



# Project Management Forum

## Course Descriptions 2015–16

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### PROJECT MANAGEMENT CERTIFICATES OVERVIEW

#### Introductory Course

*Project Management: Idea to Completion*—a great introduction to the field of project management and an introduction to the PMI® Framework.

#### Project Management Strategy Certificate Program

- A well-rounded program for individuals with at least 2 years of professional experience.
- Offers a broad menu of elective choices providing you with the foundational, strategic, leadership, human resource and operational knowledge to be successful.

##### Certificate Program Requirements:

Participants in the Project Management Strategy Certificate Program must complete four courses (five, if they need to take the introductory course *Project Management: Idea to Completion*). This program has two required courses and two elective courses, chosen from our complete menu of 2-day course offerings.

##### Prerequisites:

Participants must have at least two years of business or professional experience. These courses are highly interactive and strong English skills are required. All courses assume participants have a basic knowledge of math and are able to use spreadsheets. Some courses require completion of *PM: Idea to Completion* or knowledge of the PMI framework. Refer to individual courses for specifics.

#### Advanced Project Management Certificate Program

- For students with a minimum of 3 years in a project leadership role (including a complex project).
- Allows you to meet continuing education requirements with courses that hold your interest while expanding your knowledge base.
- Provides great networking opportunities and exposure to industry best practices.

##### Program Requirements:

Requires the completion of four elective courses chosen from our complete menu of 2-day course offerings. Participants must complete at least two courses that have been designated as advanced.

##### Prerequisites:

Participants should have 2 years' experience leading complex projects. These courses are highly interactive and strong English skills are required. These seminars assume that the participants are familiar with the Project Management Body of Knowledge (PMB®) as well as PMI disciplines, processes and terms. Participants must have applied project and program management concepts in an advanced setting and be comfortable building on the basic principles of their project management knowledge.

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#### Certificate Program Structure

Most courses are presented in a 2-day onsite classroom format. We will be converting select courses to online offerings over the next two years. Courses are graded and include a short out-of-class assignment. You will earn at least 14 PMI PDUs® for each course.

#### Certificate Application Requirements

To apply, please submit a completed online application form, \$40 application fee, a current resume, a statement of purpose, and a summary of your project management experience.



# Better Ways to Work: Innovative Tools for Organizational Excellence

**Course Code: PMBWTW | Intermediate | 14 PMI PDUs®**

Too often, business performance improvement initiatives result in disappointing outcomes. Although most initiatives generally do improve performance, the actual results are often far below expectations. This course provides an overview of powerful improvement methodologies with a primary emphasis on the application of lean thinking in a manufacturing/office/services environment. We will explore what world-class companies (those that are highly effective at improving) do differently than the rest and share the common actions taken by these great companies.

This course does not focus primarily on manufacturing; many examples will be provided from service industries such as healthcare and finance. This course is open to all.

## **Learning objectives:**

At the end of this seminar participants should know several ways to:

- Actively engage leadership in driving performance improvement
- Better link innovations to key stakeholder and customer needs
- Increase the likelihood of successful implementation of your improvement activities
- Learn how to quickly identify key meaningful innovation opportunities
- Learn how to better sustain gains from improvement activities

## **Course delivery format:**

This is an onsite course.

This course is highly interactive. Attendees will participate in several group exercises designed to help them ensure their organization is headed down the most effective improvement path.

In this class, you will develop an assessment framework that you can use to examine ingredients missing in most improvement recipes. You will learn to focus on the most important priorities for your organization. We will discuss performance metrics, reviewing the strengths and weaknesses of various approaches, and identify how to use them to drive improved performance at a leadership and at a department level.

## **Sections:**

This course is offered once per year.

## **Notes:**

Breakfast, networking lunch, and all materials included in tuition.

This course fulfills elective requirements for both the Project Management Strategy Certificate and Advanced PM Certificate.

## **Prerequisites:**

Participants must have at least two years of business or professional experience. This course is highly interactive. Strong English skills are required.

## **Instructor:**

Michael Bremer



# Effective Project Leadership

**Course Code: PMAEPL | Advanced | 16 PMI PDUs®**

Achieving business results in tomorrow's challenging global project environment requires skills that go beyond the traditional management of deliverables, budgets, and resources. To remain successful in the changing context of project and programs, project leaders must have the demonstrated skills to plan and execute in changing organizational cultures, climates, and environmental pressures. Leadership skills in the global environment are critical to project success in the broader context of the total organization. This course will provide students with the opportunity to move forward by introducing business leadership theory and applied practices to take project teams to the next level.

