



**Course Catalog**  
**2009-2010**



## Programs at a Glance

Course	Category	Level	Length	Price (USD\$)
Make Your Business Writing More Effective	Communications	Intro	4-6 hrs	\$95
Make Your Presentations More Effective	Communications	Intro	4-6 hrs	\$95
Financial Planning and Control	Finance	Intro	3-5 hrs	\$79
How to Read a Financial Statement	Finance	Intro	3-5 hrs	\$79
Introduction to Business Statistics	Finance	Intro	3-5 hrs	\$75
Introduction to Finance	Finance	Intro	3-5 hrs	\$79
Time Value of Money and Risk	Finance	Intro	3-5 hrs	\$75
Understanding and Managing Budgets	Finance	Intro	3-5 hrs	\$79
Compensation	HRM	Intro	2-4 hrs	\$79
Employee Selection	HRM	Intro	2-4 hrs	\$79
Equal Employment Opportunity	HRM	Intro	2-4 hrs	\$79
Introduction to Human Resource Management	HRM	Intro	2-4 hrs	\$79
Performance Management	HRM	Intro	2-4 hrs	\$79
Talent Management and Career Development	HRM	Intro	2-4 hrs	\$79



## Programs at a Glance (continued)

Course	Category	Level	Length	Price (USD\$)
Creativity in Teams and Organizations	Innovation and Critical Thinking	Intro	4-5 hrs	\$75
Innovation in Organizations	Innovation and Critical Thinking	Intro	4-5 hrs	\$75
Introduction to Critical Thinking	Innovation and Critical Thinking	Intro	3-5 hrs	\$95
Personal Creativity	Innovation and Critical Thinking	Intro	3-5 hrs	\$55
Introduction to Leadership	Leadership	Intro	5-7 hrs	\$75
Leaders and Work-Life Balance	Leadership	Intro-Interm	2-4 hrs	\$79
Leading and Managing Change	Leadership	Intro-Interm	3-5 hrs	\$79
Leading Teams	Leadership	Intro-Interm	3-5 hrs	\$55
Managing in the Modern Organization	Management	Intro	2-4 hrs	\$79
Managing People	Management	Intro	2-4 hrs	\$79
Effective Negotiations	Management Skills	Intro	3-5 hrs	\$79
How to Coach	Management Skills	Intro	3-5 hrs	\$79
Time Management	Management Skills	Intro	3-5 hrs	\$55
An Overview of Marketing	Marketing	Intro	3-5 hrs	\$79
Marketing Planning	Marketing	Intro-Interm	4-6 hrs	\$79
Management Information Systems	MIS	Intro	3-5 hrs	\$79



## Programs at a Glance (continued)

Budgeting in a Non-Profit Organization	Non-Profit Management	Intro	3-5 hrs	\$79
Fundraising in a Non-Profit Organization	Non-Profit Management	Intro	4-6 hrs	\$150
How to Read a Non-Profit Financial Statement	Non-Profit Management	Intro	3-5 hrs	\$79
Leadership in a Non-Profit Organization	Non-Profit Management	Intro	3-5 hrs	\$99
Non-Profit Board and Volunteer Development	Non-Profit Management	Intro	5 hours	\$150
Principles of Marketing for Non-Profit Organizations	Non-Profit Management	Intro	3-5 hrs	\$79
Strategy in a Non-Profit Organization	Non-Profit Management	Intro	3-5 hrs	\$79
PMP Test Prep	Project Management	Intermediate	35-40 hrs	\$699
Project Management for Information Technology	Project Management	Intermediate	25-28 hrs	\$499
Project Management Team Leadership	Project Management	Intermediate	18 hrs	\$359
PMP 1 - Introduction to Project Management	Project Management	Intermediate	3-5 hrs	\$79
PMP 2 - Project Processes and Project Integration Management	Project Management	Intermediate	3-5 hrs	\$79
PMP 3 - Project Scope Management	Project Management	Intermediate	3-5 hrs	\$79
PMP 4 - Project Time Management	Project Management	Intermediate	3-5 hrs	\$79
PMP 5 - Project Cost Management	Project Management	Intermediate	3-5 hrs	\$79
PMP 6 - Project Quality Management	Project Management	Intermediate	3-5 hrs	\$79
PMP 7 - Project Human Resource Management	Project Management	Intermediate	3-5 hrs	\$79
PMP 8 - Project Communications Management	Project Management	Intermediate	3-5 hrs	\$79
PMP 9 - Project Risk Management	Project Management	Intermediate	3-5 hrs	\$79
PMP 10 - Project Procurement Management	Project Management	Intermediate	3-5 hrs	\$79
PMP 11- PMP Practice Exams &	Project	Intermediate	3-5 hrs	\$79



Exam Strategies	Management			
Strategy and Competition	Strategy	Intro-Interm	2-4 hrs	\$55
What is Strategy?	Strategy	Intro-Interm	2-4 hrs	\$79



## Communications

### **Communicating with Confidence: Make Your Business Writing More Effective**

This course focuses on improving business writing. The ability to write clearly and directly is highly prized in organizations. You will learn how to be a better writer and how to revise your writing to make it purposeful and effective.

The ideas, techniques, and checklists in this course apply to all forms of business writing: memos, reports, brochures, proposals, presentations, catalogs, and websites. You will learn to recognize key factors for effective writing (clarity, tone, organization, delivery), how to answer the reader's question: "What's in it for me?", and how to structure, format, and write quickly (when appropriate). Other topics include formal and informal outlining techniques, how to revise for wordiness, unnecessary phrases, redundancy, and jargon, and the appropriate use of email in an organizational setting.

After completing this course, you'll be able to:

1. Recognize the difference between ineffective and effective writing
2. List and define the four major factors of effective writing (clarity, tone, organization, and delivery)
3. Recognize the role of the audience in effective communication and the importance of understanding an audience's needs
4. Employ formal and informal outlining techniques
5. List and recognize techniques for overcoming writer's block
6. Recognize the importance and dangers of writing quickly
7. Revise for wordiness, unnecessary phrases, redundancy, and jargon
8. Write more effective emails and recognize the appropriate use of email in an organizational setting
9. Employ checklists for organizing, writing and revising

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to complete:** 4-6 hours

**Cost:** \$95



## Communications

### Communicating with Confidence: Make Your Presentations More Effective

The ability to communicate clearly and effectively is increasingly important in organizational settings. This course helps learners organize, structure, and create presentations. Since many organizations use PowerPoint as a way of communicating information, this course offers advice and guidance on the most effective and persuasive uses of PowerPoint.

This course will teach you how to understand the elements in the communications process and better organize your presentations. You will learn PowerPoint graphic rules of thumb and how to create an effective summary slide. You will also understand how to structure persuasive and well-organized presentations. Further, you will learn how to revise PowerPoint slides for clarity and graphic elements. Finally, you will understand success factors for a presentation.

After completing this course, you'll be able to:

1. Recognize what makes communication effective
2. Understand the elements in the communications process
3. Better organize your communications and presentations
4. Understand PowerPoint graphic rules of thumb
5. Create an effective summary slide
6. Describe and employ the four steps of purposeful communication in your presentations
7. Understand the forecast, present, and echo structure for presentations
8. Recognize key visual considerations for PowerPoint slides and presentations
9. Understand how to organize and create PowerPoint presentations
10. Revise PowerPoint slides to make them more effective
11. Understand the success factors for face-to-face presentations

This course is self-paced and online. You will have access to this course for 30 days.

