

# Training Catalog 2011



*Training you for success.*

Why RCM? .....	2
Benefits .....	3
Guarantee .....	3
Curriculum Map .....	4
Core Project Management Curriculum.....	5
Custom Corporate Programs & Educational Consulting Services .....	6
Project Management Frameworks & Planning .....	7
Persuasion & Influence Skills for the PM .....	11
Managing Project Risks .....	13
Earned Value Management .....	15
Scope Management Techniques .....	17
Project Leadership .....	19
Negotiating and Contracting with Project Service Providers.....	21
Project Management Capstone Course.....	22
Advanced Project Management Curriculum.....	24
Managing Interdependent Projects Across the Organization.....	25
Financial Management of Projects .....	27
Applied Leadership Development.....	28
Portfolio Management.....	29
Introduction to Project Management for Team Members.....	30
Project Management for Executives .....	32
Project Management Leadership Summit.....	33
Microsoft Project 2007 (Standard).....	36
Advanced Microsoft Project (Standard) .....	37
Using Microsoft Project Server 2007 for Project Managers .....	38
Using Microsoft Project Server 2007 for Team Members .....	38
Using Microsoft Project Server 2007 for Resource Managers .....	39
Using Microsoft Project Server for Executives.....	41
Administering Microsoft Project Server 2007.....	44
Basic Microsoft Portfolio Server .....	44
Advanced Microsoft Portfolio Server .....	44
Administering Microsoft Project Portfolio Server .....	44
Registration .....	44
<i>Special Training Discounts and Incentives .....</i>	<i>44</i>

## Why RCM?

RCM Technologies (RCM) delivers high-value, project management coaching, guidance and formal training to the world's leading organizations, and their project managers. RCM offers a suite of PMI-aligned courses that provide you and your teams with a firm grounding in the principles necessary to bring projects in on time and on budget in today's world. These courses can be delivered off-the-shelf, or they can be customized to incorporate the methodology and templates of your particular organization.

## OUR APPROACH

RCM's approach is unique and proven to produce results. Our certified Project Management Professionals (PMP's) have spent years refining our approach and applying project management best practices to guarantee positive results for our clients.

2

As a full service Project Management Consulting firm, RCM is able to leverage our experience managing projects in all industries, advising our customers on best practices, and implementing solutions and technologies to increase our clients' organizational project management capabilities. Our training synthesizes the best practical knowledge of project management into every course.

As a partner with the University of Wisconsin-Madison, Executive Education Center, School of Business through the Center for Advanced Studies in Business (CASB), RCM upholds the highest standards of educational excellence from our course materials to each instructor. RCM's training is integrated, practical, intense, and hands-on, and we guarantee measurable performance improvement.

## INTEGRATED

We believe that you cannot learn project management concepts in a vacuum and expect results. Learning to apply the concepts with the tools that you will use on the job is critical to success. While many companies teach just the concepts or just the tool, we teach both – in all of our classes. You will never walk out of our class saying, "Sounds great but how am I really going to do this on the job?"

## PRACTICAL

We believe that the most important skills to learn are the ones that you can apply immediately with great results. Anyone can learn the theory in a book, but developing the mission-critical skills you need to successfully manage your projects now is what we specialize in. You will not have valuable class time spent on "The History of Activity-On-Arrow Diagramming." Instead, you will be immersed in the realities of managing projects in today's economy and business climate.

## INTENSE

We believe that every minute of your time is valuable and you expect the most for your time and money. Each course is designed for maximum learning that does not stop at the classroom door. Homework, additional self-study assignments and materials are available to ensure that the concepts introduced in the course are reinforced and mastered. Our courses are not fluff. They are learning adventures.

## HANDS-ON

We believe in learning-by-doing. Do not expect to attend our training and sit for a 3-day lecture. Every concept will be explored, practiced and mastered through discussion, exercises, case studies, projects, group work and other hands-on activities. You will not learn about theory, and you will not learn about MS Project. You will practice how to apply good project management concepts, techniques and processes using MS Project...right in the same class!

## INTERACTIVE

We believe that learning should be enjoyable. You learn more and retain more when you are having fun and being challenged. Our courses are designed to ensure maximum participation, discussion, team learning and to address the many different adult-learning styles of our students.

3

## BENEFITS

Students:

- Apply new project management techniques and see immediate improvements on their projects
- Immediately apply their learning's on the job using MS Project
- Earn PDU's or contact hours towards their PMI PMP Certification requirements
- Earn credits towards a Masters Certificate in Project Management from the University of Wisconsin-Madison, Executive Education Center, School of Business

Organizations see:

- Immediate change in performance of project managers who attend courses
- Long-lasting changes turn into increased project performance and success
- More predictable and repeatable project outcomes

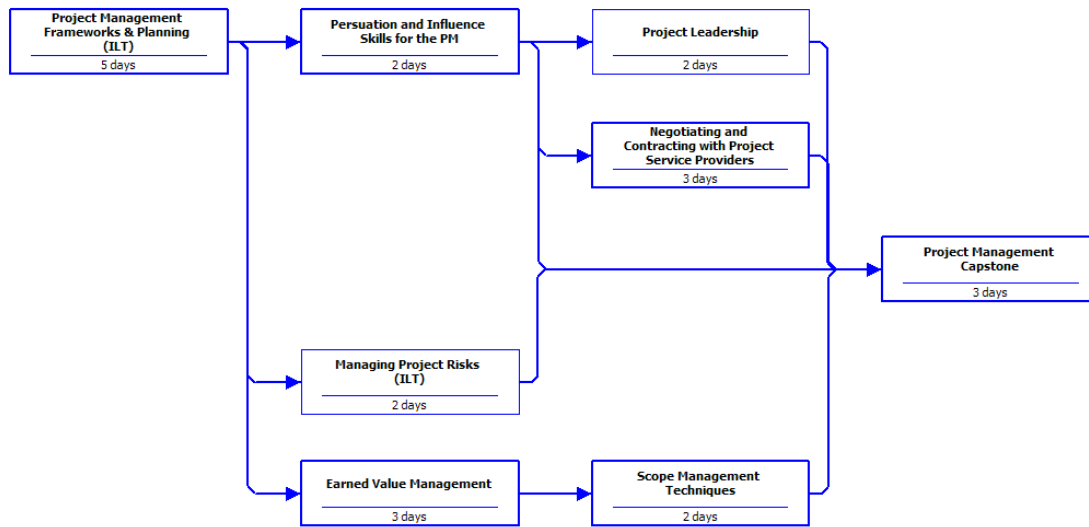
## GUARANTEED RESULTS

RCM focuses on delivering results and guarantees that your organization will realize a measurable increase in performance. Unlike most training providers, we do not merely guarantee that people will like the training; we take it one step further. We guarantee that participants and their organizations will realize measurable performance improvement as a direct result of our training.\*

## Curriculum Map

Core Curriculum Masters in Project Management	Advanced Curriculum Masters in Business Project Leadership	Technical Curriculum Microsoft Project Certification Training	Elective Curriculum Stakeholder Courses
<ul style="list-style-type: none"> <li>• Project Management Frameworks and Planning</li> <li>• Persuasion and Influence Skills for the PM</li> <li>• Managing Project Risk</li> <li>• Earned Value Management</li> <li>• Scope Management</li> <li>• Project Leadership</li> <li>• Negotiating and Contracting with Project Service Providers</li> <li>• Project Management Capstone</li> </ul>	<ul style="list-style-type: none"> <li>• Managing Interdependent Projects Across the Organization</li> <li>• Financial Management of Projects</li> <li>• Applied Leadership Development</li> <li>• Change Management - <i>Planning for Implementation of Deliverables</i></li> <li>• Portfolio Management</li> </ul>	<ul style="list-style-type: none"> <li>• Microsoft Project 2007 (Standard)</li> <li>• Advanced Microsoft Project 2007 (Standard)</li> <li>• Using Microsoft Project Server 2007 for Project Managers</li> <li>• Using Microsoft Project Server 2007 for Resource Managers</li> <li>• Using Microsoft Project Server 2007 for Executives</li> <li>• Using Microsoft Project Server 2007 for Team Members</li> <li>• Administering Microsoft Project Server 2007</li> <li>• Basic Microsoft Project Portfolio Server</li> <li>• Advanced Microsoft Project Portfolio Server</li> <li>• Administering Microsoft Project Portfolio Server</li> </ul>	<ul style="list-style-type: none"> <li>• Project Management Leadership Summit</li> <li>• Introduction to Project Management for Team Members</li> <li>• Project Management for Executives</li> </ul>