This course is designed for the experienced Project/Program Manager who must represent the project and/or program organization to functional peers, senior leadership, external audiences, and diverse stakeholders. The focus is on applying leadership principles to achieve project results within the broader context of the organizational goals.

## **Learning objectives:**

Successful completion of this course will provide:

- Students with individualized assessment of their leadership skills and opportunities for growth
- The knowledge to recognize project situations that require specific leadership responses and which leadership actions yield the best results
- A baseline for self-management and continual learning for personal leadership development
- A better understanding of the relationship of project leadership strategies to overall organizational goals
- Familiarity with tactics, tools, and techniques to begin to identify and develop leadership traits in project team members

## **Course delivery format:**

This is an onsite course.

This course will cover a variety of current models of individual and team leadership and applied leadership practice. Through the use of leadership self-assessment tools, students will gain insight into their personal leadership strengths and areas for continuing development. Interactive exercises will provide practice in applied leadership skills

## **Sections:**

This course is offered once per year.

## **Notes:**

Breakfast, networking lunch, and all materials included in tuition.

Participants in the Advanced Project Management Program may take this course as advanced elective. All others meet the experience requirements as stated.

## **Prerequisites:**

This seminar assumes that the participants of this session are familiar with Project Management Body of Knowledge (PMB®) as well as PMI disciplines, processes and terms. Participants must have applied project and program management concepts in an advanced setting and be comfortable building on the basic principles of their project management knowledge. Participants should have experience leading complex projects. This course is highly interactive. Strong English skills are required.

## **Instructor:**

Elaine H. Alexander, MBA, MS, PMP, PgMP



# The Fundamentals of Good Process Design

**Course Code: PMFGFP | Introductory | 16 PMI PDUs®**

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Survival in today's economy has resulted in reduced budgets and smaller teams. Many of today's new projects are focused on creating efficient and cost-effective internal processes for streamlined business operations. This seminar will introduce participants to new concepts and techniques which will transform organizational information needs into an agile and adaptable system, improving quality while minimizing design time and cost. You will learn how to develop your own business-driven, process-centric models using a step-by-step, hands-on approach. To reinforce your learning, you will practice techniques on cases derived from real-world business projects. This course focuses on systemizing processes.

## **Learning objectives:**

Participants completing this course will learn:

- To develop business models that reflect actual business processes based on business needs and design standards
- Process-modeling analysis and design
- To understand the key terms and concepts in Business Process Modeling (BPM)
- To identify the appropriate levels of detail needed to develop a business process model and to understand the key skills, roles, and responsibilities to implement BPM
- About the multiple perspectives that impact process-centric organizations
- To define scope clearly and identify all required interfaces
- To translate existing business requirements and develop new business requirements that can be easily translated into process models
- To identify the appropriate level of detail needed for each step or technique to ease the transition to the next step
- To identify the critical processes and determine ownership in a political environment

## **Course delivery format:**

This is an onsite course.

This course is highly interactive. You will be exposed to focused lectures, detailed discussions, applicable case studies, and team exercises; the seminar will integrate this course work with real world project experiences. Examples are provided from many industries including manufacturing, education, and finance.

## **Sections:**

This course is offered once per year.

## **Notes:**

Breakfast, networking lunch, and all materials included in tuition.

This course fulfills elective requirements for both the Project Management Strategy and Advanced PM Certificate.

## **Prerequisites:**

This is an open enrollment course. Participants must have at least three years of business or professional experience. This course is highly interactive. Strong English skills are required.

## **Instructor:**

Jack Hilty, PMP®, CBA®, CBPP®



# Introduction to Agile for Project Managers

**Course Code: PMITAM | Intermediate | 16 PMI PDUs®**

Agile software development combines a group of methodologies which are focused on iterative and incremental development. It is based on the premise that rapid delivery of working software greatly increases customer satisfaction. Small cross-functional teams are self-organizing and respond quickly to changing requirements.

The goal of this seminar is to familiarize the student with Agile Project Management methodology and frameworks and how to bridge agile with the PMB project phases. Participants in this seminar will learn to integrate the generic agile process with the project management phases described in PMI's Body of Knowledge (PMB®).

