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# COURSE CATALOG

## 2023

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# 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

## Certification

Participants will receive a certificate of completion and be eligible to claim 6 Ways of Working and 1 Power Skills PDUs.

# INTERMEDIATE AGILE ESSENTIALS

(2 days, 14 PDUs)

This course provides participants with in-depth training on Agile and Scrum practices. It incorporates components of the Scrum Alliance's Certified Scrum Master (CSM®) and Certified Product Owner (CSPO®) course outlines 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 and 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 Ways of Working and 2 Power Skills PDUs
- Scrum Alliance: 14 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

### **Certification**

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

- Project Management Institute: 18 Ways of Working and 3 Power Skills PDUs
- Scrum Alliance: 21 SEUs.

# **SCRUMstudy FUNDAMENTAL CERTIFIED (SFC)<sup>TM</sup>**

**(1 day, 7 PDUs)**

## **Learning Objectives**

- To learn the key concepts in Scrum as defined in the Scrum Body of Knowledge (*SBOK<sup>TM</sup>* 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<sup>TM</sup>) certificate by SCRUMstudy<sup>TM</sup> 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<sup>TM</sup> Guide)**

### **Framework of the SBOK<sup>TM</sup> Guide**



# SCRUMstudy DEVELOPER CERTIFIED (SDC)<sup>TM</sup>

(2 day, 14 PDUs)

Certification	Prerequisites		Target Audience	Maintaining Certification (RCUs)
	Experience	Education		
SDC <sup>TM</sup>	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 (*SBOK<sup>TM</sup>* 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 (SDC<sup>TM</sup>) certificate by SCRUMstudy<sup>TM</sup> 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 (*SBOK<sup>TM</sup>* 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)<sup>™</sup>

(2 days, 14 PDUs)

Certification	Prerequisites		Target Audience	Maintaining Certification (RCUs)
	Experience	Education		
SMC <sup>™</sup>	Nil	Preferably SDC <sup>™</sup> 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<sup>™</sup>* 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<sup>™</sup>) certificate by SCRUMstudy<sup>™</sup> 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)<sup>™</sup>

(2 days, 14 PDUs)

Certification	Prerequisites		Target Audience	Maintaining Certification (RCUs)
	Experience	Education		
SPOC <sup>™</sup>	Nil	Preferably SDC <sup>™</sup> (or) SMC <sup>™</sup> 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 (*SBOK<sup>™</sup>* 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 (SPOC<sup>™</sup>) certificate by SCRUMstudy<sup>™</sup> 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)<sup>TM</sup>

(3 days, 21 PDUs)

Certification	Prerequisites		Target Audience	Maintaining Certification (RCUs)
	Experience	Education		
SAMC <sup>TM</sup>	Nil	Preferably SDC <sup>TM</sup> (or) SMC <sup>TM</sup> 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<sup>TM</sup>* 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)<sup>TM</sup> 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<sup>TM</sup>) certificate by SCRUMstudy<sup>TM</sup> 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
- 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
- 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)<sup>®</sup>

(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 2 day, 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. However, issues of 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®). SAFe® builds on the successful Agile team-based practices so we can scale Agile to programs, complex solutions, and enterprise portfolio management functions. Attendees will learn to deliver value through Agile Release Trains (ART), and what it means to lead a Lean-Agile transformation of a program inside a Government agency.

Attendees understand the Lean-Agile mindset and why it is an essential foundation for transforming how we work. 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.

## **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 them 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 (one free attempt)

## **Prerequisites**

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

- A foundational understanding of the Agile Manifesto, Lean principles, and SAFe® Principles is required using pre-work suggestions
- A foundational understanding of 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)<sup>®</sup> EXAM BOOTCAMP

## 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)<sup>®</sup> 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)<sup>®</sup> 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)<sup>®</sup> Project Management Professional (PMP)<sup>®</sup> 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<sup>®</sup> 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.

### Materials

- PMI Authorized Exam Prep. Textbook – Hardcopy
- PMI Online Exam Prep. Materials – Videos, Assessment Tests, Slide Deck, Study Guidelines
- PMI PMP® Classroom Study Materials – Activities and Mastery Builder Questions – Hardcopy
- PMI PMP® Exam Content Outline – Softcopy
- PMP® Exam Prep. Post-Class Cloned Questions - Softcopy

## 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**

**Mastery Builder 5-1**

**Mastery Builder Review**



# CERTIFIED ASSOCIATE IN PROJECT MANAGEMENT (CAPM)<sup>®</sup> EXAM BOOTCAMP TRAINING (4 days, 25 PDUs)

## Learning Objectives

- Provide all pertinent knowledge from the latest version of the *PMBOK<sup>®</sup> 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<sup>®</sup> 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<sup>®</sup> 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 an 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)
  - 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
  - Checking Results (Table 2-3)
- Development Approach and Life Cycle Performance Domains (Figure 2-6)
  - Definitions
  - Development Approaches (Figure 2-8)
  - Considerations for Selecting a Development Approach
  - Life Cycle and Phase Definitions (Figures 2-9, 2-10, 2-11)
  - Delivery Cadence and Development Approach (Table 2-4)
  - 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 the 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

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

Exercise: Creating the Budget at Completion and Identifying the Triple Constraints

- Creating the Risk Register
  - Plan Risk Management
  - Identify Risks
  - Perform Qualitative Analysis
  - Perform Quantitative Analysis
  - Plan Risk Responses
- 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

- Checking Results (Table 2-6)
- Project Work Performance Domain (Figure 2-19)
  - Definitions
  - Managing the Process and the Team
  - Motivation Theory
  - Managing Procurements
  - Managing Change
  - Managing Project Knowledge
  - Checking Results (Table 2-7)
- Delivery Performance Domain (Figure 2-20)
  - Definitions
  - Delivering Value
  - 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)
  - Checking Results (Table 2-8)
- Measurement Performance Domain (Figure 2-23)

- Definitions
- Key Performance Indicators and Effective Metrics
- Measuring Value
- Baseline Performance and Earned Value Analysis and Forecasting
- Resources
- Business Value
- Stakeholders
- Presenting Information/Work Performance Reporting
- 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
  - Checking Results (Figure 2-10)

**Tailoring**

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

**Final Exercise**

# PROJECT MANAGEMENT FUNDAMENTALS USING MICROSOFT 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 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, Microsoft Project 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 Using MS Project 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 and Microsoft Project 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
- MS Project Demo: Preparing Preliminary Views and Templates

