

Accountability

OLC Course Recommendations

Competency Definition

Holds self and others accountable for measurable high-quality, timely and cost-effective results; determines objectives, sets priorities and delegates work; accepts responsibility for mistakes; complies with established control systems and rules.

OLC Component Titles

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**

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**

Elements of Project Time Management

COURSE TSA-PROJ-PMTIMEMGMT-0001

Description: Project Time Management is a critical aspect of any project; if project success is to be achieved, a time management system must be used. This course will cover the inputs, tools and techniques, and outputs of the Project Time Management processes that deal with defining project activities, sequencing project activities using the Precedence Diagramming Method, and estimating the resources needed to complete these activities. Through interactive learning strategies and real-life scenarios, the learner will explore these concepts and gain a better understanding of the Project Time Management processes. This course is aligned with "A Guide to the Project Management Body of

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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**

Ethical Decision Making

COURSE TSA-PD-ETHICDECISIONMKG-0001

Description: What is an ethical decision? Many studies show that businesspeople have an intuitive understanding of right and wrong, but that they find difficulty in explaining their judgments. This course provides the conceptual framework for discussing business ethics and the tool kit for making ethical decisions. **Duration=3.5**

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-0001

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**

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Planning and Identifying Project Risk

COURSE TSA-PROJ-PLNDRISK-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**

Responding to and Controlling Project Risk

COURSE TSA-PROJ-RSPCTRLRISK-0001

Description: Life is fraught with uncertainties. Knowledge of situations or conditions that may or may not occur is imperfect and incomplete, and this uncertainty affects decisions and outcomes. Whenever decisions must be made without perfect knowledge--which is nearly all the time--there is risk. Contrary to popular opinion, however, risk is not always negative; uncertainty results in positive risk (also known as opportunity) as well. 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 over the life of a project. In this course, the project manager will learn about the last two processes in the Project Risk Management knowledge area, as described in "A Guide to the Project Management Body of Knowledge" (PMBOK® Guide) - Third Edition. The learner will learn how to plan effectively for responding to risk, and how to monitor and control risk over the life of the project. 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=3.0**

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**