## Learning objectives:

Through lectures, group discussions, and mock projects, students will:

- Learn agile project management fundamentals
- Acquire skills mapping traditional project management to agile
- Acquire an understanding of how their role as project manager will change using agile project management
- Learn techniques on how to gain buy-in on the use of agile project management

In addition, this seminar will explore some of the common challenges when using agile project management:

- Learning to trust your teams
- Working with non-agile teams
- Transitioning your project and software teams to agile

## Course delivery format:

This is an onsite course.

This course uses "experiential learning." Every team will participate in a mock agile project. The team will use the project as a vehicle to understand a larger concept. There will be short presentation on the concept and then the project work will begin. Questions throughout the course are encouraged.

## Sections:

This course is offered once per year.

## Notes:

Breakfast, networking lunch, and all materials included in tuition.

This course fulfills elective requirements for both the Project Management Strategy and Advanced PM Certificate.

## Prerequisites:

The instructor assumes participants have experience with project management techniques and focuses on processes, project lifecycle, and addressing issues confronted when project managers must manage ongoing changes, fixed schedules, and limited resources. **Participants must have at least 2 years of IT experience.** This course is highly interactive. Strong English skills are required.

## Instructor:

Doug Rose, JD, PMP®, PMI-ACP®



## Linking Strategy to Operations

**Course Code: PMLSTO | Intermediate | 14 PMI PDUs®**

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This class is designed to provide experienced project managers with an understanding of how the strategic, operational, and organizational factors that challenge project implementations must be aligned to ensure success. It is intended to help the project manager validate the relationship between business direction and project objectives to ensure that alignment is preserved. From this insight, the project manager will gain a better understanding of enterprise vision and strategy, learn to develop better dialogue with senior management, translate project objectives and intent into meaningful courses of action, and become more successful in rallying all parts of the enterprise around project deliverables.

### **Learning objectives:**

*Linking Strategy to Operations* assumes a working knowledge of project management techniques and the skills to manage issues confronted when project managers must juggle priorities and resources, address risk, and know how to fix trouble situations.

Through lectures, group discussion and case studies, students will:

- Understand the basic concepts linking strategy and operations
- Understand the critical success factors to successful linkage and how to best apply them
- Become adept at translating the language of business at the strategy level
- Understand how knowing the culture profile for your enterprise can impact and contribute to project success
- Become cognizant of the pitfalls to success across the dynamics of people, process, and technology
- Learn about ways to leverage and influence operational environments

### **Course delivery format:**

This is an onsite course.

This seminar builds on the basic project management body of knowledge already learned. The student will be exposed to one case, broken into three parts, that builds upon itself to help the student internalize the concepts presented and make this course real for them to apply in their current working environments. The case will use a team breakout format to leverage the dynamics of people interaction and creativity.

### **Sections:**

This course is offered once per year.

### **Notes:**

Breakfast, networking lunch, and all materials included in tuition.

This course fulfills elective requirements for both the Project Management Strategy Certificate and Advanced PM Certificate.

### **Prerequisites:**

Participants must have completed *Project Management: From Idea to Completion* or be familiar with the PMI framework as specified in the PMB Guide. Participants must have at least two years of business or professional experience. This course is highly interactive. Strong English skills are required.

### **Instructor:**

Jim Betourney, MBA



# Making Projects Work

**Course Code: PMMPWO | Intermediate | 14 PMI PDUs®**

Project management practice is influenced and shaped as much by collective wisdom, lessons learned, and the school of hard knocks as it is by its foundation of framework, principles, processes, and techniques. In this course we will explore the art of recognizing and managing these other shaping influences in order to determine the project management approach best-suited to a particular project or portfolio of projects. These influences include stakeholder expectations, customer relationships, resource contention, organizational design and culture, political environment, communication and leadership styles, risks, and market forces.

Using a combination of case studies and shared real-world experiences, this course will equip project practitioners with an “operational map” for navigating projects toward successful outcomes.

## Learning objectives:

The overarching objective of this course is to provide you with tactical and strategic insights for tackling real-world project management issues and challenges, so you can produce superior project results. Objectives include:

- Define the components of a project management system and a project management office (PMO), and the relationships between the organizations in a variety of organizational structures.
- Define the components of the project life cycle and show why they can vary based on the type of project; starting with expectations, and continuing through a work breakdown structure, the calculation of time, and development of a risk management plan. Learn to calculate the variance of the parallel and critical paths.
- Describe the role of risk as it relates to the project life cycle and the overall success of the project.
- Establish a link between soft skills and project risks, through use of the interpersonal models.
- Understand the Project Management Institute, its impact on the growth of the discipline of PM, and the significance of the PMB Guide process-knowledge area framework.