**Level:** Introductory

**Estimated time to complete:** 4-6 hours

**Cost:** \$95



## Finance

### Business Essentials: Financial Planning and Control

This course considers practical finance and accounting tools for decision-making within organizations. You will learn about cost benefit analysis, return on investment (ROI), fixed and variable costs, break-even and CVP (cost-volume-profit) analysis, tracking and performance measures, and the Balanced Scorecard and its varied uses.

After completing this course, you'll be able to:

1. Explain cost benefit analysis
2. Calculate return on investment and the payback period
3. Explain fixed and variable costs
4. Calculate breakeven and understand CVP (cost-volume-profit) analysis
5. Explain tracking and performance measures
6. Explain and calculate Balance Scorecard measures

This course is self-paced and online. You will have access to this course for 30 days.

**Level:** Introductory

**Estimated Time to Complete:** 3-5 hours

**Cost:** \$79

### Business Essentials: How to Read a Financial Statement

This course covers financial reports and their meaning. You will learn the fundamentals and importance of the income statement, balance sheet, and statement of cash flows, and how they can be used to manage a business. You will also be exposed to financial (ratio) analysis.

After completing this course, you'll be able to:

1. Identify and describe the documents and financial statements included in an organization's financial report
2. Itemize and interpret the information in the income statement, balance sheet, statement of changes in shareholder's equity, and statement of cash flows
3. Correctly state the impact for specific business activities on cash flow
4. Define financial (ratio) analysis and explain its objectives and limitations
5. Identify the various types and categories of financial ratios
6. Perform calculations using financial ratios

This course is self-paced and online. You will have access to this course for 30 days.

**Level:** Introductory

**Estimated time to complete:** 3-5 hours

**Cost:** \$79



## Finance

### Business Essentials: Introduction to Business Statistics

This course will introduce you to the importance of statistics in the business world. Statistics is the science of collecting, organizing and analyzing data in order to make more effective decisions. Understanding statistical techniques can help any manager responsible for marketing, management, accounting, sales, or other business functions.

This course will cover ways to organize, describe and present data; it also introduces the concept of probability. You will also explore computational methods for presenting data, called descriptive statistics. Further, you'll be exposed to financial (ratio) analysis and its objectives and limitations. By the end of this course, you should be comfortable with financial reports and their meaning.

After completing this course, you'll be able to:

1. Differentiate between descriptive and inferential statistics
2. Distinguish between the 4 different scales of measurement: nominal, ordinal, interval, and ratio
3. Identify the appropriate graphical or tabular method for presenting your data
4. Create frequency distributions
5. Create meaningful presentations and graphs (including: frequency polygons, bar graphs, pie charts, line graphs, and histograms)
6. Calculate probability and explain its practical application
7. Compute the mode, median, and mean of a dataset
8. Calculate the variance and standard deviation of a dataset
9. Interpret sampling with and without replacement
10. Explain the significance of the area under a curve

This course is self-paced and online. You will have access to this course for 30 days.

**Level:** Introductory

**Estimated time to complete:** 3-5 hours

**Cost:** \$75



## Finance

### **Business Essentials: Introduction to Finance**

This course introduces the discipline of finance in an organizational setting. You'll learn how financial decisions fit into the world of business decision-making and how these choices pose problems, challenges, and opportunities for organizations and individuals.

Among the basics covered: responsibilities of financial managers; roles of finance in a typical business organization; legal forms of businesses; agency relationships; and relevant financial markets of interest to financial managers. Further you will explore the five principles that form the foundation of financial management and you will understand the non-financial manager's impact on, and role in, the finance function.

After completing this course, you'll be able to:

1. Identify and differentiate the three most common types of business organizations and the structure of each
2. State the fundamental objectives of a corporation and the differences between wealth and profit maximization
3. Recognize the impact of social and ethical responsibility on business
4. Identify and describe the structure and functions of the finance department within an organizations
5. List and define the key principles that form the foundation of financial management
6. Recognize and define the five key financial markets
7. Identify the sources, rules and life-cycle stages of corporate financing
8. Describe the function of the stock market and the three trading venues it utilizes
9. Recognize the factors related to the interest rate determination and the impact of interest on an organization

This course is self-paced and online. You will have access to this course for 30 days.

**Level:** Introductory

**Estimated time to complete:** 3-5 hours

**Cost:** \$79



## Finance

### Business Essentials: Time Value of Money and Risk

This finance course covers Time Value of Money (TVM) principles and Risk and Return. You will review the basic TVM techniques used in evaluating all financial decisions and their cash flow implications. For Risk and Return, you will learn how risk influences investment decisions, and how to calculate risk and rates of return. Further, you will explore the benefits of diversification and the use of the portfolio concept in investing.

After completing this course, you'll be able to:

- Distinguish between points in time and periods of time as shown by a time line
- Define *compounding* and *discounting*
- Compute future value or present value for single payment amounts
- Distinguish between single payments and streams of payments and between uneven streams and annuities
- Solve for the interest rate or time period for simple present value and future value problems
- Define risk
- Describe how risk influences investment decisions
- Calculate risk and rates of return
- Describe how diversification can limit risk
- Explain how diversifiable risk can be lowered using a portfolio approach

This course is self-paced and online. You will have access to this course for 30 days.

**Level:** Introductory

**Estimated time to complete:** 3-5 hours

**Cost:** \$75



## Finance

### **Business Essentials: Understanding and Managing Budgets**

This course covers budgets and how they are used in organizational settings. You will gain an understanding of the uses and functions of master budgets, operating budgets, sales, production and cost of goods sold budgets, and cash budgets. You will also learn how organizations are using different budgeting techniques to deal with operating challenges.

After completing this course, you'll be able to:

1. Recognize the uses and functions of budgeting
2. Recognize the key activities, considerations, and benefits of strategic organizational planning
3. Recognize the purpose and make-up of a master budget
4. Identify the components and calculations used to create a master budget and recognize uses for this information
5. Identify the components and purpose of an operating budget
6. Recognize how sales, production, and cost of goods sold budgets are created and perform related calculations
7. Recognize the purpose of cash budgets and how they are prepared
8. Identify ways the budget process can be managed for optimal results and recognize the benefits and limitations of the management-by-objective system

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to complete:** 3-5 hours

**Cost:** \$79



## Human Resource Management

### Understanding HR: Compensation

In this course, you will consider the many issues surrounding the key aspects of pay policy: legal requirements, pay equity within an organization, competitive pay within the relevant industry, how and when to grant raises, and different ways payment can be structured.

After completing this course, you should be able to:

- Comply with relevant state and federal "wage and hour" laws
- Determine the competitive pay level for a particular position in a particular geographic location
- Discuss and administer a variety of pay structures
- Effectively confront issues of pay equity within an organization

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to complete:** 2-4 hours

**Cost:** \$79

### Understanding HR: Employee Selection

In this course, you will learn about the process of selecting the best candidate from a large, diverse pool of high-quality applicants. Based on D. Quinn Mills' book, *Principles of Human Resource Management*, the course discusses how to conduct an effective job interview, asking questions that elicit relevant information and avoiding questions that might be seen as discriminatory. You will also consider how to discover more about a candidate through the use of reference checks, background checks, and testing.

After completing this course, you should be able to:

1. Conduct an effective job interview
2. Analyze a candidate pool and identify the most qualified candidate given a job description and requirements
3. Decide what additional tests – if any – should be administered to candidates for a specific job
4. Deal productively and sensitively with internal candidates for a job opening

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to complete:** 2-4 hours

**Cost:** \$79



## Human Resource Management

### Understanding HR: Equal Employment Opportunity

In this course you will learn about many of the major employment laws, Equal Opportunity issues, and the anti-discriminatory regulations employers must be aware of in hiring, promoting, and firing employees.