## **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)
  - 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
  - Checking Results (Table 2-3)
- Development Approach and Life Cycle Performance Domains (Figure 2-6)
  - Definitions
  - Development Approaches (Figure 2-8)
  - Considerations for Selecting a Development Approach
  - Life Cycle and Phase Definitions (Figures 2-9, 2-10, 2-11)
  - Delivery Cadence and Development Approach (Table 2-4)
  - 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 and Summary Tasks in MS Project
- 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 in MS Project
- Creating the Cost Baseline
  - Cost Budgeting Tools and Techniques
  - Budget Buildup (Figure 2-18) – Contingency Reserve and Management Reserve

Exercise: Updating the Resource List, Labor Rates and Reporting the Budget at Completion and the Cost Baseline in MS Project. Viewing MS Project Reports.
- Creating the Risk Register
  - Plan Risk Management
  - Identify Risks
  - Perform Qualitative Analysis
  - Perform Quantitative Analysis
  - Plan Risk Responses

Exercise: Creating the Risk Register
- Other Plans
  - Change Management Plan
  - Quality Management Plan
  - Resource Management Plan
  - Communications Management Plan
  - Procurement Management Plan
  - Stakeholder Engagement Plan
- Checking Results (Table 2-6)
- Project Work Performance Domain (Figure 2-19)
  - Definitions
  - Maintaining the Process and the Team
  - Motivation Theory
  - Managing Procurements
  - Managing Change
  - Managing Project Knowledge
  - Checking Results (Table 2-7)
- Delivery Performance Domain (Figure 2-20)
  - Definitions
  - Delivering Value
  - 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)
- Checking Results (Table 2-8)
- Measurement Performance Domain (Figure 2-23)
  - Definitions
  - Key Performance Indicators and Effective Metrics
  - Measuring Value
  - Baseline Performance and Earned Value Analysis and Forecasting
  - Resources
  - Business Value
  - Stakeholders
  - Presenting Information/Work Performance Reporting
  - Checking Results (Figure 2-9)

Exercise: Updating the Project Schedule and Reporting Status in MS Project

- Uncertainty Performance Domain (Figure 2.32)
  - Definitions
  - General Uncertainty
  - Ambiguity
  - Complexity
  - Volatility and Risk Audits
  - Management and Contingency Reserve
  - Checking Results (Figure 2-10)

## **Tailoring**

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

# 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
- 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

### **Stakeholder Performance Domain (Figure 2-1)**

- Definitions
- Examples of Project Stakeholders (Figure 2-2)
- Stakeholder Engagement (Figure 2-3)
- 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
- Checking Results (Table 2-3)

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

- Definitions
- Development Approaches (Figure 2-8)
- Considerations for Selecting a Development Approach
- Life Cycle and Phase Definitions (Figures 2-9, 2-10, 2-11)
- Delivery Cadence and Development Approach (Table 2-4)
- 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
- Creating the Cost Baseline
  - Cost Estimating and Budgeting
  - Budget Buildup (Figure 2-18) – Contingency Reserve and Management Reserve
- Exercise: Creating the Budget at Completion and Identifying the Triple Constraints
- Creating the Risk Register
  - Plan Risk Management
  - Identify Risks
  - Perform Qualitative Analysis
  - Perform Quantitative Analysis
  - Plan Risk Responses
- Exercise: Creating the Risk Register
- Other Plans
  - Change Management Plan
  - Quality Management Plan
  - Resource Management Plan
  - Communications Management Plan
  - Procurement Management Plan
  - Stakeholder Engagement Plan
- Checking Results (Table 2-6)

# 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)

Exercise: Creating the Scope, Schedule, and Cost Baselines

- 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**

# 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**



# 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
- 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

## V7

(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 Management Process Overview

#### 3. Developing the Primary Project Baselines

- Develop Project Charter
- Develop Project Management Plan
- Develop the Scope Baseline
- Develop the Schedule Baseline
- Develop the Cost Baseline

Exercise: Fiscal Donation System

#### 4. Execute, Monitor, and Control the Project

- Direct and Manage Project Work
- Manage Project Knowledge
- Monitor and Control Project Work
- Perform Integrated Change Control
- Controlling Costs Using Earned Value

Exercise: Cost Impacts

- Forecasting with Earned Value

#### 5. Earned Value on an Agile Project

#### 6. Final Case Study

# 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 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 respectfully 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 in both formal negotiations and “everyday” negotiations around priorities and scheduling with a team or department. 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:

(Note - Case studies selection based on client preference and will include both commercial and public sector examples)

## **Welcome, Introduction, and syllabus overview**

- Distinguish “negotiation” from “bargaining”
  - Recognize “negotiation” as a type of conflict resolution
  - 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: ESSENTIAL STRATEGIES FOR TODAY'S WORKFORCE**

**(1.5 Days, 11 PDUs)**

## **Learning Objectives**

- Understand the Project Management Principles as they relate to communications.
- Develop and improve communication skills to deal with change, conflict, negotiation.
- Provide an understanding of the communications model, methods, and listening skills.
- Provide a process to better understand and be understood by stakeholders and team members.
- Provide templates for various communications reports and spreadsheets that facilitate managing project communications.
- Learn and use the power of storytelling to lead others to action
- Learn how to use the DISC model to better understand and motivate team members

## **Course Overview and Agenda**

The Effective Communications course provides the framework to ensure efficient and effective project communications and stakeholder management. Students will learn necessary skills, methods and models and a project-based 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-based Principles**

- PMI Code of Conduct
- Focus on Value
- Be a Diligent, Respectful and Caring Steward
- Create a Collaborative Project Team Environment
- Demonstrate Leadership Behaviors
- Tailor Based on Context
- Navigate Complexity

## **Skills**

- Leadership Skills
  - Servant Leadership
- Establishing and Maintaining Vision
- Critical Thinking
- Motivation
- Interpersonal Skills
- Emotional Intelligence
- Decision making
- Conflict Management
- Negotiation
- Storytelling

## **Team Management**

- Project Team Management and Leadership
- High Performing Project Teams
- Virtual teams



- Artifacts and Tools
  - Project Team Charter
  - Understanding Team Members Using DISC (Dominance, Inducement, Submission, Compliance)

### **Stakeholders**

- Definitions
- Examples of Project Stakeholders
- Stakeholder Engagement
  - Principles
  - Planning, Delivering, Monitoring
- Artifacts and Tools
  - Stakeholder Register
  - Stakeholder Engagement Assessment Matrix
  - Stakeholder Engagement Plan
  - Net Promoter Score (NPS)

