Work Management Skills

Associated Skills	Position Associated
• Technology Application • Organizational and Community Awareness • Managing and Organizing Information • Self-Management • Managing Resources • Managing Human Resources • Planning and Evaluating	**Customs and Border Protection** • Border Patrol Agent • Customs and Border Protection Officer

Technology Application: Integrates technology (e.g., computers) into the workplace; uses computers and computer applications to analyze data and communicate information; uses technology to work more efficiently and to improve work processes and products

Basic Features of Excel 2003

COURSE TSA-IT-EXCEL2003BASICS-0001

Description: To provide an overview of the basic features of Excel 2003.

Basic Features of Excel 2003

- outline the basic features of a spreadsheet and identify the main interface and Help features of Excel 2003.
- create a workbook and navigate through the worksheets in it.
- enter data and text in a worksheet in Excel 2003.
- save a new workbook and distinguish between the different file formats used to save workbooks in Excel 2003.
- enter data in a workbook and save it.
- edit data and filter cells in an Excel 2003 worksheet.
- copy and move a cell and a range of cells in Excel 2003.
- insert, edit, copy, and move worksheets.
- insert a worksheet, move data between worksheets, and copy a worksheet to another workbook.
- add and modify data and a worksheet in Excel 2003.

Duration=3.25

Essentials of Electronic Communication

COURSE TSA-IT-ELECTCOMMESSENT-0001

Description: Everyone seems to be using e-mail lately--family members keeping in touch, university students submitting assignments, companies offering products for sale, and office workers carrying out their daily business tasks. Most e-mail users can improve their e-mail skills by learning more about the basic features and potentials of e-mail. Any business person will benefit from developing an understanding of e-mail essentials.

E-mail Fundamentals

- identify benefits of learning the fundamentals of e-mail.

- identify ways that e-mail has improved communication.
- identify how e-mail has made a difference in the workplace.

Writing Effective E-mail

- recognize the benefits of writing effective e-mail.
- identify the rules of e-mail etiquette.
- recognize the rules for proper form and style in an e-mail.
- apply the rules for proper style and form for e-mail for a given scenario.
- identify the points to consider when using form letters in e-mail.

Protecting Your E-mail

- recognize the benefits of defensive e-mail practices.
- identify methods used in protecting against e-mail viruses.
- identify methods of safeguarding e-mail privacy.
- recognize three truths that apply to e-mail law.
- identify important rules for backing up e-mail files.

Duration=1.5

Getting Started with Word 2003

COURSE TSA-IT-STARTWORD2003-0001

Description: To provide a basic introduction to Word 2003 and the features and tools used for creating and navigating documents in Word.

Getting Started with Word 2003

- perform the basic tasks necessary to start work in Word.
- identify the main features of the Word 2003 screen.
- use the Word navigation tools to search through documents.
- open Word, display a toolbar, and find text.

Duration=1.3

Introducing Windows XP

COURSE TSA-IT-WINDOWSXPINTRO-0001

Description: To outline the basic skills that are necessary to start using the Windows XP operating system.

Introducing Windows XP

- identify the basic features of the Windows XP operating system.
- customize Windows XP for personnel requirements.
- to use My Computer to view the contents of drives and to use Windows Explorer to navigate the Windows environment.
- find and use Windows XP Help.

Duration=1.3

Optimizing E-mail at Work

COURSE TSA-COMM-OPTEMAIL-0001

Description: In today's business world, e-mail is used to do everything from processing orders to supplying information. Because of the limitations of telephone communication when people who are very busy or sometimes in different time zones work together, e-mail use is on the rise in U.S. E-mail offers a plenitude of new opportunities for business, but understanding how to properly use it is essential in order to take advantage of these opportunities. This course will tell you what makes e-mail unique and provide you with the skills to write, send, and receive business e-mail effectively. You will learn how to best use the features that are commonly included in e-mail programs in a way that improves your communicative ability and efficiency at work. **Duration=2.0**

Organizational and Community Awareness: Knows how social, political, organizational, and technological systems work, and operates effectively within them (includes the policies, procedures, rules, and regulations of the agency and of the external environment)

Building Effective Intercultural Relationships

COURSE TSA-COMM-BLDEFFINTCULREL-0001

Description: In a shrinking world, businesses operate across borders, whether they are borders between neighborhoods or borders between countries. All of these bordered areas, large and small, represent differing cultures. Whether at home or abroad, chances are, your business deals with people of varying cultures on a daily basis. In today's expansive work environment, employees, co-workers, customers, vendors, and business partners can all have a different cultural background from yours. The most obvious cultural differences you encounter are language and dress. But there are a multitude of subtler ways in which people from different cultures vary in their behavior. If you don't understand the ways in which they might differ, you're risking your business communication and relationships being misunderstood. When operating interculturally, mistakes are easily made when you take appearances and meaning for granted. This course lends significance to the term "multiculturalism." In this course, you will learn about the many ways in which mini- to macro-cultural behavior and attitude can vary, around the corner and around the world. This course will prepare you to understand and relate better to people with different cultural backgrounds, thus making your business deals with them easier and helping you avoid costly misunderstandings. **Duration=2.5**

Business Execution in Action

COURSE TSA-LEAD-BUSEXECACT-0001

Description: The best operational strategies in the world are not worth the paper they are written on if they are not carried out. The same holds true for the principles of business execution. The principles of business execution are worthless to an organization if they exist only in the heads of its corporate executives, but are never acted upon. This course will assist you in the process of -executing business execution- in your organization. All organizations share three common key processes: the people process, the strategy process, and the operations process. One lesson will explore ways to employ the principles of business execution to improve and streamline these processes. All too often, organizations think of the people process, the strategy process, and the operations process as three distinct and separate entities, when in fact, they are closely and critically interrelated. Have you ever been in a situation where it felt like the left hand didn't know what the right hand was doing? Have you ever completed a project only to find out the actions of another team in your organization rendered your work obsolete? If only you'd known what they were doing. You'll explore ways to execute to ensure synchronicity in your organization. Another lesson explores ways to apply business execution principles to take your organization to the next level and beyond. **Duration=5.0**