## Course delivery format:

This is an onsite course.

This course is highly interactive. Using a combination of case studies and shared real-world experiences, this course will equip project practitioners with an “operational map” for navigating projects toward successful outcomes.

## Sections:

This course is offered three times per year.

## Notes:

Breakfast, networking lunch, and all materials included in tuition.

This course is required for the Project Management Strategy Certificate and an elective in the Advanced Certificate.

## Prerequisites:

Participants must have completed *Project Management: From Idea to Completion* or be familiar with the PMI framework as specified in the PMB Guide. Participants must have at least two years of business or professional experience. This course is highly interactive. Strong English skills are required.

## Instructor:

Joe D'Mello MBA, PhD, PMP®





# Managing Data-Driven Projects

**Course Code: PMMDAT | Intermediate | 16 PMI PDUs®**

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Since 2003, the world has produced more data every two days than in the previous two thousand years combined. Credit card transactions, web-clicks, GPS locations, and other bits of data can be collected and analyzed using increasingly advanced analytical techniques. The organization that best understands their data will more easily anticipate needs, create new products, overcome challenges, and win elections.

This course gives project managers a foundation for leading data-driven projects. It is an introduction to the major concepts of data-driven teams and data-specific project challenges. This is not a data analytics or programming course. The coursework will rely on general project management skills and requires no prior knowledge of data analytics or statistics. The focus of the course will be on starting or managing a data-driven team and gaining insights from your data.

## **Learning objectives:**

The goals for the course are very practical:

- Introduce project managers to big data terms, tools, and the team
- Introduce project managers to a data-driven lifecycle
- Understand challenges that are specific to data-driven projects
- Apply business values to craft a clear and actionable big data strategy

## **Course delivery format:**

This is an onsite course.

This course uses “experiential learning.” Every team will participate in a mock data-driven project. The team will use the project as a vehicle to understand a larger concept. There will be short presentation on the concept and then the project work will begin. Questions throughout the course are encouraged and happily accepted.

## **Sections:**

This course is offered once per year.

## **Notes:**

Breakfast, networking lunch, and all materials included in tuition.

This course fulfills elective requirements for both the Project Management Strategy Certificate and Advanced PM Certificate.

## **Prerequisites:**

Participants should have at least two years of business experience. This course is highly interactive. Strong English skills are required.

## **Instructor:**

Doug Rose, JD, PMP®, PMI-ACP®





# Managing Large-Scale Software Projects

**Course Code: PMALSP | Advanced | 14 PMI PDUs®**

In order to stay competitive or to develop a strategic advantage, organizations often undertake large-scale complex software projects. These projects range from average ERP implementations to highly customized software applications and platform development. They also tend to be hugely important, requiring significant investment of resources under severe time constraints. The ability to deliver these types of projects on-time and on-budget is critical because of the impact they can have on the entire organization.

Mastery of large-scale software projects requires technical and business competencies combined with strong leadership skills. In this course, we will examine key principles and best practices that have the potential to maximize a team's probability for successfully delivering a large-scale software project on-time, on-budget, and on-target.

## Learning objectives:

At the end of this course, participants should be able to:

- Recognize what makes large-scale software projects particularly challenging;
- Identify which project leverage points to focus attention on to increase the probability of success;
- Identify emerging trends and field-proven best practices for successfully managing large-scale software projects;
- Know current techniques to capture the Voice of the Customer;
- Implement effective governance mechanisms for large-scale software projects;
- Appropriately manage potential risks in testing, integration, training, and roll-out;
- Apply best practices for effectively dealing with multiple vendors and service providers;
- Maintain a solid business case to maintain funding and investment flow;
- Implement measures to retain key talent and avoid project burn-out and high turnover;
- Develop an outcomes-based action plan to immediately reduce project risk and strengthen the probability for success for any large-scale software project.

## Course delivery format:

This is an onsite course.

The format for this course is highly interactive and includes lectures, discussions, and in-class exercises. Students are encouraged to come prepared to share issues and challenges from their own projects and organizations.

## Sections:

This course is offered once per year.

## Notes:

Breakfast, networking lunch, and all materials included in tuition.

Participants in the Advanced Project Management Program may take this course as advanced elective. All others must meet the experience requirements as stated.