### **Project Team Management and Leadership**

- Team development
- Servant Leadership and team management
- Virtual Teams
- Artifacts and Tools:
  - Project Team Charter
  - The DISC personality model

### **Project Communications**

- Planning Communications
- Communications requirements Analysis
- Communication Channels
- Communication Model
- Communication blockers
- Communication types
- Artifacts and Tools:
  - Communications management plan/matrix
  - Issues Log
  - Project Status Report

# 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**

Review project management approaches in the context of innovation

- Predictive or traditional
- Agile/adaptive
- Hybrid

Establish definition of “innovation” as different from “creativity” and “optimization”

“An original or novel approach to an existing problem providing a value-added solution”

Examine five types of innovation

Explore mental habits – structured or flexible

Examine the dynamic balance between standards and new ideas or processes

Identify “innovation” as change

Review of mental habits regarding “innovation”

Case Study 1

### **Module 2: Innovation Projects**

Explore how innovation adds value

- Using a business model
- Using a technology model
- Using a culture model

Examine innovation as a project objective

Case Study 2

### **Module 3: Innovation Within Projects**

Explore the role of the PM in project innovation

Examine project management processes and governance as candidates for innovation

Explore innovation related to deliverables

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 including Prosci's ADKAR 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. Using Prosci's ADKAR model encourage a proactive and collaborative approach to identifying need change and implementing any change. 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 implementing change. The *Leading Through Change* content focuses on practical 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
- Review Prosci's ADKAR model for proactive engagement in change
- 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, including ADKAR
- 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**

# PROJECT CHANGE MANAGEMENT

(1 day, 7 PDUs)

## Learning Objectives

- Correctly identify and define project “change”
- Review the methods to address change that differ by a project’s development approach
  - Predictive or traditional
  - Agile/ adaptive
  - Hybrid
- Review Prosci’s ADKAR model to identify and implement change for improvements
- Examine the interrelationship of organizational and project change
- Practice applying change concepts through case studies

## Course Overview and Agenda

The term ‘change management’ often evokes the hope that one can manage or influence the type or rate of change. The true purpose of a Change Management Plan details processes to respond and adapt to changing conditions in the business environment and the project environment. In either, there are two broad categories of change:

- change forced by outside events such updated laws and regulations
- change we choose such as process improvement

Change disrupts established routines and people have to adapt to the ‘new’ situation. In this course participants will learn strategies and methods specific to each project development approach to identify the need for change as well as strategies to implement change, including Prosci’s ADKAR model. While project managers are immediately affected by changes in the project environment, they must also cultivate an awareness of the interaction of change between the external business environment and the project environment. Participants will engage in case studies and apply the course content to their own work.

## **Module 1: Introduction**

- Define ‘change’ as it applies to project management
- Examine the individual and team responses to change as personal first
- Review three project management methodologies
  - Predictive or traditional
  - Agile/adaptive
  - Hybrid
- Explore the components of a Change Management Plan

*Activity:* Case Study 1

## **Module 2: Change Management in Predictive Projects**

- Review the change control process described in the Change Management Plan
- Explore the make-up and purpose of the Change Control Board (CCB)
- Examine a Change Request document
- Explore the implications of an approved Scope change request
- Review other common types of Change Requests
- Review the PM’s role in the change control process
  - Responsibilities regarding Change Requests
  - Responsibilities regarding Approved Change Requests

*Activity:* Case Study 2

### **Module 3: Change Management in Agile/Adaptive Projects**

- Examine Agile Ceremonies within each work cycle or Sprint
- Explore the roles of Product Owner, Project Manager, and project team members
- Review the Change Management Plan for Scope Change Requests only
- Examine the flexible and conversational approach to change regarding deliverables
  - Planning Meeting - establishing the Sprint Backlog
  - Daily Stand-up Meeting
  - Review or Demonstration
  - Re-prioritization of the Product Backlog
- Explore the flexible and conversational approach to change regarding project processes
  - Retrospective

*Activity:* Case Study 3

### **Module 4: Considerations for Hybrid Projects**

- Review strategies to customize the Change Management Plan to the project needs
- Explore considerations by phase or deliverable
- Explore project management process improvement and tailoring

### **Module 5: Implementing Organizational and Project Change**

- Examine the interaction external business environment change and project scope
- Review the relationship of project governance policies and project management processes
- Explore the PM role as an employee of the performing organization
- Examine Prosci's ADKAR model for identifying and implementing change

*Activity:* Case Study 4

### **Module 6: Summary and Next Steps**

- Final Questions
- Apply course content to current work assignments

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

- Evaluations

## E-LEARNING/SELF-PACED COURSE LISTINGS

Course ID	Product	Grouping	Category	Estimated Length	Access Period
1040	Agile Certified Practitioner (PMI-ACP)® Practice Exams & Exam Strategies	Exam Prep	Agile	5 hours	60 days
1013	Agile Certified Practitioner (PMI-ACP)® Exam Prep	Exam Prep	Agile	21 hours	180 days
9434	Agile Project Management (ACE CREDIT®)	ACE	Agile	32 hours	365 days
761	Certificate in Agile Project Management	Certificate	Agile	19 hours	360 days
1638	Challenges for Agile Teams	Course	Agile	5 hours	90 days
1628	Integrating Agile Into a Waterfall Environment	Course	Agile	3 hours	90 days
507	Introduction to Agile	Course	Agile	10 hours	180 days
1488	Principles of Scrum	Course	Agile	10 hours	180 days
A-SDC-E	SCRUMStudy Developer Certified (SDC)™	Exam Prep	Agile	14 hours	180 days
A-SMC-E	SCRUMStudy Master Certified (SMC)™	Exam Prep	Agile	14 hours	180 days
A-SPOC-E	SCRUMStudy Product Owner Certified (SPOC)™	Exam Prep	Agile	14 hours	180 days
A-SAMC-E	SCRUMStudy Agile Master Certified (SAMC)™	Exam Prep	Agile	21 hours	180 days
1866	Banking Today	Course	Banking	4 hours	90 days
1876	Certified Modern Banking Representative Exam	Course	Banking	2 hours	90 days
1868	Legal Foundations in Banking	Course	Banking	4 hours	90 days
12726	Online Certified Modern Banking Representative Certificate	Certificate	Banking	18 hours	365 days
1871	Quality Service	Course	Banking	6 hours	90 days
1582	Introduction to Business Analysis	Course	Business Analysis	25 hours	180 days
2037	Financial Mathematics Basics	Course	Business Math	6 hours	90 days



