

Planning & Evaluating

OLC Course Recommendations

Competency Definition

Determines objectives and strategies in order to meet goals; organizes work, sets priorities, and determines resource requirements; anticipates opportunities and assesses potential threats to project/program completion; monitors and evaluates the progress and outcomes of projects/programs.

OLC Component Titles

An Introduction to Project Management

COURSE TSA-PROJ-INTROTPM-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**

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**

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Communication Planning and Information Distribution

COURSE TSA-PROJ-COMPLNINFDIST-0001

Description: Any project requires good communications to manage day-to-day activities and ensure success of the project. Project managers need to understand the processes of Project Communications Management, and how those processes help promote success and resolve differences among project stakeholders. Project managers need to plan out a strategy to ensure that needed information is gathered and produced efficiently. Finally, project managers are responsible for distributing information to all stakeholders--internal and external--concerning all project management Knowledge Areas. In this course, learners will be given an overview of project Communications Planning and Information Distribution. They'll be introduced to best practices outlined in the Project Management Body of Knowledge (PMBOK® Guide) -Third Edition, published by the Project Management Institute (PMI®), Inc. Specifically, learners will be introduced to Project Communications Management, communication barriers, and techniques for improving communications in a given business scenario. They'll learn how the inputs to Communications Planning are used and they'll explore examples of tools and techniques for Communications Planning. They'll learn about the purpose of the Communications Management Plan in the context of project communications. Finally, learners will learn about various dimensions of communications. They will learn how the input to Information Distribution is used, they'll be introduced to examples of tools and techniques for Information Distribution, they'll use an Information Distribution method appropriately in a given scenario, and they'll learn about examples of outputs of Information Distribution. 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 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**

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 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**

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,

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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**

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 a Project and Preparing the Project Plan

COURSE TSA-PROJ-PROJECTPLAN-0001

Description: Project integration management is concerned with ensuring the proper coordination of project processes so project objectives are achieved. Successful project managers use project integration management to integrate project processes, maximize performance, and meet project goals throughout the life cycle of a project. This course will highlight the importance of project integration management to project performance. It will cover the project inputs, tools and techniques, and outputs of the following processes in the Project Integration Management knowledge area: Develop Project Charter,

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Develop Preliminary Project Scope Statement, and Develop Project Management Plan. Through interactive learning strategies and real-life scenarios, the learner will explore these concepts and gain a better understanding of the project integrative processes in action. 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**

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. Target Audience: 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**

Introduction to Project Process Groups and Initiating a Project

COURSE TSA-PROJ-PROCESSINIT-0001

Description: In a relay race, the baton handoff from one runner to the next has a dual purpose. For the first runner, the handoff represents the end of his phase of the race. For the second runner, the handoff represents the beginning. The baton handoff is both a result and an input. In any project, there are many baton "handoffs" that must happen, making the whole project highly interactive. During this interactive experience--called a project--there are interrelated processes that must occur. These processes can be grouped into five Process Groups. The art of project management is to understand which processes are involved in which process group and how they are interdependent. In this course, learners will identify the five Process Groups--Initiating, Planning, Executing, Monitoring and Controlling, and Closing--outlined in the Project Management Body of Knowledge (PMBOK® Guide) published by the Project Management Institute (PMI®). Learners will receive an overview of how the Process Groups work together, how the Process Groups and Knowledge Areas relate, and be introduced to the processes that occur within each process group. Learners will delve more deeply into the activities of the first process group--Initiating--to discover how a project is started. All of the concepts and information presented in this course reflect the PMBOK® Guide - Third Edition. By completing this course, learners will gain valuable and cutting-edge information about the field of project management. This course will assist in preparing the learner for the PMBOK® certification exam. This course is aligned with "A Guide to 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**

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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**

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**

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Planning Project Procurement and Requesting Seller Responses

COURSE TSA-PROJ-PROCURE-0001

Description: If project success is to be achieved, products, services, or results often must be purchased or acquired from elsewhere within, or outside of, the organization. This process of acquisition and purchasing is Project Procurement Management, and it is a critical aspect of any project. As you advance in this course, you will gain an understanding of what processes are involved in Project Procurement Management, and how these processes interact with the overall project life cycle. You will also obtain the skills and knowledge required to enable you to: plan purchases and acquisitions, document contractual requirements, identify potential sellers, and get the relevant information, quotations, and proposals from potential sellers--all vital processes that ensure that you are able to procure the products, services, or results that will enable you to achieve project success. 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 Project Scope

COURSE TSA-PROJ-PLANSCOPE-0001

Description: Project scope management is concerned with ensuring that projects include and account for all the work needed for the successful completion of a project. Successful project managers use project scope management throughout the project life cycle to identify and control all aspects involved in a project. This course will highlight the importance of project scope management to project performance. Through interactive learning strategies and real-life scenarios, the learner will explore these concepts and gain a better understanding of the inputs to, the tools and techniques for, and the outputs of the project scope management processes that deal with creating a Project Scope Management Plan and developing a Project Scope Statement. 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**

Project Integration: Executing and Completing a Project

COURSE TSA-PROJ-EXECCOMPLET-0001

Description: Project managers regularly face tough decisions about where to concentrate project resources when met with competing priorities and demands. Project integration management helps with these decisions by ensuring the proper coordination of project processes during project plan development and execution. Successful project managers use project integration management throughout the project life cycle to integrate project processes, maximize performance, and meet project goals. This course highlights the importance of project integration management to project performance. It covers the inputs, tools and technologies, and outputs of the following integrative processes in project management: directing and managing project execution, monitoring and controlling project work, initiating integrated change control, and closing the project or project phase. Through interactive learning strategies and real-life scenarios, the learner explores these concepts and gains a better understanding of the project integrative processes in action. 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**

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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**

Project Scheduling

COURSE TSA-PROJ-SCHEDULE-0001

Description: Typically, when people hear the words "project management," they think of schedules. Even though project management is much more than just scheduling, one aspect of it--project time management--is about planning when project activities will occur. This course introduces the basic principles of creating and maintaining a project schedule. It will cover the project inputs, tools and techniques, and outputs of the following project time management processes: Activity Duration Estimating, Schedule Development, and Schedule Control. 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 in action. 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**