ESI™
INTERNATIONAL
an informa business

ESI's Professional Development Programme for **Project Managers** 2008

Expert training in:

- Project Management
- Information Technology Project Management
- Programme Management NEW
- Business Analysis

THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON DC

Registered Education Provider
Project Management Institute

apm
Accredited Provider

IIBA Endorsed Education Provider
Charter Member

cheganltd

www.chegan.com

We're Committed to Your Success

Chegan and ESI International provide a comprehensive range of training courses to suit the development needs of our clients in the following disciplines:

- **Programme Management**
- **Project Management**
- **Business Analysis**

We can perform detailed assessments of your current proficiency in each discipline and identify tailored programmes of education to deliver maximum results for your people and your organisation.

Chegan and ESI International's unique relationship enables us to deliver this education at preferential rates for our local clients.

Call us on +44 (0)28 9048 3322, or email training@chegan.com to find out how we can increase capability within your organisation now.

Earn Impressive Certificates

Each of the above programmes culminates in an impressive certificate from ESI and our academic partner, the George Washington University (GWU). A certificate from ESI and GWU will separate you as a leader in your field and demonstrate your commitment to success.

Flexible Delivery Options

For your convenience, each of our expert, instructor-led courses is available in our London training centre or at your site if you have a group of people to train. Many are also available online through our dynamic e-training programme. So, regardless of your business schedule, you'll be able to get the training you need when and where you need it.

Dedicated Customer Care

Our Course Advisors are here to help you every step of the way. Whether you're looking to improve specific skills with one or two courses or to earn a valuable certificate, you'll have a knowledgeable ESI professional at your side to help ensure you achieve your goals. Call to speak to a Course Advisor on +44 (0) 20 7017 7100.

Commit to Your Success Today!

To find how Chegan and ESI International can help you achieve your goals, examine the programmes in this catalogue, visit www.chegan.com/training.asp or call +44 (0)28 9048 3322.

Contents

The ESI Training Experience

When you train with ESI, there's no time to be a passive learner. Our dynamic courses blend lecture, interactive teaching tools, case studies, simulations and role-playing to ensure that you learn by doing.

You'll learn to apply the principles and techniques of today's project management in realistic situations that mix technical, economic and human resources issues.

Whether you take just one or two courses to meet specific needs or you complete a programme and earn an industry-recognised certificate, you'll always be able to count on a highly engaging, highly interactive learning experience from ESI.

The Best Instructors in the Business

We have presented our programme around the world to participants from more than 50 countries. Our instructors' experience with exposure to such a diverse client base means that you will receive the latest information on project management best practices from many industries. All of our instructors have in-depth knowledge of project management concepts, and they teach the application of these concepts in a way that is dynamic and engaging and, most importantly, highly effective in boosting job performance.

When you take an ESI course, you learn from expert project management practitioners who are chosen via a rigorous selection process for their knowledge and ability to engage class participants in constructive problem-solving.

For 25 years, ESI's Project Management Professional Development Programme has helped professionals worldwide infuse project management into the way they do business. When you complete an ESI course, you'll come away with knowledge and skills that you can apply immediately and directly to your job.

THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON DC

In 1989, ESI and The George Washington University School of Business and Public Management initiated the Project Management Professional Development Programme as a corporate training programme for one of the world's leading telecommunications companies.

To date, more than 700,000 students from 50 countries around the world have benefited from the courses. As a result, our Project Management Professional Development Programme has achieved the distinction of being the world's most comprehensive continuing education programme for building project management knowledge and skills.

Registered Education Provider
Project Management Institute

ESI is a registered Education Provider of the PMI®. Since its founding in 1969, Project Management Institute (PMI®) has grown to be the organisation of choice for project management professionalism. With membership now over 220,000 worldwide and with 190,000 PMP® certified, PMI is the leading non-profit professional association in the area of project management. The Project Management Professional (PMP) Programme supports the international community of project management professionals and is designed to objectively assess and measure professional knowledge.

As a recognised accredited training organisation, PMP certified attendees of ESI courses are able to obtain Professional Development Units (PDUs). PMI requires that a PMP earn 60 PDUs every 3 years in order to maintain their certification.

apm
Accredited Provider

ESI is an Accredited Provider of the Association for Project Management (APM). The APM provides a common focus for the profession of project management and actively promotes project management excellence in the UK and internationally.

ESI's accreditation from the APM demonstrates our commitment to the delivery of top quality training in project management.

IIBA Endorsed Education Provider
Charter Member

ESI is proud to be a Charter Endorsed Education Provider (EEP) of the International Institute of Business Analysis (IIBA). The IIBA is an international not-for-profit professional association for business analysis professionals.

Since its inception in October 2003, the IIBA has acquired over 3000 members and developed 30 chapters across the world, with more forming every month.

Managing Projects

Master the fundamentals of project management

Get a solid understanding of project management methods with this comprehensive introductory course. Gain practical experience in proven project management techniques and discover a wealth of valuable, flexible tools that you can use immediately to ensure the success of any project in any type of organisation.

Managing Projects gives you the foundation, experience, techniques and tools to manage each stage of the project life cycle. You will learn to work within organisational and cost constraints, set goals tied directly to stakeholder needs, get the most from the project management team, and utilise project management tools to get the work done on time and within budget.

You'll learn project management skills through case studies, hands-on exercises and a broad array of practical experiences that can immediately be applied to your job.

This approach yields a comprehensive project management experience, including the early stages of defining project requirements, developing work breakdown structures, project change control and closeout.

You'll Learn How To

- Master fundamental project management skills, concepts and techniques
- Link project goals and objectives to clear, compelling stakeholder needs
- Develop work breakdown structures
- Set realistic, measurable objectives and ensure positive results
- Estimate project costs and schedules using simple, proven techniques
- Establish a dependable project control and monitoring system

Course Topics

Introduction to Project Management
- What are "projects"?
- Why project management?
- The project life cycle
- Influences on a project
- Key stakeholders
- Project management process groups
- Project manager responsibilities

Project Initiation
- Understanding the role of senior management
- Needs Assessment
- Project selection - Benefit/cost ratio
- Present value and net present value
- Building SMART objectives
- Developing Requirements
- Project charters
- Project Requirements Document

Project Planning
- Scope planning
- The work breakdown structure
- Estimating
- Schedule Planning
- Network Diagrams - CPM
- Speeding up the Schedule
- Project Management Planning Software
- Cost Planning
- Responsibility Matrix
- Resource Loading and Levelling
- Risk Planning
- Procurement Planning
- Communication and quality planning

Project Implementation
- Baselines
- Developing the project team
- Organisations and team structures
- Managing change
- Managing Risk
- Performance reporting
- Reserves
- Assessing and monitoring project performance
- Earned value
- Sunk costs

Project Closeout
- Scope verification and customer acceptance
- Administrative and contractual closure
- Transferring lessons learned to future projects

Keep up with new courses each month – subscribe to ESI's CourseAdvisor e-newsletter. Log on to ***www.esi-europe.com/advisor***

Core Project Management Courses

"Very pleased with conduct and content of course. I have learnt a great deal which can be applied to my everyday tools. I am very interested in pursuing the remaining ESI courses."

Brett Spall, Project Manager, **JP Morgan Treasury Services**

PMBOK® Guide Knowledge Areas:

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Human Resource Management
- Project Procurement Management
- Project Communications Management

Reminder: Participants taking this course should not take *Managing IT Projects.*

"This course has been a fantastic insight into teamwork and building relationships in the workplace. The assessment on personality types using the strength deployment inventory will be something that I can relate to and put into use immediately. The interaction between team members and instructor was a perfect balance. Thoroughly enjoyed the course!"

Nicola Vincenti, UK Europe Research Distribution, **Barclays Capital**

PMBOK® Guide Knowledge Areas:

- Project Cost Management
- Project Time Management
- Project Risk Management
- Project Human Resource Management
- Project Communications Management

Project Leadership, Management and Communications

Build and manage effective project teams

This interactive course provides a solid foundation in key leadership competencies and affords you the opportunity for a truly transformational leadership experience. As a participant, you will complete a self-assessment of your leadership skills, then master the basics of these leadership competencies: setting direction, aligning people, motivating and inspiring, leading teams, communicating, building relationships, facilitating ethical conduct, negotiating and leading change.

You'll learn how to empower yourself and other team members through more effective negotiation based on an understanding of the differences between competitive and collaborative negotiation approaches – and you will gain an appreciation of the importance of a collaborative "win/win" negotiation process.

You'll Learn How To

- Lead project teams through more effective communication
- Identify motivational value systems to improve productivity and cooperation
- Recognise the role of business and personal ethics in leadership
- Describe predictable change stages and identify appropriate leadership strategies for each stage
- Utilise a powerful four-stage collaborative negotiation process
- Create a Leadership Development Plan to implement when you return to work

Course Topics

Leadership and Management

- What is leadership?
- The difference between leadership and management
- Assess your leadership competencies and development needs
- Articulate your leadership vision, in light of the assessment, and consider the best way(s) to realise it
- Processes for establishing direction, aligning people, and motivating people to follow your vision
- Identify different leadership styles: Tasking, Encouraging, Steering and Entrusting.

Leading Effective Teams

- What is a team?
- The stages of team development: Forming, Storming, Norming, Performing and Adjourning
- Leading and maintaining effective, productive teams
- Evaluate team progress and coach team members as necessary

Building Relationships

- How individual differences affect your ability to lead
- Identify your motivational patterns using the Strength Deployment Inventory (SDI®)
- How to be more influential by understanding motivational patterns
- Using an understanding of individual differences to help you manage conflict more effectively

Ethics and Leadership

- Define ethics and the link between ethics and trust
- The role of ethical behaviour and leadership
- The difference between personal and organisational ethics
- Discuss the effect of the triple constraint on ethics

Negotiating Conflict

- Major sources of conflict on project teams
- The Five modes of handling conflict: Forcing, Smoothing, Withdrawing, Compromising and Problem Solving
- The difference between competitive negotiation and collaborative negotiation
- Conflict scenarios and strategies for initiating conflict resolution
- Power bases used in typical organisations
- How to plan and conduct collaborative negotiation

Leading Change

- Your role in a changing organisation
- Predictable stages of adjusting to change
- Appropriate leadership strategies for each stage
- Developing a change management plan

Quality for Project Managers

Integrate vital quality management concepts with project management practices

Quality for Project Managers applies quality principles to project management itself, as well as to the projects and services resulting from projects. It brings to the forefront the essentials of quality management and its vital link to business success, with a focus on the essentials of an effective quality management programme that works for your organisation. This course prepares the project manager to be a positive force in using project quality management to help ensure project and business success.