## Core Project Management Curriculum



## Core Curriculum by PMBOK® Process Area

Core Curriculum	Initiating	Planning	Executing	Controlling	Closing
Project Management Frameworks and Planning	█				
Persuasion and Influence Skills for the PM			█		
Managing Project Risk		█	█	█	
Scope Management	█	█	█	█	█
Earned Value Management		█	█	█	
Project Leadership			█		
Negotiating and Contracting with Project Service Providers		█	█	█	█
Project Management Capstone	█	█	█	█	█

## Custom Corporate Programs & Educational Consulting Services

RCM's project management consulting and curriculum development staff is prepared to collaborate with and guide your organization to develop custom training programs to meet your specific needs including blended learning, on/off-site options, custom developed content, co-delivered instructor led training, train-the-trainer or corporate university programs.

**Please contact us for more details at: [Training@rcmt.com](mailto:Training@rcmt.com)**

## Project Management Frameworks & Planning

Course Number: RCM101

PDU/Contact Hours: 35 hours

### Course Description:

Project Management has become one of the most universally recognized fields of study and the demand for well trained and experienced Leaders in this discipline is at an all time high. According to Tom Peters, Project Management is key to organizational survival and success in the new millennium. Project Management requires specialized skills to effectively direct and manage human resources, costs, schedules, and scope. In today's fast paced environment, Project Managers, Team Leaders, and Project Stakeholders must be educated and competent in a variety of Project Management tools and techniques to maintain and advance their organizations and to ensure success throughout the project life cycle.

This comprehensive course is designed to expose students to both core and advanced Project Management principles while incorporating practical knowledge that can be immediately applied in the real world. This course engages students in thought provoking discussions ranging from roles and responsibilities of Project Managers to how to construct a deliverables-based Work Breakdown Structure (WBS) using the DBTD Model. This course will greatly benefit Project Managers and Team Members alike, and incorporates best practices from the PMBOK® 9 Knowledge Areas.

### Topics:

#### Day 1

##### **Project Management Profession**

- Various Project Management Roles
- Industry Trends and Opportunities for Project Managers
- Earning Potential
- Key Industries/Markets with High Demand for Project Managers/Management

##### **Project Management Standards and PMI**

- Organization History & Charter
- Membership
- Certification
- Publication
- Education

##### **Role of the Project Manager**

- Responsibilities
- Expectations
- Competencies
- Authority
- Internal vs. external project manager roles
- Misconceptions about Project Managers/Management
- Realities of Project Management

##### **Overview of PMBOK & Project Management Knowledge Areas**

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Risk Management

- Project Quality Management
- Project Human Resources Management
- Project Communications Management
- Project Procurement Management

#### **Foundational Concepts of Project Management**

- Definition of Project
- Triple Constraints
- Project Lifecycle
- Project Evolution

#### **Defining and Achieving Project Success**

- Common Project Challenges
- Causes of Project Failure
- Defining Project Success and Measurement Criteria

#### **Project & Organizational Structures**

- Various Project Roles and Responsibilities
- Organizational Structures
- Project Structures
- Effectively Integrating the Project and Organizational Structures

## **Day 2**

### **Defining the Work Breakdown Structure**

#### **WBS Types and their Pros and Cons**

- Phase-based WBS
- Activity-based WBS
- Deliverables-based WBS

#### **WBS Forms and Uses**

- Outline/List Form
- Graphical Form

#### **Steps to Constructing a WBS**

- How to Identify and Define Deliverables
- How to Properly Decompose Deliverables
- How to Recognize and Create Work Packages
- How to Identify all Activities Using the DBTD Model
- How to Ensure a Complete WBS
- How to Number and Enter the WBS into MS Project

#### **How to Use the WBS to Verify and Baseline the Project Scope**

#### **Tools and Tips for Building a WBS with the Project Team**

#### **How to Evaluate and Analyze a WBS**

## **Day 3**

### **Estimation Challenges and Pitfalls**

#### **Components of a Good Estimate**

#### **Precision vs. Accuracy in Estimating**

#### **Cost vs. Price in Estimating**

#### **Estimation Methods**

- Analogy
- Parametric
- Bottom-Up

#### **Building Estimates**

- Preparing for Estimation
- Establishing Estimation Criteria
- Estimating Effort, Duration and Elapsed-Time

- PERT Mean Analysis
- Estimating Resources
- Incorporating the Effects of Skills, Productivity and Work Interruption
- Building Estimates in MS Project

#### **Presenting Estimates**

- How to Use MS Project to Simulate Different Project Conditions
- How to Create Compelling Options for Reducing Costs, Resources or Scope
- How to Present Estimates to Project Sponsors, Key Stakeholders and/or Clients
- Determine the number and timing and profiles of needed resources
- Prevent team burnout

## **Day 4**

### **Purpose and Components of a Schedule**

#### **Schedule Dependencies**

- Logical Relationships
- Schedule Delays
- Schedule Acceleration

#### **Creating the Schedule**

- Network/Precedence Diagramming
- Critical Path Method
- Determining the End Date of your Project
- Using MS Project to Schedule Your Project

#### **Optimizing the Schedule**

- Fast Tracking
- Crashing
- Reducing Scope

#### **Resource Leveling**

- Using MS Project to Reduce/Eliminate Resource Over-allocations
- Creating a Realistic Resource Staffing Profile

#### **Assessing and Mitigating Schedule Risk**

## **Day 5**

### **Defining Risk and Risk Management**

#### **How to Identify and Classify Risks**

#### **Qualifying Risks**

#### **Prioritizing Risks**

#### **Filtering Risks**

#### **Quantifying Risks**

#### **Developing Strategies to Deal with Risks**

#### **Controlling Risks**

### **Learning Objectives:**

- Roles And Responsibilities Of A Project Manager
- How To Avoid The Trap Of Managing The Product Lifecycle Instead Of The Project Lifecycle
- Top 10 Critical Failure Factors And How To Avoid Them
- How To Properly Develop An Integrated Project Plan
- Consequences Of Poor Project Management Processes
- The Impact Of The Triple Constraint Theory On Projects
- How To Develop An Estimate Using A 3-point Estimating Technique
- How To Apply Value Added Risk Management Techniques
- How your organizational structure will impact your project

- Tips And Tricks In Using Off-the-shelf Project Management Software
- How To Gain Control Of Your Projects
- 10 Most Common Pitfalls when Creating Estimates
- How to Eliminate the Pressure for Back-of-the-Envelope Estimates
- 3 Techniques for Building in Enough Time for Estimating
- Time-tested Approach for Improving your Estimates by 50%
- Avoid the Accuracy vs. Precision Trap
- What Estimation Software Makers Don't Want You to Know
- The Secret to Getting Your Estimates Accepted and not Slashed
- Avoid the Biggest Mistake when Estimating Time
- How to Minimize the Biggest Variable in Estimating
- 5 Deadly Pitfalls when Estimating in MS Project
- Proven Techniques for Reducing Costs
- 3 Proven Techniques for Communicating/Presenting your Estimates
- How to Eliminate Padding without Fear
- 10 Essential Tips for Estimating any Project
- The Biggest Danger in Making Estimating Assumptions
- How Thinking Chronologically will Ruin Your Schedule
- 5 Deadly Mistakes of Scheduling
- 6 Critical Facts You Must Know about the Critical Path Before Starting Your Next Project
- 5 Easy Steps to Creating a Schedule in MS Project
- 3 Proven Techniques for Reducing Your Schedule
- How to Solve Your Resource Constraints when Resource Leveling Does Not
- The Biggest Misconception about Resource Leveling
- How to Manage your Schedule Instead of Your Schedule Managing You
- 4 Proven Techniques for Identifying Risks
- How to Avoid the Biggest Risks on Your Project
- 5 Strategies to Deal with Any Risk
- How to Budget for Risks without Over- or Under-Budgeting
- How to Detect Risks Before they Happen
- 7-Step Processes for Resolving Risks Once They Occur
- How to Manage Program Risk with a Simple Risk Dashboard
- 4 Approaches for Managing Contingency Reserves
- How to Reduce Schedule and Budget Risks by 50%
- How To Reduce The 'BUS' Factor
- How To Properly Use Contingency Reserve
- How To Properly Build A Schedule