After completing this course, you should be able to:

1. Explain the major employment and anti-discrimination laws
2. Understand the basic steps to take in dealing with discrimination complaints
3. Explain and assess issues around alternative work arrangements
4. Outline ways to develop and maintain a diverse work-force

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to complete:** 2-4 hours

**Cost:** \$79



# Human Resource Management

## Understanding HR: Introduction to Human Resource Management

Human Resource Management includes the vital tasks of recruiting, screening, interviewing, training, appraising, disciplining, rewarding, and developing the employee - both for business and non-profit enterprises.

Since all managers (especially line managers) have HR responsibilities, it is important that they have an understanding of the key concepts of this increasingly important function, especially since many decisions they make about employees have possible legal ramifications.

The course draws on material from Harvard Business School professor D. Quinn Mills' book, *Principles of Human Resource Management*.

After completing this course, you should be able to:

1. Recognize and identify the key roles and responsibilities of the human resource management function
2. Assess your attitude and your organization's attitude toward human resource management
3. Recognize and define HRM's strategic contribution to an organization
4. Recognize and define human resources terms
5. Differentiate between the day-to-day functions of the HR department and the broader concepts of human resource management
6. Recognize the relationship and partnership that exist between an organization's HR Department and its line managers and identify the key responsibilities of each
7. Differentiate between the structure and reporting relationships of a centralized and decentralized human resources function
8. List and identify the five areas of HRM Planning
9. List the three roles that an HR department must fulfill to maintain the ethical standards of an organization
10. Identify the key global issues and business practices that impact HRM

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to complete:** 2-4 hours

**Cost:** \$79



## Human Resource Management

### Understanding HR: Performance Management

This course considers the different elements of performance management. In its broadest sense, "performance management" is what every good manager does every day: Makes sure employees know what they need to do to achieve the organization's goals, checks to make sure the employees are doing those things, praises employees for doing the right things, and uses constructive criticism when that is not the case. A formal performance management system simply makes sure all those management tasks get done consistently across an organization.

After completing this course, you should be able to:

1. Explain the value of a performance management system
2. Discuss the pros and cons of various types of performance management systems
3. Conduct a performance management interview
4. Design a performance improvement plan

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to complete:** 2-4 hours

**Cost:** \$79

### Understanding HR: Talent Management & Career Development

Drawing on material from Harvard Business School professor D. Quinn Mills' book, *Principles of Human Resource Management*, this course covers the challenges and issues that organizations face in developing and retaining their employees.

After completing this course, you should be able to:

1. Understand and effectively communicate the value of a career development program
2. Describe the five stages in the career lifecycle (Beginning, Developing, Mid-Career, Mastery and Maintenance, Retirement), and the needs an employee has at each stage of the cycle
3. Explain why career management has become important to employers and employees
4. Outline the tools for career development (training, education, job rotation, transfers, overseas assignments, mentoring, networking, volunteer work, formal career planning)
5. Understand the issues HR departments face with career management

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to complete:** 2-4 hours

**Cost:** \$79



## Innovation and Critical Thinking

### **Creativity & Innovation: Creativity in Teams and Organizations**

This course looks at spurring creativity and innovation in teams and organizations. Drawing on the latest academic thinking, it outlines the key factors for creative teams.

Further, the course focuses on tools and techniques designed to yield more productive thinking in collective settings. Participants learn about a number of targeted tools (including brainstorming, Discussion 66, Provocation, and others) to generate fresh thinking in smaller group settings and in their organizations.

After completing this Course, you should be able to:

1. Explain the connection between creativity and innovation
2. Outline the five factors for creative teams
3. Use team creative tools such as brainstorming, Discussion 66, anonymous idea generation, and visioning
4. Explain the importance of diversity in team creativity
5. Describe techniques for prototyping new ideas
6. Explain how to overcome creative barriers for teams and organizations
7. Describe ways to make teams and organizations more open to creativity and innovation

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to complete:** 4-5 hours

**Cost:** \$75



## Innovation and Critical Thinking

### **Creativity & Innovation: Innovation in Organizations**

This course looks at innovation in corporations and the public sector. It reviews the latest academic thinking on innovation, including Clay Christensen's seminal thinking on disruptive technology and the proper response.

Further, it explores some of the internal responses to the need for creativity, including idea champions, idea incubators, new venture teams and skunk works, and the process of moving from innovation to commercialization.

Finally, the course focuses on some of the more successful corporate innovators as a way of illustrating the principles of effective innovation in large organizations, and also explores the role of innovation in the public sector.

After completing this Course, you should be able to:

1. Outline the key factors for an innovative organization
2. Discuss the barriers to innovation
3. Explain the differences between incremental, semi-radical, and radical innovation
4. Describe internal innovation tools such as idea champions, idea incubators, new venture teams and skunk works
5. Explain the process of moving from idea to commercialization
6. Discuss the issues surrounding innovation in the public sector

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to complete:** 4-5 hours

**Cost:** \$75



## Innovation and Critical Thinking

### Creativity & Innovation: Personal Creativity

This course addresses Personal Creativity. Through tools and exercises drawn from Adrian Brown's book, *Creativity & Innovation*, it seeks to help unlock the creativity within individuals.

By stimulating creativity through various techniques (mind-mapping, DO-IT, SCAMPER, right and left brain thinking) participants learn to tap into their personal creativity and apply it to organizational challenges.

After completing this Course, you should be able to:

1. Describe the basis of personal creativity
2. Explain the uses of creative tools
3. Distinguish between vertical and lateral thinking
4. Employ creative tools like SCAMPER, random input, mind mapping, and DO IT
5. Describe the key characteristics of personal creativity
6. Assess the issues surrounding measuring creativity

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to complete:** 3-5 hours

**Cost:** \$55



## Innovation and Critical Thinking

### Introduction to Critical Thinking

This course is an introduction to the importance of critical thinking in the business world. Critical thinking is an intellectual model for reasoning through issues to reach well-founded conclusions about them. Asking questions is at the heart of critical thinking.

This program is designed to help learners define and identify critical thinking and reasoning skills and develop those skills.

After completing this set of modules, you will be able to:

1. Define critical thinking, reasoning, and logic
2. Ask appropriate questions for critical thinking
3. Understand the process of systemic problem-solving
4. Identify and overcome barriers to critical thinking
5. Articulate common reasoning fallacies
6. Understand critical thinking as it pertains to the workplace

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to complete:** 5-7 hours

**Cost:** \$95



## Leadership

### The Successful Leader: Introduction to Leadership

This course examines how to be a successful (that is, effective) leader. Based on D. Quinn Mills' book, *Leadership: How to Lead, How to Live*, a text used at Harvard Business School, this course asks the crucial questions about leadership in today's organizations: What is leadership and why is it important? What does effective leadership require? What is visionary leadership? What is the role of charisma? What is the difference between managing, administering, and leading?

After completing this course, you should be able to:

1. Define *leadership* and explain its importance
2. Discuss some of the better-known leadership theories (Fiedler's contingency theory; Path-goal theory; Vroom-Yetton-Jago theory)
3. Distinguish leadership from management and administration
4. Explain the role of ethics in leadership
5. Discuss the positives and negatives surrounding charismatic leadership
6. Recognize the importance of training, learning, and role-playing in leadership
7. Discuss the seven bases for leadership
8. Explain why formal authority alone does not guarantee leadership
9. Discuss the nine key qualities for leadership
10. Identify the five central skills needed for effective leadership and explain ways to strengthen or develop those skills in a leader

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to Complete:** 6-8 hours

**Cost:** \$75



## Leadership

### **The Successful Leader: Leaders and Work-Life Balance**

This course addresses the question of work-life balance, one which is of great importance to leaders in all settings. Based on D. Quinn Mills' book, *Leadership: How to Lead, How to Live*, a text used at Harvard Business School, this course looks at methods and techniques to reconcile work and family. You will also consider the question of personal fulfillment and the needs and demands of leadership.