Managing and Organizing Information: Identifies need for information; gathers, organizes, and maintains information; determines its importance and accuracy, and communicates it by a variety of methods

Being a Knowledge Activist

COURSE TSA-KNOW-BEINGACTIVIST-0001

Description: You. You're the one it starts with or the one who helps it to succeed. Knowledge management can never flourish in a company without people like you--the activists. You know your company, the people, and the potential. And one more thing. You care. You want your company to succeed and your cohorts to have a creative, successful environment within which to work. That's why you've chosen to learn about knowledge management. The final step is to take what you've learned and put it into action--to be a knowledge activist. After all, isn't that where the real reward comes from? **Duration=3.0**

Knowledge as Capital

COURSE TSA-KNOW-CAPITAL-0001

Description: Times are changing. No longer is a company valued on just its physical assets and income streams. A quick look at many Internet focused organizations points to a basic fact: There is a new kind of asset being valued in our economy. That asset is knowledge, the intellectual capital of the organization. The high potential return of leveraging the knowledge capital of an organization has led to company valuations that far exceed what used to be accepted as standard. This new capital is walking around your company, is hidden in file drawers, and surfaces in conversations with clients and suppliers. Understanding where the knowledge is in your company is one of the first steps in leveraging it for profitability and growth. In this course, you'll explore the three kinds of knowledge capital in every organization: human, structural, and relationship. You'll learn about each kind of capital, how to measure it, and how to start managing it to help your company. **Duration=3.0**

Putting Knowledge to Work

COURSE TSA-KNOW-PUT2WORK-0001

Description: Can you imagine a successful company investing in a powerful machine and then just letting it sit in the warehouse? Knowledge, like a machine, must be used to create something positive for your company. If not, it's wasted. Unlike a machine, the beauty of knowledge is that it can be used, leveraged, and applied without diminishing. The key is to find the knowledge in your company, share it, and leverage it. This is the process that will really bring you, and your organization, the results you want. **Duration=4.0**

The Art of Knowledge Management

COURSE TSA-KNOW-ARTOFMNGMNT-0001

Description: Knowledge management has become a cornerstone for corporate success in the 21st century. Companies that create an environment for safely discovering and using the knowledge in their organization will prosper. Those that fail to truly use what they know will eventually fall by the wayside. This course provides a framework for growing knowledge in your company. It provides big-picture information about knowledge--where it comes from and how to keep it coming. By understanding how knowledge is created and how knowledge creation is blocked, you'll start to understand the art of knowledge management. **Duration=3.5**

Self-Management: Sets well defined and realistic personal goals; monitors progress and is motivated to achieve; manages own time and deals with stress effectively

Assertiveness from the Inside Out

COURSE TSA-COMM-ASSRTINSID-0001

Description: Do you sometimes wonder if there's a way to alter your professional style--to change yourself from the inside out? Do you believe there may be strategies you could use to develop a more assertive professional style? Do you want to learn about strategies that can help you interact assertively with others in the workplace? Now is a good time to enhance your professional assertiveness skills if you answered "yes" to any of these questions. This course will guide you as you move into a more decisive, more effective professional style. You'll learn about methods that can help you build and strengthen your assertive style and strategies to prepare you to act more assertively. You'll also learn how to implement your new, assertive style as you negotiate with other professionals, develop teams and partnerships, and cope with opposition. With the assistance of this course, you'll blossom as you become the assertive professional you've wanted to be. **Duration=3.0**

Building Your Support System

COURSE TSA-LEAD-BLDSUPPSYS-0001

Description**:** "Building Your Support System" will teach women that few can succeed in business without a support system. The course explains how mentoring relationships and networking can help women reach their professional goals. Women will learn how businesses are developing and evolving today. The course also focuses on the importance of having a healthy balance between work and home. **Duration=3.5**

Business Professionalism Simulation

COURSE TSA-PD-BUSPROFESSION-0001

Description: Everyday business activities require a determined effort to fulfill. Schedules must be kept; deadlines must be met. To ensure productivity remains on target, business professionals must possess refined skills in setting priorities, managing daily tasks, and maintaining personal accountability. The Business Professionalism Simulation is designed to enable participants to develop the skills necessary for increasing personal accountability and business professionalism. Over the course of the simulation, participants will practice personal development skills, encompassing the objectives of taking initiative, collaborating on goals, aligning priorities and goals, demonstrating a positive attitude, reacting positively to criticism and feedback, and being assertive. The Business Professionalism Simulation comprises two scenarios and is based on the SkillSoft series -Business Professionalism.- Throughout the simulation, links are provided to the following SkillSoft courses: PD0262, PD0263, and PD0264. **Duration=0.5**

Developing a Positive Attitude

COURSE TSA-PD-DEVELPOSATTUD-0001

Description: Oftentimes your success or failure depends not only on the situation you are in, but how you react to that situation. Your reaction to the situations you encounter is significantly influenced by your attitude. Having a positive attitude involves looking for the best in a situation, being realistic about possibilities and consequences, and having the courage to believe that you can succeed. It isn't always easy to be positive. You may feel that the odds are stacked against you, or you may find it hard to cope with the difficult and challenging situations that you find yourself in. Taking action to develop a positive attitude involves examining how you perceive your situation, and how you deal with your perception of the situation. This course will show you that it is possible to change your perspective from negative to positive, and provide you with skills for overcoming the challenges that you face at work. Being successful starts and ends with you, and having a positive attitude will help you achieve your desired success. **Duration=2.5**