Prerequisites: none

PMBOK Knowledge Areas:

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Quality Management
- Project Human Resource Management
- Project Communications Management
- Project Risk Management
- Project Procurement Management

## Persuasion & Influence Skills for the PM

Course Number: RCM102

PDU/Contact Hours: 14 hours

### Course Description:

As a project manager you are faced with influencing people over whom you have no direct managerial authority. This includes your project team members, stakeholders who have vested interests in the project deliverables, and line managers who assign people to your project team. In your project status meetings, you will need to influence people with your written and oral presentations. At times you need to influence your project sponsors and in some cases you want to influence your executive management to improve the practice of project management within your organization. This seminar will help you build your competency and willingness to influence positively. Included with your registration fee, you will receive a copy of the popular book, "Political Savvy: Systematic Approaches to Leadership Behind-the-Scenes," by Joel R. DeLuca.

11

### Topics:

#### Day 1

##### The art and science of persuasion and influence

- Exploring your project management influence challenges
- Learning a practical process for persuading and influencing
- Using persuasion and influencing tactics
- Building your credibility as a project manager
- Assessing your persuasion and influencing skills

#### Day 2

##### Exploring how to influence in your organization

- Understanding organization dynamics and politics and how they impact your project
- Mapping project stakeholders
- Uncovering people's needs, interests and agendas
- Finding common ground with agenda linking
- Individual application of persuasion and influence communication with sponsors, stakeholders and team members

##### Ensuring your project's success

- Managing scope changes using persuasion and influence tactics
- Prioritizing project work demands with others using your influencing skills
- Managing your stakeholder communication process
- Creating your persuasion and influence action plan using a companion guide
- Leveraging professional project management skills for career success

**Learning Objectives:**

- Use practical models for influencing people without direct authority
- Build your credibility as a project manager and leader
- Understand organizational dynamics and politics and how they affect influence strategies
- Hone and polish your persuasion and influence communication skills
- Be more persuasive with project sponsors, stakeholders, and team members
- Create a strategic and tactical persuasion plan enabling your success as a project manager

Prerequisites: None

**PMBOK Knowledge Areas:**

- Communication management
- Human resource management
- Project integration

## Managing Project Risks

Course Number: RCM103

PDU/Contact Hours: 14 hours

### Course Description:

In this program you are guided through a whole system approach and process for identifying, analyzing, planning and controlling risk. The process includes tools, techniques and templates for dealing with various types of project risks. You will practice, under the guidance of a seasoned project manager, identification and analysis of risks, especially showstoppers. You'll then learn how the comprehensive risk management plan enables you and your project team to proactively manage issues that could negatively affect the successful control and completion of your project.

13

### Topics:

#### Day 1

##### Risk management road map

- Understanding the whole system approach
- Using futuring as the foundation project success
- Understanding what constitutes risk
- Knowing risk management and why it is important
- Determining the critical success factors for managing risk
- Identifying common sources of project risk
- Using risk analysis management (RAM)
- Exercise: identifying project risks

##### Risk analysis and assessment

- Analyzing and assessing project risks
- Using risk assessment criteria
- Prioritizing the risk and defining risk tolerances
- Identifying "showstoppers"
- Determining the probability and impact of risks
- Determining the warning signs for risk
- Exercise: assessing project risks

#### Day 2

##### Controlling and managing project risks

- Tracking and monitoring risk
- Using risk response control
- Managing the risk mitigation plan
- Reducing the impact of a "showstopper"
- Modifying the project to deal with risk
- Documenting risk management and using the knowledge
- Evaluating the project risk management process
- Exercise: controlling the impact of risks on a project

**Learning Objectives:**

- Use a whole system approach for identifying, assessing and managing risks
- Confidently use the tools of risk management
- Determine the how and when of managing risks
- Apply risk identification techniques to your projects
- Identify categories of risk
- Use risk assessment/analysis techniques
- Reduce risk through planning and proven strategies
- Make the connection between risk management and the project plan

Prerequisites: Project Management Frameworks and Planning

14

**PMBOK Knowledge Areas:**

- Time management
- Cost management
- Scope management
- Quality management
- Risk management
- Procurement management

## Earned Value Management

Course Number: RCM104

PDU/Contact Hours: 21 hours

### Course Description:

Earned Value Management is an established project management technique for effectively managing projects within scope, cost, and schedule constraints. In today's fast paced environment, Project Managers, Team Leaders, Analysts, and Project Stakeholders must be educated and competent in a variety of Project Management tools and techniques to maintain and advance their organizations and to ensure success throughout the project life cycle. Earned Value Management provides a solid and repeatable framework for core project management processes.

Earned Value Management is a project management technique used to objectively evaluate cost/schedule status, forecast future impacts, and communicate risks and recovery planning strategies to the project team. Earned Value Management is critical to planning, executing, tracking, and controlling projects, and specialized skills are required to effectively implement an Earned Value Management System.

This comprehensive, fast-paced course is designed to expose students to core and advanced Earned Value Management principles while incorporating practical knowledge that can be immediately applied in the real world. This course will greatly benefit Project Managers and Team Members alike, and incorporates best practices from the PMBOK® 9 Knowledge Areas and American National Standards Institute 748-A. This course will jointly benefit contractors and clients. This course will teach you not only how to generate earned value data, but how to convert the data into useful information to aid in the decision making process. This course will teach you how to interpret earned value metrics to facilitate risk management and corrective action planning.

This course uses case studies, group and individual exercises, and daily evaluations to ensure maximum absorption of both concepts and practical applications. In addition to the student guide, students will receive an exercise notebook which will serve as both a tutorial aid during class and a quick reference guide for students to utilize on the job.

### Topics:

#### Day 1

##### Earned Value Management Overview

##### EVM Environment

##### EVM Concept

##### Understanding the Project Baseline

##### Earned Value Terminology and Core Formulas

##### ANSI-748A Compliant EVMS – Understanding the 32 Criteria *(optional)*

##### Establishing the Performance Measurement Baseline

##### Understanding Actuals and Earned Value

**Day 2**

**Earned Value Measurement Techniques**  
**Performance Metrics and Variances**  
**EACs and Advance Forecasting Techniques**  
**Performance Dashboards and Reporting**  
**Generating and Analyzing Contract Performance Reports**

**Day 3**

**Understanding the Integrated Baseline Review (IBR)**

Learning Objectives:

- What is Earned Value Management
- The Benefits Of Earned Value Management
- The historical Perspective of Earned Value
- How To Apply Earned Value Management Concepts And Applications
- How To Champion Earned Value Management In Your Organization
- Why The Performance Measurement Baseline Is So Important To Project Success
- Current Regulatory Requirements And Reporting Thresholds
- How To Build A RAM
- How To Integrate ANSI 748-A Criteria Into Your Processes (*optional*)
- The EVMS Certification Process
- How To Generate A Variance Analysis Report
- When To Perform Corrective Action Planning
- How To Calculate Core Earned Value Metrics And Variances
- The Importance Of An Integrated Baseline Review (IBR)
- Advanced Forecasting Techniques
- Pros and Cons of Earned Value Management
- Learn To Read And Analyze A Contract Performance Report (CPR)
- How To Create And Present Informative And Powerful Status Reports
- Earned Value Management Software Tips And Tricks
- The difference between actuals and earned value
- What do those acronyms really mean

Prerequisites: Project Management Frameworks and Planning

PMBOK Knowledge Areas:

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Quality Management
- Project Human Resource Management
- Project Communications Management
- Project Risk Management
- Project Procurement Management

## Scope Management Techniques

Course Number: RCM105

PDU/Contact Hours: 14 hours

### Course Description:

Projects can be delivered on time and within budget, but if the Client does not get what they expected, the project will be deemed a failure. Yet, how does the Project Manager balance the emerging and changing needs of the Client with budget and schedule commitments, and still deliver a product that satisfies the Client? Proper Scope Management.