## Prerequisites:

This seminar assumes that the participants of this session are familiar with Project Management Body of Knowledge (PMB®) as well as PMI disciplines, processes and terms. Participants must have applied project and program management concepts in an advanced setting and be comfortable building on the basic principles of their project management knowledge. Participants should have experience in the management of complex projects. This course is highly interactive. Strong English skills are required.

## Instructor:

Fernando Yopez, MA, MBA, PhD, PMP®

To register and for more information, visit:

**[grahamschool.uchicago.edu/projectmanagement](https://grahamschool.uchicago.edu/projectmanagement)**



# Managing the Radical Shift to Agile

**Course Code: PMARSA | Advanced | 16 PMI PDUs®**

In this intensive, interactive two-day management workshop, you will learn how to get beyond the rigidities of traditional management and acquire the breakthrough capabilities involved in making the entire organization agile. You will learn how to implement the elements of Radical Management as an integrated whole so as to get extraordinary results for your organization, your customers and your workforce.

Each new concept, based on the five shifts of Radical Management, is backed up by concrete practice using tools that can be applied directly in the workplace.

## **Learning objectives:**

At the end of this course, participants should be able to:

- Name and explain the 5 shifts from traditional management to Radical Management and why these, taken together, will help to foster sustainable success for an organization;
- Explain why customer delight should be the only goal of a firm;
- Explain in detail how the role of a manager changes in Radical Management;
- Apply an agile approach in any part of the organization;
- Apply leadership storytelling to help bring about change in an organization (e.g. for the introduction of Radical Management).

## **Course delivery format:**

This is an onsite course.

The format for this course is highly interactive and includes lectures, discussions, and in-class exercises. Students are encouraged to come prepared to share issues and challenges from their own organizations.

## **Sections:**

This course is offered once per year.

## **Notes:**

Breakfast, networking lunch and all materials included in tuition.

Participants in the Advanced Project Management Program may take this course as advanced elective. All others must meet the experience requirements as stated.

## **Prerequisites:**

This seminar assumes that the participants of this session are familiar with Project Management Body of Knowledge (PMB®) as well as PMI disciplines, processes and terms. Participants must have applied project and program management concepts in an advanced setting and be comfortable building on the basic principles of their project management knowledge. Participants should have experience in the management of complex projects. This course is highly interactive. Strong English skills are required.

## **Instructor:**

Jay Goldstein, MBA, CSM, CSPO



# Managing Project Resources: Budgets, Estimates, and Performance

**Course Code: PMMBEP | Intermediate | 14 PMI PDUs®**

Good project planning has long been shown to be one of the cornerstones of successful project performance. The challenges involved in the development of a sound project plan, however, are often overlooked. When the least is known about a project, a project manager is expected to define costs, schedules, resource requirements, and other project parameters. These initial estimates become better defined as the project proceeds, but they also set expectations for the entire project. How does a project manager face this important task with the right skills to be confident in the outcome?

Once a project has moved beyond the initial planning stages, the project manager is also faced with the challenge of conveying project performance to a management that often is not familiar with project terminology. For the most part, upper management of most organizations and clients understand the world in financial terms such as revenue recognition, profitability, and cash flow. Translating project terminology and concepts into financial terms and concepts is a key role for the successful project manager. This course will develop the tools that make this translation more effective.

## **Learning objectives:**

Upon completion of the course, a successful student will be able to:

- Describe estimation theory as it applies to project management
- Understand how to develop a project budget and apply project controls
- Identify and apply the tools of resource allocation to projects
- Understand how to communicate project information at the management level

## **Course delivery format:**

Through a series of lectures, discussions and group work participants learn:

- Estimation theory and practice
- Budget development
- Forecasting
- Resource allocation
- Project Controls

## **Sections:**

This course is offered twice a year.

## **Notes:**

Breakfast, networking lunch, and all materials included in tuition.

This course fulfills a foundational requirement for Project Management Strategy and an elective requirement for the Advanced PM Certificate.

## **Prerequisites:**

Participants must have completed *Project Management: From Idea to Completion* or be familiar with the PMI framework as specified in the PMB Guide. Participants should have two years of business or professional experience. This course is highly interactive. Strong English skills are required.

## **Instructor:**

Larry Joseph, MS, PhD, PMP®



# Managing Project Risk and Complexity

**Course Code: PMMPRC | Advanced | 14 PMI PDUs®**

Most practicing project managers are aware of the role that risk management can play in successfully completing their projects. In a time of “doing more with less” and “faster, better, cheaper,” however, it is easy to overlook the value of a well-constructed approach to risk management. Balancing benefits and costs is not always an easy evaluation to make. Ignoring risk, however, can lead to nasty surprises at best and disaster at the worst.