Developing Good Time Management Habits

COURSE TSA-PD-DEVTIMEMGMTHABIT-0001

Description: Time management shouldn't be a separate activity--it should be an integral part of the way you do things. For this to happen, you need to be able to develop good time management habits and avoid bad ones. An effective use of time also involves managing your environment, managing your use of technology, and managing the time-wasting activities of people around you. Today we are often overwhelmed by the amount of paperwork that crosses our desks, or the number of e-mails that appear on our screens. There is a real danger that we end up being reactive rather than creative, and spend all our time responding to what we have been sent, rather than initiating new ideas. To avoid this, you need to develop techniques for handling paperwork, telephone calls, and e-mails to maximize their value, and minimize their disruptive potential. Technology makes it possible for us to be more efficient--get more done--in many different ways. But you need to make sure that you are really controlling the technology so that it also helps you to be more effective--getting the right things done, rather than allowing it to control you. There are many time stealers. Demands and interruptions from bosses, peers, or customers can prevent you from achieving your goals, and these must be dealt with appropriately. Not all time thieves are external. Most of us are prone to some degree of seemingly harmless procrastination, but this can be the most insidious and dangerous time waster of all. **Duration=4.5**

Establish and Maintain Authority

COURSE TSA-LEAD-ESTABAUTH-0001

Description**:** This course teaches women how to establish and maintain their authority as leaders in their companies. "Establish and Maintain Authority" offers self-assessment ideas to help learners better understand their own abilities and styles. Women can also learn better communication skills and how to handle their authority appropriately. **Duration=2.5**

Finding Your Life Balance

COURSE TSA-PD-FINDLIFEBAL-0001

Description: You fill your life with many activities and it is difficult to get the balance between those activities right. But getting the balance right gives a tremendous payback. You feel fulfilled. You are in harmony with yourself and your world. Which is good for you, and also impacts positively on your family, friends, and co-workers. The first step towards a possible adjustment of your life balance is to assess your life as it is now. This course will enable you to assess your present life, both at home and at work, and the relationship between the two. Is it balanced? How and why is it out of balance? You will learn what the obstacles to achieving a balanced life are, and how to apply a basic strategy to overcome these obstacles. Finally, you will learn about the role of the individual in relation to the organization he works in, and how this impacts on his life. Are you working for an organizational culture which fits you? Are you in balance with your job? Do you have the right kinds of working relationships? Only through properly understanding where you are, in relation to where you want to be, can you begin to construct a map that will take you to your objective of a balanced, fulfilled life. **Duration=4.5**

Get Your Career on the Fast Track

COURSE TSA-PD-CAREERFASTTRK-0001

Description: Everyone has seen those TV shows from the '50s. The fathers went to work, worked hard, and got ahead. These people were your role models, your guides to succeeding in business. But if that's not happening, you ask yourself, "Why not?" The world is different now. Instead of job security, you need to focus on career security. In this course, you will learn more about today's new business environment. You will learn about yourself and how to work with your strengths and weaknesses to improve your position in this new world. You will get a chance to identify your options within the new environment and will learn how to make a plan to get your career on the fast track to success. **Duration=2.5**

Goals and Goal Setting

COURSE TSA-PD-GOALSETTING-0001

Description: Most achievements, great or small, begin with an important first step: setting a goal. A clearly defined, attainable goal embodies a vision of what is possible. It's a guide star for those who

navigate a course through obstacles to a desired accomplishment. However, the process of setting appropriate goals is often oversimplified or overlooked entirely. A well-constructed goal is challenging, yet achievable. It takes into account the abilities and resources available and requires the goal seeker to make the best use of both. In this course, you'll examine the types of goals you can use to advance your career and personal life, learn to construct goals that are both challenging and achievable, discover how to embed the seeds of success within your goals, and explore ways to align your goals with your own priorities and the priorities of others who influence the way you use your time. **Duration=2.0**

Improving Your Image

COURSE TSA-PD-IMPROVEIMAGE-0001

Description: Lee Iacocca. Madeleine Albright. Colin Powell. Are these people who suffer from an image problem? Hardly. Do you think they were born projecting the strong, self-assured images they do? Probably not. Like other powerful leaders in business, government, and the military, they likely received training in how to project, how to impress, how to lead. A confident, positive self image is no less crucial to putting your career on the fast track. This course, -Improving Your Image,- will teach you how to develop such an image. First, you will be given tips for determining the corporate image you currently have and the one you want to project. Next, you'll learn the subtleties of body language and how to use them. Some ways of making an impression are better than others; you'll learn the ways that are best. Finally, you'll learn the all-important tools that promote powerful communication, self-marketing, and leadership. **Duration=3.0**

Increasing Your Emotional Intelligence

COURSE TSA-COMM-INCREASEI-0001

Description: In today's workplace, you need to have both the intellectual skills to do the job and the emotional intelligence to interact effectively with co-workers. The successful leaders and managers around you outshine others because of their stellar people skills. Most people believe that emotions are automatic responses that they have no control over. Few realize that their emotions are determined by what they think, and that concrete techniques exist for gaining control of their feelings. This course will provide you with the skills to increase your emotional intelligence so that you can become an effective contributor in the work force. **Duration=2.5**

Managing Your Anger

COURSE TSA-COMM-MANAGEANGER-0001

Description: You're angry and you want to let everyone know it. But, is this really a good idea? What will your co-workers or your supervisor think of your outburst? Is there something that you could do to control your anger? This course will help you manage your anger so that you will be less angry and will be able to channel your energy into more constructive activities. You will learn the three stages of managing your anger and techniques that will be useful for preventing your anger from getting out of control. This series provides techniques that a motivated person can use to deal with manageable anger. These techniques do not replace counseling or other professional assistance where such attention is appropriate. **Duration=5.5**

Professional Assertiveness

COURSE TSA-COMM-PROFASSERT-0001

Description: Do you sometimes wonder if your professional style is too passive-hesitant and weak? Or do you find yourself acting too aggressively toward your co-workers or subordinates--too critical and overbearing? Do you wonder if there is another professional style that might be better for you?