After completing this course, you should be able to:

1. Identify the major sources of work-life balance conflict
2. Discuss the myths about work-life balance – including the "make time later," division of labor, and "quality time" myths
3. Identify strategies to achieve balance, including balancing by week, over a year, and via a short career
4. Recognize ways to maintain work-life balance
5. Examine what defines personal fulfillment
6. Identify those significant elements that play a role in a leader's life
7. Identify nine ways of viewing life's choices
8. Develop and complete a Personal Work-Life Balance Plan

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory/Intermediate

**Estimated time to complete:** 3-5 hours

**Cost:** \$79



## Leadership

### **The Successful Leader: Leading and Managing Change**

Whether adopting new technology or adapting to a drastic shift in an organization's core focus, managers play a fundamental role in effecting changes. Based on D. Quinn Mills' book, *Leadership: How to Lead, How to Live*, a text used at Harvard Business School, this course addresses the key issues managers face in a dynamic environment. By understanding the steps in effecting change and how to overcome resistance, a manager can successfully lead change at various levels of an organization.

After completing this course, you should be able to:

1. Discuss organizational change and the forms it can take
2. Describe Kotter's Eight Step Process recommended for implementing change successfully
3. Identify the factors a leader or manager can employ to promote change
4. Discuss the underpinnings of resistance to change and how to overcome it
5. Understand strategic change and mastering a changing environment

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory/Intermediate

**Estimated time to complete:** 3-5 hours

**Cost:** \$79



## Leadership

### The Successful Leader: Leading Teams

This course addresses the key issues surrounding leadership in a team. Why is it important? What does it require for a team leader to lead his team effectively? Based on D. Quinn Mills' book, *Leadership: How to Lead, How to Live*, a text used at Harvard Business School, this course considers how team leaders must account for the special and unique circumstances of working in a team, where responsibility, accountability, communication, and leadership is shared.

After completing this course, you should be able to:

1. List and identify the key characteristics and types of teams
2. Recognize the benefits and challenges of empowered teams that leaders need to be aware of
3. Identify differences in the primary and secondary roles filled by empowered teams and team leaders
4. Recognize the key sources of motivation for empowered teams
5. Recognize the key qualities and skills of a team leader
6. State the value of using the "checklist for team leaders"
7. Recognize and apply suggested approaches for managing conflict in teams

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory/Intermediate

**Estimated time to complete:** 3-5 hours

**Cost:** \$55



## Management

### **The Successful Manager: Managing in the Modern Organization**

This course considers the fundamentals of management and how managers can be effective in organizational settings. Based on D. Quinn Mills' book, *Principles of Management*, a text used at Harvard Business School, this course addresses managing in the modern organization.

After completing this course, you should be able to:

1. Define the role of management and managers in an organization
2. Distinguish between management, leadership, and administration in theory and in practice
3. Explain the three general management styles (authoritarian, participative, and empowerment) and their respective uses
4. Identify your views on hierarchy and management
5. Understand the roles of individual contributors and managers and how they differ
6. Identify your own approach toward managing (including personal effectiveness and enjoyment)

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to complete:** 2-4 hours

**Cost:** \$79



## Management

### The Successful Manager: Managing People

To be successful and move ahead in his or her career, a manager must understand how to manage people, including motivating workers and coordinating their activities. This course will explain how the goals, empowerment, measurement system of management can be employed, how organization structures differ, as well as the difficulty of discipline while trying to maintain momentum. This course is based on D. Quinn Mills' book, *Principles of Management*, a text used at Harvard Business School.

After completing this course, you should be able to:

1. Understand your own attitudes toward empowering management
2. Explain how a GEM (goals, empowerment, measurement) approach to managing works in practice
3. Describe the major organizational structures and the differences between them
4. Explain the different factors that motivate workers and how a manager can use them to improve employee performance
5. Discuss the challenges of discipline and how a manager should deal with such situations
6. Identify the defining characteristics, benefits, and unique challenges of empowered teams

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to complete:** 2-4 hours

**Cost:** \$79



## Management

### The Successful Manager: Effective Negotiations

Every day we are involved in negotiations of one form or another. Even though negotiations are an integral part of our lives, techniques for managing these situations are not instinctive; they must be learned.

Experienced negotiators make a conscious decision about what type of strategy to use in a discussion based on factors such as the importance of the relationship and the importance of what is at stake. Key concepts such as the "best alternative to no agreement", reservation price, and the "zone of possible agreement" can help when conducting negotiations. Since power is a fundamental dynamic in negotiations, it is important for negotiators to have a basic understanding of ways they can exert and also gain power in a discussion.

After completing this course, you should be able to:

1. Define what negotiation is
2. Explain the differences between principled negotiation, distributive negotiation, integrative negotiation and mixed motive negotiation
3. Discuss what BATNA is and why it is important within the context of a negotiation
4. Describe the concepts of reservation price and ZOPA, as well as how they relate to one another in a negotiation
5. Describe the steps that should be taken to plan for a negotiation
6. Explain the ways that power can be used in a negotiation, and how power can be gained from different sources
7. Identify different behaviors which can pose challenges to a negotiation and may cause impasses
8. Apply the concepts of negotiation to two real-world scenarios

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated Time to Complete:** 3-5 hours

**Cost:** \$79



## Management

### The Successful Manager: How to Coach

Managers who lead and manage through coaching—providing encouragement, feedback, and support—are more successful in "working through others." This brief course focuses on the skills and techniques of positive coaching in an organizational setting, including active listening, observing and providing constructive feedback, reinforcing positive employee performance through recognition and praise, and teaching new skills.

After completing this course, you should be able to:

1. Explain how coaching employees is a vital part of managing in any organization
2. Distinguish between managerial coaching, executive coaching, and personal coaching
3. Identify the triggers for coaching and recognize characteristics of coachability
4. Describe the five-step coaching process
5. Explain the SMART technique of goal setting
6. Explain the use of the USED and GROW models in coaching
7. Discuss the monitoring and follow-up coaching process
8. Explain the differences between mentoring and coaching

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to complete:** 3-5 hours

**Cost:** \$79



## Management

### The Successful Manager: Time Management

One of the more precious resources a manager has is his or her time. Managers can become more effective by employing time management and scheduling techniques, delegating, outsourcing key tasks, and employing technology. Effective time management helps managers achieve their goals.

After completing this course, you will be able to:

1. State the key outcomes and goals of effective time management
2. Assess your attitudes about your relationship to time and time management
3. Employ a time log in ascertaining how you spend your time
4. Recognize the common causes of procrastination and identify ways to eliminate your own procrastination
5. List the key attributes of effective (SMART) goals and recognize the importance of establishing personal and professional goals
6. Identify the key principles of time management (organization, prioritization, and planning) and some common methods for prioritizing tasks (ABC Method and the Eisenhower Method)
7. Identify the value and purpose of common time management tools, including scheduling systems (activity logs, action plans, to do lists)
8. Differentiate key characteristics of Action Plans and Task Lists
9. Identify the steps in the delegation process and recognize guidelines for appropriate task delegation
10. Identify strategies for handling daily tasks and distractions, such as email, phone calls, and other interruptions
11. List the guidelines for planning effective meetings

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to complete:** 3-5 hours

**Cost:** \$55



## Management Information Systems

### Talking IT with Confidence: Management Information Systems (MIS)

Information technology has become vital for virtually every industry and every organization. This course will help you understand the basics of information systems in a business and management context. You will learn about business information systems, networks (LANs, WANs, etc.) and distributed computing, systems development and design, databases (relational and flat), Intranets, enterprise applications, B2B, and electronic commerce. This course will provide the fundamentals of business and management information systems.