Complicating matters for project managers is the complexity of most current projects. Due to rapid increases in technology, systems that were once independent or only loosely linked are now interconnected to an increasingly high degree. Dealing with this complexity in a project environment has become a serious challenge. This advanced course for project managers will give a review of risk management principles in the project environment and will take a close look at complexity, how it arises in the project environment, and how risk management can help to overcome its most challenging effects.

## **Learning objectives:**

At the completion of the course, a successful student will be able to:

- Identify the components of risk and a risk management plan
- Describe and be able to apply the tools and techniques of risk management
- Describe the core elements of probability and estimation theory
- Understand how complexity has become a key component of projects
- Describe how risk management improves project performance

## **Course delivery format:**

This is an onsite course.

This course is highly interactive. The student will be exposed to focused lectures, detailed discussions, and team exercises. Extensive use will be made of case studies and the latest tools.

## **Sections:**

This course is offered once per year.

## **Notes:**

Breakfast, networking lunch, and all materials included in tuition.

Participants in the Advanced Project Management Program may take this course as an advanced elective. All others must meet the experience requirements as stated.

## **Prerequisites:**

This seminar assumes that the participants of this session are familiar with Project Management Body of Knowledge and with the Project Management Institute (PMI) disciplines, processes and terms. In addition to the above-mentioned assumptions, the instructor also assumes that participants have applied project and program management concepts in an advanced setting and they are comfortable building on the basic principles of their project management knowledge.

Participants should have experience in the management of complex projects. This course is highly interactive. Strong English skills are required.

## **Instructor:**

Larry Joseph, MS, PhD, PMP®



# Managing the Team: Decisions, Disputes, Synergy

**Course Code: PMTDDS | Advanced (16 PMI PDUs®)**

Leading a team of sharp, diverse personalities brings a unique set of challenges to the project leader. Harnessing creativity, resolving conflict, and creating an environment where team members work well together is much more art than a science. Learning to respond to the inevitable issues appropriately and effectively is critical to your success. In this course, students will learn to collaborate, strategize, and resolve issues in a group setting. This course will focus on the issues of group problem-solving, dispute resolution, and the use of applied game theory in the arena of complex project development and implementation. This is a team based course, involving problem-solving in multiple different scenarios ranging from contract disputes to counter-terrorism. These simulations will test the limits of information sharing as well as decision making in high-stakes, time-constrained environments. Participants will be faced with “compete vs cooperate” options, and need to determine optimal direction. Managing distance-based teams will be addressed, as teams may be physically separated but still required to think together.

## **Learning objectives:**

Successful completion of this course will:

- Familiarize students with applied game theory providing the opportunity to immediately apply these experiences.
- Engage students in problem-based learning and alternate dispute resolution techniques in groups
- Apply group problem-solving techniques and group dispute resolution techniques to real-world situations

## **Simulations:**

The following summarizes the focus of the simulations which will be used in this class. Nearly all exercises will be worked in groups of 3 or more. Also, in almost all cases, participants will have to work with partial information, facing the issue of “needing to share” vs. the “desire to withhold information” at all stages of the negotiation.

- Learn the dispute resolution concepts of interests, rights, and powers.
- Contract dispute negotiation.
- Students are challenged with a realistic, high-stakes team decision making situation.
- Distance team work with a multitude of challenges (geographical, cultural, communication, etc.)
- Strategies for effective information sharing in teams

## **Course delivery format:**

This is an onsite course.

## **Sections:**

This course is offered once per year.

## **Notes:**

Breakfast, networking lunch, and all materials included in tuition.

This course fulfills elective requirements for both the Project Management Strategy and Advanced PM Certificate.

## **Prerequisites:**

Participants should have experience leading complex projects. This course is highly interactive. Strong English skills are required and some negotiation experience is helpful. Participants in the Advanced Project Management Program may take this course as an advanced elective. Participants in the Project Management Strategy program must have previous negotiation experience. All students are encouraged to take Negotiation and Dispute Resolution for the Project Manager before taking this class, but it is not required for advanced participants.