If you answered yes to any of these questions, it's a good time to learn to be an assertive business professional. This course will guide you as you move into a proactive, responsible, professional style. You'll learn methods to help you identify an appropriate assertive style and strategies to prepare you use that style. You'll also learn how to implement the assertive style in your work environment. With the assistance of this course, you'll no longer worry about being -too passive- or -too aggressive. **Duration=3.0**

Self-empowerment: Managing from Within

COURSE TSA-PD-SELFEMPOWR-0001

Description: Have you ever thought that you could be the best boss you've ever had? By developing attitudes and skills that empower you, you can manage from within and become your own best boss. Self-empowerment is the process of taking responsibility for your attitudes, behaviors, and actions at work to maximize your effectiveness. As an empowered employee, you will be driven by ownership, initiative, and performance. This course focuses on attitudes and behaviors that promote self-empowerment. It provides strategies for empowering yourself through self-coaching, approaches for developing an entrepreneurial mind-set, and an opportunity to apply a model for self-empowerment to enhance your performance. Applying these approaches will help you become a self-empowered contributor in your organization. **Duration=2.5**

Strategies for Better Balance

COURSE TSA-PD-SRATBTRBALAN-0001

Description: "It's not the hours you put in your work that counts, it's the work you put in the hours."--Sam Ewing. This course focuses on the actions you can take to achieve a more balanced life. It begins by helping you to explore ways in which you can create some space in order to bring more nourishing and energizing activities into your life. The course will show you how to build practical systems into your days and weeks that will support you in making the necessary adjustments to your life. As life balance constantly shifts, you will also consider early warning signs to look out for, so that you can make the necessary adjustments as you go along. Finally, this last course in the series will enable you to create a vision of a satisfying, balanced life for yourself. **Duration=5.0**

Success Over Stress

COURSE TSA-PD-SUCCESSSTRESS-0001

Description: "Stress is the psychological, physiological and behavioral response by an individual when they perceive a lack of equilibrium between the demands placed upon them and their ability to meet those demands, which, over a period of time, leads to ill-health." Stephen Palmer, "Occupational Stress". Contrary to popular belief, stress itself is never a good thing--it is always harmful. This course will show you the difference between pressure, which spurs you into action and helps you to perform at your peak, and stress, which impedes your performance, and has long-term health implications. Stress is produced by your own feelings and reactions to certain external events, rather than by the events themselves. This means that once you recognize how you respond to certain situations, you can change your response to one that is more helpful and productive. **Duration=4.5**

Techniques for Better Time Management

COURSE TSA-PD-TECHBETRTIMEMGT-0001

Description: If you don't feel that you are the organized type, or if making lists or drawing up detailed plans doesn't come naturally, don't worry. There isn't just one way in which time can be managed effectively. This course will introduce you to several different techniques for improving your time-management skills--experiment with them, and then choose and apply the tools which best suit your own situation. In order to achieve anything it is important to establish goals. You need to know what you want to do, before you can decide how and when you are going to do it. You then need to establish deadlines. If these deadlines are unrealistically tight, your interest and commitment in the task may be undermined, or you may experience stress which can have a negative effect on your performance. Deadlines are important, but they have to be realistic. Making -To-do- lists is a useful technique, but you can end up feeling overwhelmed by the amount that has to be achieved in a day, a week or a month. It is vital to prioritize the tasks, and the Priority Matrix is a quick and effective way of sorting the urgent, from the less important. It is relatively easy to make changes to the way in which you work while you are concentrating on making improvements, but it can be much more difficult to sustain these improvements. Once you have taken better control of the way in which you manage time, you need to find ways of maintaining this control. The final lesson in this course will provide some suggestions as to how this can be done effectively. **Duration=4.5**

The Path from Pessimism to Optimism

COURSE TSA-MGMT-PESSMOPTIMSM-0001

Description: Your point of view affects virtually every aspect of your life, including your level of success. A negative point of view is a detrimental influence. Negativity is the result of unchecked pessimism. It's an abnormal pattern of thinking that persists over time and negates solutions and successful outcomes. Learning to deal with negativity will improve both your personal and business relationships. This course identifies how negative attitudes are formed, how you can identify them, and how a bad attitude becomes contagious. You will also learn some practical tools for developing and maintaining a positive point of view. **Duration=4.0**

When the Going Gets Tough

COURSE TSA-COMM-GOINGGETTUF-0001

Description: "It is common sense to take a method and try it; if it fails, admit it frankly, and try another. But above all, try something." Franklin D. Roosevelt spoke these words of wisdom. Negotiating can be challenging, especially when the stakes are high. It's possible to be suddenly stopped in your tracks when an event or circumstance sends the whole deal reeling. Have you ever been involved in a tough negotiation? How did you handle it? Moving past the glitches in negotiation requires savvy and an ability to stay focused on your ultimate goal no matter what it takes to get there. This course explores ways to navigate around the potholes, barriers, and hurdles that may appear during negotiation. You'll discover methods of dealing with them rather than avoiding them or being sidetracked by challenges. In addition, you'll examine the basics of third-party intervention and fostering good will. **Duration=2.5**

You and Your Time

COURSE TSA-PD-YOURTIME-0001

Description: Before you can decide how to manage your time better, you need to recognize how you manage your time now. Busy people do what is required, and rarely have the opportunity to stop and consider whether they are making the best use of their time. A brief analysis of what you do currently may surprise you, and it may help you to identify some changes that could be made. This course will help you to consider the activities that currently take up most of your time, and how you plan and log them. You will also be encouraged to consider the work-life balance to which you aspire, and what steps you could take to make this wish a reality. Each of us is different, and this inevitably affects the way in which we approach time management. Some people habitually wake early, and find that the morning is the best time for them to handle creative tasks or difficult problems; others prefer to rise and work late--these people probably prefer to tackle only easy, routine tasks in the morning. Our personalities also play a significant role in the way we handle tasks and manage time. You are probably already doing certain things well, but there will inevitably be areas that can be improved. The last lesson in this course will help you to approach these changes in a positive and constructive way. **Duration=5.0**

Managing Resources: Selects, acquires, stores, and distributes resources such as materials, equipment, or money; understands agency procurement regulations and budgeting/funding procedures