Businesses today realise that customer satisfaction and, thus, competitive success hinge on the effective implementation of quality concepts, tools and techniques. This includes defining business quality standards, determining performance measurements, and continuously improving processes, procedures and products. This course shows you how to integrate quality management concepts with project management practices to create a successful quality management programme to support your business success.

You'll Learn How To

- Develop a quality management programme
- Implement quality concepts at the process and project levels
- Identify customer requirements and determine appropriate quality assurance standards
- Develop a plan for the project quality programme
- Develop a quality assurance plan
- Use proven quality control tools and techniques to collect and measure performance data
- Assess performance measurements and determine ways to implement process improvement

Course Topics

Managing Project Quality

- What is quality?
- Quality and the triple constraints
- What is project quality management?
  - The three processes
  - How it fits into the project life cycle
- The evolution of quality
- Systems thinking
- The cost of quality
- Formal quality systems

Planning Project Quality

- What is quality planning (QP)?
- QP inputs and tools and techniques
- Stakeholders and customers
  - Types
  - Importance of identification
  - Prioritisation
- Project quality requirements
  - Identifying requirements
  - Sources of requirements
  - Common characteristics of quality requirements
  - Prioritising project quality requirements
- Project quality standards
  - SMART quality standards
  - Benchmarking
- Quality function deployment (QFD)
- QP outputs

Assuring Project Quality

- What is quality assurance (QA)?
- QA inputs and tools and techniques
- Developing QA activities
- Investigating QA capabilities
  - Gap analysis
  - Flowchart
  - SWOT analysis
- Process improvement
- QA activities and the project quality management plan
- Quality audits
- Quality paths vs. critical path
- QA and change control
- QA outputs

Controlling Project Quality

- What is quality control (QC)?
- Major questions of QP, QA and QC
- QC inputs and tools and techniques
- The voice of the customer and the voice of the process
- "Good enough" approach
- Taguchi's loss function
- Quantum innovation vs. Continuous improvement
- Plan-do-check-act (PDCA) cycle
  - Basic quality control toolkit
  - Check sheets
  - Histograms
  - Pareto charts
  - Flowcharts
  - Cause-and-effect diagrams
  - Interrelationship digraphs
  - Scatter diagrams
  - Run charts
  - Control charts
  - Design of experiments
- QC activities and the project quality management plan
- QC outputs

Putting Project Quality to Work

"I throughly enjoyed the course and feel that the materials provided were very useful. I will be implementing some of the lessons learnt within my organisation."

Abi Fayemi, Implementation Manager, **NCR Ltd**

PMBOK® Guide Knowledge Areas:

Project Integration Management

Project Quality Management

Project Communications Management

Scheduling and Cost Control

Develop effective measures for scheduling and controlling projects

For students interested in pursuing PMP® certification, this course is a must

Develop effective measures for scheduling and controlling projects as you put the tools of project management to work. In this course you will focus on managing the constraints you face in any project: limits on time, human resources, materials, budget, and specifications. Discover proven ways to work within the identified constraints, without letting predefined limits curtail creativity or innovation.

From the opening morning, you'll get hands-on experience, practising your skills in building project requirements and the work breakdown structure. You'll learn a sound, logical framework for scheduling and controlling project activities. And you'll master techniques for estimating, forecasting, budgeting, monitoring, controlling, analysing, and reporting costs and interpreting the meaning of earned-value data.

Discover a number of sophisticated tools and techniques that can be used to manage time and costs effectively on every type of project. This is one of the programme's most popular courses; classes fill up quickly, so register early.

You'll Learn How To

- Use the work breakdown structure to develop a network diagram
- Calculate schedules using PERT/CPM
- Identify, assign, and tabulate resource requirements
- Predict costs and work time using specific levels and estimate types
- Plan for contingencies and anticipate variations
- Predict future project performance based on historical data
- Monitor changes and close out projects on time

"Wonderful course. Learned more in this course than I expected. Points were reinforced in a manner that will enable me to remember them and apply them immediately - a very enjoyable and valuable course!"

Eric Johnson, Project Manager, **Adidas-Salomon AG**

PMBOK® Guide Knowledge Areas:

- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Procurement Management

Recommendation: Please bring a calculator to class

Course Topics

Essential Background
- Overview of the project management life cycle
- The triple constraints
- Planning tools
- Project requirements—a review
- The work breakdown structure—a review
- Challenges in scheduling and cost control

Resource Allocation & Estimating
- Using estimates for scheduling and cost control
- The basic rules of estimating
- Levels of estimating and estimate types
- Top-down vs. bottom-up. Order of magnitude. Budget. Definitive
- Four estimating methodologies
- Identifying controllable costs
- Resource
  - Material
  - Direct
  - Indirect
- Planning for risk with contingency
- Building the project resource pool
  - Using resources to build estimates
  - The responsibility matrix
- Time-controlled estimates
- Resource-limited estimates

Scheduling
- Network scheduling
- Validating schedules
- Arrow diagrams and precedence diagrams
- Basic scheduling and network calculations
- Advanced precedence relationships and the critical path
- Alternative constraints
- Gantt and milestone charts

The Baseline
- Establishing baselines
- Understanding types of baselines
- Time-phased distribution of costs
- Cumulative cost curves

Managing Change Within the Project
- The process of control
- Identifying sources of change
- Screening change
- Updating the project plan
- Communicating change

Evaluation and Forecasting
- Causes of variances
- Establishing the "data date" for evaluation
- Controlling costs and schedule late in the project
- Components of the project audit
- Considerations in establishing a monitoring system
- Earned value
- Advanced earned-value forecasting tools

The Exit Strategy
- Steps in completing the project
- Scope verification
- Contract closeout
- Administrative closure

Risk Management

Learn how to take a proactive approach to threat and opportunity

Project management is opportunity management. It is the ability to seize opportunities, minimise threats, and achieve optimum results. Too often, risk management is seen as reactive, or worse, unresponsive. Nothing could be further from the truth. In this *Risk Management* course, you will work through the proactive approach to threat and opportunity—based on a clear understanding of the powerful nature of both qualitative and quantitative approaches to risk management.

This course examines threat and opportunity from both a top-down and bottom-up perspective using ESI's proven eight-step risk management process which includes the PMI seven-step process. Using effective tools, including ESI's highly regarded risk assessment model, you'll learn how to evaluate and respond to risk at the project and task levels.

You'll end the course with new practices to apply in their environment and new insights on the implications and advantages of applying risk management well.

You'll Learn How To

- Use a practical, eight-step process to manage project risk
- Identify threats and opportunities and weigh their relative value in your project
- Control multiple risks using limited strategies
- Overcome psychological barriers to risk in stakeholders and team members
- Make risk and opportunity integral components of your next project plan

Course Topics

Introduction to Risk

- Definition and characteristics of "risk"
- Elements and factors of risk
  - Event (future occurrence)
  - Probability (uncertainty)
  - Impact (amount at stake)
- Types of risk
- Components of risk management
  - Identification
  - Quantification
  - Response development
  - Response control

Risk Management Planning and Identifying Risk

- Risk management planning
- Risk identification
- Idea generation tools and techniques

Analysis Fundamentals

- Probability and impact
- Presenting risk
  - Narrative
  - Qualitative
  - Quantitative
- Probability analysis

Analysing and Prioritising Risk

- Determining risk tolerances
- Analysing risks
- Establishing and evaluating profitability
- Risk-based financial tools and techniques
- Expected-value analysis
- Decision trees
- Prioritising risks

Risk Response Planning

- Risk response strategies for opportunities and threats
- Risk acceptance
- Risk avoidance
- Risk mitigation
  - Probability minimisation
  - Impact minimisation
- Transference
- Establishing reserves

Execution, Evaluation and Update

- Risk Response control
- Execute risk strategies
- Contingency plans and workarounds
- Risk evaluation
- Reassessing risk
- Risk documentation

"Excellent, met my needs. Very professional course- comprehensive course content, applicable case study. I liked the real world examples provided by the instructor."

Carol Franks, IT Project Manager, **Ford Motor Company**

PMBOK® Guide Knowledge Areas:

- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Procurement Management

Reminder: Participants taking this course should not take the *IT Risk Management* course

"Enjoyable and well worth the time invested. I will certainly recommend this to my colleagues."

Dell Born, Content Manager, **Cisco**

PMBOK® Guide Knowledge Areas:

- Project Quality Management
- Project Risk Management
- Project Procurement Management

Contract Management Principles & Practices

Learn an effective approach to contracts and ensure project success

Project managers, contract managers and other professionals involved in the world of contracts must be able to work effectively together and with customers, contractors and subcontractors to accomplish key organisational objectives. Because contracts are developed in an increasingly complex environment, including the rising use of contracted supplies and services throughout government and industry, a solid understanding of the contracting process is critical and can give you an advantage whether you are on the buyer's or seller's side.

This course explores these vital issues from the project manager's perspective, highlighting key roles and responsibilities to give you greater influence over how work is performed. You'll also discuss actions that can be taken to help ensure that contractors or subcontractors perform as required under the contract.

Effective contract negotiation and administration can ensure project success, speed performance, and reduce risks and costs along the way. Discover the keys to contracting from your perspective in this practical course.