346	Ace Your Job Search	Course	Career Building	5 hours	90 days
1652	Build Your Personal Brand	Course	Career Building	3 hours	90 days
5835	Fast Company: Future-Proofing Your Career	Bundle	Career Building	18 hours	365 days
1076	Finding Purpose in Your Career	Course	Career Building	3 hours	90 days
1649	Networking	Course	Career Building	3 hours	90 days
1075	Networking for Success	Course	Career Building	3 hours	90 days
1056	Personal Branding	Course	Career Building	3 hours	90 days
1112	Personal Finance	Course	Career Building	3 hours	90 days
1609	Personal Growth	Course	Career Building	3 hours	90 days
1047	The First 30 Days	Course	Career Building	3 hours	90 days
1979	Advanced Grammar for Copy Editors	Course	Communication	5 hours	90 days
1975	Better Proofreading and Copyediting	Course	Communication	5 hours	90 days
2	Certificate in Business Communications	Certificate	Communication	25 hours	365 days
895	Communicating Collaboratively	Course	Communication	5 hours	90 days
1596	Communicating with Flair	Course	Communication	3 hours	90 days
305	Effective Business Writing	Course	Communication	5 hours	90 days
896	Effective Emails, Memos, and Letters	Course	Communication	5 hours	90 days
307	Effective Presentations	Course	Communication	5 hours	90 days
873	Effective Public Speaking	Course	Communication	5 hours	90 days
14620	Fast Company: Collaborating for Success	Bundle	Communication	12 hours	360 days
1985	Introduction to Technical Writing	Course	Communication	5 hours	90 days
1388	Speak with Confidence	Course	Communication	2 hours	90 days

1912	Troubleshooting Your Writing	Course	Communication	3 hours	90 days
1913	Virtual Teamwork	Course	Communication	3 hours	90 days
1933	Writing Better Emails	Course	Communication	2 hours	90 days
8078	Certificate in Computer Skills for the Office	Certificate	Computer Applications	18 hours	365 days
1579	Excel Advanced Skills	Course	Computer Applications	3 hours	90 days
1558	Excel Basics	Course	Computer Applications	3 hours	90 days
1577	Excel Tips & Tricks	Course	Computer Applications	3 hours	90 days
1874	Google Drive Basics	Course	Computer Applications	1.5 hours	90 days
1587	Microsoft Project Basics	Course	Computer Applications	3 hours	90 days
1635	Microsoft Project Intermediate	Course	Computer Applications	3 hours	90 days
1691	Microsoft Word Basics	Course	Computer Applications	3 hours	90 days
1886	PowerPoint Basics	Course	Computer Applications	3 hours	90 days
1547	PowerPoint for Business	Course	Computer Applications	3 hours	90 days
1771	QuickBooks® Desktop Basics (2020 Mac)	Course	Computer Applications	5 hours	90 days
1918	QuickBooks® Desktop Pro Basics (2021 Windows)	Course	Computer Applications	5 hours	90 days
1713	QuickBooks® Online Basics	Course	Computer Applications	5 hours	90 days
1566	Visual PowerPoint	Course	Computer Applications	3 hours	90 days
6	Certificate in Creativity and Innovation	Certificate	Creativity & Innovation	18 hours	360 days
1641	Creativity & Innovation Toolkit	Course	Creativity & Innovation	3 hours	90 days
324	Creativity in Teams and Organizations	Course	Creativity & Innovation	5 hours	90 days
1623	Design Thinking	Course	Creativity & Innovation	3 hours	90 days
325	Innovation in Teams and Organizations	Course	Creativity & Innovation	3 hours	90 days

322	Introduction to Critical Thinking	Course	Creativity & Innovation	7 hours	90 days
323	Personal Creativity	Course	Creativity & Innovation	3 hours	90 days
1629	A Manager's Guide to Cloud Computing and Cybersecurity	Course	Cybersecurity & CISSP®	5 hours	90 days
1220	Access Control and Identity Management Scenarios	Course	Cybersecurity & CISSP®	5 hours	90 days
1630	Application Development for Cloud Computing	Course	Cybersecurity & CISSP®	5 hours	90 days
1219	Application, Data, and Host Security Scenarios	Course	Cybersecurity & CISSP®	5 hours	90 days
1154	Asset Security	Course	Cybersecurity & CISSP®	5 hours	90 days
2287	Certificate in Cybersecurity	Certificate	Cybersecurity & CISSP®	40 hours	365 days
1215	CISSP® Exam Prep Course	Exam Prep	Cybersecurity & CISSP®	40 hours	180 days
1186	CISSP® Practice Exams and Exam Strategies	Exam Prep	Cybersecurity & CISSP®	5 hours	90 days
1239	Cloud Data Security	Course	Cybersecurity & CISSP®	5 hours	90 days
1240	Cloud Infrastructure and Platform Security	Course	Cybersecurity & CISSP®	5 hours	90 days
1242	Cloud Operations Security	Course	Cybersecurity & CISSP®	5 hours	90 days
1109	Communication and Network Security	Course	Cybersecurity & CISSP®	5 hours	90 days
1217	Compliance and Operational Security Scenarios	Course	Cybersecurity & CISSP®	5 hours	90 days
1489	CompTIA Security+® Exam Prep Course	Exam Prep	Cybersecurity & CISSP®	30 hours	180 days
1998	CompTIA Security+SY0-601 Exam Prep	Exam Prep	Cybersecurity & CISSP®	30 hours	180 days
1184	Cryptography Scenarios	Course	Cybersecurity & CISSP®	5 hours	90 days
1744	Cybersecurity for Healthcare Professionals	Course	Cybersecurity & CISSP®	5 hours	90 days
1660	Fundamentals of Application Security	Course	Cybersecurity & CISSP®	3 hours	90 days
1160	Identity and Access Management	Course	Cybersecurity & CISSP®	5 hours	90 days
1293	Introduction to Cybersecurity	Course	Cybersecurity & CISSP®	5 hours	90 days