Scope Management is not just a fancy term for rejecting all change requests submitted by the Client. Instead, Scope Management is a formal process for defining the limits of the project based on business needs and priorities, and controlling the changes within the project to insure the realization of the original, agreed upon goals.

This course will provide you with proven tools and techniques to define and control project scope, account for scope creep, handle change requests, socialize change control within the Client organization and assess the impact of scope changes on the project budget, schedule and staffing plan.

### Topics:

#### Day 1

**Defining Project Scope**

**Documenting Project Scope**

**Verifying Project Scope**

**Developing a Scope Change Control Process**

**Managing Scope Change Requests**

**Controlling the Rate of Change and Change Requests**

**Scope Creep vs. Requirements Creep**

**Scope Change Control Budgets**

**Role of the Change Control Board**

**How to Manage Scope and Still Satisfy your Customers**

#### Day 2

**Scope Change simulation**

### Learning Objectives:

- How to Use 1 Document to Clearly Define Project Scope
- 7 Reasons Why Most Scope Change Control Processes Fail
- The Best Techniques for Eliminating Scope Creep
- The Secret to Eliminating Scope Conflicts between You and Your Sponsor
- A Proven Approach to Managing the Cost and Schedule Impacts of Change
- How to Create the Perfect Change Control Process
- How to Avoid Being Controlled by Change Requests
- 5 Ground Rules for Every Change Control Board

Prerequisites: Project Management Frameworks and Planning, Earned Value Management

## PMBOK Knowledge Areas:

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Quality Management
- Project Human Resource Management
- Project Communications Management
- Project Risk Management
- Project Procurement Management

## Project Leadership

Course Number: RCM106

PDU/Contact Hours: 21 hours

Course Description:

***Turn your group into a motivated, efficient and successful project team!***

Your role as manager and leaders is critical in your project's success. You learn how to effectively start a project team; how and when to provide direction to the team to increase its productivity; how to facilitate team meetings; how to integrate a diverse group of individuals; how to encourage and gain commitments for specific contributions from team members; and how to deal with common team problems such as conflict and unsatisfactory performance.

19

Topics:

### Day 1

#### Leadership in project management

- Getting a project team started right
- Distinguishing between leading, managing and facilitating
- The stages of team development
- Providing structure for the team
- Creating a motivating environment
- Managing a team member's motivational/performance gap
- Working with project sponsors
- Identifying and managing project stakeholders
- Developing your political savvy as a leader
- Exercise: working on cases and applying lessons learned

### Day 2

#### Facilitating the project team to accomplish its work

- Understanding your role as a team meeting facilitator
- Using the four-step process of facilitation
- Improving observation of team dynamics
- Assessing team situations to select the appropriate intervention
- Learning to use appropriate team interventions
- Assessing conflict management approaches
- Managing your reactions to various team situations
- Exercise: working on cases and applying lessons learned

### Day 3

#### Communicating, candor and conflict management

- Modeling the behaviors of leaders
- Three competencies for project success
- The requirements of productivity
- Identifying and managing "triggers"
- Communicating with clarity and accuracy
- Giving and receiving constructive feedback
- Developing your emotional competence in conflict situations

- Improving listening behaviors: working with feelings and facts
- Communicating with candor, directness and tact
- Exercise: giving and receiving coaching for solving project team problems

#### Learning Objectives:

- Get the team started in the right direction
- Gain team buy-in and commitment to the project charter
- Define and use your role as a manager, leader and coach
- Interface with project stakeholders
- Work effectively with project sponsors
- Facilitate effective project team meetings
- Identify and address common group problems
- Manage conflict using caring candid communication
- Deal with unsatisfactory or dysfunctional behavior

20

Prerequisites: None

#### PMBOK Knowledge Areas:

- Project integration
- Quality management
- Communications management
- Human resource management

## Negotiating and Contracting with Project Service Providers

Course Number: RCM107

PDU/Contact Hours: 21

### Course Description:

Project managers must know how to manage subcontracts with great care or disputes and claims can cause delays and affect cost, schedule and technical performance. You'll learn the basics of what to do (and what not to do) in defining, planning, selecting, managing and administering subcontracts. Effectively negotiate with external subcontractors and internal service providers to attain "win-win" agreements.

21

### Topics:

#### Day 1

##### Basics of negotiation and contract types

- Learn your negotiation style and how you interact with others in project management
- The five common errors in judgment that lead to project failures
- How to prepare for negotiations when contracting with outside service providers
- Contract types: fixed price, time and materials, cost-reimbursement
- Establishing and defending your boundaries when working with management and stakeholders

#### Day 2

##### Executing contracts

- Making certain your subcontractors perform as specified
- Alternative dispute/conflict resolution
- Separating the people from the problem
- Knowing and executing your strategy
- Dealing with people who drive you crazy

#### Day 3

##### Applications

- Exercise: participants will negotiate a fixed term contract in a project team environment and demonstrate negotiation techniques and problem solving skills.
- Participants receive feedback and analysis from a professional instructor following the exercise

### Learning Objectives:

- Prepare for negotiating different types of contracts
- Avoid legal claims and disputes with subcontractors
- Negotiate with management and stakeholders in a win-win manner
- Allocate extra time when moving people between tasks
- Deal with people who drive you crazy

Prerequisites: Persuasion and Influence

### PMBOK Knowledge Areas:

- Procurement management
- Quality management
- Risk management

## Project Management Capstone Course

Course Number: RCM108

PDU/Contact Hours: 21

*Students must take the first seven courses in the Masters Certificate series before taking this final course*

Course Description:

***Apply and practice your skills for planning and managing a mid-sized project successfully.***

Proficiency in MS Project is required before taking the Project Management Capstone program. If you do not have a working knowledge of this Microsoft® project management program, please take Applying MS Project or Microsoft Project 2007 (Standard) first.

In this hands-on practicum you will apply all of the skills necessary to successfully initiate, plan, execute, control and close a project. Working in a team on a simulated six-month mid-sized high-priority project, you will be responsible for developing the key project management deliverables including the project charter, project plan, change control process, status reports and post-project reviews. You will facilitate meetings, update the project plan with actuals and changes, present status to management, justify your decisions to key stakeholders and determine the impacts of your actions on multiple projects. Under the guidance of a senior project manager, you will be given direct feedback and techniques to increase efficiency and effectiveness.