You'll Learn How To

- Identify contract components and understand the process from start to finish
- Select the right contract type for your project
- Decipher contract legalese
- Choose the offer that will result in the best value for the buyer
- Agree on objectives, requirements, plans, and specifications
- Negotiate favourable terms and make revisions to the contract
- Apply the rules of contract interpretation in project disputes
- Administer contracts appropriately and know when and how to terminate before or upon completion

Course Topics

Understanding the Contract Management Process

- Contract management definition
- Description and uses of contracts
- Buyer and seller perspectives
- Contract management and the PMBOK® Guide

Teamwork—Roles and Responsibilities

- Concept of agency
- Types of authority
- Privity of contract
- Contractor personnel

Concepts and Principles of Contract Law

- Mandatory elements of a legally enforceable contract
- Terms and conditions
- Remedies
- Interpreting contract provisions

Contracting Methods

- Contracting methods—competitive and non-competitive
- Purchase cards, imprest funds or petty cash
- Sealed bidding, two-step sealed bidding, competitive negotiation, and competitive proposals
- Reverse auctions
- Purchase agreements vs. contracts
- Single-source negotiation vs. sole-source negotiation

Developing Contract Pricing Agreements

- Uncertainty and risk in contract pricing
- Categories and types of contracts
  - Incentive.
  - Fixed-price.
  - Time and materials.
  - Cost-reimbursement
- Selecting contract types

Preaward Phase

- Buyer Activities: Plan purchases and acquisitions, plan contracting, request seller response
- Seller activities: Presales, bid/no-bid decision, bid proposal preparation
- Understanding the PMBOK®

Award Phase

- Source selection process
- Selection criteria: management, technical, and price criteria
- Evaluation standards
- Evaluation procedures
- Negotiation objectives
- Negotiating a contract
  - Tactics and countertactics (buyers vs. sellers).
  - Document agreement or walk away

Contract Administration

- Key contract administration policies
- Continued communication
- Tasks for buyers and sellers
- Contract analysis
- Performance and progress
- Records, files, and documentation
- Managing change
- Resolving claims and disputes
- Termination

Project Management Applications

Confirm your mastery of the core principles of project management

Watch basic concepts come to life in this course, a comprehensive synthesis of core project management principles designed to reinforce skills learned throughout the core curriculum. Build on your new competencies and test your skills as you work in teams to complete an extensive, realistic project case study.

You'll propose, plan, and execute a full-scale project under typical organisational constraints. Follow your project through the life cycle, resolving issues of performance, scheduling, and control as you address questions of leadership and management. Each team member will take a turn as project manager, defining objectives and performing tasks and producing deliverables critical to the project's success.

As a course participant, you will receive a complimentary copy of ESI's Project Management Tools CD for your use following the classroom experience.

Confirm your mastery of the core principles of project management in this experiential course and gain the hands-on confidence to practice new skills in your organisation.

You'll Learn How To

- Select the level of staffing, resources, and management support required for a project
- Assemble a project team and gain commitment on project objectives
- Assign tasks based on work breakdown structure
- Estimate time and costs and present a project plan to team members and stakeholders
- Create a project binder documenting each stage of the project and lessons learned

Course Topics

Team Building
- Project assignment
  - Initial project assessment
  - Team ownership
- Organisational assessment: working with what you have
  - Staffing. Resources. Management support
- Options assessment
  - Pre-emptive troubleshooting
  - Historical review

Preproposal Analysis and Planning
- Analysing the market
- Assessing risk
- Building the team and reviewing roles
- Developing a plan to complete the proposal

Proposal Kick-off and Preparation
- Evaluating the requirement
- Evaluating bid contracts
- Obtaining the team's commitment
- Writing the winning proposal
- Delegating to team members
- Managing time constraints

Postaward Planning
- Project kick-off meeting
  - Goals. Participants. Principal points
- Detailed project planning

Negotiation/Agreement
- Four steps of prenegotiation preparation
- Negotiation performance
  - Exploratory sessions
  - Joint-gain resolution
- Postnegotiation activity
  - Memoranda and documentation
  - Communication

Implementation
- Measuring performance
- Managing risk and uncertainty
- Reporting progress and following up
- Managing change and achieving project control
- Levelling resources

Closeout
- Team
  - Review. Closeout. Reassignment
- Project
  - Documentation
  - Lessons learned
- Organisation
- Client
  - Sign-off. "Ownership"
  - Revenue enhancement

Core Project Management Courses

"Very good - an enjoyable way to bring everything together"

Alastair Meneely, National Project Manager, **Chugai Pharma Europe Ltd**

PMBOK® Guide Knowledge Areas:

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Human Resource Management
- Project Procurement Management
- Project Communications Management

Recommendation: You may find a laptop computer useful during this class.

Reminder: This practice-based course integrates the knowledge, skills and competencies that are gained in the other ESI core project management courses. Having a foundation in industry standard project management practices is a vital component to your success in this course. Typically, this can be achieved by completing at least four ESI project management courses.

Information Technology Project Management Courses

"Extremely informative and well organised. Will definitely allow me to improve my ability to manage IT projects."

Graham Roy, Project Manager, **Eaton Ltd**

PMBOK® Guide Knowledge Areas:

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Time Management
- Project Cost Management
- Project Human Resources Management
- Project Communications Management
- Project Risk Management

Reminder: Participants taking this course should not take *Managing Projects*.

Managing IT Projects

Discover critical success factors and hidden risks inherent in IT projects

Work towards an impressive Master's Certificate in IT Project Management, turn to page 37 for full details

Today's IT projects present unique challenges to the project manager requiring coordination with many stakeholders and integration of various technological capabilities. In *Managing IT Projects*, you'll discover critical success factors and hidden risks inherent in IT projects and you'll leave with an understanding of strategies and techniques developed in the field by experienced IT project managers for successfully managing IT projects.

By extending traditional project management concepts into the IT arena, this course will help you gain an understanding of the strategies and skills necessary to manage IT projects of any size. You'll take home powerful tools to enhance your IT project management capabilities, as well as written text in the course binder explaining the concepts in each unit for reference when you return to the workplace.

You'll learn IT project management skills through hands-on exercises, interactive case studies, and relevant discussions with your peers and an experienced IT project management instructor.

You'll Learn How To

- Define the role of the IT project manager
- Develop a results-driven project management team
- Identify, interpret, and manage the real project requirements
- Develop a focused project plan to manage IT Projects
- Estimate IT project costs and schedules using proven techniques
- Find solutions to problems specifically related to IT projects

Course Topics

Overview of IT Project Management

- Definition and characteristics of IT project management
- Common reasons why IT projects fail
- Critical factors for IT project success
- The IT project life cycle and the activities of each life cycle phase
- Project processes common to all projects

Concept Phase

- Selecting and funding IT projects
- Identify key project stakeholders
- Describe the purpose and content of a IT business case
- Prepare a project charter

Requirements Phase

- Identify and articulate customer requirements
- Distinguish between functional and technical requirements
- Use different methods for gathering requirements
- Develop a requirements traceability methodology

Planning Phase

- Identify the key components of the project plan and the planning process
- Construct a work breakdown structure showing all work components
- Build a project schedule
- Estimate duration, resources, and costs
- Describe risk management planning and risk response planning
- Describe subsidiary management plans including communications, procurement, and quality

Design Phase

- Describe the major activities of the preliminary and detailed design activities
- Identify typical content of the technical specification document
- Identify some design techniques use in developing the technical solution
- Describe make or buy decision methodology

Construction Phase

- Develop a project team to build and deliver the product
- Describe quality assurance activities, testing and audits
- Assess project performance
- Develop and use a change request methodology
- Develop risk response strategies

Delivery Phase

- Describe the key activities of the delivery phase
- Describe four major product/system conversion strategies
- Understand the "go-live" transition responsibilities of the project manager
- Develop scope verification and customer acceptance strategies

IT Risk Management

Develop practical response strategies for common IT project risks

In *IT Risk Management,* you'll learn to look at risk management as a way to seize opportunities, minimise threats and achieve optimum results. You'll work through the proactive approach to threat and opportunity—based on a clear understanding of the powerful nature of both qualitative and quantitative approaches to risk management.

Using effective tools, including ESI's highly regarded risk assessment model, you'll learn how to evaluate and respond to risk at the project and task levels. You'll apply these tools from the course material to analyse and classify risks, determine how to establish an acceptable level of risk and develop a practical risk response plan.

A multi-part case study takes you from a risk overview at the beginning of an IT project through the challenges of ongoing assessment and reassessment of threats and opportunities throughout the project.

You'll leave this course prepared to face the challenges and opportunities of risk management with new practices to apply in your environment and new insights on the implications and advantages of applying risk management well.

You'll Learn How To

- Use a practical, eight-step process to manage IT project risk
- Identify threats and opportunities and weigh their relative value in your project
- Develop practical response strategies for common IT project risks
- Overcome stakeholder and team member roadblocks to risk strategy implementation
- Make risk and opportunity integral components of your next IT project plan

Course Topics

Leadership and Management

- Definition and characteristics of risk
- Elements and factors of risk
  - Event (future occurrence)
  - Probability (uncertainty)
  - Impact (amount at stake)
- Types of risk
- Components of risk management
  - Identification
  - Quantification
  - Response development
  - Response control

Establishing an IT Project Risk Management Process

- Risk Management planning
- Identifying, analysing, and prioritising risks
- Planning for risk response
- Executing the risk response plan
- Evaluating risk response
- Documenting risk response results

Planning and Identifying Risks

- Risk identification
- Idea generation tools and techniques
- Business versus pure risks
- Financial risks
- Schedule risks
- Technical risks
- Legal risks

Performing Risk Assessment

- Determining risk tolerances
- Analysing risks
- Establishing and evaluating profitability
- Risk-based financial tools and techniques
- Expected-value analysis
- Decision trees
- Probability analysis
- Risks versus opportunities
- Prioritising risks

Developing Risk Responses

- Risk response strategies for opportunities and threats
- Risk acceptance, avoidance and mitigation
- Establishing reserves

Implementing Risk Responses

- Communicating risk issues
- Documenting risk management practices
- Reassessing risk
- Decision-making processes

Risk Applications

- Statistical analyses
- Risk simulations
- Risk tools

"Very well presented, clearly structured with useful information. Discussion helped to clarify points - good opportunities to see how things are done in other companies and the instructor encouraged questions and discussion."

