

## Project Management Certificate Program 2022 Course Descriptions

Upon completion of two quarters, students will earn a Professional Certificate in Project Management. All courses listed are required in order to earn the certificates. Please note that **all courses and information subject to change**.

### Quarter 1

All students will take the following courses:

- Project Management Essentials – BUSA40064
- Work Team Concepts and Skills – BUSA40109
- Transformational Leadership – BUSA40803
- Agile Power Practices (online) – BUSA40860

#### **PROJECT MANAGEMENT ESSENTIALS**

**3 UNITS**

Effective project management skills are important to professionals in any industry. Learn how to define, plan and execute a project whether your goal is simple or complex. Gain the tools and knowledge for delivering projects on time and on budget, while meeting performance specifications. Explore the basic components of project management and the project life cycle: determining the correct project through strategic portfolio analysis; creating a successful charter; assembling and managing a team; analyzing and controlling risk; monitoring project milestones; and closing out the project. Get the hands-on skills you need to help you successfully complete your next project management assignment.

#### **WORK TEAM CONCEPTS AND SKILLS**

**3 UNITS**

Learn how to develop effective teams in the context of project management and how to implement communication and conversation strategies that help your team meet its project goals. Discover key factors that distinguish teams and shape team excellence, particularly communication and conversational dynamics. Study theories and models of individual and group conversational dynamics. Learn how to design powerful conversations to produce the results you want to achieve. Explore common team-related issues, including team charter and team contracts, trust, culture and conflict resolution. You will also have the opportunity to practice diagnosing and dealing with a variety of group dynamics through a team project.

#### **TRANSFORMATIONAL LEADERSHIP**

**3 UNITS**

Transformational Leadership distinguishes between the skills of management and leadership, focusing on fundamental transformation from the inside out. This course helps individuals assess both how they show up as leaders (their “Way of Being”) and how they get work done (“Way of Doing”), which are equally important for leadership success. Transformational Leadership uses assessment and experiential coaching/development techniques designed to build self-awareness, mindfulness, and expand one’s ability to be self-correcting, self-generating in creating desired personal and organizational results, while creating long term excellence in performance.

#### **AGILE POWER PRACTICES (Online)**

**3 UNITS**

This course provides an overview of the tools used in Agile methods of project management. Program and project managers who need to understand the balance and necessity of organizational stability and agility as they lead teams

will learn to practice interactive, lean, and Agile methods. Commonly used terms will be explained and participants will dive deeper into the most common practices. Understanding organizational stability and agility is an essential skill for all project managers.

Students can choose to take an additional **Lean Six Sigma Green Belt** course for an additional **\$3,000 USD**.

- Lean Six Sigma Green Belt

### **LEAN SIX SIGMA GREEN BELT**

**4 UNITS**

Lean Six Sigma (LSS) provides a systematic method to improve performance efficiencies and to reduce variations in business operations to achieve productivity and profitability gains. Students earn various colors of Belts that indicate their levels of mastery of LSS expertise. A person who has earned the designation of Lean Six Sigma Green Belt often plays a key role in the success of an organization's process improvement initiatives. As a member or leader of a high-performing LSS project team, the Green Belt is involved in selecting or defining projects, setting project objectives, data gathering, statistical analysis, and change implementation.

To function effectively, Green Belts need to understand and effectively apply the basic LSS concepts, tools and methodologies in a variety of situations. This course is designed to educate those who wish to attain the level of Green Belt.

The Lean Six Sigma Green Belt course is offered in fall and spring only, which are the first quarters of the Project Management Certificate program.

## **Quarter 2**

All students will take the following courses:

- Project Planning and Scheduling – BUSA40715
- Project Cost Management - TBD
- Leading and Managing Change - TBD
- Interest-Based Negotiation (online) – BUSA40128
- Earned Value Project Management – BUSA40949

### **PROJECT PLANNING AND SCHEDULING**

**3 UNITS**

Gain the knowledge and techniques you need for initiating, planning, estimating, and scheduling your next project successfully. Explore basic project elements, tools and techniques to create a project scope, schedule and cost baseline. Develop a project charter, work breakdown structure dictionary, network diagrams, critical paths and communication agreements. Discover how current applications of earned value management concepts can be used to control schedule and cost against the project's original baseline values. Case studies will highlight plan and control techniques. Other topics include project software, team contracts and interpersonal skills.

### **PROJECT COST MANAGEMENT**

**2 UNITS**

This course provides the basic skills, tools, and techniques to properly manage project budgets and costs. Students will explore how to use cost estimates to construct basic project budgets and fundamental financial controls while balancing the need for quality management to ensure success of projects. This course provides an understanding of

the tools and techniques used in the field cost and quality management. The course is intended to be project based in a team environment.

Topics include:

- Identifying resource needs of the project
- Applying best practices for budgeting and cost management
- Estimating the quantities and costs of resources required to perform project activities
- Selecting a common cost estimating technique for creating a project budget
- An introduction to quality management and methods to improve project quality
- A systematic way to solve persistent business problems
- Effective, practical techniques for improving the quality of project results
- Practical project application using common quality management tools

### **LEADING AND MANAGING CHANGE**

**3 UNITS**

Managers and professionals are frequently tasked to lead teams to do more work with fewer resources, champion new changes amid uncertainty, and resolve interpersonal conflicts. By learning to grasp key leadership tenets and change management best practices, you will be better positioned to manage performance. This course offers skill-building in areas such as: analyzing power dynamics in groups and organizations; communicating effectively; building strategic partnerships; thinking critically; identifying ethical dilemmas; and balancing planning, action and evaluation.

Following completion of this course, students will be able to:

- Learn essential communication skills for managers
- Create constructive dialogue, even when emotions run high
- Understand change management techniques that maximize receptivity for others
- Utilize effective feedback techniques to provide praise and developmental feedback
- Identify key factors that lead to building win/win strategic partnerships
- Guide groups to make effective organizational decisions

### **INTEREST-BASED NEGOTIATION (Online)**

**3 UNITS**

Learning to produce superior outcomes through negotiations is a learnable skill that can benefit individuals in any field. Negotiation is both a science and an art. The science is in the elements of the negotiation process, and the art is in how those elements are combined and emphasized to produce greater results. In this course you will:

- Assess the strengths and weaknesses of your existing negotiation style
- Understand the phases and elements, and their roles in the negotiation process
- Practice identifying the strategies and tactics that achieve desired outcomes
- Understand how the roles, interests and positions are factored into the negotiation process
- Learn the types, sources and uses of influence
- Practice preparing for, and negotiating, a range of agreements with classmates
- Understand where a collaborative (Win-Win) approach is effective, and when competitive bargaining should be employed
- Learn how to bargain, make smart concessions, and avoid common pitfalls

**EARNED VALUE PROJECT MANAGEMENT**

**3 UNITS**

Gain the tools used to conduct analysis of contractor-supplied documentation. Discover how to track progress and get information on cost and schedule performance data—including a visual depiction of budget efficiencies for both time and dollars. Discuss industry-recognized standards for monitoring work performance and strategic planning. Learn how you can measure accomplished efforts against the plan for management to effectively make risk management decisions.