Topics:

### Day 1

#### Project initiation

- Review business case for project
- Meeting with project sponsor and key stakeholders
- Developing a project charter
- Defining the project scope

#### Project planning

- Writing a Statement of Work (SOW)
- Construction of the Work Breakdown Structure (WBS)
- Planning project using MS Project

### Day 2

#### Project planning (continued)

- Building time and cost estimates
- Developing the project schedule (network diagram)
- Assigning resources
- Cost/schedule optimization
- Presenting estimates and plan to project sponsors
- Base lining the project

### Day 3

#### Project execution and control

- Updating the plan with actuals
- Managing change requests
- Determining impacts to other projects

**Project closure**

- Completion and submission of all project deliverables
- Conduct post-project review
- Capture lessons learned
- Instructor evaluation and feedback

**Learning Objectives:**

- Develop a project charter
- Define the functional requirements addressing the business needs
- Build a project schedule
- Present and report project status to key stakeholders
- Manage the effects of change on multiple projects
- Assign and resolve resource constraints
- Analyze variances and practice re-planning
- Present and report project status to stakeholders

23

**Prerequisites:** Project Management Frameworks and Planning, Persuasion and Influence, Earned Value Management, Project Risk Management, Project Leadership, Scope Management Techniques, and Negotiating and Contracting with Project Service Providers

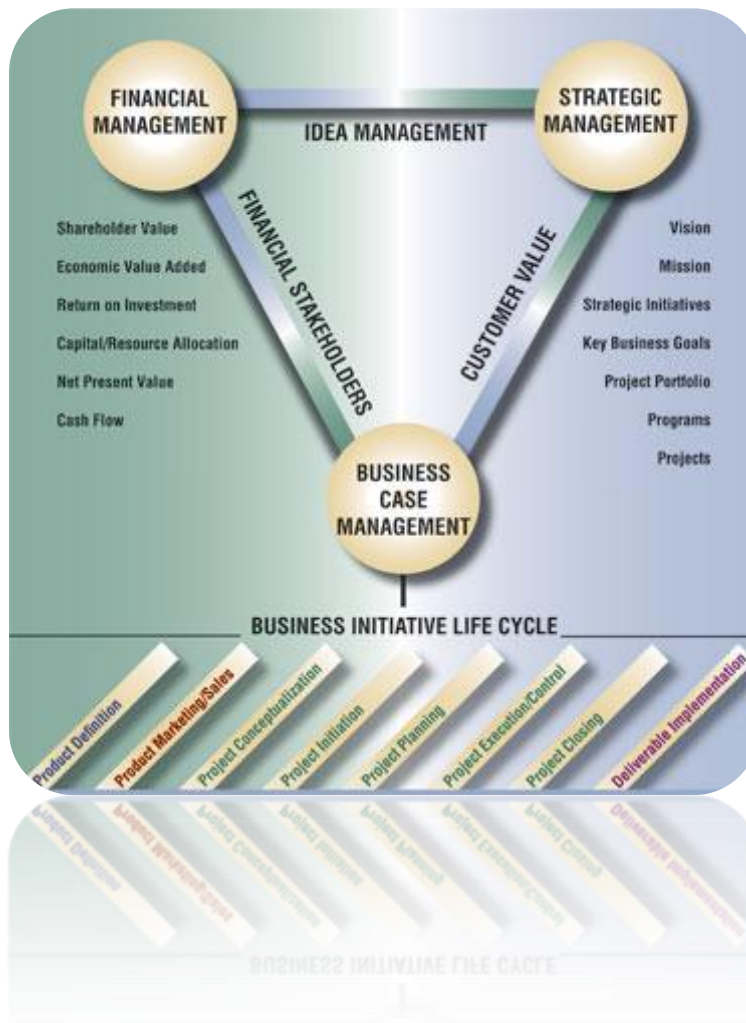
**PMBOK Knowledge Areas:**

- Time management
- Cost management
- Scope management
- Quality management
- Risk management
- Procurement management
- Communication management
- Human resource management
- Project integration

**Capstone Exam: *Will there be an exam in the Capstone seminar?***

Yes, however it is an applied exam, not a multiple choice exam like in all the other project management seminars. The applied exam requires that participants demonstrate knowledge and skill in developing a charter, defining functional requirements, writing a statement of work, developing a work breakdown structure, building an activity network diagram, constructing a risk assessment management plan, presenting and justifying estimates, assigning and leveling resources, developing a complete project management plan, analyzing project performance, presenting project status reports, managing scope changes, conducting post-project reviews and using the basics of MS Project.

## Advanced Project Management Curriculum



24

Your organization may not have the competitive edge it could have because project management is viewed as primarily tactical. Project management is also **strategic** and will **add economic** and **business value** to your organization when key people collaborate and use our business case management process that aligns new ideas for projects with strategic and financial goals.

The most effective project managers are business-minded and know how to work effectively with the business initiative life-cycle process. Our enterprise project management process is intended for project managers who want to **drive value by helping executives execute strategy**. Our strategic project management business model will help you learn how to "lead" and work effectively with project champions, sponsors, and associates in finance, accounting and new product development by building an enterprise project management process that produces predictable positive performance results.

## Managing Interdependent Projects Across the Organization

Course Number: RCM201

PDU/Contact Hours: 21

### Course Description:

To accomplish strategic initiatives and attain business goals, organizations are recognizing that they need their best managers to manage a group of related projects, which may or may not be referred to as a program. Managers who work with interrelated projects need to be mindful of integrating the scope and schedule of multiple project deliverables, manage finances, and the risks associated with the projects. Their job is more complex than managing single independent projects. Some key success factors are the human relations skills, communications skills, and style used to manage the project interfaces among: other project managers, functional groups, marketing, new product development, operations, suppliers, and different business divisions and locations. Learning how to use, integrate and manage interdependent projects well, is important in the career development of project managers.

Managing interdependent projects across the organization needs more skill in people management than technical project management, because much of the PM's job is managing at the systems level and getting things done through relationship management. There is heavy emphasis on managing interface milestone deliverables, making good decisions about what to do when one project's performance affects another project's performance, and communicating effectively with all of the program's key stakeholders.

### Learning Objectives:

- Develop a master schedule for the project group
- Identify, assess & manage interdependencies across projects & functions
- Identify, assess & manage risks across projects
- Assess & manage how decision/solutions will affect other projects
- Managing resource constraints & optimizing resource utilization
- Develop relationship management skills
- Know how to communicate "bad news" to the right people at the right time
- Develop a plan for milestone management
- Establish & communicate the importance of an executive steering committee
- Develop a communication plan for the program, especially in managing handoffs or interface management
- Know how to do effective change management as it relates to the group of projects
- Know when to address issues & with what level of management
- Know how to remove obstacles/barriers to produce desired project deliverables
- Know how to develop & present options to business leaders
- Learn how to make a project status & "business" presentation on my program of projects to executives
- Conduct a financial analysis of a program of projects

Prerequisites: Completion of RCM Core Curriculum, Masters Certificate in Project Management or PMP

**PMBOK Knowledge Areas:**

- Integration Management
- Scope Management
- Time Management
- Cost Management
- Quality Management
- Communications Management
- Human Resource Management
- Risk Management
- Procurement Management

**Audience:**

- Project Managers
- Project Portfolio Managers
- PMO Directors
- Project Leaders
- Program Managers

## Financial Management of Projects

Course Number: RCM202

PDU/Contact Hours: 21

### Course Description:

Improve your skill in capturing and analyzing important financial data about projects and business cases, and increase your confidence in speaking the business language executives understand so that you can influence decisions about projects.

What makes a project manager valuable in today's market? It's business acumen and leadership. The marketplace needs project managers who speak the language of business, and that's finance. This program will teach you how to build solid business cases for your projects; how to use relevant finance and accounting principles in planning and making decisions with business leaders; and how to use financial management tools to run your projects like a business. Throughout the seminar you will work with a simulated project as your team uses business models to synthesize the financial data.

### Learning Objectives:

- Understanding how projects get started in a business
- Best practices for project business cases
- Practicing business case development
- Speaking the financial language your executives understand
- Working with the basics of finance related to projects
- Handling the financials of project changes
- Communicating project progress and performance from a financial perspective

Prerequisites: Completion of RCM Core Curriculum, Masters Certificate in Project and Management or PMP

### PMBOK Knowledge Areas:

- Integration Management
- Scope Management
- Time Management
- Cost Management
- Quality Management
- Communications Management
- Human Resource Management
- Risk Management
- Procurement Management

### Audience:

- Project Managers, Project Portfolio
- Managers, PMO Directors, Project
- Leaders, Program Managers

## Applied Leadership Development

Course Number: RCM204

PDU/Contact Hours: 21

### Course Description:

Improve your leadership and communication skills as you become a knowledgeable change master. Learn how to effectively manage transitions so that you can help your organization increase its capability to practice systematic project management, thus achieving desired project deliverables within predictable schedules and budgets.