Chris Keen, Project Manager, **Ford Motor Co Plc**

PMBOK® Guide Knowledge Areas:

- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Procurement management

Reminder: Participants taking this course should not take *Risk Management.*

"Excellent - this course did really help me to understand the complexity of SI projects and pass me some tools to make my daily business life easier - Many thanks!

Michael Schwab, Systems Engineer/Programme Manager, **Motorola**

PMBOK® Guide Knowledge Areas:

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Procurement Management
- Communications Management

Reminder: Participants should have completed at a minimum an introductory course in project management such as *Managing IT Projects* or *Managing Projects*.

Systems Integration Project Management

Experience what it takes to manage a successful SI project

Today's information technology project manager faces projects of increasing size, complexity and risk. Project managers must make sure that all of the components come together and see that the project is completed on time and within budget.

Yet the definition of "all the components" keeps getting broader and more complex. More and more IT projects depend on critical systems integration (SI) issues, including client/server development, open systems design, enterprise solution implementation, legacy systems maintenance and multi-site deployment.

Now you can identify and explore the complex technical and business issues involved in integrating custom software, hardware solutions, telecommunications networks, commercial off-the-shelf software (COTS), business procedures and services, and support facilities.

If you face a future assignment as a systems integration project manager, this course will give you tools and techniques needed for survival.

You'll Learn How To

- Plan, estimate, and organise system integration efforts
- Apply the decomposition-integration paradigm to manage complexity
- Manage the implementation of complex system interfaces
- Assess and respond to the risks inherent in integration projects
- Focus on the business emphasis of system integration

Course Topics

Overview of IT Project Management
- What is Systems Integration (SI)?
- Systems Integration and SI projects
- Typical SI projects
- Importance of SI project management

Process Evaluation
- Managing the complexity of SI projects
- Decomposition and delegation as key paradigms in SI
- Value of formal methods, processes and skills for managing SI projects

SI Project Organisation
- Creating effective SI WBS
- Developing effective SI project teams
- Organising for SI projects

Controlling SI Projects
- Estimating for SI projects
- Define SI metrics for project performance measurement
- Process mapping
- Interaction complexity in SI projects

Integration Risk Management
- SI risk management
- Tools for managing SI complexity
- Configuration and integration management

SI Execution Management
- SI project execution
- Requirements analysis
- Procurement considerations
- Execution change analysis

Integration and Testing Management
- Testing concerns for SI
- Managing testing issues
- Creating test plans

SI Deployment Management
- Key system deployment issues in SI projects
- Single and multi-site deployment
- Options for predictable crises

SI Project Closeout
- SI closeout issues
- The SI project closeout plan

PMP® Exam Preparation

Improve your chances of passing the gruelling PMP® certification exam on the first try with this well proven and successful course. You'll find out exactly what components of your project management background will be tested so you know where to focus your attention during the vital weeks of preparation. You'll become familiar with the make-up and format of the exam itself, thanks to ESI's exclusive *PMP® Exam: Practice Test and Study Guide*, featuring hundreds of multiple-choice questions and fully referenced answers. Plus, you will get the chance to explore the rationale behind each answer with your instructor, a certified PMP®.

In addition to ESI's *PMP® Exam: Practice Test and Study Guide*, you will take home an extensive collection of exam-preparation study materials, including PMI's *A Guide to the Project Management Body of Knowledge* (PMBOK® Guide) and ESI's popular and unique PMP® Challenge! - 600 questions on spiral-bound, fully tabbed flashcards.

Learn from the project management experts at ESI how to make the most of your limited study time.

You'll Learn How To

- Reduce your study time in half by focusing only on relevant exam topics
- Use test taking strategies to help answer any question correctly
- Turn double negatives into simple statements easily

Course Topics

Project Management Process Groups
- Initiating processes
- Planning processes
- Controlling processes
- Executing processes
- Closing processes

Project Integration Management
- Project plan development: Historical information, Constraints and assumptions
- Overall change control: Change control system, Confirmation management

Project Scope Management
- Initiation
- Scope statement: Cost, schedule, and performance criteria; Management plan; Work breakdown structure
- Scope definition
- Scope reporting

Project Quality Management
- Quality planning: Six-sigma rule, Zero defects
- Quality assurance
- Quality control (QC): Statistical process control, Seven basic QC tools

Project Time Management
- Activity definition
- Activity sequencing: Dependencies, PDM vs. AOA
- Activity-duration estimating: Resource requirements, Historical information
- Schedule development: Resource pools, Calendar
- Schedule control: Performance reports, Change requests

Project Cost Management
- Estimating and forecasting
- Budgeting.
- Cost control: Contingency management; Earned-value reporting; PV, EV, AC; Variance analysis
- Present value

Project Risk Management
- Identification
- Quantification: Expected value, Decision trees
- Response development

Project Human Resource Management
- Organisational planning: Project organisational structure, Reporting Relationships
- Staff acquisition: Resource staffing, Negotiations for team members
- Team development: Theories of motivation, Conflict resolution, Influence factors

Project Procurement Management
- Procurement planning
- Solicitation planning
- Solicitation
- Source selection
- Contract administration
- Contract closeout

Project Communications Management
- Communications planning
- Communication process
- Skills, techniques, and styles
- Information distribution
- Administrative closure

Professional Responsibility
- Ensuring individual integrity and professionalism
- Contributing to the project management knowledge base
- Enhancing individual competence
- Balancing stakeholders' interests
- Interacting in a professional cooperative manner

Preparing for PMP® Certification

"Extremely good course, touches on all knowledge areas. I feel better prepared for my exam now!"
Gareth Pain, Project Manager, **KPMG**

"Very interesting. Good insight into PMP exam expectations."
Patrick Sunderland, Project Manager, **BP NEGP DCT**

"Very Good - As usual for ESI! Think this is a valuable session for those taking the PMP exam."
David Morgan, IT Test Team Leader, **Travelex**

PMBOK® Guide Knowledge Areas:

- Project Procurement Management
- Project Human Resources Management
- Project Risk Management
- Project Cost Management
- Project Time Management
- Project Quality Management
- Project Scope Management
- Project Integration Management
- Project Communications Management

Preparing for PMP® Certification

"Excellent preparation for the exam: both in explaining the overall concept, structure and thinking of the PMI; and by providing sound background resources and reference material for own studies."

Isabell Stobwasser, Senior Associate, **Booz Allen Hamilton**

PMBOK® Guide Knowledge Areas:

- Project Procurement Management
- Project Human Resources Management
- Project Risk Management
- Project Cost Management
- Project Time Management
- Project Quality Management
- Project Scope Management
- Project Integration Management
- Project Communications Management

Reminder: PMI's PMP Credential Application requires documentation of 35 contact hours of project management education/training at the time of application. PDUs for Continuing Certification Requirements must be taken after the PMP credential has been attained. (Refer to PMI's PMP® Credential Handbook for complete and current requirements.)

PMP® Exam Power Preparation

Immerse yourself in ESI's *PMP® Exam Power Preparation* and you'll be well on your way to passing PMI's PMP® certification exam. This intensive, five-day course integrates in-depth topic reviews with structured personal study time, including individual assistance from your PMP-certified instructor. You'll thoroughly review exam "trouble spots", using highly effective drills to accelerate your learning, receive invaluable test taking tips, and take and review practice exams.

You'll receive a comprehensive workbook, including drills and practice exams, as well as PMI's A Guide to the Project Management Body of Knowledge (PMBOK Guide). And, for on-the-go reinforcement, you'll be given *The Portable PMP® Exam Prep: Conversations on Passing the PMP® Exam* CD set.

As PMI evolves the PMP credential to reflect the changing profession, ESI remains committed to the success of our PMP® Power Prep students. This course has historically proven to be effective for most people. Take PMI's PMP certification exam within 30 days after course completion and we'll stand behind your success – **should you fail to pass the exam on your first try, we'll give you free access to the online version of our popular and effective PMP® Exam Preparation course to support your additional focused preparation**. (You must enrol within 30 days after having taken the PMP® certification exam; you will be given standard course access.)

Let ESI take the stress out of studying for the PMP certification exam. Invest five days towards exam success – the final step in obtaining your PMP credential.

This course is for you if:

- You want an in-depth topic review and structured study
- You want to ensure exam success with five power-packed days of preparation
- You've met the requirements on PMI's PMP Credential Application

Course Topics

Project Management Process Groups
- Initiating processes
- Planning processes
- Controlling processes
- Executing processes
- Closing processes

Project Integration Management
- Project plan development: Historical information, Constraints and assumptions
- Overall change control: Change control system, Confirmation management

Project Scope Management
- Initiation
- Scope statement: Cost, schedule, and performance criteria; Management plan; Work breakdown structure
- Scope definition
- Scope reporting

Project Quality Management
- Quality planning: Six-sigma rule, Zero defects
- Quality assurance
- Quality control (QC): Statistical process control, Seven basic QC tools

Project Time Management
- Activity definition
- Activity sequencing: Dependencies, PDM vs. AOA
- Activity-duration estimating: Resource requirements, Historical information
- Schedule development: Resource pools, Calendar
- Schedule control: Performance reports, Change requests

Project Cost Management
- Estimating and forecasting
- Budgeting.
- Cost control: Contingency management; Earned-value reporting; PV, EV, AC; Variance analysis
- Present value

Project Risk Management
- Identification
- Quantification: Expected value, Decision trees
- Response development

Project Human Resource Management
- Organisational planning: Project organisational structure, Reporting Relationships
- Staff acquisition: Resource staffing, Negotiations for team members
- Team development: Theories of motivation, Conflict resolution, Influence factors

Project Procurement Management
- Procurement planning
- Solicitation planning
- Solicitation
- Source selection
- Contract administration
- Contract closeout

Project Communications Management
- Communications planning
- Communication process
- Skills, techniques, and styles
- Information distribution
- Administrative closure

Professional Responsibility
- Ensuring individual integrity and professionalism
- Contributing to the project management knowledge base
- Enhancing individual competence
- Balancing stakeholders' interests
- Interacting in a professional cooperative manner

Establishing the Project Management Office

Discover how to effectively implement project management across the organisation

The Project/Programme Management Office (PMO) is one of the fastest growing concepts in project management today, as it is key to effective implementation of project management across the organisation. Effective PMOs come in varying shapes and sizes, from simple support offices to full centres of excellence.