Accounting Fundamentals

COURSE TSA-FIN-ACCTFUND-0001

Description: How does a business achieve and maintain profitability? An understanding and an accurate application of accounting practices are hallmarks of a successful and financially progressive business. Accounting is a distinct discipline, with its own standards and language. Understanding accounting procedures requires a prerequisite knowledge of certain principles, concepts, terms, and common accounting records. This practical course gives you the why's and how's to accurately conduct accounting activities. "Accounting Fundamentals" examines the theories of accounting, how to maintain accounting records, and how to generate financial statements. A business deals with many transactions in a single day, so it's important to keep up-to-date records of its finances. **Duration=3.5**

An Introduction to Project Management

COURSE TSA-PROJ-INTROTOPM-0001

Description: Imagine trying to control the unexpected and unpredictable through processes in such a way that you meet the cost, quality, and time expectations of all invested parties in order to accomplish a temporary endeavor. This is the mission of project management. Challenging? Yes. Impossible? No. All industries employ project managers to implement processes as a way to control business. In fact, the field of project management is rapidly expanding, as more companies become project-based organizations. However, not all organizations and industries manage projects well. Some continue to waste time, money, and resources even after establishing procedures and protocols. A 1995 Standish Group survey showed that only 16 percent of software development projects finished on time and under budget, 31 percent were canceled, and the remaining 53 percent overran by an average of 189 percent on cost and 222 percent on schedule. This predicament is a source of frustration for many organizations. It's not impossible to fulfill the mission of project management. Some companies are even good at it. With standards and best practices to follow and the know-how to incorporate these, organizations can offer "world class" project management. In this course, learners will be given an overview of the project management discipline. They'll be introduced to best practices outlined in the 2004 revised Project Management Body of Knowledge (PMBOK®) Guide published by the Project Management Institute (PMI®). Specifically, learners will be introduced to the characteristics of a project, learn to distinguish between projects and operations, and define progressive elaboration. They'll identify key project management concepts and terms, be introduced to the PMBOK® Knowledge Areas, and be given information about the variables that can influence project outcomes. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations. This course will assist in preparing the learner for the PMBOK® certification exam. This course is aligned with "A Guide to the Project Management Body of Knowledge" (PMBOK® Guide) - Third Edition, published by the Project Management Institute (PMI®), Inc., 2004. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®. **Duration=2.5**

Basics of Budgeting

COURSE TSA-FIN-BASICBUDGET-0001

Description: Running a department without understanding the budget process is like driving a car without knowing how to steer. Every manager needs a basic understanding of how to plan, use, and monitor adherence to a budget. Addressing the needs of your own budget process will help you support the financial processes and goals of your organization as a whole. In this course, non-financial managers will learn the concepts and techniques vital to the budget process, including: forecasting revenue and expenses; choosing the best kind of budget strategy, and progressively measuring the success of your plan through the use of variance reports. **Duration=3.5**

Business Execution in Action

COURSE TSA-LEAD-BUSEXECACT-0001

Description: The best operational strategies in the world are not worth the paper they are written on if they are not carried out. The same holds true for the principles of business execution. The principles of business execution are worthless to an organization if they exist only in the heads of its corporate executives, but are never acted upon. This course will assist you in the process of -executing business execution- in your organization. All organizations share three common key processes: the people process, the strategy process, and the operations process. One lesson will explore ways to employ the principles of business execution to improve and streamline these processes. All too often, organizations think of the people process, the strategy process, and the operations process as three distinct and separate entities, when in fact, they are closely and critically interrelated. Have you ever been in a situation where it felt like the left hand didn't know what the right hand was doing? Have you ever

completed a project only to find out the actions of another team in your organization rendered your work obsolete? If only you'd known what they were doing. You'll explore ways to execute to ensure synchronicity in your organization. Another lesson explores ways to apply business execution principles to take your organization to the next level and beyond. **Duration=5.0**

Executing, Monitoring & Controlling, & Closing a Project

COURSE TSA-PROJ-EXECMONCTRL-0001

Description: After initiating and planning for a project, it's time to get down to the actual nitty gritty of carrying out the project. The Executing and Monitoring and Controlling Process Groups might be likened to the act of juggling--keeping multiple activities going simultaneously, while responding to unforeseen changes in the project environment. While executing processes focus more on accomplishing project objectives, the monitoring and controlling processes are focused on anticipating problems and recommending actions. The Closing Process Group involves bringing the project to closure; the decision to finalize the project and its phases or cancel the project will depend upon the situation. The three Process Groups covered in this course entail many processes that are designed to manage progress, measure performance, take corrective action if need be, and document lessons learned. Competent project managers understand that project success can actually be a dangerous thing. To keep a project team from becoming complacent in response to project success, everyone involved must use the processes from the three Process Groups to keep things on track. Using information from "A Guide to the Project Management Body of Knowledge" (PMBOK® Guide) - Third Edition, learners will identify the purposes of the Executing, Monitoring and Controlling, and Closing Process Groups. They will be introduced to all of the associated processes and be able to describe the processes. The goal of the course is to provide learners with up-to-date knowledge that can either assist in preparing them for the PMI® Project Management Professional (PMP) certification exam or prepare them to be more effective, hands-on project managers. This course is aligned with "A Guide to the Project Management Body of Knowledge" (PMBOK® Guide) - Third Edition, published by the Project Management Institute (PMI®), Inc., 2004. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®. **Duration=1.5**

Managing a Project

COURSE TSA-PROJ-MNGPROJECT-0001

Description: The factors of a successful project almost always end up depending on how much money and time is needed to create a product worthy of the customer. This course will help you manage the constraints of time, money, and schedules, and how they relate to the overall quality of your project and product. **Duration=2.5**