After completing this course, you'll be able to:

1. Recognize the nature and use of business information systems
2. Explain systems development and design
3. Describe the technology behind information systems
4. Discuss the key issues involved in electronic commerce
5. Explain the integrated enterprise-wide data model

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to complete:** 3-5 hours

**Cost:** \$79



## Marketing

### Connecting with Customers: An Overview of Marketing

This course provides an introduction to marketing and marketing planning, and addressing the definition of marketing, the marketing mix (the Four Ps), the strategic importance of marketing, and customer values and satisfaction.

After completing this course, you should be able to:

1. Define marketing and the marketing concept
2. Understand the marketing process
3. Explain the uses of the marketing mix (the Four Ps)
4. Explore the relationship between marketing and strategic planning
5. Understand customer value, customer satisfaction, and the importance of loyalty
6. Discuss the role of ethics in marketing

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to complete:** 3-5 hours

**Cost:** \$79

### Connecting with Customers: Marketing Planning

This course reviews the marketing planning process, the components of an effective marketing plan, and the role of market research and how marketers segment, target and position their product or service. The course then looks at planning and the Four Ps (product, pricing, promotion, and placement).

After completing this course, you should be able to:

1. Describe the marketing planning process
2. Understand how marketing information and market research is gathered, analyzed, and used
3. Describe how target markets are identified and pursued
4. Understand product marketing, including new product development
5. Discuss the marketing issues involved in establishing the promotional mix and in setting prices
6. Understand the key issues in placement and distribution planning

This course is self-paced and online. You will have access to this course for 30 days.

**Level:** Introductory/Intermediate

**Estimated time to complete:** 4-6 hours

**Cost:** \$79



## Non-Profit Management

### Budgeting in a Non-Profit Organization

This course covers budgets and how they are used in non-profit organizational settings. You will gain an understanding of the uses and functions of budgets and the relationship between strategic budgeting and tactical budgeting. You will also learn about the organization-wide budget and different budget systems. The course will continue on to slightly more advanced budgeting topics such as capital budgets, cash flow budgets, and opportunity budgets. You will also learn how non-profit organizations are using different budgeting techniques to handle operating challenges.

After completing this course, you'll be able to:

1. Explain the uses and functions of non-profit budgeting
2. Describe the different types of budgets used by a non-profit organization
3. Recognize the use of the organization-wide operating budget and program operating budgets
4. Analyze a non-profit Operating Budget
5. Explain how an operating budget is created
6. Describe how a capital budget is used and created
7. Explain the importance of a cash flow budget and describe how it is created
8. Describe how an opportunity budget may be used by a nonprofit organization
9. Recognize how the budget process can be managed for optimal results

This course is self-paced and online. You will have access to this course for 30 days.

**Level:** Introductory

**Estimated time to complete:** 3-5 hours

**Cost:** \$79



## Non-Profit Management

### Fundraising in a Non-Profit Organization

Fundraising is one of the central activities of a nonprofit organization. To help finance operating budgets, nonprofits must raise money every year. In addition, special projects and improvements to facilities may be needed. In these situations, fundraisers will often launch large capital campaigns or apply for foundation grants. Nonprofit fundraising has many aspects and yet, it is focused heavily on relationship building.

After completing this course, you will be able to:

1. Describe the key concepts related to nonprofit fundraising, such as annual campaigns, capital campaigns, and planned giving
2. Discuss how nonprofit funds can be raised through direct mail and telemarketing
3. Explain how the Internet may be used to generate donations
4. Compare and contrast fundraising through corporate donations versus foundation grants
5. Explain the different sections of a grant application
6. Describe methods for evaluating annual campaign performance
7. Discuss how ethics applies to nonprofit fundraising
8. Explain the importance of donor relations

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated Time to Complete:** 4-6 hours

**Cost:** \$150



## Non-Profit Management

### How to Read a Non-Profit Financial Statement

This course will develop your ability to appropriately interpret the major financial accounting statements that are used by non-profit organizations. Ideally, you will gain an understanding of the types of financial statements that are used by non-profit organizations, and how they differ from for-profit financial reporting. Also, you should gain an appreciation of both the power and limitations of accounting information in assessing financial performance and decision-making. You will also learn the uses of financial statement analysis, or ratio analysis for non-profit organizations.

After completing this course, you'll be able to:

1. Identify and describe the documents and financial statements included in a non-profit organization's financial report
2. Analyze the information found in non-profit statements of financial positions
3. Analyze the information found in the statement of activities
4. Analyze the information found in the statement of cash flows
5. Describe the nature of business enterprises and non-profit organizations, as reflected by the statement of financial position
6. Define financial (ratio) analysis and explain its objectives and limitations
7. Identify the various categories of financial ratios used in non-profit analyses
8. Define and calculate the ratios within each category

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to complete:** 3-5 hours

**Cost:** \$79



## Non-Profit Management

### Leadership in a Non-Profit Organization

This course addresses the key issues surrounding leadership. What is leadership? Why is it important? What does it require to be a leader? How does leadership in a non-profit environment differ from the private sector? What is visionary leadership? What role should ethics play? This course considers the foundations of leadership and examines how to be a successful and effective leader. The actual work of leadership requires specific qualities and skills. Some of these skills are unique to the non-profit sector.

After completing this course, you should be able to:

1. Define *leadership* and explain its importance
2. Distinguish between some of the better-known leadership theories (Fieldler's contingency theory; Path-goal theory; Vroom-Yetton-Jago theory)
3. Distinguish leadership from management and administration
4. Explain the role of ethics in leadership
5. Identify the positives and negatives surrounding the charismatic leadership
6. Recognize the importance of training, learning and role-playing in leadership
7. Describe the impending leadership shortage in the non-profit sector and discuss possible solutions to the problem
8. Discuss the seven bases for leadership
9. Explain why formal authority alone does not guarantee leadership
10. Explain leadership issues that are especially important in the nonprofit environment
11. Discuss the nine key qualities for leadership
12. Describe the leadership qualities that non-profit leaders feel are important for success
13. Identify the five central skills needed for effective leadership and explain ways to strengthen or develop those skills in a leader

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated Time to Complete:** 3-5 hours

**Cost:** \$99



## Non-Profit Management

### Non-Profit Board and Volunteer Development

Volunteers are the lifeblood of most non-profit organizations. Board members are a special type of volunteer. They help to guide the direction of a non-profit, to promote the organization in the community, and ensure that the non-profit's mission is fulfilled.

After completing this course, you will be able to:

1. Explain the reasons why people volunteer and how non-profits can make volunteer programs more successful
2. Describe the responsibilities of the non-profit board
3. Discuss different models for organizing a non-profit board
4. Describe the differences between a non-profit board and a for-profit board
5. Explain different approaches for recruiting and filling a non-profit board
6. Discuss the pros and cons of large vs. small boards
7. Describe why board evaluations are useful
8. Explain why non-profit boards form committees
9. Discuss typical non-profit board and staff interactions
10. Describe how non-profits can develop and maintain a strong volunteer base

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated Time to Complete:** 5 hours

**Cost:** \$150



## Non-Profit Management

### Principles of Marketing for Non-Profit Organizations

When we think of marketing, we typically think of the activities that a for-profit company engages in. However, marketing is an important function for non-profit organizations as well. Marketing is the way that non-profits determine the needs of their clients and their donors. As in the for-profit world, nonprofit marketing includes advertising, promotion, public relations, and customer relationship management. This course examines how non-profits use marketing to publicize their mission and to gather contributions of time and money. The course also discusses marketing planning in the non-profit organization.

