secondary Risks
- Risk Register Updates
- Project Management Plan Updates

Exercise: Risk Response Creation and Project Management Plan Updates

Executing, Monitoring and Controlling

1. Implement Risk Responses

- Implement Risk Response Process
- Expert Judgment
- Interpersonal and Team Skills
- Project Management Information Skills
- Change Requests
- Project Documents Updates

2. Monitor Risks

- Monitor Risk Process
- Updating the Contingency Reserve
- Risk Register Updates
- Managing impacts on the project

Exercise: Risk Register and Contingency Reserve Update

INTRODUCTION TO EARNED VALUE

(1 days, 7 PDUs)

Learning Objectives

- Introduce basic earned value concepts and to recognize how to manage and report against metrics produced.
- Use metrics to forecast cost and schedule status.
- Discuss the importance of developing solid scope, schedule, and cost baseline so to effectively capture earned value metrics.
- Demonstrate concepts via case study and exercises

Course Overview and Agenda

The objective of Introduction to Earned Value Management is to introduce the students to basic earned value concepts and to recognize how to manage and report against the metrics that are produced. Using a lecture and exercise format, the students will learn earned value following the foundation provided in the *Guide to the Project Management Body of Knowledge (PMBOK® Guide)* established by the Project Management Institute (PMI). Students will then follow a case study through planning, executing, and monitoring and controlling to report earned value metrics and present the impact on the cost of completing the project.

1. Introduction

2. Project Life Cycle

3. Project Management Process Overview

4. Project Integration Management

- Develop Project Charter
- Develop Project Management Plan
- Develop and Manage Project Work
- Monitor and Control Project Work
- Perform Integrated Change Control
- Close Project or Phase

5. Developing the Schedule Baseline

6. Project Cost Management

- Project Cost Management and Its Components
- Cost Management Plan
- Cost Estimating
- Cost Budgeting

Exercise 1: Estimating and Budgeting – Creating the Cost Baseline

- Cost Control

Exercise 2: 1st Execution Cycle

Exercise 3: 2nd Execution Cycle

Exercise 4: Final Status Report

7. Earned Value in an Agile Project

MANAGING TEAMS WITH SERVANT LEADERSHIP (1 day, 7 PDUs)

Learning Objectives

- *Understand what truly motivates the average team member.*
- *Use this understanding to demonstrate and apply servant leadership principles.*
- *Discuss the Seven (7) Pillars of Servant Leadership” as published by James W. Sipe and Don M. Frick while incorporating the ten (10) characteristics that all leaders must aspire to obtain: listening, empathy, healing, awareness, persuasion, conceptualism, foresight, stewardship, commitment to the growth of people, and the building of community.*

Course Overview and Agenda

The objective of this course is to first understand what truly motivates the average team member and then justify and demonstrate the application of servant leadership principles. Servant Leadership is an ethical perspective toward leadership that was originally developed by Robert K. Greenleaf during the 1960’s and 1970’s and further defined by Larry Spears in 1998. It is a set of practices that enrich the lives of individuals, builds better organizations, and creates a more just and caring world. Discussion will include the “*Seven (7) Pillars of Servant Leadership*” as published by James W. Sipe and Don M. Frick while incorporating Spears’ ten (10) characteristics that all leaders must aspire to obtain: listening, empathy, healing, awareness, persuasion, conceptualism, foresight, stewardship, commitment to the growth of people, and the building of community.

This unique leadership perspective considers the needs of the whole community, customers, and employees while incorporating the corporate strategy and culture. Each student will leave with a list of lessons learned and some actions to create a truly satisfying and productive project environment.

Introduction

Morale and Motivational Theories to Understand Team Members

- Traditional Theories of Motivation
- MIT Federal Reserve Board Study
- Attitude Study by Project Management Experts (PME)
- Case Studies/Exercises

Recommendations

Seven Pillars of a Servant Leadership. A Servant Leader:

1. Is a person of character who maintains integrity, humility and serves a higher purpose.
2. Puts people first by committing to individual growth, support, healing, and stewardship.
3. Is a skilled communicator by listening, empathizing, persuading, and inviting feedback.
4. Is a compassionate collaborator by being aware of the value of relationships, supports diversity, expresses appreciation, and respectively negotiates conflicts;
5. Has foresight because he/she goes beyond short term goals and conceptualizes long term impacts, visualizes bigger possibilities, and takes courageous and decisive action.
6. Is a systems thinker by acting strategically (and not just tactically) and serves as a steward to team members, the organization, and the community as a whole.
7. Leads with moral authority by demonstrating personal responsibility in the careers of team members, sharing, and delegating control, and being courageous when confronted with moral and ethical dilemmas.