In a highly interactive classroom environment, you'll learn a common frame of reference to project management and related PMO concepts and activities. You'll review the full complement of potential PMO functions so as to understand which match your organisation's needs. You'll consider options and select a PMO structure that can be properly aligned within your organisation. Working with fellow project managers, you'll discuss your experiences and concerns in context with industry practices as you develop your own plan.

This course is a must for experienced project managers and senior managers who have recognised the need to obtain the knowledge and approach to plan and implement the appropriate PMO for their organisation.

You'll Learn How To

- Identify Project/Programme Management Office (PMO) capability based on an established competency continuum model
- Determine the appropriate PMO structure for your organisation
- Determine what PMO functions are needed based on project management support requirements
- Recognise and overcome barriers related to PMO implementation
- Translate requirements for PMO functionality into distinct roles and responsibilities of PMO staff members
- Create preliminary PMO implementation plan

Course Topics

Leadership and Management

- The range of project oversight
- The competency continuum
- The purpose of a PMO
- Benefits of establishing a PMO
- Key factors for PMO success
- Identification and involvement of influential stakeholders
- PMO project life cycle framework
- Facilitating stakeholder buy-in for the PMO
- The needs analysis and feasibility worksheet

PMO Organisation

- PMO structures and their characteristics
- PMO organisation issues and challenges
- The organisational design worksheet

PMO Functions

- The functions
  - Project management competency
  - Project management services
  - Project operations support
- Matching functions with support requirements
- Issues and problems related to PMO function implementation
- The PMO function worksheet

PMO Participants

- Authority required for effective performance
- PMO staffing
- Roles and responsibilities
- The PMO participants worksheet

PMO Planning and Implementation

- Creating the PMO charter
- Assigning the PMO manager
- Integrating applicable organisational policies
- Establishing project manager qualifications
- Developing project classification guidance
- Establishing PMO processes and procedures
- Creating a change management plan
- Identifying and analysing PMO risks and developing risk response strategies
- Estimating PMO start-up costs
- Developing a preliminary PMO implementation plan

"Well structured, and allowed enough time for discussion and clarification where required. A good course and great people to attend with."
Joanne Taylor, Analyst, **HBOS**

"Interesting course with a practical approach."
Damian Piper, Project Management Office, **MOD**

PMBOK® Guide Knowledge Areas:

- Project Integration Management
- Project Scope Management
- Project Time Management
  Project Cost Management
- Project Risk Management
- Project Human Resource Management
- Project Communications Management
- Project Cost Management

"A good course which has given me a good understanding of Financial Management."

David Nichols, Project Manager, **Motorola Ltd**

Financial Management for Project and Contract Managers

Grasp how finance and accounting can impact your project

In today's world of increasing competition and focus on corporate earnings, project managers are held accountable not just for achieving technical and schedule goals, but also for meeting profitability and other financial goals. This course explores the financial metrics that are commonly used and examines the not-so-obvious financial impact of typical operating decisions and actions. Building on competencies developed in the core management curriculum, you'll examine the inner mechanics of how finance and accounting can impact your project.

You'll learn about common financial analysis tools in the project environment that link project management to broader corporate strategic goals. Case studies and project-related exercises give you the opportunity to apply these proven tools and techniques. You'll see how finance often drives organisational decisions and evaluations of project performance. You'll also learn how operating decisions regarding pricing, terms and conditions, and asset management directly and significantly affect the financial health of your organisation.

You'll Learn How To

- Communicate more effectively with accounting and financial personnel
- Read, understand, and analyse accounting and financial data
- Expand your work in project scheduling and cost control to encompass additional financial metrics and tools
- Minimise project financial risk
- Develop and apply tools for comparing project financial returns

Course Topics

Fundamentals of Finance

- Financial accounting concepts
- Generally accepted accounting principles
- Reading and understanding financial statements
- Financial analysis
- Managerial accounting
- Cost vs. revenue
- Business case consideration
- Profitability measures
- Time value of money
- Discounted cash flows
- Direct vs. indirect costs
- Fixed vs. variable vs. semi variable costs
- Break-even analysis

Contract Profitability— Pricing

- Pricing strategy and tactics
- Profit planning
- Cost estimating
- Cost-based pricing
- Market-based pricing
- Value-based pricing
- Profit objective

Asset Management—Cash Is King

- Cash
- Timing of cash flows
- Accounts receivable
- Inventory
- Equipment
- Revenue recognition
- Financing arrangements

Terms and Conditions (Ts and Cs)—Best Practices

- Value, cost, and risk
- Seller-friendly Ts and Cs
- Unfavourable Ts and Cs
- Metrics to evaluate

Cost Estimating—What Works Best

- Cost estimating methods
- Planning and scheduling
- Making sense of historical data
- Experience curves
- Relationship between cost estimating and pricing

Negotiation Skills

Learn how to analyse negotiation styles and turn conflict into an advantage

Negotiation is an invaluable skill for any project manager. Not only do you negotiate agreements with vendors and contractors, but also you must effectively negotiate with stakeholders, customers, and team members throughout the life of a project. This three-day highly interactive experience covers the dynamics, processes, and techniques of internal and external negotiation situations faced by project managers.

Short on lecture and long on practice, this course provides participants the opportunity to experience one-on-one negotiation. You will learn how to analyse your own and the other party's negotiation style, diffuse conflict and turn it into an advantage, and negotiate more effectively. You will also learn how to negotiate for efficient cost and schedule performance and achieve successful results on time. You'll receive coaching and feedback from the instructor and the other participants.

You'll Learn How To

- Use competitive and collaborative negotiation strategies with success
- Recover a stalled negotiation using breakthrough techniques
- Adjust your negotiating style to match the preferences of the other party
- Deactivate the impact emotions and focus on finding agreement
- Apply negotiation skills for efficient cost and schedule performance
- Plan strategies to effectively develop and manage collaborative relationships critical to your project

Course Topics

Leadership and Management
- Stakeholder analysis
- Negotiating with key stakeholders
- Negotiation and the triple constraint
- Issues throughout the project life cycle

Natural Tendencies in Negotiation
- Negotiating from positions
- Transformation of goals
- Destroying trust
- Need to win
- Emotional reaction

Developing the Best Alternative to Negotiated Agreement (BATNA)
- Defining BATNA
- Determining the need to negotiate
- Strengthening the BATNA
- Using BATNA
- The other party's BATNA

The Two Major Schools of Negotiation: Competitive and Collaborative

Competitive Negotiation
- Determining primary and secondary issues
- Establishing the maximum and minimum positions
- Defining the conflict range
- Assessing the negotiation range

Understanding and Developing Your Negotiation Style
- Myers-Briggs Type Indicator® (MBTI) and communication style
- Personality preferences and style
- Temperament Theory and collaboration

Collaborative Negotiation: Creating Win-Win by Exploring Differences
- Clarifying interests
- Developing options
- Establishing criteria

Negotiating Within the Team
- Identifying interests
- Defining the process
- Determining roles

Negotiating Between Teams
- Establishing an approach
- Monitoring the dialogue
- Clarifying all interests

Preparing to Negotiate Your Project
- Analysing your situation
- Predicting the other party's situation

Dealing with Conflict in Negotiation
- Insight from MBTI®
- Sequence of strengths as conflict escalates

Breakthrough Strategies to Get Past "No"
- Managing emotional content
- Reframing vs. reacting
- Building a golden bridge
- Educating vs. escalating

Maintaining and Building Your New Skills
- Personal Action Plan
- Other useful strategies for long-term gains

"Great course- really fun and hugely informative, fantastic instructor who explained things clearly and logically as well as provoking thought in the class! Valuable for everyday life, not just in the workplace."

Caroline Mills, Head of Compliance & Operation, **BMC Software**

PMBOK® Guide Knowledge Areas:

Project Scope Management

Project Human Resource Management

Project Procurement Management

Project Communications Management

PMBOK® Guide Knowledge Areas:

- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Procurement Management

Writing Statements of Work: The Heart of Any Contract

Learn simple techniques and best practice methods to ensure high quality in all your SOW documents

Widely considered the "heart of the contract," the Statement of Work (SOW) is the foundation of the relationship between buyers and sellers.

The course employs challenging team exercises and case studies that will take you through the process of building a solid statement of work. You will learn how outsourcing needs emerge within companies and how these needs are eventually recognised and articulated. You will identify methods by which needs are analysed using proven tools to yield contract objectives that generate logic flow and consistency in the resulting SOW. This course defines the essential ingredients of the SOW, which include the scope and background statements, comprehensive listing of responsibilities for both buyers and sellers, deliverables and their schedules, acceptance criteria and special terms and conditions of performance.

You will also learn techniques for managing performance against the SOW requirements, including organising responsibilities, monitoring obligations on both sides of the bargain, as well as taking corrective actions and resolving disputes. The skills learned in this practical course can be immediately applied by anyone involved in writing, negotiating, awarding or administering SOWs.