Project managers also have to act as change agents, continually refining and improving the project management structure. This seminar will help you strengthen your leadership and communications skills. You'll learn how to manage transitions using systematic project management, so deliverables arrive on time and within budget.

Shepherding your organization through the five phases of project management capability (PMC) can be difficult. In this course, you'll learn how those five phases should progress, and how to apply change management techniques, both with individuals and across your organization. You'll also sharpen your leadership skills and learn to recognize common factors that can encourage or limit changes in PMC.

### Learning Objectives:

- Enhancing your leadership through practice
- Assessing your strengths and desired improvements as a leader and effective change agent
- Listening and communicating like a leader
- Exploring potential project management capability changes within your organization
- Examining and using the UW Project Management Capability (PMC) model
- Using an eight-step organizational change management process
- Leading and managing during the transition phases of change
- Applying your leadership development plan to a current PMC change project

**Prerequisites:** Completion of RCM Core Curriculum, Masters Certificate in Project Management or PMP

### PMBOK Knowledge Areas:

- Integration Management
- Scope Management
- Time Management
- Cost Management
- Quality Management
- Communications Management
- Human Resource Management
- Risk Management
- Procurement Management

### Audience:

- Project Managers/Leaders
- Project Portfolio Managers
- PMO Directors
- Program Managers

## Portfolio Management

Course Number: RCM208

PDU/Contact Hours: 21

### Course Description:

Portfolio Management involves balancing the mission and needs of the business with the resources, risks and constraints while assuring visibility and control. A Portfolio Manager constantly assesses the project investments being made, the returns on those investments and prospects of new opportunities.

In order to effectively manage at this level, proper controls, processes and tools need to be in place to adequately and quickly inform the Portfolio Manager of issues, risks, opportunities, conflicts and returns. Portfolio Managers also need to be skilled in performing rapid detailed analysis, decision making and forecasting.

This course will equip the Portfolio Manager with the skills and tools necessary to select and manage a portfolio of projects that will provide maximum value and return to the organization. Participants will get hands-on experience working with the latest project portfolio management technology: Microsoft Project Portfolio Server.

### Learning Objectives:

- Distinguishing between direct, emergent and realized strategy
- Establishing a process for aligning projects with strategy
- Leading and communicating project strategy with project sponsors, business unit directors and resource managers
- Examining best practices of a project executive governance board
- Managing resource utilization across projects more effectively
- Managing project risks across a portfolio/program of projects
- Monitoring and tracking portfolio/program performance
- Analyzing data and making decisions about new projects, project delays and terminations

**Prerequisites:** Completion of RCM Core Curriculum, Masters Certificate in Project and Management, or PMP

### PMBOK Knowledge Areas:

- Integration Management
- Scope Management
- Time Management
- Cost Management
- Quality Management
- Communications Management
- Human Resource Management
- Risk Management
- Procurement Management

### Audience:

- Project Portfolio Managers
- PMO Directors
- Program Managers

## Introduction to Project Management for Team Members

Course Number: RCM301

PDU/Contact Hours: 7 hours

### Course Description:

This course outlines the essential project management processes and knowledge areas, roles and responsibilities of project team members, and the fundamental keys to project success.

### Topics:

30

#### Project Management Profession

- Various Project Management Roles
- Industry Trends and Opportunities for Project Managers
- Earning Potential
- Key Industries/Markets with High Demand for Project Managers/Management

#### Project Management Standards and PMI

- Organization History & Charter
- Membership
- Certification
- Publication
- Education

#### Role of the Project Team Members

- Responsibilities
- Expectations
- Competencies
- Authority
- Internal vs. external project manager roles
- Misconceptions about Project Managers/Management
- Realities of Project Management

#### Overview of PMBOK & Project Management Knowledge Areas

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Quality Management
- Project Human Resources Management
- Project Communications Management
- Project Procurement Management

#### Foundational Concepts of Project Management

- Definition of Project
- Triple Constraints
- Project Lifecycle
- Project Evolution

#### Defining and Achieving Project Success

- Common Project Challenges
- Causes of Project Failure
- Defining Project Success and Measurement Criteria

## PMBOK Knowledge Areas:

- Integration Management
- Scope Management
- Time Management
- Cost Management
- Risk Management
- Quality Management
- Human Resource Management
- Communications Management
- Procurement Management

## Audience:

- Project Team Members

## Project Management for Executives

Course Number: RCM302

PDU/Contact Hours: 7 hours

### Course Description:

Today many organizations are using project management and expecting that it will increase efficiency to produce timely desired results. However, executives, directors, functional managers and project managers are confronted with structure and systems issues in their organizations that reduce or eliminate the anticipated return on the project management investment. This customized half to full-day customized session will help you assess your current project practices and organizational infrastructure and help you build project management “capability” in your organization to optimize business results.

32

### Topics:

#### How Organizations Optimize Business Results Using Project Management

- Assessing your current project management capability (PMC)
- The link between ROI and PMC
- Using strategic as well as tactical project management
- Focusing on project deliverable time to business value
- Assessing the level of pain and readiness to increase PMC

#### How to Increase Your Organization’s Project Management Capability (PMC)

- Strategic versus tactical resource planning
- Working with an Executive Project Governance Committee
- Reviewing the types of Project Management Office (PMO)
- Using project management information systems
- Examining standardization of project management throughout the organization

### PMBOK Knowledge Areas:

- Integration Management
- Scope Management
- Time Management
- Cost Management
- Quality Management
- Communications Management
- Human Resource Management
- Risk Management
- Procurement Management

### Audience:

- Managers
- Directors
- Executives

## Project Management Leadership Summit

Course Number: RCM307

PDU/Contact Hours: 6

### Course Description:

Today many organizations are using project management and expecting that it will increase efficiency to produce timely desired results. However, executives, directors, functional managers and project managers are confronted with structure and systems issues in their organizations that reduce or eliminate the anticipated return on the project management investment. This one-day summit will help you assess your current project practices and organizational infrastructure and help you build project management “capability” in your organization to optimize business results.

The format of this one-day summit requires that organizations send a team of at least two people including someone at the executive/management level who is involved with project management and an experienced project manager.

### Topics:

#### Morning Keynote

**How Organizations Optimize Business Results Using Project Management**

#### Breakout Sessions

##### FOR EXECUTIVES

- Assessing your current project management capability (PMC)
- The link between ROI and PMC
- Using strategic as well as tactical project management
- Focusing on project deliverable time to business value
- Assessing the level of pain and readiness to increase PMC

##### FOR PROJECT MANAGERS

- Assessing your current project management practice
- Multi-tasking on large to small, multiple and maintenance projects
- Assessing the pain in managing triple constraints on multiple projects

##### Guided Facilitation between Executives and Project Managers

- Share assessments and readiness to improve PMC

#### Networking Lunch

## Afternoon Keynote

**How to Increase Your Organization's Project Management Capability (PMC)**  
**Guided Facilitation between Executives and Project Managers**

## Breakout Sessions

### FOR EXECUTIVES

- Strategic versus tactical resource planning
- Working with an Executive Project Governance Committee
- Reviewing the types of Project Management Office (PMO)
- Using project management information systems
- Examining standardization of project management throughout the organization

### FOR PROJECT MANAGERS

- Using resource constraint project scheduling
- Working with different types of PMO
- Using project management information systems
- Exploring what project managers can do to increase PMC

### Guided Facilitation between Executives and Project Managers

- Examining the remedies for transition to the next level of PMC
- Developing an action plan for the team to execute

### Learning Objectives:

- Find out how organizations are getting a competitive advantage by increasing the capability to select and complete projects on time and within budget
- Complete an assessment of your organization's project management capability
- Learn what executives can do to support an organization-wide project management practice that produces timely deliverables and business results
- Learn what project managers can do to handle the challenges of practicing professional project management
- Assess your organization's readiness to transition to higher levels of project management capability (PMC)
- Return to your organization as a team prepared to lead a PMC initiative

### Audience:

- Executives/directors/managers who are involved with project management and seek increased returns on investment in project management and improved project management capability
- Experienced project managers who would like to participate as a leader/change agent in improving the way in which project management is practiced throughout the organization

## Microsoft Project 2007 (Standard)

Course Number: RCM401

PDU/Contact Hours: 7 hours

### Course Description:

This Workshop will walk students through the Project Planning and Management processes using Microsoft Project 2007. Students will learn the steps to develop a complete project plan with a Work Breakdown Structure, cost estimates, schedule, resource requirements and risk assessment, as well as manage, track and report on the project using MS Project 2007.