Performing Quality Assurance and Control

COURSE TSA-PROJ-PERFQACONT-000

Description: The ultimate measure of success for any project is whether the results satisfy the project customer. After all, it's the project customer who determines whether the results of a project were worth the time and money that went into it. However, project managers can't wait until a project is complete to find out whether the results meet the customer's needs. At the scheduled conclusion of a project, both the customer and the performing organization have too much at stake to risk failure. The American Society for Quality defines quality as "the characteristics of a process, product, or service that bear on its ability to satisfy stated or implied needs." The quality of a project has to be built into each step of a project--every process, every procedure, and every deliverable. Project managers employ two sets of processes to manage the quality of projects: quality assurance and quality control. The Perform Quality Assurance process involves a set of activities that examine the processes, procedures, and policies used in a project and ensures that they contribute to the desired outcomes. This process ensures the project is managed in a way that will fulfill the customer's requirements. The Perform Quality Control process monitors the output of projects and measures whether the results of a project meet customer requirements. This course prepares project managers to perform both Project Quality Management

processes. It provides a foundation for executing the quality management plans for individual projects and creating continuous improvement of processes from one project to the next. This course is aligned with "A Guide to the Project Management Body of Knowledge" (PMBOK® Guide) - Third Edition, published by the Project Management Institute (PMI®), Inc., 2004. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®. **Duration=2.5**

Process Management Skills

COURSE TSA-MGMT-PROCMGMTSKILLS-0001

Description: Efficiency, in software terms, can be the difference between ineffective, poorly designed software, and elegant, intuitive software. Efficiency in manufacturing is the difference between processes that yield top quality products at a reasonable price, and processes that spit out shoddy products regardless of price. Likewise, efficiency is critical to the effectiveness of a manager and to the manager's organization. To be efficient as a manager, you have to develop a suite of organizational skills including time management, performance management, and stress management. This course will help you develop your skills at organizing and scheduling activities such as meetings, client conferences, and personnel reviews. Process Management Skills will also assist you in setting goals and accomplishing tasks in less time but with higher quality. Applying these important strategies will also help you lower stress in your day-to-day dealings, making you more productive and your day more rewarding.

Duration=4.5

Managing Human Resources: Plans, distributes, and monitors work assignments; ensures that employees are appropriately selected for and assigned to job tasks; performs personnel actions on subordinates; evaluates the work of employees and provides feedback on their performance

Attracting, Developing, and Retaining Generations

COURSE TSA-LEAD-ATTRDEVRETGEN-0001

Description: How can you create a work force that blends the skills and knowledge of all four contemporary generations? Members of the silent generation, baby boomers, Generation X, and Generation Next are attracted to companies for different reasons. They have a variety of developmental needs and are loyal for a variety of reasons. **Duration=3.0**

Effective Interviewing

COURSE TSA-HR-EFFECTINTERV-0001

Description: The employment interview is at the heart of the recruitment process for most organizations, and successful interviews don't just happen. They are the result of careful planning and preparation.

Interviews are time consuming, and although you will not want to skimp on them, you have to use the available time as efficiently as possible. This course shows you how to screen and manage the interview time efficiently.

You have to be confident about the methods that are used by whoever conducts interviews in your organization. This course will show you how to create methods that are reliable, and will explain the questioning and rapport-building techniques that effective interviewers use.

During interviews, applicants are also trying to impress you and assessing your organization. This course will show you how to recognize the techniques used by experienced candidates, and how to impress them. **Duration=3.5**

Hiring Considerations

COURSE TSA-HR-HIRINGCONSID-0001

Description: Recruitment is a complex and important activity for a manager. Effective hiring requires effective preparation.

The recruitment process must be fair and safe, and there is plenty of legislation to trip up the unwary

manager. Getting any part of this wrong is expensive, time consuming, and damaging to the good name of the company. This course will give you a brief overview of the major employment legislation that affects recruitment.

Then the course will explore the options that any manager has when faced with hiring a new employee. Hiring is an expensive process, so the course explores a cost-benefit analysis of the various hiring methods, examining in detail internal hiring and contingent workers as two particular options.

Defining a job in terms of competencies and then rating them provides the foundations for effective hiring, and this course will show you how to use these methods in creating a structured interview. **Duration=2.5**

Hiring Temporary (Contingent) Employees

COURSE TSA-MGMT-HIRETEMPEMP-0001

Description: Have you been in a situation where you needed more people to perform short-term or seasonal jobs? Have you ever needed specific expertise or specialized skills to achieve an organizational goal? Perhaps you need to hire temporary employees. This course will help you determine whether to hire temporary employees or nonemployees (independent contractors). You will discover many important factors about how temporary workers are different from core employees - in terms of recruiting, hiring and training. By participating in this course, you will be prepared to meet all your short-term or seasonal staffing requirements. **Duration=5.0**

Preventing Problem Performance

COURSE TSA-MGMT-PREVPROBPERF-0001

Description: Obviously, one of the starting points for managing problem performance is to prevent it from becoming so. This is a general part of effective management, focusing on those aspects of the managerial task specific to preventing problem performance. This means employing an effective selection procedure that is based on an accurate identification of the job requirements, and then using the first period of employment to test out the effectiveness of the worker.

For established workers, if you want to avoid problem performance, it is essential for employees to see clearly what is expected of them. No employee can be criticized for problem performance when no one has explained to him or her the required standard of work.