You'll Learn How To

- Identify the most common errors found in inappropriate, confusing or misconstrued narratives
- Employ easy techniques and "best practice" methods that will help you maintain consistently high quality in your SOW documents.
- Identify what a "breach of contract" entails
- Assist others more effectively in critiquing SOWs for quality, clarity and completeness.
- Utilise information on how the courts historically interpret disputes in contract language according to long-standing principles

Course Topics

The Basics of SOWs in Business

- The role and importance of the Statement of Work (SOW)
- A well-written SOW
- The essential elements of a contract
- Addressing risk management in SOWs
- Basic concepts of agency—agent law
- Types of authority at your company or organisation
- Basic concepts in contract law

The Purpose of the SOW

- Relationship between master contract and SOW
- Conflicts in contracts
- Contract interpretation guidelines
- Different approaches to SOWs
- Uncertainty and risk in contracting
- Categories and types of contracts

An SOW's Concept Development

- Needs and requirements evolution in SOW development
- Sources of requirements
- Initiating requirements identification
- Ensuring clarity of requirements
- Use of a requirements analysis checklist

The Use of a Requirements Definition

- The work breakdown structure's relationship to requirements and the SOW
- Integral parts of the SOW format
- Outline for typical SOW
- Preparing an actual work breakdown structure (WBS)

Creating the Narrative

- Problems associated with poor writing and poor construction
- Guidelines for writing SOWs
- Locating errors in a draft SOW
- Drafting an actual SOW

Quality Assurance Through the Use of an SOW Master Checklist

- The purpose/rationale of a SOW master checklist
- Use of the Master Checklist by the SOW writer

Standard Tools Used for Preparing Quality SOWs

- Standard Outline for a typical SOW
- Checklists for identifying typical problems of poor or complicated narratives
- Master Checklist for the SOW writer
- Basic Project Management Glossary
- Basic Contract Management Glossary

Long-Term issues for Quality SOWs

- Ways to monitor SOWs and performance issues
- Responsibilities of team members
- Having a sound contract administration plan
- Post-award orientation
- Proactive problem resolution

Business Process Analysis, Innovation and Design

Gain sound strategies that provide a foundation for success

Business process analysis and design, also called business process innovation, can tremendously improve an organisation's productivity, profitability, responsiveness, and customer satisfaction. In pacesetting organisations, fast, efficient processes have become a primary vehicle to leverage intellectual capital for competitive performance.

Learn practical techniques for designing critical processes in corporations, government agencies, and non-profit organisations on this valuable course. Get answers to fundamental questions about process innovation: what it is, what benefits it affords, and why it necessitates rethinking an organisation's use of information technology and management control mechanisms.

You'll leave the course prepared to begin business process analysis and redesign with realistic expectations and sound strategies that provide a foundation for success.

You'll Learn How To

- Avoid the management "dead zone" lurking in every process redesign project
- Facilitate a paradigm shift within your organisation
- Set realistic "stretch targets" for the transition
- Evaluate the organisation culture's readiness for change
- Maintain a constancy of purpose despite declining morale and hostile attitudes in some stakeholders
- Assess the effectiveness of current processes
- Reinvent effective processes for the future

Course Topics

Defining Business Process Innovation

- A working definition
- A model for process invention
- A business process innovation roadmap
- Why organisations are stuck with worn and broken processes
- Six guidelines for success

Learning by Looking Backward: A Historical View

- The evolution of organisations, the revolution of productivity
- Deciding when to redesign a process
- Leaping the curve of process change
- Making the case for process innovation

Process Analysis and Redesign as a Business Strategy

- An enterprise model for change
- Analysing your current change strategy
- Process Measurements
- The economic value-added of process innovation
- Establishing and prioritising customer requirements
- Strategic Process Capability

The Process-Centred Organisation: Leadership and Change Acceleration

- The management "dead zone"
- The change acceleration model
- Process innovation and leadership styles
- Recruiting the process design team

Analysis and Evaluation of Current Systems and Processes

- Assessing organisational readiness
- Mapping the existing processes
- Measuring hidden and visible process costs
- Process Analysis Tools
- Assumption Busting

Functional Process Diagnosis

- Symptoms of process disease
- Cause-and-effect analysis
- Improve it, fix it, or obliterate it?
- Picking "low-hanging fruit"

Designing the Optimal Process

- The return on investment (ROI) of process redesign
- Breaking away from the old process
- Templates for process reinvention
- Process design tools
- Developing the desired process
- Linking the new process to the customer
- Analysing the risk of change and the consequences of doing nothing
- Anticipating barriers and identifying accelerators
- Highlighting communication tactics and the "rule of 50s"

Overcoming Resistance to Change: The Silver Bullet

- Making the benefits real
- Dealing with fear and anxiety
- Don't wrestle the crocodiles, drain the swamp
- Common costly mistakes and how to avoid them
- Celebrate success

"Absolutely valuable, very well presented, prepared and executed. World Class course!"

Wolfgang Mueller, Head of Markets Business Support, **HVB Group**

"This was an excellent course and an excellent class in terms of the group participation and interaction. This was so much due to the leadership, knowledge and skills of the instructor."

William Innes, Project Manager, **Motorola**

"Totally relevant to the work I shall be undertaking in the near future. A good mixture of practical exercises and lessons. It was a thoroughly enjoyable course."

David Weir, Technical Specialist, **National Australia Group**

"Interesting. It helped to reinforce ideas and also introduced some valuable new ones."
Tristan Ward, Project Manager, **Barclays Capital**

"Extremely interesting. I recognised many things from my own experience in the course material."
Heather Fergusson, Project Manager, **General Dental Council**

"One of the best courses I've ever attended. I will take away several lessons and tools to try out."
Jo Bird, Project Manager, **Yell Group**

PMBOK® Guide Knowledge Areas:

- Project Scope Management
- Project Quality Management
- Project Risk Management
- Project Communications Management

Requirements Management: A Key to Project Success

Learn to manage constant change

Requirements Management takes the experienced project manager beyond the basics of all aspects of requirements, from concept through to closeout. You'll learn up-to-date practices for requirements management, including proper selection of tools and techniques for specific types of projects. You'll explore evaluation techniques to verify requirements early in the project life cycle so as to prevent costly rework downstream. Even with a solid process for managing requirements, fallout may still result from the battle between important project stakeholders. You will practice methods of effective relationship management and negotiation to ensure agreement on functional requirements.

An action-packed, integrated case study will provide experienced project managers, who already have experience with the basics of requirements management, the opportunity to practice new skills in a supportive learning environment. Participants responsible for all types of projects, from construction to new product development to information technology, will take home tools and techniques to put to immediate use.

You'll Learn How To

- Apply a requirements management process to a project life cycle
- Use proper evaluation techniques to verify and gain agreement upon requirements and that meet specific business and technical objectives
- Identify formal and informal techniques to manage stakeholder relationships within the requirements management process
- Implement a change management process to control scope creep

Course Topics

Requirements Factors Influencing Project Problems

The Project Requirements Process
- The project management and requirements management life cycles
- Steps in the requirements management process
- Fixed and evolving requirements
- Organisational standards

Stakeholder Assessment
- Identification and categorisation
- Communication plan
- Risk factors

Requirements Identification
- Conducting a stakeholder analysis
- Identifying risks and mitigation strategies

Critical Success Factors
- Traceability matrix
- Global requirements mapping
- Test plan
- Requirements management standards

Requirements Definition
- Functional and technical requirements
- Global requirements
- Identifying multiple views
- Tools and techniques
- Documentation standards

Evaluation and Approval
- Selection of tools and techniques
- Requirement/prototype review
- Risk assessment
- Baseline documentation

Change Management
- Evaluate policy for project needs
- Establish business criteria for change control
- Select tools and techniques
- Success criteria

Validation of Project Outcomes
- Acceptance criteria
- Project test results

Closeout

Leading Project Managers

In this highly facilitated course, you will learn soft and hard skills and approaches that lead to organisational success in the "management by projects" environment. You will also get expert perspectives and review best practices on issues critical to those who lead project managers. You'll enjoy lively debate and stimulating conversation that reinforces what you know and what you have learned.

This course provides you with a new way of thinking about the best way to lead people in conjunction with the underlying process of project management. It is a "must-have" for anyone responsible for leading and managing project managers.

You'll Learn How To

- Define the leader's role in each phase of the project life cycle
- Outline reasons for project successes and failures
- Use key performance indicators to monitor ongoing project progress
- Support project managers and project teams through coaching, mentoring and rewarding success
- Select the tools and techniques of project management that will help your organisation be successful

Course Topics

The Leader of Project Managers (LPM) Role in the Project Life Cycle

- Managing the Stage Gate process
- The project environment
- The role of management in each phase of the life cycle
- Defining project success within the organisation
- Organisational factors affecting project management
- Knowing the organisation's project management process

Managing a Multi-Project Environment

- The importance of rank ordering projects across the organisation
- Managing multiple project issues
- Resource allocation
- Issue resolution
- Resource pool considerations

Project Initiation

- Project selection
- Project charter
- Project funding
- Stakeholder considerations
- Financial tools
- Understanding margins

Leading and Managing Project Managers

- Challenges of leading and managing project managers
- Identifying, developing, evaluating and retaining project managers
- Rewarding success

The LPM's Role in Project Planning

- Risk management
- Cost estimates
- Schedule development
- Resource allocation
- Communications management
- Project plan review
- Project plan approval

Managing Relationships

- Communicating across the organisation
- Managing expectations
- Managing styles
- Mentoring/coaching
- Conducting effective meetings
- Supporting project managers of virtual teams
- Supporting diversity and cross-cultural teams
- Conflict/resolution

The LPM's Role in Project Implementation

- Project manager and team performance
- Asking the right questions
- Management oversight
- Determining if earned value is the project performance measuring tool to use
- Project reviews
- Project audits
- Understanding signs of trouble
- Project recovery and turnaround
- Change management

Project Close-out

- Early termination
- Project end evaluation
- Lessons learned

PMBOK® Guide Knowledge Areas:

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Human Resource Management
- Project Procurement Management
- Project Communications Management

Reminder: Participants should have a basic understanding of project management before taking this course. It is assumed that attendees currently or will soon lead project managers, with or without a direct reporting relationship.

"Excellent course. Very relevant content and appropriate level of detail. Case study was also valuable. Very professional and knowledgeable instructor – this was one of the best ESI classes to date."

Teddy Nielson, Project Manager, **Cisco Systems**

PMBOK® Guide Knowledge Areas:

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Communications Management

Reminder: Participants should have a thorough understanding of scheduling and cost control and risk management before taking this course.

Rapid Assessment & Recovery of Troubled Projects

Learn how to manage the transition to stability

Rapid Assessment and Recovery of Troubled Projects demonstrates a proven process to project recovery. You'll get everything you need (process, tools, techniques) to perform a rapid assessment of a project in trouble, develop a solid recovery plan and manage the transition to stability. You will experience what to do step by step, using seven key metrics as your guide to success.

Active participation in the case study, designed to simulate the environment and feel of an actual troubled project, will enable you to build your skills in a meaningful way. This course is a must for experienced project managers who need to know what to do when the chips are down.