1318	Introduction to IT Governance, Risk, and Compliance	Course	Cybersecurity & CISSP®	7 hours	90 days
1313	Introduction to Malware	Course	Cybersecurity & CISSP®	5 hours	90 days
656	Network Security Scenarios	Course	Cybersecurity & CISSP®	5 hours	90 days
3034	Real World Cloud Cybersecurity Scenarios	Certificate	Cybersecurity & CISSP®	25 hours	365 days
2701	Real-World Cybersecurity Scenarios	Bundle	Cybersecurity & CISSP®	30 hours	365 days
1158	Security and Risk Management	Course	Cybersecurity & CISSP®	5 hours	90 days
1161	Security Assessment and Testing	Course	Cybersecurity & CISSP®	5 hours	90 days
1159	Security Engineering	Course	Cybersecurity & CISSP®	5 hours	90 days
1162	Security Operations	Course	Cybersecurity & CISSP®	5 hours	90 days
1163	Software Development Security	Course	Cybersecurity & CISSP®	5 hours	90 days
1218	Threats and Vulnerabilities Scenarios	Course	Cybersecurity & CISSP®	5 hours	90 days
2473	Certificate in Data Analytics	Certificate	Data Analytics	30 hours	365 days
1127	Data Analysis for Improving Organizational Performance	Course	Data Analytics	5 hours	90 days
1126	Data Analysis in the Real World	Course	Data Analytics	5 hours	90 days
1554	Introduction to Data Analysis	Course	Data Analytics	5 hours	90 days
1125	Statistical Process Control	Course	Data Analytics	5 hours	90 days
1556	Statistics as a Managerial Tool	Course	Data Analytics	5 hours	90 days
1555	Tools of Data Analysis	Course	Data Analytics	5 hours	90 days
1564	AEM®/CEM® Exam Prep (US Version)	Exam Prep	Emergency Management	30 hours	180 days
1546	Introduction to Emergency Management in the U.S	Course	Emergency Management	10 hours	180 days
4404	Certificate in Emerging Technology for Managers	Certificate	Emerging Technologies	9 hours	270 days
1484	A Manager's Guide to Artificial Intelligence	Course	Emerging Technologies	3 hours	90 days

1568	A Manager's Guide to Blockchain	Course	Emerging Technologies	3 hours	90 days
1486	A Manager's Guide to Robotics	Course	Emerging Technologies	3 hours	90 days
1956	A Guide to Business Loans	Course	Entrepreneurship	3 hours	90 days
192	Accounting and Finance for Entrepreneurs	Course	Entrepreneurship	5 hours	90 days
311	Business Law for Entrepreneurs	Course	Entrepreneurship	5 hours	90 days
3	Certificate in Entrepreneurship	Certificate	Entrepreneurship	25 hours	365 days
9437	Entrepreneurship (ACE CREDIT®)	ACE	Entrepreneurship	28	365 days
1645	Finance 101 for Entrepreneurs	Course	Entrepreneurship	3 hours	90 days
5836	Inc. Magazine: Building a Fast- Growing Business	Bundle	Entrepreneurship	18 hours	365 days
310	Introduction to Entrepreneurship	Course	Entrepreneurship	5 hours	90 days
314	Leadership and Management for Entrepreneurs	Course	Entrepreneurship	5 hours	90 days
1643	Selling Like a Pro	Course	Entrepreneurship	3 hours	90 days
313	Strategic Marketing for Entrepreneurs	Course	Entrepreneurship	5 hours	90 days
4	Certificate in Finance Essentials	Certificate	Finance	19 hours	365 days
1954	Financial Analysis	Course	Finance	3 hours	90 days
1135	Financial Planning and Control	Course	Finance	3 hours	90 days
1002	How to Read a Financial Statement	Course	Finance	3 hours	90 days
16187	Inc. Magazine: Building Financial Literacy	Bundle	Finance	12 hours	360 days
1024	Introduction to Business Statistics	Course	Finance	4 hours	90 days
1023	Introduction to Finance	Course	Finance	3 hours	90 days
1955	Managing Cash Flow	Course	Finance	3 hours	90 days
1164	Time Value of Money and Risk	Course	Finance	3 hours	90 days

1165	Understanding and Managing Budgets	Course	Finance	3 hours	90 days
Suite ID	GED® Test Prep Four Part Bundle	Bundle	GED Exam Prep	320 hours	365 days
1499	GED® Exam Prep: Mathematical Reasoning	Exam Prep	GED Exam Prep	80 hours	180 days
1498	GED® Exam Prep: Reasoning Through Language Arts (RLA)	Exam Prep	GED Exam Prep	80 hours	180 days
1500	GED® Exam Prep: Science	Exam Prep	GED Exam Prep	80 hours	180 days
1501	GED® Exam Prep: Social Studies	Exam Prep	GED Exam Prep	80 hours	180 days
2020	All Together Now: The Multigenerational Workforce	Course	HR Management	8 hours	90 days
1659	aPHR™ Exam Prep Course	Exam Prep	HR Management	25 hours	180 days
1972	Assessing Diversity and Inclusion	Course	HR Management	4 Hours	90 Days
1925	Building an Inclusive Organization	Course	HR Management	3 hours	90 days
2010	Building and Supporting a Remote Workforce	Course	HR Management	3 hours	90 days
18027	Certificate in Diversity and Inclusion in HR Management	Certificate	HR Management	12 hours	270 days
5	Certificate in Human Resource Management	Certificate	HR Management	21 hours	365 days
19708	Certificate in Managing the Hybrid Workforce	Certificate	HR Management	9 hours	270 days
336	Compensation & Benefits	Course	HR Management	3 hours	90 days
1781	Cybersecurity for Human Resource Professionals	Course	HR Management	3 hours	90 days
1233	Data and Human Resource Management	Course	HR Management	3 hours	90 days
1518	Employee Rights	Course	HR Management	3 hours	90 days
1517	Employee Safety	Course	HR Management	3 hours	90 days
337	Employee Selection	Course	HR Management	3 hours	90 days
339	Equal Employment Opportunity	Course	HR Management	3 hours	90 days
2011	Fostering an Inclusive Culture	Course	HR Management	4 Hours	90 days