Final Exercise/Role Play

EFFECTIVE NEGOTIATION TECHNIQUES

(1 day, 7 PDUs)

Learning Objectives

- Examine the relationship between power, rights, and interests
- Recognize “hard bargaining” strategies
- Explore the characteristics of principled-based negotiation
 - Value “interest” over “position”
 - Develop options for mutual benefit
 - Document objective criteria to measure success of the negotiation agreement
- Review when to negotiate and when to leave a negotiation based on identifying alternatives
- Practice negotiation skills
- Create a plan to apply the content to their current work.

Course Overview and Agenda

People, project managers, and organizations negotiate every day. In this one-day course, participants will examine different types of negotiation techniques and when to best use them. First, the term “negotiation” must be defined. Does negotiation mean compromise and giving up things we should keep? Can we negotiate by taking unilateral action or will that cause a less-than-desirable outcome? Although we must use our intuition and experience to know when to negotiate, we can get better outcomes with some knowledge, skills, and techniques from which to choose the best negotiation strategy. The course content will explore the relationship between power, rights, and interests. By the end of the session, participants will become familiar with a variety of negotiation strategies and when to select (or change to) one technique over another. Course agenda can be found below:

Welcome, Introduction, and syllabus overview

Distinguish “negotiation” from “bargaining”
Recognize “negotiation” as a type of conflict
Identify one’s personal preference in conflict
Activity: Conflict Management Inventory

Module 1: Bargaining Techniques

Common tactics for getting what you want
Case Study 1
Document insights and lessons learned

Module 2: Principled Negotiation Characteristics

- Examine Key Strategies
- Focus on interests, not positions
- Separate people from issues
- Develop options for mutual benefit
- Use objective criteria to measure successful outcome
- Explore a Four-Step Process
 1. Planning
Case Study 2
 2. Engagement
 3. Agreement
Case Study 3
 4. Follow-through

Module 3: When They Are Not Negotiating

Review six strategies to maintain your focus on principled negotiation
Examine when to select a new approach, including hard bargaining
Case Study 4

Summary and Next Steps

Review class and individual lessons learned from case studies
Create personal Application Plan (how participant will use content at work)
Final Questions
Course Evaluations

EFFECTIVE COMMUNICATIONS TECHNIQUES (1 day, 7 PDUs)

Learning Objectives

- Understand the Project Management Principles as they relate to communications.
- Understand the Project Performance Domains related to effective communications,
- Provide an understanding of the communications model, methods, and listening skills.
- Provide a process to better understand and be understood by stakeholders.
- Provide templates for various communications reports and spreadsheets.
- Provide innovative techniques to stay positive in dealing with conflict.

Course Overview and Agenda

The Effective Communications Techniques course provides the framework to ensure efficient and effective project communications and stakeholder management. Students will learn the communication model, communications methods, listening skills and a process to better understand and be understood by project stakeholders.

The training course will provide classroom learning, practice scenarios and exercises to prepare you for managing and effectively communicating in any project environment.

Project Management Principles

- PMI Code of Conduct
- Be a Diligent, Respectful and Caring Steward (Figure 3-2)
- Create a Collaborative Project Team Environment (Figure 3-3)
- Effectively Engage with Stakeholders (Figure 3-4)
- Focus on Value (Figure 3-5)
- Recognize, Evaluate, and Respond to System Interactions (Figure 3-6)
- Demonstrate Leadership Behaviors (Figure 3-7)
- Tailor Based on Context (Figure 3-8)
- Build Quality into Processes and Deliverables (Figure 3-9)
- Navigate Complexity (Figure 3-10)
- Optimize Risk Responses (Figure 3-11)
- Enhance Adaptability and Resiliency (Figure 3-12)
- Enable Change to Achieve the Envisioned Future State (Figure 3-13)
- Relationship Between Project Management Principles and Project Performance Domains (Figure 1-1)

Exercise: Case Study: Preparing for the FMR Software Implementation Project

Project Performance Domains

- Stakeholder Performance Domain (Figure 2-1)
 - Definitions
 - Examples of Project Stakeholders (Figure 2-2)
 - Stakeholder Engagement (Figure 2-3)
 - Interactions with Other Performance Domains
 - Checking Results (Table 2-2)
- Team Performance Domain (Figure 2-4)
 - Definitions
 - Project Team Management and Leadership
 - High Performing Project Teams
 - Leadership Skills
 - Establishing and Maintaining Vision
 - Critical Thinking
 - Motivation
 - Interpersonal Skills
 - Tailoring Leadership Styles