You'll Learn How To

- Structure and lead the effort to assess project problems rapidly
- Determine the root causes of identified problems
- Develop a recovery plan for any troubled project
- Provide leadership to turn the project around
- Use seven key metrics as your guide to success
- Identify and manage signs of trouble early in a project

Course Topics

Overview of Rapid Assessment and Recovery Process

- Key variables: people, process, tools, metrics
- Key inhibitors and sensitivities
- Process summary

Developing Assessment and Recovery Charter

- Charter definition process
- Management expectations and sensitivities
- Critical resource needs
- Critical documentation needs

Planning the Assessment

- Plan assessment process
- Keys to performing good assessments
- Determining the approach and focus areas
- Seven key areas of assessments

Conducting the Assessment

- Assessment process
- Conducting interviews
- Analysing and validating project data
- Meeting with customers and stakeholders
- Determining and validating findings

Planning the Recovery

- Recovery planning process
- Determining and prioritising risks, problems and opportunities
- Prioritisation using the Comparative Risk Ranking and Comparative Problem Ranking
- Setting up metrics and an early warning plan
- Re-establishing the baseline

Transition and Stabilise the Project

- Translation process
- Executing risk, problem and opportunity management plans
- Skills transfer
- Implementing project control metrics tracking

Avoiding Troubled Projects

- Project management skills and methodology
- Classic mistakes
- Continuous improvement systems
- Reviews

Managing Global Projects

In *Managing Global Projects*, you'll learn how to systematically approach complex global management issues as well as how to minimise the risks inherent in doing business in the worldwide marketplace. Through an interactive case study based upon real-world scenarios, you will experience what it really takes to manage a typical global project. You'll develop an understanding of the many unique problems inherent in managing a global project and explore ways to solve them. The case study and exercises provide a clear roadmap for initiating, planning, implementing, controlling and successfully closing out a global project.

You will also get numerous tips, templates and tools that you can apply to any of your global efforts.

You'll Learn How To

- Distinguish the unique characteristics of a borderless or global project effort
- Identify the elements of a global project plan needed to lay the foundation for success in dealing with the challenges inherent in global projects
- Incorporate global project environmental factors into your risk management plan
- Systematically approach and address the unique issues surrounding the management of global projects

Course Topics

Overview of Global Project Management
- Characteristics of global projects
- Global project management challenges
- Global project manager skills

Preparing for a Global Project
- Identifying global business opportunities
- Criteria for selecting a global project
- Global risks and threats
- Conducting a pre-project country study

Planning Challenges in Global Projects
- Defining global project requirements and scope
- The Global Scope Management Plan
- The Staffing Management Plan and the project team
- Risk management planning for globally dispersed projects

Politics, Culture and Law
- Political, social, economic, infrastructure, legal and industry-specific considerations
- Boycotts and business ethics
- Negotiation norms and styles
- Business and cultural etiquette

Avoiding Pitfalls in Global Projects
- Joint ventures and strategic alliances
- Procurement challenges
- Quality assurance
- Industry specific challenges

Keeping Global Projects Under Control
- Scope verification
- Change control
- Quality control
- Procurement control

Closing a Global Project
- Closing out a global project
- Challenges of financial and administrative closeout of a global project
- Repatriation challenges
- Documenting lessons learned

"A very enjoyable, informative and useful course, delivered in a unique and friendly style. Very impressed!"
Chris Burchill, Project Manager, **ICAP Europe Ltd**

PMBOK® Guide Knowledge Areas:

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Human Resource Management
- Project Procurement Management

Reminder: Participants should already have a thorough understanding of project management before taking this course.

"Very informative and good "real world" examples helped to clarify understanding."

Joanne Mackenzie,
Project Manager,
Morgan Stanley

PMBOK® Guide Knowledge Areas:

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Human Resource Management
- Project Procurement Management
- Project Communications Management

Reminder: Participants should have a basic understanding of project management before taking this course.

Programme Management

Learn how to succeed as a successful programme manager

Programme managers are, above all else, change agents. Their role has evolved in most organisations from that of managing multiple projects, to implementing business strategy through an integrated portfolio of projects involving the management of multiple teams of professionals, as well as executive-level stakeholders. As such, the programme manager today requires a refined set of business and leadership skills that are vastly different from that of a project manager.

Yet, to be an effective programme manager generally requires a firm foothold in project management. To many, programme management is the next logical step in the career progression of one of the world's fastest growing disciplines.

This course includes an integrated case-study that will provide you with the opportunity to walk through the entire life cycle of a programme while facing the types of realistic challenges you will surely encounter. You'll learn tools and techniques for programme governance, effectively managing stakeholders and ensuring that your programme realises its benefits and strategic objectives. You will learn real-life best practices presented and facilitated by instructors who have "been there, done that".

You'll Learn How To

- Increase the effectiveness of an organisation's approach to programme management
- Initiate and organise a large-scale programme to implement business strategy
- Manage stakeholder relationships effectively
- Manage, execute and control a successful programme consisting of multiple, related projects
- Establish and implement programme governance to ensure consistent alignment with organisational strategy
- Ensure the realisation of programme benefits

Course Topics

Defining Program Management
- Range of project oversight
  - Portfolios vs. portfolio management
  - Programs vs. program management
  - Projects vs. project management

Linking Programs to Strategic Goals
- Real-world examples
- Business case
- Program Charter
- Methods

Program Management Life Cycle
- Purpose
- Stages
  - Pre-program set-up
  - Program set-up
  - Establishing program management and technical infrastructure
  - Deliver the benefits
  - Close the program

Maintenance and Support
- Three Themes of Program Management
- Benefits management
- Program governance
- Stakeholder management

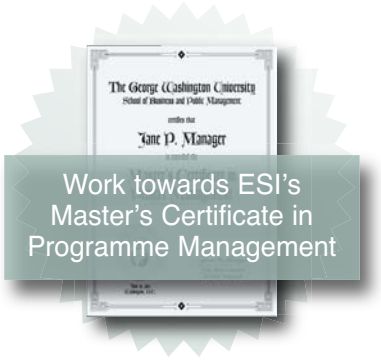
Program Planning
- Basic considerations
- Feasibility study
- Program management plan
- Stakeholder management
- Program architecture and benefits map

Program Management Office
- PMO Competency Continuum
- Purpose and benefits
- Process control
- Process support
- Process Improvement
- Strategic goal alliance

The Program Manager's Role in Delivering the Benefits
- Manage enterprise programs and projects
- Manage change
- Provide support

Reporting Tools
- Checking program "health" through program and project reviews

Program Risk Identification, Analysis and Response Strategy



Work towards ESI's Master's Certificate in Programme Management

Leading Complex Projects

A must for the experienced project manager who needs help with managing the seemingly unmanageable

To lead the complex project requires a new way of thinking—a new approach to applying known project management techniques and tools. *Leading Complex Projects* provides an innovative approach to assess project complexity and to deploy the best techniques to achieve success.

You'll learn to use ESI's unique *Project Complexity Indicator* and *Complex Project Model* to increase your effectiveness in controlling the complexity in your project. The Complex Project Model provides valuable insight into the variables that create the complexity of your particular project. It enables you to select existing tools from a new point of view that both limits the level of complexity and governs how the remaining complexity is used for positive results—in short, to stack the odds of success in your favour!

You'll Learn How To

- Select leadership techniques to increase your odds of success
- Apply the concepts of complexity science to project management
- Use ESI's Complexity Indicator to assess your project's complexity level
- Create an innovative framework for managing project complexity using ESI's Complex Project Management Model

Course Topics

Understanding Complexity in Projects

- Elements of complexity theory
  - Complexity
  - Self-organisation
  - Emergence
  - Non-linear dynamics
  - Open/closed systems
- Leadership approaches and techniques
  - Competencies. Behaviours. Leaders in complexity

The Complex Project Model and Process

- ESI's Complex Project Model
- ESI's Complex Project Process
- Knowledge of complexity
- Communication
- Leadership
- Project Management

Determining Project Complexity

- ESI's Complexity Indicator
- Assessing complexity levels
- Applying the indicator

Communicating Project Complexity

- Communication platforms
- Risk and risk response
- Change Management
- Problem solving

Designing for Complex Projects

- OBS, PBS, WBS
- Design tasks
- Planning for project execution

Leading Complex Projects

- Leadership levels
- Clear vision
- Principles for leading complex projects
- Disciplines for leading complex projects

"Brilliant course to understand Complex Projects and how to manage complexity during the whole project management life cycle. The course helped us to think out of the box to reach the edge of chaos."

Mahmoud Kamal, Regional Deployment Manager, **Motorola**

PMBOK® Guide Knowledge Areas:

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Human Resource Management
- Project Procurement Management
- Project Communications Management

Reminder: It is highly recommended that participants already have practical project management experience and a thorough understanding of project management tools and techniques.

"This course met my expectations. It provides generic knowledge to be translated into real-life business."

Brigitte Oppliger, Innovation Project Leader, **Bayer Consumer Care AG**

"Thorough treatment of the subject area."

Stevens, Programme Manager, **Hewlett-Packard**

PMBOK® Guide Knowledge Areas:

- Project Integration Management
- Project Scope Management
- Project Risk Management
- Project Communications Management

Aligning Project Management with Organisational Strategy

Ensure project credibility by aligning your project with your organisational goals

Today's business climate is characterised by unprecedented changes in technology and globalisation, as well as by complex business relationships and the unrelenting drive for competitive success. In this highly stressful environment, it is essential for project managers to think and act strategically. How does an organisation formulate a strategy to achieve competitive success? How do projects contribute to the implementation of the organisation's strategy? How should a project manager develop a project strategy?

Aligning Project Management with Organisational Strategy gives you an in-depth analysis of the process leading from business strategy formation to portfolio development to the project and project manager's role. Learn how to link your project to the business strategy, apply and maintain alignment of the project strategy, and manage the expectations and interests of those who have a stake in the project outcome.

Thought-provoking discussions and stimulating exercises highlight this dynamic, timely course.