1981	Hiring and Retaining Diverse Talent	Course	HR Management	4 hours	90 days
1604	Hiring, Managing and Developing Talent	Course	HR Management	3 hours	90 days
8777	HR Ethics Certificate	Certificate	HR Management	15 hours	365 days
1802	HR Ethics Series: Building an Ethical Organization	Course	HR Management	1.5 hours	90 days
1725	HR Ethics Series: Capitalism, Inequality, and Justice	Course	HR Management	1.5 hours	90 days
1760	HR Ethics Series: Common Ethical Challenges	Course	HR Management	1.5 hours	90 days
1745	HR Ethics Series: Corporations and Corporate Social Responsibility	Course	HR Management	1.5 hours	90 days
1702	HR Ethics Series: Defining Business Ethics	Course	HR Management	1.5 hours	90 days
1710	HR Ethics Series: Ethical Decision Making	Course	HR Management	1.5 hours	90 days
1801	HR Ethics Series: Globalization and Ethics	Course	HR Management	1.5 hours	90 days
1787	HR Ethics Series: Issues in the Workplace	Course	HR Management	1.5 hours	90 days
1779	HR Ethics Series: Leadership and Organizational Ethics	Course	HR Management	1.5 hours	90 days
1723	HR Ethics Series: Theories of Ethics	Course	HR Management	1.5 hours	90 days
1824	HR Hot Topic: Buzzworthy Benefits	Course	HR Management	1.5 hours	90 days
1739	HR Hot Topic: Diversity and Inclusion in the Workplace	Course	HR Management	1.5 hours	90 days
1831	HR Hot Topic: Employee Classification	Course	HR Management	1.5 hours	90 days
1869	HR Hot Topic: Flexible Work Arrangements	Course	HR Management	1.5 hours	90 days
1778	HR Hot Topic: Handling Workplace Violence	Course	HR Management	1.5 hours	90 days
1731	HR Hot Topic: Marijuana and the Workplace	Course	HR Management	1.5 hours	90 days
1741	HR Hot Topic: Pay Equity	Course	HR Management	1.5 hours	90 days
1767	HR Hot Topic: Promoting Employee Well-being	Course	HR Management	1.5 hours	90 days



1873	HR Hot Topic: Recruiting Multi-Generational Employees	Course	HR Management	1.5 hours	90 days
1890	HR Hot Topic: The Future of Work	Course	HR Management	1.5 hours	90 days
12743	HR Hot Topics Bundle	Bundle	HR Management	15 hours	365 days
1790	HR in Times of Crisis	Course	HR Management	3 hours	90 days
9435	HR Management (ACE CREDIT®)	ACE	HR Management	24 hours	365 days
1917	HR Tools for Engaging Top Performers	Course	HR Management	3 hours	90 days
14841	Inc. Magazine: Building HR for Growth	Bundle	HR Management	12 hours	360 days
379	Introduction to Human Resource Management	Course	HR Management	3 hours	90 days
338	Performance Management	Course	HR Management	3 hours	90 days
1549	PHR® Exam Prep Course	Exam Prep	HR Management	25 hours	180 days
1733	SPHR® Exam Prep Course	Exam Prep	HR Management	25 hours	180 days
340	Talent Management and Career Development	Course	HR Management	3 hours	90 days
2012	The Hybrid Workplace	Course	HR Management	3 hours	90 days
2014	The Modern Office	Course	HR Management	3 hours	90 days
23614	HR Skills: Best Practices Certificate	Certificate	HR Management	17 hours	365 days
2068	HR Skills: Coaching	Course	HR Management	2 hours	90 days
2070	HR Skills: Progressive Discipline	Course	HR Management	2 hours	90 days
2069	HR Skills: Handling Difficult Conversations	Course	HR Management	2 hours	90 days
2076	HR Skills: Leadership and HR	Course	HR Management	3 hours	90 days
2056	HR Skills: Communication and HR	Course	HR Management	2 hours	90 days
2090	HR Skills: Conflict Resolution	Course	HR Management	2 hours	90 days
2052	HR Skills: SMART Goals for Performance Evaluation	Course	HR Management	2 hours	90 days



2096	HR Skills: Problem-Solving	Course	HR Management	2 hours	90 days
200	Certified Global Business Professional (CGBP) Exam Prep	Exam Prep	International Trade	40 hours	360 days
401	Global Business Management	Course	International Trade	10 hours	90 days
404	Global Marketing	Course	International Trade	10 hours	90 days
402	Global Supply Chain Management	Course	International Trade	10 hours	90 days
403	Global Trade Finance	Course	International Trade	10 hours	90 days
1617	Becoming a Better Leader	Course	Leadership	3 hours	90 days
1526	Body Language for Leaders	Course	Leadership	3 hours	90 days
7	Certificate in Leadership	Certificate	Leadership	20 hours	365 days
21304	Certificate in Leadership (ACE Credit)	ACE	Leadership	22.5	365 days
312	Introduction to Leadership	Course	Leadership	5 hours	90 days
37	Leaders and Work-Life Balance	Course	Leadership	3 hours	90 days
1551	Leadership Assessment	Course	Leadership	0.5 hours	90 days
38	Leading and Managing Change	Course	Leadership	4 hours	90 days
1916	Leading from a Distance	Course	Leadership	3 hours	90 days
1935	Leading High-Performance Teams	Course	Leadership	3 hours	90 days
39	Leading Teams	Course	Leadership	5 hours	90 days
1439	LEED® Green Associate v4™ Exam Prep	Exam Prep	LEED Green Building	14 hours	180 days
1354	A Manager's Guide to Information Technology	Course	Management	10 hours	180 days
1355	A Manager's Guide to Superior Customer Service	Course	Management	3 hours	90 days
564	Business Ethics in the 21st Century	Course	Management	10 hours	90 days
21303	Certificate in Conflict Management (ACE Credit)	ACE	Management	33.5	365 days

12630	Certificate in Management Skills	Certificate	Management	42 hours	365 days
21307	Certificate in Management Skills (ACE Credit)	ACE	Management	42.5	365
3623	Certificate in Managing Change and Resolving Conflict	Certificate	Management	31.5 hours	365 days
3836	Certificate in Negotiation	Certificate	Management	10 hours	270 days
1491	Emotional Intelligence for Managers	Course	Management	3 hours	90 days
1639	Handling Difficult Conversations in the Workplace	Course	Management	3 hours	90 days
1639	Handling Difficult Employee Behavior	Course	Management	10 hours	90 days
1067	Handling Workplace Conflict	Course	Management	6 hours	90 days
170	How Can I Help You? Customer Service Best Practices	Course	Management	1 hours	90 days
43	How to Coach	Course	Management	3 hours	90 days
1835	HR Fundamentals for Managers	Course	Management	3 hours	90 days
1746	Introduction to Management	Course	Management	3 hours	90 days
44	Introduction to Negotiations	Course	Management	3 hours	90 days
320	Managing in a Modern Organization	Course	Management	5 hours	90 days
321	Managing People	Course	Management	5 hours	90 days
1683	Managing Remote Employees	Course	Management	3 hours	90 days
1511	Negotiations: Making Business Deals	Course	Management	4 hours	90 days
1512	Negotiations: Resolving Disputes	Course	Management	3 hours	90 days
1644	Optimizing Operations and Managing Crises	Course	Management	3 hours	90 days
1529	The Effective Manager's Toolbox	Course	Management	15 hours	180 days
46	Time Management	Course	Management	3 hours	90 days