But telling workers what is expected of them is not the end of the story. Performance management is an on-going process and, to be effective at it, a manager must be skilled in giving feedback, and aware of some of the common problems that most managers encounter in giving feedback. **Duration=4.5**

Recruiting for the 21st Century: The Market

COURSE TSA-HR-RECRUITMARKET-0001

Description: It's the beginning of a new century and a new millennium, and the employment market is hot, hot, hot. Employee attitudes have shifted from -I'm sure glad I have a job- to -What have you done for me lately?- Boomers, members of the sociological phenomenon that has defined our culture since 1946, are getting ready to retire, and fewer workers from succeeding generations are available to step in. But the boomers aren't gone yet, and using the skills of older workers is part of the answer to today's labor crunch. This course will explore how today's businessperson can define both the labor marketplace and the business culture and will also investigate how to develop recruiting and retention policies to match the needs and wants of both. **Duration=3.0**

Retention

COURSE TSA-HR-RETENTION-0001

Description: Once you get those hard-to-find quality employees, the hard work of keeping them begins. During times of low unemployment, you very much want to avoid the costs of high turnover. Developing strategies to keep those valuable employees is a must and should be a part of your recruiting strategy. In this course, you will explore reasons employees leave and the many ways you can prevent most attrition from happening. **Duration=3.0**

Screening Applicants

COURSE TSA-HR-SCREENAPPLIC-0001

Description: You've done your homework. You understand the importance of effective hiring, you've considered all of your hiring options, and you've effectively marketed the job opportunities in your organization using a behavioral-based job description. Applicants are pouring in. What do you do next? You must become skilled at screening applicants so that you can narrow the field to the group of individuals who appear to be best suited to the needs of your organization. In this course, you'll learn how to use applications, resumes, phone calls, and references as screening tools. You'll learn what information to look for, how to assess behavioral information that is provided to you, and how to pick up on -red flags.- **Duration=3.0**

Selecting the Best Applicant

COURSE TSA-HR-SELECTBESTAPPL-0001

Description: Making decisions is always difficult, and that applies particularly to choosing a new employee. This course will show you the most effective methods for evaluating and choosing the best applicants. It will show you how to analyze the information from the interview--by working in a focused framework--and how to compare candidates. You will examine and avoid the most common problems with decision making, and confirm and ratify your decision with other people who know the candidate. Put that all together, and you will have the best possible recipe for choosing the best applicants. **Duration=2.0**

Strategic Human Resource Development

COURSE TSA-HR-STRATEGICHRDEV-0001

Description: In order to excel in business, organizations must translate their vision into the necessary level of competencies needed to achieve goals. This course examines how human resource development (HRD) aligns the skills, knowledge, and abilities of staff to future organization and individual needs. In addition, the course looks at how an understanding of adult learning and motivation can assist in staff development. Finally, the course covers some organizational development initiatives that are now seen as an integral part of HRD. This course prepares HR professionals and management who are preparing for the Human Resource Certification Institute's Senior Professional in Human Resources (SPHR) certification examination. **Duration=3.5 hours**

Succession Planning and Human Resources

COURSE TSA-LEAD-SUCCPLANHR-0001

Description: Once you decide to conduct succession planning, how will you determine the human resources that you need? This course answers this question and other human resource issues. You will learn how to assess present and future needs as part of the succession planning process. For these two assessments, you will learn how to identify key positions, determine work requirements, and assess individual performance or potential. **Duration=5.0**

Succession Planning Overview

COURSE TSA-LEAD-SUCCPLANOVERVU-0001

Description: Do you have people in your organization that are indispensable for its success? Would losing them create a hole that would be hard to fill? Have you planned to fill these vacancies? This course introduces you to succession planning--the planning process of identifying, assessing, and developing leadership and talent for future vacancies. This course will familiarize you with the key concepts that compose succession planning. You will receive a general overview of how to assess your key leadership and talent needs. You will also discover the various methods to succession planning. Your understanding of succession planning will help your organization succeed even when key people leave their present positions. **Duration=2.0**

Why Diversity Matters

COURSE TSA-HR-DIVESITYMATTERS

Description: Imagine, for a minute, a workplace where everyone is the same. All of the workers are of the same ethnicity, gender, educational background, and socioeconomic standing. With a team full of people essentially cut from the same cloth, where do the new ideas come from? How will the company ever be able to see things from a different point of view? Without diversity in the workplace, companies run the risk of becoming monocultural organizations that see things from a very limited perspective. The effects of this are far-reaching, right down to the company's bottom line.

Establishing diversity in the workplace is not limited to laws that pertain to the hiring of women and minorities. Nor is it limited to managing or even honoring differences between people, but rather, it is about taking those differences and putting them to work in the best possible way for both the good of the company and for the good of the worker. This course will take a closer look at diversity initiatives in the workplace and what makes them matter.

One lesson will look at the history of diversity programs and how they've evolved over time. It will debunk many of the common myths associated with the concept of workplace diversity and it will explore the compelling reasons that make it necessary in today's business climate. Another lesson will explore the far-reaching implications of diversity initiatives on business. It will examine the ways in which diversity within organizations, or lack of it, touches every aspect of the business, right down to the bottom line. Additionally, it will explore the ways in which diversity in the workplace brings outstanding benefits, not only to organizations, but to workers, as well.

This SkillSoft product has been reviewed by the Employment Practice Group of Sheehan Phinney Bass + Green. As of the date reviewed, the content of this course is in compliance with federal law and court decisions. Due to the rapidly changing nature of the law, information in this course may become outdated. **Duration=2.0 hours**

Workforce Planning and Employment

COURSE TSA-HR-WRKFORCEPLAN-0001

Description: In order to remain competitive in the business world, organizations must ensure that they employ the right people in the right numbers at the right time. Workforce planning and employment involves the processes of planning, developing, implementing, administering, and ongoing evaluation of recruiting and hiring to ensure that the workforce will meet the organization's strategic goals and objectives. This course prepares learners interested in the Human Resource Certification Institute (HRCI) Senior Professional in Human Resources (SPHR) Certification.