## **Instructor:**

Mark Werwath, MS, PhD, PMP®

To register and for more information, visit:

**[grahamschool.uchicago.edu/projectmanagement](https://grahamschool.uchicago.edu/projectmanagement)**



# Negotiation and Dispute Resolution for Project Managers

**Course Code: PMENPM | Intermediate | 14 PMI PDUs®**

Successful project managers must be able to work with other managers, stakeholders, and vendors as well as their own employees. They must be able to resolve disputes, gain approval for budgets, negotiate contracts, and “sell” to all levels of the organizations. Bringing disparate parties together requires a delicate combination of art, science, and practice. Your ability to be truly prepared for and effective in a negotiation hinges on your ability to respond appropriately to colleagues and team members. In this course, you will be involved in a variety of in-class simulations to enhance and improve your skills in preparing for and conducting effective negotiations and dispute resolution. Simulation topics include single-issue bargaining, negative and positive ZOPA, multi-issue bargaining, agents and ethical dilemmas, and dispute resolution.

The techniques taught in this course are based on research in social psychology, decision theory, and game theory. The design of the course reflects the belief that negotiating well is both art and science and that learning by experience is powerful—especially when the experience is clearly related to the situations where you want to apply what you learn.

## **Learning objectives:**

At the end of this course, the student will:

- Be a more effective and more confident negotiator
- Be able to recognize and respond to functional and dysfunctional negotiations and tactics
- Be able to properly prepare for a negotiation and function well in a team that is embarking on a critical negotiation

## **Course delivery format:**

This is an onsite course.

This course is highly interactive. The instructor will provide simulations of negotiation scenarios that are derived from real world two-party and multi-party bargaining and integrative scenarios as well as dispute resolution scenarios. Students will be provided a variety of in-class simulations and will be shown how to prepare for and conduct these negotiations. Class time will then be allocated for students to negotiate the various scenarios with each other and for a thorough debrief and discussion of the in-class negotiations. Some negotiations will require a basic understanding of math and spreadsheets.

## **Sections:**

This course is offered once per year.

## **Notes:**

Breakfast, networking lunch, and all materials included in tuition.

This course fulfills elective requirements for both the Project Management Strategy and Advanced PM Certificate.

## **Prerequisites:**

Participants must have at least two years of business or professional experience. This course is highly interactive. Strong English skills are required.

## **Instructor:**

Mark Werwath, MS, PhD, PMP®



# Project Assessment and Recovery

**Course Code: PMPAAR | Intermediate | 14 PMI PDUs®**

Experienced project managers are often brought onboard to recover troubled projects. The recovery process first starts with an assessment of the project's health using various diagnostic tools. A determination is made whether the project can be saved or warrants termination. If it can be saved, a recovery plan is developed. Upon agreement by the key stakeholders, the plan is put into action. The recovery process is closely monitored and controlled until the project is stabilized. The recovery team exits the project once the stabilization criteria are met. The project continues on its normal life cycle towards presumed successful completion.

The goal of this two-day course is to offer you a methodology and tools for rapidly assessing and recovering troubled projects. First, you will learn the key characteristics of successful projects. You will gain an understanding of rational criteria for deciding whether a failing project should be terminated or resuscitated. You will be introduced to a three-phase methodology for rapidly assessing and recovering failing or troubled projects. You will learn key processes and tools associated with each phase. The course is based on standard PMI project management processes, tools, and techniques. It assumes that you are familiar with the basic project management concepts and tools and PMI's *A Guide to Project Management Body of Knowledge (PMB Guide)*.

## **Learning objectives:**

Upon completion of this course, you will develop skills to:

- Apply a structured methodology to assess and recover troubled projects.
- Define characteristics of successful vs. failed projects.
- Perform a rapid assessment of a project's health.
- Identify root causes of project troubles using various diagnostic tools.
- Stabilize a troubled project by applying standard project management tools and techniques.
- Implement critical measures to prevent projects from becoming troubled.

## **Course delivery format:**

This is an onsite course.

This course consists of focused mini-lectures as well as hands-on activities. The class will be divided into small teams, which will be engaged in interactive discussions and practical case study exercises. Each team will make presentations of the results from their discussions and exercises to the entire class. The course is designed to be highly interactive.

## **Sections:**

This course is offered twice a year.

## **Notes:**

Breakfast, networking lunch, and all materials included in tuition.

This course fulfills elective requirements for both the Project Management Strategy and Advanced PM Certificates.