Effective Communications

- Active Listening Steps
- Communication Model and Methods

Exercise: Practicing the art of listening

Initiating the Project to Identify Stakeholders

- Stakeholder Register
- Engagement Assessment

Exercise: Roll playing: Understanding stakeholder's needs

Planning Communication and Stakeholder Management

- Planning Communications and Stakeholder Management
- Communications Analysis
- Communications Management Plan
- Communications Management Matrix
- Deliverable Matrix
- Stakeholder Management Plan
- Issues log
- Project status report

Exercise: Honing skills using empathy strategies for effective communication

Executing the Project by Managing Communications and Stakeholders

- Communication Channels
- Managing Conflict
- Managing Stakeholder Engagement
- Dealing with Performance Issues
- Managing Issues

Monitoring and Controlling Communications and Stakeholders

- When Should You Change Your Approach?
- Monitoring Stakeholder Engagement
- Monitoring Communications
- Project Status Reports

Role Play: Missed Communications

INNOVATION AND PROJECT MANAGEMENT (1 day, 7 PDUs)

Learning Objectives

- To use innovation strategies to improve the project outcomes and deliverables.
- To explore innovative approaches to processes and methods to increase productivity (effective use of project time and money)
- Establishing and promoting a culture of innovation within the project team.

Course Overview and Agenda

In this course, participants will systematically explore the relationship of innovation (doing things in different ways) and project management (establishing and following standards to accomplish a goal). In this context, “innovation” represents a strategy that can add value to project deliverables, more easily satisfy the customer’s need, and increase the capabilities of the performing organization. Innovation, whether technology-based or process-based, is best defined as discovering a different way to address a problem or use a technology to enhance an existing solution. Effective project management techniques also benefit both the customer by meeting their need and the performing organization either through financial return or supporting their Strategic Objectives. Combining project management discipline with innovative insights can supply dramatic results to project outcomes. By the end of the session, participants will create a plan to apply the content to their current work.

Module 1: Introduction

Establish definition of “innovation” as different from “creativity” and “optimization”
“An original or novel approach to an existing problem providing a value-added solution”
Review of mental habits regarding “innovation”
Case Study 1

Module 2: Innovation Projects

Explore mental habits – structured or flexible
Examine the dynamic balance between standards and new ideas or processes
Identify “innovation” as change
Case Study 2

Module 3: Innovation Within Projects

Explore the role of the PM in project innovation
Examine the personal characteristics as PM
Review the impact of “Innovation Management” within project and organization
Case study 3

Module 4: Encouraging Innovation

Establish a project culture to support innovation
Use Team Charter to support innovation
Explore three traps to avoid and six solution strategies
Case Study 4

Module 5: Summary and Next Steps

Review strategies to respond to internal and external pressure for innovation
Create personal Application Plan (how participant will use content at work)
Final Questions
Course Evaluations

LEADING THROUGH CHANGE (1 day, 7 PDUs)

Learning Objectives

- Recognize the need for a particular change and articulating a strategy to respond to change.
- Stress the importance of leaders/managers to encourage buy-in and commitment.
- Stress the importance of addressing issues and concerns.
- Provide leaders with change models and tools to provide support and direction to their teams during organizational, team, or project changes.

Course Overview and Agenda

In today's business environment, the pace and sources of change are multiplying. In order to adapt, people and organizations look to those they trust for guidance and support – those in leadership positions. Leader/managers can identify and address the questions and concerns of team members, provide a direction for moving forward, and communicate strategies to continue to meet strategic and project objectives. Those in leadership positions play a vital role in seeing that team members understand the benefits and new opportunities brought about by the change, as well as to embrace and progress through the change. *Leading Through Change* focuses strategies and models that assist people to acknowledge and adjust to changing business conditions.

Module 1: Introduction to Change and the Leadership Role within this Context

- Define 'change'
- Review the role of the "nominal" leader
- Review common sources and cause of change
- Explore common responses to change
- Examine the individual and team responses to change

Activity: Case Study 1

Module 2: Change Models and strategies

- Review reasons a change response fails
- Explore communication as a tool for calm and coordination
- Examine the Force Field Tool
- Forming a partnership for a change response
- Inspiring a shared vision
- Creating a sense of urgency

Activity: Case Study 2

Module 3: The Leadership and Management Roles

- Review the responsibilities of each role
- Recognize the leader/manager is also a human being in a work role
- Examine responsibilities to the team
- Examine responsibilities to organization

Activity: Case Study 3

Module 4: Strategies to Embrace Change

- Review strategies to remove obstacles
- Explore strategies to identify and build on successes
- Review the importance of creating and celebrating early successes
- Examine strategies the anchor and normalize change responses

Activity: Create an individualized plan to apply the course content at work

Module 5: Summary and Next Steps