35

### Topics:

- Opening a new Project
- MS Project Overview
- Entering Project Information and Tasks
- Specifying Task Relationships
- Saving a Project
- Navigating through MS Project
- Changing Task Information
- Entering Task Constraints
- Creating Summary Tasks
- Collapsing and Expanding the Outline
- Copying, Moving and Deleting Tasks
- Creating and Assigning Resources
- Using Calendars
- Understanding Views
- Using Dual-Pane Views
- Applying a Filter to a View
- Formatting Text
- Using the Gantt Chart Wizard
- Printing Views
- Setting Up the Page
- Printing Calendars and Reports
- Developing a Work Breakdown Structure and Entering it into MS Project 2007
- Assigning Resources in MS Project 2007 and Creating a Resource Calendar
- Creating Schedule Dependencies in MS Project 2007
- Resource Leveling in MS Project 2007
- Determining Project End Date and Duration using MS Project 2007
- Determining Project Budget and Costs
- Base lining the Project
- Collecting and Updating the Project Plan with Actuals using Workgroup Features
- Generating Management Reports (Budget, Scope, Resource, Schedule and Status)

Prerequisites: None

### Audience:

- Project and Program Managers/ Program Managers
- Project Administrators/Coordinators/Schedulers

## Advanced Microsoft Project 2007 (Standard)

Course Number: RCM402

PDU/Contact Hours: 7

### Course Description:

This Workshop will walk students through advanced Project Planning and Management processes using Microsoft Project 2007. Students will learn the steps to develop a complex project plans involving multiple projects, create a master schedule, as well as manage, track and report on the project using custom views and reports.

36

### Topics:

- Understanding the difference between a project plan, master project plan, and an integrated master schedule
- Creating an integrated master schedule
- Creating cross project dependencies
- Creating custom fields
- Creating custom outline codes
- Creating custom filters
- Creating custom groups
- Creating custom tables
- Creating custom charts/graphs
- Creating custom views
- Creating custom reports using MS Excel
- Analyzing project data for status reporting
- Advanced scheduling techniques

Prerequisites: Microsoft Project 2007 (Standard) or equivalent

### Audience:

- Experienced Project Manager and users of Microsoft Project
- Project Schedulers
- Project Administrators/Coordinators

## Using Microsoft Project Server 2007 for Project Managers

Course Number: RCM403

PDU/Contact Hours: 14 hours

### Course Description:

This course will provide basic application training to project managers (responsible for planning and managing work and resources on projects and programs). This training will focus on how to create the project plan, enter dependencies, add/remove resources, baseline and publish the project, and how to track and manage the project using Project Web Access and Microsoft Project Professional.

37

### Topics:

#### Using MS Project Professional

- Module 1: MS Project 2007 System Architecture
- Module 2: MS Project Professional 2007 Structure and Components
- Module 3: Using MS Project 2007 Professional
- Module 4: Building the Team from Enterprise
- Module 5: Publishing Projects to the Project Server
- Module 6: Baseline Project Plans
- Module 7: Tracking Costs and Schedules using Earned Value

#### Using Project Web Access

- Module 8: Getting Started
- Module 9: Working with Tasks and Task Information
- Module 10: Managing Documents with Windows SharePoint Services
- Module 11: Managing Issues with SharePoint Team Services
- Module 12: Managing Risks with SharePoint Team Services
- Module 13: Working with Status Reports
- Module 14: Working with Projects
- Module 15: Viewing Resource Information

Prerequisites: None

### Audience:

- Project Managers
- Program Managers

## Using Microsoft Project Server 2007 for Team Members

Course Number: RCM404

PDU/Contact Hours: 4 hours

### Course Description:

This course focuses on receiving and viewing tasks, tracking time, posting documents or issues, and submitting status reports in Project Web Access.

### Topics:

#### Using Project Web Access

- Module 1: Getting started with Project Web Access
- Module 2: Creating proposals/activity plans
- Module 3: Submitting task updates
- Module 4: Entering timesheets
- Module 5: Project center
- Module 6: Submitting status reports
- Module 7: Managing issues, risks & documents
- Module 8: Viewing project deliverables

Prerequisites: None

### Audience:

- Team Members

## Using Microsoft Project Server 2007 for Resource Managers

Course Number: RCM405

PDU/Contact Hours: 4 hours

### Course Description:

This training will focus on how to view and report resource information such as over-allocations and utilization, and how to view and modify reports in Portfolio Analyzer (Graphical Reports).

### Topics:

#### Using Project Web Access

- Module 1: Getting started with Project Web Access
- Module 2: Creating resource plans
- Module 3: Staffing resources
- Module 4: Resource center
- Module 5: Data analysis

Prerequisites: None

### Audience:

- Resource Managers

## Using Microsoft Project Server 2007 for Executives

Course Number: RCM406

PDU/Contact Hours: 2 hours

### Course Description:

This course will show executives how to view summary level information for individual projects and project portfolios (dashboards) and how to view and modify graphical reports in Portfolio Analyzer.

### Topics:

#### Using Project Web Access

- Module 1: Getting started with Project Web Access
- Module 2: Project center
- Module 3: Resource center
- Module 4: Data analysis
- Module 5: Issues, risks & documents

Prerequisites: None

### Audience:

- Executives
- Managers
- Directors

## Administering Microsoft Project Server 2007

Course Number: RCM407

PDU/Contact Hours: 14 hours

### Course Description:

This training is designed for technical and functional administrators. It includes such topics as configuration of Microsoft Project Professional and Project Web Access, adding users, managing views and creating templates.

### Topics:

#### MS Project Server Administration

##### Using Project Professional 2007 & Web Access

- Module 1: Architecture
- Module 2: Managing users & security
- Module 3: Defining enterprise custom fields
- Module 4: Managing timesheets
- Module 5: Managing task settings
- Module 6: Customizing PWA & working with views
- Module 7: Managing the OLAP Cube
- Module 8: Organizational server settings
- Module 9: Managing operations
- Module 10: Database administration & queue
- Module 11: Working with workspaces
- Module 12: Managing Windows SharePoint Services
- Module 13: Connecting to Project Server
- Module 14: Creating enterprise calendars
- Module 15: Project templates
- Module 16: Importing projects

Prerequisites: None

### Audience:

- Administrators

## Basic Microsoft Project Portfolio Server

Course Number: RCM408

PDU/Contact Hours: 7 hours

### Course Description:

In this class, team members and other project stakeholders learn how to complete their daily tasks within the Microsoft Office Project Portfolio Server application. This training focuses on accessing and navigating the application, entering a business case, responding to workflow actions, entering schedule and resource data, managing and tracking projects, and reporting.