## **Prerequisites:**

Participants must have completed *Project Management: From Idea to Completion* or be familiar with PMI's project management framework as specified in the *PMB Guide*. Participants must have at least two years of business or professional experience. This course is highly interactive. Strong English skills are required.

## **Instructor:**

Prasad S. Kodukula, PhD, PMP, PgMP





# Better Ways to Work: Project Management: Idea to Completion

**Course Code: PMHPEC | Introductory | 14 PMI PDUs®**

This course provides a brisk high-level overview of the project management discipline and the PMI framework. It introduces the basic knowledge, insights, skills, and techniques that are required to steer projects toward their desired outcomes while also ensuring that they create value for the organizations that sponsor and execute them.

This is an introductory seminar open to all. It is highly recommended for individuals who wish to refresh their basic skills and become familiar with PMI terms and concepts before participating in the Project Management Strategy Program. Some certificate applicants may be asked to take this class before beginning required courses. All coursework is completed in class. No papers are required.

## **Learning objectives:**

The overarching objective of this course is to provide you with a solid PM foundation which facilitates the acquisition of future PM training and skills; and one which you can readily translate into real world approaches and tactics for managing work-related projects.

## **Course delivery format:**

This course is offered onsite and online. The online course has 4 required synchronous sessions.

While conceptual and theoretical underpinnings and principles are covered for the sake of academic rigor, a great deal of emphasis is placed on discussion and awareness of the real-world issues and complexities that can militate against the blind application of these principles. Hence, we will continually emphasize how contextual and situational considerations should drive the practice of project management, so that it does not become a one-size-fits-all approach.

Another objective of the course is to enable you to leverage the team assignments to acquire a working knowledge of the skills and principles presented in the lectures and discussions, so you can gain a keen appreciation of the use and practice of PM in the work place. After the course, you should be able to take the “building blocks” of project management (the PMI process group-knowledge area framework and its encompassing tools and techniques) and adapt and assemble them in order to manage a specific project or set of related projects.

## **Sections:**

This course is offered three times per year.

## **Notes:**

Breakfast, networking lunch, and all materials included in tuition.

This course does **not** fulfill any elective requirements for either the Project Management Strategy Certificate or the Advanced PM Certificate. This is a stand-alone course and you may be required to take it prior to beginning a certificate series.

## **Prerequisites:**

This course is open to participants at all experience levels. This course is highly interactive and involves group work. Strong English skills are required.

## **Instructor:**

Joe D'Mello, MBA, PhD, PMP®



# Structuring and Implementing Governance and PMO Solutions

**Course Code: PMSTGS | Advanced | 16 PMI PDUs®**

The volatility of the current business climate has resulted in a renewed focus on project and portfolio governance. In this course, you will learn how to build governance models using a framework that will enhance communications and team alignment and minimize risk. You will become familiar with a governance lifecycle framework and how it can be applied to their organizational project, program, and PMO culture.

## **Learning objectives:**

Participation in this course will:

- Enable students to recognize specific criteria and attributes that enable them to quickly identify the best opportunities to implement a PMO or governance model, or a combination of both
- Establish key aspects of the organizational culture to enhance modeling which supports their own requirements
- Define the critical components for approaching and structuring your project or program-performing environment
- Leverage the existing organization and define the key stakeholders and the role they play
- Establish a framework for defining the interdependencies between organizational leadership
- Establish the criticality of executive participation in both the PMO and governance process
- Empower the student to be the change agent and drive internal PMO and governance model implementations

## **Course delivery format:**

This is an onsite course.

This course is highly interactive. The student will be exposed to focused lectures, detailed discussions, applicable case studies, and team exercises. Participants will establish a model that can assist in the identification of responsibilities at the executive, operational, and execution levels of a governance model.

## **Sections:**

This course is offered once per year.

## **Notes:**

Breakfast, networking lunch, and all materials included in tuition.

Participants in the Advanced Project Management Program may take this course as an advanced elective. All others must meet the experience requirements as stated.

## **Prerequisites:**

This seminar assumes that the participants of this session are familiar with Project Management Body of Knowledge as well as familiar with the use of organizational life cycles and project management frameworks. Participants must have applied project and program management concepts in an advanced setting and be comfortable building on the basic principles of their project management knowledge. Participants should have experience leading complex projects. This course is highly interactive. Strong English skills are required.

## **Instructor:**

Eric Pratt, MBA, PMP®

To register and for more information, visit:

**[grahamschool.uchicago.edu/projectmanagement](https://grahamschool.uchicago.edu/projectmanagement)**