360	An Overview of Marketing	Course	Marketing	5 hours	90 days
3243	Certificate in Digital Marketing	Certificate	Marketing	30 hours	365 days
1425	Content Marketing	Course	Marketing	3.5 hours	90 days
1443	Conversion Rate Optimization	Course	Marketing	3 hours	90 days
9438	Digital Marketing (ACE CREDIT®)	ACE	Marketing	36 hours	365 days
1492	Digital Marketing Strategy	Course	Marketing	3 hours	90 days
1592	Google Analytics	Course	Marketing	3 hours	90 Days
1231	Marketing Automation	Course	Marketing	3.5 hours	90 days
1472	Mobile Marketing	Course	Marketing	3 hours	90 days
1624	Modern Marketing: Strategy and Execution	Course	Marketing	3 hours	90 days
9252	Online Marketing Certified Associate (OMCA™) Test Prep Bundle	Bundle	Marketing	35.5 hours	365 days
1433	Paid Search (PPC)	Course	Marketing	4 hours	90 days
1428	Search Engine Optimization	Course	Marketing	3 hours	90 days
1205	Social Media Marketing	Course	Marketing	3.5 hours	90 days
1429	Web Analytics	Course	Marketing	3.5 hours	90 days
Suite ID	Certificate in Nonprofit Management	Certificate	Nonprofit Management	44 hours	365 days
17147	Grant Writing Skills Suite	Bundle	Nonprofit Management	11 hours	180 days
Suite ID	Nonprofit Management (ACE CREDIT®)	ACE	Nonprofit Management	44 hours	365 days
1770	Advanced Grant Writing	Course	Nonprofit Management	6 hours	90 days
294	Budgeting in a Nonprofit Organization	Course	Nonprofit Management	3 hours	90 days
654	Capital Campaigns	Course	Nonprofit Management	3 hours	90 days
1666	Fundraising for Nonprofit Organizations	Course	Nonprofit Management	4 hours	90 days

296	How to Read a Nonprofit Financial Statement	Course	Nonprofit Management	3 hours	90 days
732	Introduction to Grant Writing	Course	Nonprofit Management	5 hours	90 days
868	Introduction to Nonprofit Management	Course	Nonprofit Management	5 hours	90 days
297	Leadership in a Nonprofit Organization	Course	Nonprofit Management	3 hours	90 days
217	Leading the Courtney Museum Simulation	Simulation	Nonprofit Management	10 hours	180 days
298	Nonprofit Board and Volunteer Development	Course	Nonprofit Management	5 hours	90 days
1667	Nonprofit Ethics and Compliance	Course	Nonprofit Management	5 hours	90 days
299	Principles of Marketing for Nonprofit Organizations	Course	Nonprofit Management	3 hours	90 days
1441	Social Media for Nonprofits	Course	Nonprofit Management	5 hours	90 days
1392	Starting Your Own Nonprofit Organization	Course	Nonprofit Management	4 hours	90 days
300	Strategy for Nonprofit Organizations	Course	Nonprofit Management	5 hours	90 days
2019	Current Trends in Nonprofit Management	Course	Nonprofit Management	3 hours	90 days
Suite ID	Certificate in Online Learning	Certificate	Online Learning	22 hours	365 days
730	Introduction to Online Learning	Course	Online Learning	5 hours	90 days
872	Narrative Learning	Course	Online Learning	5 hours	90 days
920	Online Learning Accessibility	Course	Online Learning	2 hours	90 days
734	Teaching Online	Course	Online Learning	5 hours	90 days
748	The Technology of Online Learning	Course	Online Learning	5 hours	90 days
1206	Logistics and Distribution Management	Course	Operations	6 hours	180 days
1204	Operations Management	Course	Operations	10 hours	180 days
1209	Procurement and Supply Management	Course	Operations	8 hours	180 days
987	Supply Chain Management Basics	Course	Operations	10 hours	180 days

1864	Creative Writing: Children's Books	Course	Personal Enrichment	1.5 hours	90 days
1882	Creative Writing: Memoir	Course	Personal Enrichment	1.5 hours	90 days
1820	Creative Writing: Poetry	Course	Personal Enrichment	1.5 hours	90 days
2095	Introduction to Drawing	Course	Personal Enrichment		90 days
1976	Gardening in Small Spaces	Course	Personal Enrichment	1.5 hours	90 days
2034	Knitting Basics	Course	Personal Enrichment		90 days
1988	Starting an Online Store	Course	Personal Enrichment	1.5 hours	90 days
1974	Taking Better Photographs	Course	Personal Enrichment	2.0 Hours	90 days
Suite ID	60 PDU Project Management Course Bundle	Bundle	Project Management	61 hours	365 days
Suite ID	Leadership PDU Bundle	Bundle	Project Management	12 hours	270 days
Suite ID	Project Management (ACE CREDIT®)	ACE	Project Management	44 hours	365 days
Suite ID	Strategic PDU Bundle	Bundle	Project Management	11 hours	360 days
19521	PM Skills PMSCP Certification	Certificate	Project Management	44 Hours	365 days
609	4CShare Global Project Management Simulation	Simulation	Project Management	10 hours	180 days
440	Allerton Connector Highway Project Management Simulation	Simulation	Project Management	10 hours	180 days
1465	CAPM Exam Prep Course	Exam Prep	Project Management	23 hours	180 days
1567	CompTIA Project+ Exam Prep Course	Exam Prep	Project Management	15 hours	180 days
698	Effectively Managing Project Stakeholders	Course	Project Management	3 hours	90 days
615	Emotional Intelligence for Project Managers	Course	Project Management	3 hours	90 days
613	Ethics for Project Managers	Course	Project Management	3 hours	90 days
301	HealthMax Software: Project Management Simulation	Simulation	Project Management	10 hours	180 days
598	Managing Real World Projects	Course	Project Management	10 hours	180 days