42

### Topics:

#### Introduction

- Portfolio Server Builder Introduction
- Portfolio Server Log-in, Navigation & Scorecard view

#### Building a Business Case

- Project Information
- Budget Cost
- Resources
- Benefits
- Impact Assessment against the Business Drivers
- Risk Assessment
- Schedule
- Risks Reporting
- Documents

#### Workflow

- Workflow Overview
- Workflow Link and Review Process

#### Managing and Tracking Projects

- Project Portfolio Management Introduction
- Dashboard
- Status
- Cost Tracking
- Resource Tracking
- Change Requests
- Snapshots

#### Reporting

- Reporting Overview
- Report Template Summary
- Organization and Portfolio Report Template Details
- Project Report Template Details

Prerequisites: None

### Audience:

- Business Managers
- IT Managers

## Advanced Microsoft Project Portfolio Server

Course Number: RCM409

PDU/Contact Hours: 7 hours

### Course Description:

This course focuses on prioritizing and selecting projects to optimize an organization's portfolio of projects. A focus is placed on the Optimizer module and how it can be used to analyze portfolios with the modeling of what-if scenarios, efficient frontier techniques and constraints and other advanced analysis. It is recommended that students take the Basic Microsoft Office Project Portfolio Server course as a prerequisite.

43

### Topics:

#### Introduction

- Project Portfolio Management Introduction
- Portfolio Manager Log-in and Navigation
- Optimizer Key Concepts
- Optimizer Navigation

#### Portfolio Prioritization and Selection

- Setting Up a New Analysis
- Project Prioritization
- Updating Project Priority Attributes

#### Other Optimizer Functionality

- Chart Wizard
- Selection Analysis
- Decision Dashboard
- Updating the Workflow

Prerequisites: Basic Microsoft Project Portfolio Server

### Audience:

- Portfolio Analysts

## Administering Microsoft Project Portfolio Server

Course Number: RCM410

PDU/Contact Hours: 14 hours

### Course Description:

This training is designed for technical and functional administrators and covers full administration of the application such as adding and modifying attributes as well as managing users and permissions. Upon completion of this course students should understand all of the different system administration components needed to support an implementation of Microsoft Office Project Portfolio Server. It is recommended that students take the Basic Microsoft Office Project Portfolio Server course as a prerequisite.

44

### Topics:

#### Introduction

- Introduction and Course Overview
- Architecture and Installation Overview

#### Organization and User Management

- Introduction to Portfolio Server configuration settings
- Organization Management
- User Management
- Portfolio/Program Management

#### Workflow and Financial Management

- Workflow Management
- Financial Management

#### Structure and Attribute Management

- Survey Management
- Driver Management
- Attribute and Indicator Management
- Resource Management

#### Other Settings

- Project Server Gateway
- SharePoint Server Settings
- Document Management Settings
- User Security and Session Tracking
- Data Transfer
- Additional/Other Settings

Prerequisites: Basic Microsoft Project Portfolio Server

### Audience:

- System Administrators
- Technical Support Personnel

## Registration Information

### PAYMENT INFORMATION

All payments must be received prior to the start of the class. Please refer to our website or contact us if you have any questions. Fees and course content are subject to change without notice. Please see our website for the latest updates.

### EDUCATIONAL CREDIT

RCM is a Global Registered Education Provider (REP) for PMI and authorized to issue Professional Development Units (PDUs) for credit toward meeting the Continuing Certification Requirements (CCR) related to PMP certification. One Continuing Education Unit (CEU) equals 10 PDUs. RCM is affiliated with the University of Wisconsin - Madison School of Business, and offers on-site training for the Project Management Masters Certificate Program. Please see our website for more information.

45

### CANCELLATION/RESCHEDULING POLICY

Registrations cancelled at least 4 weeks prior to the start of the class are entitled to a full refund or may be rescheduled within the next 12 months. Your request for cancellation or reschedule must be submitted in writing. Substitutions may be made prior to the class start. Should you need to cancel or reschedule the class less than 4 weeks prior to training, full payment will be required and you will be issued a non-refundable credit voucher redeemable within the next 12 months. The credit voucher will be used for any class of equal or lesser value.

### ONSITE TRAINING

RCM provides onsite training for clients and also offers customized training to meet your specific organizational needs.

### GUARANTEE

If for any reason you are not satisfied with our training, please let us know and we will make it right. We will give you a full refund, minus the expenses associated with used which may be used for any class of equal or lesser value during the next 12 months.

### REGISTRATION

Register via email: [Training@rcmt.com](mailto:Training@rcmt.com)

Register via phone: (877) 726.0007

---

### OUR MISSION

Our mission is to increase our customers' profitability and success through effective project management solutions.

RCM is a Global Registered Educational Provider with the Project Management Institute (PMI) and a Certified Microsoft Partner for Microsoft Office Project Server.

## Special Training Discounts and Incentives

### Save 10% on In-House Training

For every 9 students registered, in the same course, your organization will receive the 10<sup>th</sup> student free for that same course.

### Save 20% on On-Line Training

Register yourself and another student, at the same time, for any of our public/on-line courses, and you both will receive a 20% discount off the list price of the course(s).

46

### Save 30% on Microsoft Training

Get your whole Team trained on Microsoft Project, Microsoft Project Server, and/or Microsoft Project Portfolio Server. Register 10 or more students in any of our Microsoft Project tool training courses and save up to 30%. *(contact: [Training@rcmt.com](mailto:Training@rcmt.com) for specific volume discounts)*

### Save 50% on Corporate Training Programs

Manage your annual training budget more easily. If your organization registers for 3 or more courses, you will receive a 50% discount on the last course. *(minimum of 8 students per course)*

### Discount Guidelines

Only one (1) discount can be applied at a time. Full payment is due at time of registration. Courses must be completed within one (1) year of purchase.



**RCM Technologies** is a premier provider of business and technology solutions designed to enhance and maximize the operational performance of its customers through the adaptation and deployment of advanced information technology and engineering services. RCM is an innovative leader in the design, development and delivery of these solutions to commercial and government sectors for more than 35 years. RCM's offices are located in major metropolitan centers throughout North America.

## Smart Solutions For Your Business

Specializing in business solutions that revolutionize the way your company operates, RCM Technologies Enterprise Business Solutions is a recognized top-tier Microsoft National System Integrator and an expert in business solution implementations, project management and training services.

RCM's solutions are custom-tailored to your needs and deliver measurable improvements in the areas most critical to your Company's success. Our powerful project management tools streamline and coordinate project-based initiatives across your organization, and our highly skilled consultants and technicians augment and enhance your team's skills. RCM helps your Company leverage business investments in technology and capitalize on emerging tools and systems. RCM makes technology a critical instrument for your success.

RCM has helped companies across every industry leverage technology to implement solutions that have dramatically increased employee productivity, reduced the cost of operations and ensured the highest-level of security for business data. Find out how RCM can help you today.

## SOLUTION EXPERTISE

### Business Intelligence Solutions

- Analytical Reporting
- Business Dashboards
- Data Marts/Warehouses

### Core Infrastructure

- Messaging Solutions
- Network/System Security
- Network Management Solutions
- Identity and Messaging Migrations
- Server Design/Consolidation
- Server Virtualization

### Collaboration/Portal Solutions

- Content Management
- Document Management
- Intranet/Extranet Portals
- Workflow Management

### Web Development and Design

- User Experience Driven
- Creative Design
- Design and Development of Web-Based Applications
- Search Optimization and Analytics

### Custom Application Development

- Service Oriented Architecture
- Web Solutions
- Enterprise Application Integration

### Mobility Solutions

- Enterprise Mobile Solutions
- Windows Mobile-Based Applications

### Connected Systems Solutions

- Enterprise Application Integration (EAI)
- Electronic Data Interchange (EDI)
- Service Oriented Application Architecture
- Microsoft BizTalk Server Implementation

### Enterprise Project and Portfolio Management

- Portfolio Management & Planning
- Innovation Management Solutions
- Microsoft Project and Portfolio Server Implementations
- University and PMI accredited training program
- Project Management Office (PMO) Development
- On Demand Project and Portfolio Management

### e-Commerce Solutions

- Customer, Catalog and Order Management Systems
- Business to Business and Business to Consumer
- Backoffice Integration
- Integrated Content Management
- Full-Service Design

### Personalized IT Advisory, Support and Care Services

- Proactive Application Management & Support
- Proactive Desktop and Server Management and Support
- Design and Scaling recommendations
- Strategic Planning