This course is self-paced and online. You will have access to this course for 30 days

After completing this course, you should be able to:

- Define what marketing is within the nonprofit environment
- Understand the service-intensive nature of nonprofit program activities
- Explain how the marketing mix is expanded for service products (the 3Ps of Services Marketing)
- Understand the importance of customer satisfaction and how expectations play a role in satisfaction with service products
- Discuss the role of ethics in nonprofit marketing
- Describe the importance of and explain the process of non-profit marketing plan
- Describe how target markets can be identified for donors
- Understand how new service products are developed by nonprofits

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated time to complete:** 3-5 hours

**Cost:** \$79



## Non-Profit Management

### Strategy for Non-Profit Organizations

We hear a lot about for-profit companies, such as Apple Computer or Wal-Mart, and the successful strategies they have developed. Even though nonprofit organizations are not concerned with profit maximization, they too can benefit from following a strategy.

A nonprofit's strategy constitutes its decisions about what it will do and how it will do it. Managers are critical to successfully implementing strategy since they are responsible for carrying out the actions that will support it. By understanding a nonprofit's strategy and how it helps the organization fulfill its mission, a manager can do a better job implementing the strategy.

After completing this course, you should be able to:

1. Define strategy
2. Explain the basics of strategy in a nonprofit context
3. Describe the strategic planning process and how different approaches may be taken by different organizations
4. Discuss how mission statements are constructed
5. Explain how budgets and capital budgets interrelate with nonprofit strategic planning
6. Describe the success factors for strategic planning
7. Recognize the need for contingency planning

This course is self-paced and online. You will have access to this course for 30 days

**Level:** Introductory

**Estimated Time to Complete:** 3-5 hours

**Cost:** \$79



## Project Management

### PMP® Test Prep Course

This completely *online and self-paced* thirteen-module project management program builds successful project managers at all levels of the organization. It provides a comprehensive preparation for the PMP® certification exam including exam taking tips, ten comprehensive module quizzes, and two full-length, 200-question practice exams covering the *PMBOK® Guide* areas of knowledge.

After completing this course, you'll be able to:

1. Understand how enterprise environmental factors and organizational process assets affect how projects can be managed
2. Explain the five stages of a project life cycle and understand how these stages can overlap in time
3. Understand 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
4. Understand the overlapping nature of project activities and practice Project Integration Management to coordinate the various project management processes
5. Understand how a project's various baselines (including scope, cost, schedule, quality, risk, procurement, and others) are determined, planned for, and managed
6. Understand how to effectively manage human resources and communicate with all stakeholders
7. Understand 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
8. Understand how the project management knowledge contained in the *PMBOK® Guide* can be used in practice

**Note:** Receive 35 PDUs/contact hours to qualify to take the PMI Project Management Professional Exam ®.

This course is self-paced and online. You will have access to this course for 180 days.

**Target Audience:** This course is designed for adult learners interested in preparing to take the PMP® exam.

**Level:** Intermediate

**Prerequisites:** Learners should have some experience in project management and will need to have access to the Project Management Institute's *A Guide to the Project Management Body of Knowledge, Fourth Edition (PMBOK® Guide)*.

**Estimated time to complete:** 35-40 hours of online course work

**Cost:** \$699



## Project Management

### Project Management for Information Technology

Project management refers to the art, or science, of directing projects. This course, Project Management for Information Technology, focuses more specifically on how project management concepts can be applied to IT projects, as well as on project management issues that are unique to IT projects. It reviews the concepts, methodologies, and tools of project management as it relates to IT. Students will also learn about fundamentals, such as integration management, scope, costing, quality, human resources, risk management, and procurement.

This course contains eight comprehensive module quizzes and a 56-question Final Assessment spanning IT project management areas of knowledge.

After completing this course, you'll be able to:

1. Apply concepts from *The Project Management Body of Knowledge (PMBOK® Guide)* to IT projects
2. Explain the technical processes that might be applied during the IT project lifecycle
3. Describe the importance of scope control for IT projects and different tools that can be used to manage project scope
4. Explain the challenges associated with delivering IT projects on time
5. Differentiate between different techniques for managing the project schedule
6. Discuss why cost management is difficult for IT projects and describe cost estimation methods, Earned Value Management, and portfolio management
7. Explain several maturity models and how they can be applied to improve IT project quality
8. Explain various approaches for team building and communicating on IT projects
9. Discuss different sources of IT project risk and how to manage them
10. Describe issues related to IT project procurement, such as outsourcing decisions, e-procurement, and others

**Level:** Intermediate

**Estimated Time to Complete:** 25-28 hours

**Note:** Receive 25 PDUs/contact hours

**Cost:** \$499



## Project Management

### Project Management Team Leadership

The vast majority of project work in today's organizations is done in a team setting. In this environment, project management team leaders have a tremendous responsibility and opportunity to develop and exhibit leadership skills. This course first discusses the roles and responsibilities of the project management team leader, in particular their responsibility with regard to project stakeholders. Next, the course discusses how project management team leaders can build a positive team environment through effective communication, team building activities, and reflective listening. Lastly, the course covers problem solving within the team. Project management team leaders must be effective at identifying and resolving team problems in order for the project to succeed. To do this, team leaders must have an understanding of the team dynamic for decision-making and must be able to manage conflict among personality differences and barriers.

The course contains 12 brief case studies designed for application of the content to real-world scenarios, as well as six comprehensive module quizzes and a 72-question Final Assessment.

After completing this course, you'll be able to:

1. Define a team and identify six common types of teams
2. Explain Bruce Tuckman's model of group development
3. Describe how the project life cycle is relevant to team issues
4. List the three sources of power for project management team leaders
5. Describe ways to manage stakeholder expectations
6. Explain different types of team building activities
7. Define reflective listening
8. Identify the challenges of virtual teams and how they relate to the project management team leader's roles
9. Compare and contrast voting and consensus as methods for decision-making
10. More effectively identify and resolve team problems
11. Explain the different characteristics of effective and open team communication
12. Identify the best practices for using email and telephone among team members
13. Identify several common team problems and apply methods for resolving these issues

**Note:** Receive 18 PDUs/contact hours

**Recommended Material:** *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*

**Duration:** 90 days

**Cost:** \$359



## Project Management

### PMP 1 - Introduction to Project Management.

This 1-module course was designed as a supplemental study guide for the major content areas of Chapters 1 and 2 of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, Fourth Edition. In this course, you will consider some of the organizational issues surrounding project management. You will review how different organizations handle the responsibilities of project management and will focus on the entity known as a project management office, or PMO. You will also learn how organizational structure can play a key role in the success or failure of project management.

After completing this course, you'll be able to:

1. Explain what a project is and how it can advance organizational goals
2. Understand the role of the project manager in an organizational setting
3. Understand how enterprise environmental factors and organizational process assets can affect project management processes
4. Explain the concept of a project management office (PMO)
5. Explain the relation of projects to sub-projects, programs, and portfolios
6. Distinguish between functional and projectized organizations and explain how the structure of the organization can affect project processes and activities
7. Understand the role of stakeholders such as the project sponsor in determining general and specific details of the project charter
8. Understand the project life cycle and its common trends and patterns
9. Define and explain fast tracking
10. Identify key characteristics of successful project managers

This course is self-paced and online. You will have access to this course for 30 days.