TargetAudience is Human Resource Managers; Leaders and Professionals who are preparing for the Human Resource Certification Institute's Senior Professional in Human Resources certification examination; Compensation and Benefits Analysts; Staffing Managers and Recruitment Consultants will also have interest in this certification path. **Duration=3.0 hours**

Planning and Evaluating: Organizes work, sets priorities, and determines resource requirements; determines objectives and strategies to achieve organizational goals; monitors and evaluates progress against goals

Analyzing Project Risk

COURSE TSA-PROJ-ANALYZRISK-0001

Description: Many people enjoy risk, as evidenced by the popularity of extreme sports. However, in business, risk is less welcome or enjoyable. The science of project management was founded, in large part, to manage risk and prevent it from negatively affecting project objectives, schedules and budgets. To help in this effort, "A Guide to the Project Management Body of Knowledge" (PMBOK® Guide) - Third Edition includes risk management as one of its nine knowledge areas and offers guidance on managing, identifying, analyzing, responding to and monitoring and controlling risk. In this course, you will learn qualitative and quantitative risk analysis techniques that will enable you to identify the probability of various levels of risk and to assess the impact of both negative and positive risks on objectives, budget

and schedule. This course is aligned with "A Guide to the Project Management Body of Knowledge" (PMBOK® Guide) - Third Edition, published by the Project Management Institute (PMI®), Inc., 2004. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®. **Duration=2.0**

Framing the Problem
COURSE TSA-PD-FRAMEPROBLEM-0001

Description: When you frame a picture, you intend for the viewer to examine everything within that border. Problem framing is similar in that you must not only consider what objectively makes up the problem itself but also what subjective tendencies influence your view of the situation. This course is designed to help you effectively frame problems so that you're sure your line of sight is aimed straight toward the solution. You'll discover how to recognize and gather information about a problem so that all contingencies are accounted for and all subtleties considered. You'll learn how to uncover the various assumptions, both conscious and unconscious, that are typically made about problems. After identifying these assumptions, you'll be able to tell the productive ones from the nonproductive. You'll also explore specific strategies for getting to the heart of any problem and learn dynamic techniques for framing that problem so that success is greatly enhanced. In the end, your ability to frame problems will be museum-quality. **Duration=3.0**

Implementing and Evaluating a Decision
COURSE TSA-PD-IMPEVALDECISION-0001

Description: You've made your decision after careful and considered thought. The deal is done, right? Not really. Your decision, no matter how considered and creative, won't walk out on its own two legs and implement itself. It's time to nurture your decided course of action and then evaluate its effectiveness. This course will help you do just that. And you'll do it in a way that will better ensure the success of your present decision and those decisions yet to come. After all, no decision is an island: You need to build on past achievements as well as learn from previous mistakes. In this course, you'll first explore how to act on your decision in a way that optimizes its chances for acceptance and success. Once your plan is underway, you'll also know how to manage that decision so that your effective results don't wither on the vine. Lastly, you'll find out how to evaluate the soundness of your decision so that related business methods can be refined and enhanced in the future. By establishing this feedback loop for success, you'll better reach your goals, reduce wasted time and money, and avoid much worry and regret. **Duration=3.0**

Initiating and Planning a Project
COURSE TSA-PROJ-INITPLANPROJ-0001

Description: Initiating and Planning are crucial phases in developing and executing any successful project. Companies that are embarking on a new project initiative must assign people to gather facts and decide what exactly they want to produce and how they are going to produce it. This course examines which factors should weigh in during the project selection process and how to effectively plan a project from beginning to end. TargetAudience: This course is targeted toward a diverse range of managers and staff members who wish to acquire the necessary skills to successfully manage small to medium sized projects. **Duration=2.0**

Planning and Identifying Project Risk
COURSE TSA-PROJ-PLNIDRISK-0001

Description: In a perfect world, decisions would be made with complete certainty--all necessary information would be accurate and available as needed to ensure total success. In the real world, however, this is seldom the case. Real life is fraught with uncertainties; knowledge of events or conditions that may or may not occur is imperfect and incomplete, and this uncertainty affects decisions and outcomes. Risk occurs when decisions are made without perfect knowledge--in other words, nearly all the time. It is the project manager's job to assess and control risk, to avert or minimize its adverse

effects, and to capitalize on its positive effects. In this course, the project manager will learn when and how to plan for risks and how to identify risks proactively and at the time they occur. This course is aligned with "A Guide to the Project Management Body of Knowledge" (PMBOK® Guide) - Third Edition, published by the Project Management Institute (PMI®), Inc., 2004. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®. **Duration=2.5**

Planning for Quality

COURSE TSA-PROJ-PLANQUAL-0001

Description: Project Quality Management focuses on ensuring two things: the quality of project management and the quality of the products created during the project. Project Quality Management implements the quality management system by using policies, procedures, and the following processes: Quality Planning, Perform Quality Assurance, and Perform Quality Control. Through interactive learning strategies and real-life scenarios, the learner will explore these concepts and gain a better understanding of the inputs, tools and techniques, and outputs of the Project Quality Management processes. This course is aligned with "A Guide to the Project Management Body of Knowledge" (PMBOK® Guide) - Third Edition, published by the Project Management Institute (PMI®), Inc., 2004. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®. **Duration=2.0**

Project Planning

COURSE TSA-PROJ-PLANNING-0001

Description: In the early planning phases, project managers and team members have the most potential influence on the outcomes of a project. Yet, lots of planning does not guarantee successful planning. Just as project success can be planned, project disasters can be predestined if team members are not careful about the assumptions they make. A project management team that can balance the need for predictability with the inevitability of change will be the most prepared. According to the PMBOK® Guide - Third Edition, the Planning Process Group consists of the most processes--21 to be exact. The range of processes includes everything from developing a Project Management Plan, defining scope, and developing the schedule to planning for quality and identifying risks. All of these processes need to be skillfully handled with the understanding that the outcomes are not set in stone and that planning is an ongoing activity. Experienced project managers learn that meeting customer expectations is ultimately more important than having a project go "according to plan." In this course, learners will be introduced to the purpose of the Planning Process Group and its associated processes. They will learn how to answer such questions as, "what must be done, how should it be done, who will do it, how much will it cost, and how good does it have to be?" Each planning process will be briefly described so that the learner has a global understanding of the depth and breadth of this process group. With the knowledge gained from this course, learners can develop a repertoire of planning best practices to be used on the job. This course will assist in preparing the learner for the PMI® Project Management Professional (PMP) certification exam.. This course is aligned with "A Guide to the Project Management Body of Knowledge" (PMBOK® Guide) - Third Edition, published by the Project Management Institute (PMI®), Inc., 2004. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®. **Duration=2.5**