1494	PgMP® Exam Prep Course	Exam Prep	Project Management	25 hours	180 days
824	PM Primer: Cognitive Ability and Decisiveness	Course	Project Management	2 hours	90 days
809	PM Primer: Conflict Resolution	Course	Project Management	2 hours	90 days
1435	Project Management Team Leadership	Course	Project Management	18 hours	180 days
1357	Project Risk Management: PMI-RMP® Exam Prep	Exam Prep	Project Management	30 hours	180 days
634	Quality Management Basics	Course	Project Management	12 hours	180 days
1959	PM Skills: Interpersonal Skills for Project Leaders	Course	Project Management	3 hours	90 days
1964	PM Skills: Communication	Course	Project Management	3 hours	90 days
1980	PM Skills: Conflict Management	Course	Project Management	3 hours	90 days
1960	PM Skills: Negotiation	Course	Project Management	3 hours	90 days
1936	PM Skills: Critical Thinking and Decision Making	Course	Project Management	3 hours	90 days
1971	PM Skills: Leadership	Course	Project Management	3 hours	90 days
1984	PM Skills: Team Development	Course	Project Management	3 hours	90 days
1995	PM Skills: Interaction and Engagement	Course	Project Management	3 hours	90 days
1986	PM Skills: Change Management	Course	Project Management	3 hours	90 days
2015	PM Skills: Analysis and Problem Solving	Course	Project Management	3 hours	90 days
2000	PM Skills: Embracing Risk and Uncertainty	Course	Project Management	3 hours	90 days
2008	PM Skills: Tailoring and Adaptability	Course	Project Management	3 hours	90 days
1996	PM Skills: Planning and Project Design	Course	Project Management	3 hours	90 days
2025	PM Skills: Expanding Focus and Alignment	Course	Project Management	3 hours	90 days
Suite ID	Optimizing Remote Work Bundle	Bundle	Remote Work	9 hours	270 days
1978	Work From Home: Health and Wellness at Home	Course	Remote Work	3 Hours	90 Days

1967	Work From Home: Technology at Home	Course	Remote Work	3 Hours	90 Days
1977	Work From Home: Work-Life Balance	Course	Remote Work	3 Hours	90 Days
1938	Working Remotely	Course	Remote Work	3 hours	90 days
1319	Security Awareness Training	Course	Security Awareness	2 hours	365 Days
726	Lean Basics	Course	Six Sigma & Lean	10 hours	180 days
1533	Lean Six Sigma Basics	Course	Six Sigma & Lean	38 hours	180 days
Suite ID	Lean Six Sigma Yellow Belt Prep Course and Exam	Bundle	Six Sigma & Lean	28 hours	240 days
1758	Lean Six Sigma Yellow Belt Certification Exam	Course	Six Sigma & Lean	2 hours	60 days
2976	Lean Six Sigma Green Belt Prep Course and Exam	Bundle	Six Sigma & Lean	40 hours	240 days
1138	Lean Six Sigma Green Belt Certification Exam	Course	Six Sigma & Lean	2 hours	60 days
947	Six Sigma Basics	Course	Six Sigma & Lean	32 hours	180 days
Suite ID	Six Sigma Yellow Belt Prep Course and Exam (Bundle Only)	Exam Prep	Six Sigma & Lean	20 hours	240 days
957	Six Sigma Yellow Belt Certification Exam	Course	Six Sigma & Lean	1.5 hours	60 days
Suite ID	Six Sigma Green Belt Prep Course and Exam (Bundle Only)	Exam Prep	Six Sigma & Lean	34.5 hours	240 days
948	Six Sigma Green Belt Certification Exam	Course	Six Sigma & Lean	2.5 hours	60 days
1144	Six Sigma Black Belt Exam Prep Course	Exam Prep	Six Sigma & Lean	34 hours	180 days
986	Six Sigma Black Belt Certification Exam	Course	Six Sigma & Lean	4 hours	180 days
1137	Recertification Exam – Six Sigma Yellow Belt	Course	Six Sigma & Lean	1 hr	60 days
1136	Recertification Exam – Six Sigma Green Belt	Course	Six Sigma & Lean	1 hr	60 days
Suite ID	Certificate in Small Business Management	Certificate	Small Business Management	30 hours	365 days
21306	Certificate in Small Business Management (ACE Credit)	ACE	Small Business Management	33.5 hours	365 days



1607	Accounting Fundamentals for Small Businesses	Course	Small Business Management	5 hours	90 days
1665	Budgeting and Financial Analysis for Small Businesses	Course	Small Business Management	5 hours	90 days
1686	HR Fundamentals for Small Businesses	Course	Small Business Management	3 hours	90 days
1620	Introduction to Small Business Management	Course	Small Business Management	3 hours	90 days
1684	Law for Small Businesses	Course	Small Business Management	5 hours	90 days
1687	Leading and Managing Small Businesses	Course	Small Business Management	3 hours	90 days
1685	Project Management for Small Businesses	Course	Small Business Management	3 hours	90 days
1655	Small Business Marketing	Course	Small Business Management	5 hours	90 days
Suite ID	Certificate in Sustainable Management	Certificate	Sustainable Management	15 hours	365 days
355	An Overview of Sustainable Management	Course	Sustainable Management	3 hours	90 days
354	Corporate Social Responsibility	Course	Sustainable Management	3 hours	90 days
357	Measuring Sustainable Management Performance	Course	Sustainable Management	3 hours	90 days
353	Sustainable Management: Leadership Ethics	Course	Sustainable Management	3 hours	90 days
317	Taking the Helm at Coastal Industries Simulation	Simulation	Sustainable Management	10 hours	180 days
356	Triple Bottom Line Accounting	Course	Sustainable Management	3 hours	90 days
Suite ID	Certificate in Web Design	Certificate	Web Design	18 hours	365 days
1676	CSS for Web Design	Course	Web Design	3 hours	90 days
1671	Introduction to Web Design	Course	Web Design	3 hours	90 days
1675	HTML for Web Design	Course	Web Design	3 hours	90 days
1677	JavaScript for Web Design	Course	Web Design	3 hours	90 days
1678	Responsive Web Design	Course	Web Design	3 hours	90 days
Suite ID	Certificate in Leadership for Women in Business	Certificate	Women in Business	23 hours	365 days



21305	Certificate in Leadership for Women in Business (ACE Credit)	ACE	Women in Business	25.5 hours	365 days
1580	Body Language for Women in Business	Course	Women in Business	3 hours	90 days
1601	Communication for Women in Business	Course	Women in Business	5 hours	90 days
1597	Current Issues Facing Women in Business	Course	Women in Business	3 hours	90 days
1599	Leadership and Management for Women in Business	Course	Women in Business	3 hours	90 days
1647	Negotiation for Women in Business	Course	Women in Business	3 hours	90 days
1603	Networking and Mentorship for Women in Business	Course	Women in Business	3 hours	90 days
1602	Work-Life Balance for Women in Business	Course	Women in Business	3 hours	90 days