**Target Audience:** This course is designed for adult learners with some project management experience.

**Level:** Intermediate

**Prerequisites:** Learners should have some experience in project management and will need to have access to the Project Management Institute's *A Guide to the Project Management Body of Knowledge, Fourth Edition (PMBOK Guide)*.

**Estimated time to complete:** 3.5 hours of online course work

**Duration:** 30 days

**Cost:** \$79



## Project Management

### PMP 2 - Project Processes and Project Integration

This course was designed as a supplemental study guide for the major content areas of Chapters 3 and 4 of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, Fourth Edition. In this course, you will be introduced to the five project management process groups and nine project management knowledge areas into which PMI® sorts all project activities. You will also learn how processes in the Project Integration Management knowledge area encourage relationships between project processes that keep the project's activities co-ordinated and on track for success.

After completing this course, you'll be able to:

1. Understand the role of the five process groups: Initiating Process Group, Planning Process Group, Executing Process Group, Monitoring and Controlling Process Group, and Closing Process Group
2. Understand the role of the 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, and Project Procurement Management
3. Understand that each of the 42 processes identified by PMI® as being universal to project management can be classified into one knowledge area and one process group
4. Understand the overlapping nature of the interaction between the processes and process groups
5. Understand the ways in which inputs and outputs of various processes determine the relationship between the processes
6. Understand the processes of the Project Integration Management knowledge area
7. Understand the inputs, tools and techniques, and the outputs of the various component processes of the Project Integration Management knowledge area

This course is self-paced and online. You will have access to this course for 30 days.

**Target Audience:** This course is designed for adult learners with some project management experience.

**Level:** Intermediate

**Prerequisites:** Learners should have some experience in project management and will need to have access to the Project Management Institute's *A Guide to the Project Management Body of Knowledge, Fourth Edition (PMBOK Guide)*.

**Estimated time to complete:** 3.5 hours of online course work

**Cost:** \$79



## Project Management

### PMP 3 – Project Scope Management

This course was designed as a supplemental study guide for the major content areas of Chapter 5 of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, Fourth Edition. In this course, you will consider many of the key issues surrounding Project Scope Management.

After completing this course, you'll be able to:

1. Understand scope and how to create a project scope statement
2. Explain the different methods, tools, and techniques for collecting requirements
3. Assess the work that needs to be completed for a project to successfully fulfill its objectives and create a work breakdown structure and WBS dictionary
4. Use a requirements traceability matrix to trace project requirements throughout its life cycle
5. Understand where scope baselines and performance measurement baselines come from and how they are used to evaluate the success of a project through its life cycle
6. Complete project review reports and lead meetings
7. Update stakeholders

This course is self-paced and online. You will have access to this course for 30 days.

**Target Audience:** This course is designed for adult learners with some project management experience.

**Level:** Intermediate

**Prerequisites:** Learners should have some experience in project management and will need to have access to the Project Management Institute's *A Guide to the Project Management Body of Knowledge, Fourth Edition (PMBOK Guide)*.

**Estimated time to complete:** 3.5 hours of online course work

**Cost:** \$79



## Project Management

### PMP 4 - Project Time Management

This course was designed as a supplemental study guide for the major content areas of Chapter 6 of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, Fourth Edition. In this course, you will consider how to best plan and schedule activities. You will familiarize yourself with the various techniques used to calculate and analyze activity time estimates, including ways to estimate the duration of activities.

After completing this course, you'll be able to:

1. Understand the Project Time Management knowledge area component processes
2. Define activities using an activity list, activity attributes, and a milestone list
3. Explain various techniques for estimating duration and know when to apply them
4. Understand how project activities can be sequenced
5. Understand how to estimate the resources required for a project and how limited availability of resources can affect the scheduling of activities
6. Understand how to read and create a project schedule network diagram
7. Understand schedule network analysis and how it can help to determine the critical path for a project
8. Understand how to control a project's schedule by initiating change requests or employing techniques of schedule compression or buffering.

This course is self-paced and online. You will have access to this course for 30 days.

**Target Audience:** This course is designed for adult learners with some project management experience.

**Level:** Intermediate

**Prerequisites:** Learners should have some experience in project management and will need to have access to the Project Management Institute's *A Guide to the Project Management Body of Knowledge, Fourth Edition (PMBOK Guide)*.

**Estimated time to complete:** 3.5 hours of online course work

**Cost:** \$79



## Project Management

### PMP 5 - Project Cost Management

This course was designed as a supplemental study guide for the major content areas of Chapter 7 of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, Fourth Edition. In this course, you will consider the general approaches to cost management, such as the methods that are used to estimate and budget for project costs. You will also learn about the interrelationship of various cost control concepts and possible responses a project management team might make if a project is falling behind schedule or overrunning its budget.

After completing this course, you'll be able to:

1. Define cost management and its associated cost management plan
2. Explain the various inputs of and methods for estimating activity cost
3. Understand how to aggregate activity costs in order to determine budget and both periodic and total project funding requirements
4. Understand the cost performance baseline and performance measurement baseline and their importance in earned value management
5. Calculate planned value, earned value, actual cost, schedule variance, cost variance, the schedule performance index, and cost performance index
6. Understand how baselines, planned value, earned value, and actual cost can be represented in graphic form
7. Calculate the budget at completion, estimate at completion, estimate to complete, and the to-complete performance index and use these concepts to forecast the cost requirements of a project
8. Identify the warning signs that a project is falling behind schedule or overrunning its budget and explain the various possible responses
9. Explain performance-reporting techniques and updates to project documentation
10. Understand the various approaches to project selection, including return on investment and internal rate of return

This course is self-paced and online. You will have access to this course for 30 days.

**Target Audience:** This course is designed for adult learners with some project management experience.

**Level:** Intermediate

**Prerequisites:** Learners should have some experience in project management and will need to have access to the Project Management Institute's *A Guide to the Project Management Body of Knowledge, Fourth Edition (PMBOK Guide)*.

**Estimated time to complete:** 3.5 hours of online course work

**Cost:** \$79



## Project Management

### PMP 6 – Project Quality Management

This course was designed as a supplemental study guide for the major content areas of Chapter 8 of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, Fourth Edition. In this course, you will learn how the project management team ensures that a project is completed at the level of quality required by all the stakeholders. From customers to the performing organization, there are many inputs to the process. This course will explain how the project management team can plan for, execute, and monitor and control quality.

After completing this course, you'll be able to:

1. Define quality, quality planning, quality assurance, and quality control
2. Explain what aspects of quality assurance and quality control need to be decided on and budgeted for in the planning stage
3. Explain how the project management team should balance the cost of quality with its benefits
4. Distinguish between quality assurance and quality control
5. Explain how Perform Quality Assurance identifies ineffective processes and how the process improvement plan allows for their improvement
6. Understand how Perform Quality Control uses statistical sampling, inspection, and visual representations of data to identify defects in products or processes
7. Understand the similarities and differences among quality tools, and when and why each can be applied in quality management

This course is self-paced and online. You will have access to this course for 30 days.

**Target Audience:** This course is designed for adult learners with some project management experience.

**Level:** Intermediate

**Prerequisites:** Learners should have some experience in project management and will need to have access to the Project Management Institute's *A Guide to the Project Management Body of Knowledge, Fourth Edition (PMBOK Guide)*.

**Estimated time to complete:** 3.5 hours of online course work

**Cost:** \$79



## Project Management

### PMP 7 - Project Human Resource Management

This course was designed as a supplemental study guide for the major content areas of Chapter 9 of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, Fourth Edition. In this course, you will learn how to acquire and negotiate the best staff, how to define roles and responsibilities in project documentation, and how to employ the essentials of good people management.

After completing this course, you'll be able to:

1. Understand how staffing is planned for and acquired in an organization
2. Understand how internal and external staff will have different management needs
3. Understand and manage for constraints and limited availability of human resources
4. Understand and apply resource leveling techniques to deal with limited human resources
5. Identify and choose between the various techniques for visually representing the roles and responsibilities of individuals, teams, and organizations.
6. Understand what makes a successful team and how project managers can assess and develop their teams and individual workers
7. Employ effective people management, including how to motivate and manage teams and how to resolve team conflict
8. Understand the general approaches to decision-making, and how they might be applied to project scenarios

This course is self-paced and online. You will have access to this course for 30 days.

**Target Audience:** This course is designed for adult learners with some project management experience.

**Level:** Intermediate

**Prerequisites:** Learners should have some experience in project management and will need to have access to the Project Management Institute's *A Guide to the Project Management Body of Knowledge, Fourth Edition (PMBOK Guide)*.

**Estimated time to complete:** 3.5 hours of online course work

**Cost:** \$79



## Project Management

### PMP 8 - Project Communications Management

This course was designed as a supplemental study guide for the major content areas of Chapter 10 of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, Fourth Edition. In this course, you will learn about how project management teams can effectively communicate with the project's various stakeholders.

After completing this course, you'll be able to:

1. Understand basic communication models and how these models can be applied to project communications management techniques
2. Understand the various inputs, tools and techniques, and outputs of Project Communications Management activities
3. Understand the basics of effective communication in the context of project management
4. Identify stakeholders that should be listed in the stakeholder register, conduct stakeholder analysis, and create stakeholder management strategies to maximize positive stakeholder impacts and minimize negative stakeholder impacts
5. Understand the importance of the communications management plan
6. Conduct communication requirements analysis to determine how communications will be planned for in the communications management plan
7. Understand the different methods and technologies of communication, and explain under which circumstances specific methods and technologies are more likely to be successful
8. Understand how stakeholder expectations can be managed so that the project maintains its planned performance baselines and satisfies its acceptance criteria
9. Understand the conventions of creating performance reports that use variance analysis and forecasting techniques to update stakeholders on the progress of the project

This course is self-paced and online. You will have access to this course for 30 days.

**Target Audience:** This course is designed for adult learners with some project management experience.

**Level:** Intermediate

**Prerequisites:** Learners should have some experience in project management and will need to have access to the Project Management Institute's *A Guide to the Project Management Body of Knowledge, Fourth Edition (PMBOK Guide)*.

**Estimated time to complete:** 3.5 hours of online course work

**Cost:** \$79



## Project Management

### PMP 9 - Project Risk Management

This course was designed as a supplemental study guide for the major content areas of Chapter 11 of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, Fourth Edition. In this course, you will define the core elements of risk management, including the risk register. You will also understand how risks are identified, prioritized, quantified and used in decision-making.

After completing this course, you'll be able to:

1. Define risk and explain how it can impact a project
2. Understand the components of the risk management plan and risk register and their relationship to the project management plan
3. Understand the techniques involved in risk identification and analysis
4. Explain how the probability and impact of risk can be assessed and how risk events can be prioritized
5. Understand the difference between qualitative risk analysis and quantitative risk analysis and explain when either or both should be used
6. Understand how to make project decisions when outcomes are complex and are affected by uncertainty
7. Explain how risk planning, risk analysis, risk response planning, and risk monitoring and controlling are related
8. Understand the various management responses to positive and negative risks
9. Explain the Monitor and Control Risks process and understand that risks must be monitored throughout the project life cycle

This course is self-paced and online. You will have access to this course for 30 days.

**Target Audience:** This course is designed for adult learners with some project management experience.

**Level:** Intermediate

**Prerequisites:** Learners should have some experience in project management and will need to have access to the Project Management Institute's *A Guide to the Project Management Body of Knowledge, Fourth Edition (PMBOK Guide)*.

**Estimated time to complete:** 3.5 hours of online course work

**Cost:** \$79



## Project Management

### PMP 10 - Project Procurement Management

This course was designed as a supplemental study guide for the major content areas of Chapter 12 of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, Fourth Edition. In this course, you will consider the various aspects of the Project Procurement Management knowledge area.

After completing this course, you'll be able to:

1. Define procurement within the context of a project
2. Understand the elements of the procurement management plan
3. Explain the various roles and responsibilities of buyers and sellers
4. Understand the various options for project procurement decisions: make-or-buy decisions, decisions about contract types
5. Understand the techniques that contribute to effective project procurement documents
6. Identify common criteria for selecting sellers
7. Understand the activities involved in administering procurements and ensuring that sellers are on track to complete deliverables that conform to project requirements
8. Explain the importance of negotiating for a suitable contract and ensuring that any changes to the procurement requirements are well-documented
9. Understand the circumstances under which project procurements can be closed

This course is self-paced and online. You will have access to this course for 30 days.

**Target Audience:** This course is designed for adult learners with some project management experience.

**Level:** Intermediate

**Prerequisites:** Learners should have some experience in project management and will need to have access to the Project Management Institute's *A Guide to the Project Management Body of Knowledge, Fourth Edition (PMBOK Guide)*.

**Estimated time to complete:** 3.5 hours of online course work

**Cost:** \$79



## Project Management

### PMP 11 – PMP® Practice Exams & Exam Strategies

This course contains two 200-question PMP® Practice Exams covering the Project Management Institute's standard, *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. The practice exams provide a comprehensive review of the *PMBOK® Guide*. Learners will also review key strategies for preparing for the Project Management Professional (PMP®) Exam.

After completing this course, you should be able to:

- Understand the structure and requirements of the PMP® Exam.
- Explain and apply the key concepts found in the Project Management Institute's Code of Ethics and Professional Conduct.
- Understand ways to improve your performance on the PMP® Exam.
- Review quickly the major areas of knowledge on the PMP® Exam through checklists.
- Begin your preparation for the PMP® Exam with confidence.

Estimated time to complete: 8-10 hours

**Prerequisites:** Learners should have some experience in project management and will need to have access to the Project Management Institute's *A Guide to the Project Management Body of Knowledge, Fourth Edition (PMBOK Guide)*.

**Cost:** \$90



## Strategy

### Strategy and Competition

Strategic planning does not occur in a vacuum: competitive factors and forces are perhaps the most significant issues confronting those responsible for developing an organization's strategy. This course reviews the key theories about how strategy should be developed in a competitive environment.

After completing this course, you will be able to:

1. After completing this course, you should be able to:
2. Explain how strategy is developed and implemented in a competitive environment
3. Understand the impact of competitive forces (Michael E. Porter's Competitive Forces theory)
4. Discuss the impact of external and internal factors
5. Explain how a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is created
6. Discuss how corporate strategies are changed by competitive challenges

This course is self-paced and online. You will have access to this course for 30 days

Level: Introductory/Intermediate

Estimated time to complete: 3-5 hours

Cost: \$55

### What is Strategy?

This course draws on D. Quinn Mills' book, *Principles of Management*, a text used at Harvard Business School. The course provides a basic understanding of the strategic planning process and its success factors, as well as discussing the importance of mission statements and budgeting.

After completing this course, you should be able to:

1. Define strategy
2. Explain the basics of strategy
3. Understand the strategic planning process
4. Discuss how mission statements are constructed
5. Explain how budgets, capital budgets, and capacity planning interrelate with strategic planning
6. Describe the success factors for strategic planning
7. Understand the need for contingency planning

This course is self-paced and online. You will have access to this course for 30 days

Level: Introductory/Intermediate

Estimated time to complete: 3-5 hours

Cost: \$79