You'll Learn How To

- Understand and support top-level strategy formulation
- Link organisational strategy from business strategy to portfolio development to project implementation
- Ensure project credibility by aligning your project with your organisation's goals, objectives and strategies
- Create and implement an appropriate strategy for your project
- Understand the need to communicate your strategy to the project team, the customer, and other project stakeholders
- Manage stakeholder expectations to maintain portfolio/project alignment

Course Topics

Organisational Strategy in Context

- Strategy defined
- Strategy as a way to achieve organisational success
- Paradigm shifts and their impact – how change influences strategy
- Forces for business change
- The impact of organisational constraints on strategy

Organisational Strategy: Approaches and Techniques

- Strategy as a key to organisational success
- Elements of a successful strategy
- The relationship between strategy and achievability
- Strategy assessments
- Classic approaches and techniques for level-setting strategic thinking
- Towards setting up a culture of strategic thinking

Portfolio Management: Strategic Context

- Defining a portfolio
- Identifying projects included in a portfolio
- Challenges and benefits of portfolio management
- Influential roles in portfolio management

Portfolio Set-up and Maintenance

- Setting up a successful project portfolio
- Organisational influences of portfolios
- Generating potential portfolio projects
- Steps in selecting portfolio projects
- Integrating new projects into an existing portfolio
- Project performance and project gateway reviews
- The project filtering process

Strategic Project Management

- Strategic vs. classic project management
- Aligning projects with strategy
- The role of the project team
- The importance of managing change that affects strategic projects
- Anticipating and managing stakeholder expectations and resistance

Unlocking the Power of Earned Value Management

You've been hearing the term Earned Value Management (EVM) for some time, and you have been introduced to the plethora of calculations involved. You've also asked yourself "Why do I care?" Meanwhile, management has been pushing you to explain what's really going on in your projects, and to tell them how you know that what you're telling them is true. When your team members tell you they're almost done, you think there's a light at the end of the tunnel—it sounds good, but should you stake your career on it? What you really need is a more objective way to evaluate and control your project and to provide management accurate summary information. In short, you need *Unlocking the Power of Earned Value Management*.

This course will take you beyond the calculations you've already learned. You'll review key project documents to gain an understanding of their relationship to effective project evaluation and control using EVM. You'll explore the challenges and approaches involved in establishing a baseline and obtaining accurate, timely and useful information to measure project performance with EVM. You will benefit from relevant discussions with your peers and an experienced instructor.

Working through an integrated case study designed to simulate real-world issues, problems and decisions, you'll gain insight and experience in determining a realistic assessment of where your project actually stands. This approach allows you to practice new skills and ask questions as you assimilate a broad array of practical experience that can be immediately applied upon your return to the workplace.

Come to *Unlocking the Power of Earned Value Management* and leave with the knowledge and enthusiasm – plus a customized action plan – to enlist others in harnessing the power of EVM.

You'll Learn How To

- Harness the power of EVM to control your project
- Indicate work progress in a more objective way within and across projects
- Properly relate cost, schedule and technical accomplishment
- Relate time-phased budgets to specific tasks and/or statements of work to create a useful and realistic baseline
- Supply managers with information at a practical level of summarisation
- Prepare an action plan and create an immediate impact to your organisation's ability to effectively control projects

Course Topics

Evaluation and Control in a Project Environment

- What is the difference between evaluation and control
- The challenges to evaluation and control
- How do you accomplish effective evaluation and control?

Effective Earned Value Management

- EVM speak – know the language
- How to get "the numbers"
- OBS and WBS: What are they and why are they important
- Estimating cost and schedule honestly and accurately
- Setting the Performance Measurement Baseline (PMB)

Data Collection, Change Management and Baseline Maintenance

Earned Value in Action

- Formulas for control
- Variace tolerances and thresholds
- Are you in control?
- EVM rules

EVM Reporting

- EVM reports
- Tracking
- Project reviews

Implementation of Earned Value Management

- Requirements of the organisation
- Challenges to implementation
- Developing your plan for implementation

PMBOK® Guide Knowledge Areas:

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Human Resource Management
- Project Procurement Management
- Project Communications Management

Recommendation: Prior to taking this course, you should have a good understanding of standard project management control tools such as network diagrams and responsibility matrices. In addition, a basic background in applying and managing cost and schedule metrics is desirable.

New
Business Skills Programme

Gain the Essential Business Skills You Need to Succeed

As a project manager in today's constantly changing environment you are expected to do a lot more than just manage projects.

You're expected to identify and set goals, solve complex problems, take on new leadership roles and communicate effectively and persuasively with stakeholders, managers and even customers.

ESI's dynamic new Business Skills Programme is designed to give project managers the business acumen necessary to meet their ever-increasing responsibilities.

Coaching and Mentoring for Improved Performance

NEW!

Learn a structured approach for improving the performance of others

Do you find yourself with too little time—and with too few resources with the necessary knowledge and skill to do the work that needs to be done? Are resource or performance issues creating roadblocks to your own success, and to the success of others? Imagine the benefits you and your organisation would realise if you could apply proven techniques to delegate successfully and to achieve the results you want— whether you have formal authority or not.

Coaching and Mentoring for Improved Performance will teach you how to apply a powerful behavioural coaching and mentoring model and a set of integrated tools that will improve the quality, efficiency and effectiveness of your coaching with lasting results— whether with direct reports, peers or those in more senior positions. Through practical exercises, group discussions and case studies, you will determine what work can be assigned and to whom based on current performance levels and work load. You'll also learn how to delegate work with improved clarity and efficiency in order to establish a strong foundation for success.

During class, you will assess your own personal coaching style and learn how to leverage that style. You will learn how to more effectively deal with the typical and very challenging realities faced by coaches and managers in all types of organisations. And, you will also have opportunities to assess and discuss your own real-life coaching issues in a practical, highly engaging and thought-provoking environment. You will come away from this course with a structured approach for improving the performance of others—and, ultimately, a tool for raising the effectiveness for all those who work with you.

You'll Learn How To

- Delegate work successfully
- Provide focused feedback to improve future performance
- Improve the performance of others
- Work through difficult performance issues
- Apply a structured coaching and mentoring model to guide you through the coaching and mentoring processes
- Apply techniques for evaluating performance

Course Topics

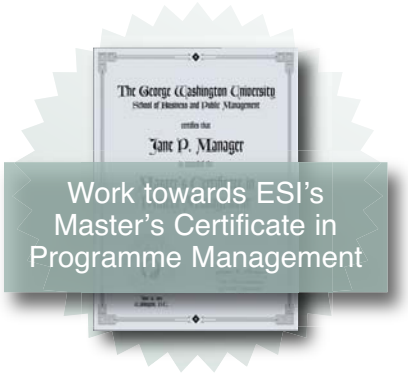
Why Coach?
- Benefits of coaching
- Impact of coaching
- ESI Mindset Model
- Coaching Statement of Purpose
- Coaching and mentoring

Coaching and Mentoring Model
- Determining the appropriate style
- Coaching styles
- Coaching actions

Preparing to Coach
- Assessing personal coaching style
- Assessing learning styles
- Setting expectations
- Creating a plan

Coaching
- Aligning coaching style with performance level
- Delegating tasks
- Guiding performance
- Evaluating performance
- Providing feedback
- Handling performance problems effectively

Job and Career Coaching
- What's the difference?
- Job proficiency and job mastery
- Techniques to manage performance



Taking Charge of Organisational Change

NEW!

Make change happen in your organisation

Are you experiencing anxiety or uncertainty stemming from a merger, acquisition, outsourcing, plant or base closure, staffing change or some other organisation change? Too often, change initiatives fail because of poor planning, resistance to change, and lack of vision and communication. With constant change occurring in most organisations, a better understanding of how organisational changes come about, how they are planned, and the challenges inherent in the change process will facilitate smoother transitions and organisational effectiveness.

This extremely interactive course provides an overarching approach for making change happen in organisations and helps participants embrace a mindset that welcomes organisational change. This course addresses how to assess whether change is necessary, as well as what needs to be changed and how to build a business case for a change. Based on that, you will explore how to develop and articulate a compelling vision and strategy for change. The course will teach you how to engage support for change from stakeholders, as well as how to develop a successful communication plan that is key to any successful change initiative. Particular emphasis is place on the emotional reactions to change and how to help people support change.

During class, you will work through real-life change scenarios and have the opportunity to plan for change and understand the impact of change from multiple perspectives. You will gain a better understanding of how you personally handle change and use strategies and tips to help others cope with change. You will come away from the course able to apply the framework, tools and approaches for leveraging the inevitable change that occurs every day in today's business environment.

You'll Learn How To

- Become a change agent
- Leverage organizational change for positive outcomes
- Help others deal with change
- Create a business case for an organisational change
- Consider other perspectives that impact change initiatives
- Apply a framework to plan and lead organisational change

Course Topics

Change Defined
- ESI's Mindset Model
- Effects of change
- Resistance to change
- Core values inventory
- Framework for change

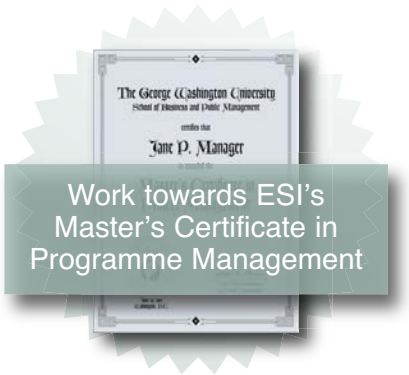
Being a Change Agent
- Assessing personal strengths
- Identifying personal barriers
- Being inspired by change

Need for Change
- "As is" and "to be" gap analysis
- Deciding what needs to change
- Developing a business case for change
- Prioritizing changes

Organizational Readiness
- Engaging support
- Articulating a compelling vision
- Gaining sponsorship
- Assessing stakeholders
- Identifying key roles and responsibilities
- Process and plan a case for change

Planning for Change
- Creating the change team
- Communication plan
- Strategy for change
- Measures and milestones
- Articulating the case for change

Implementing Change
- Changing business process
- Coaching and supporting the transition
- Helping others transition
- Preparing an implementation plan
- Sustaining organizational change
- Implementing the case for change



Register today – Tel: +44 (0)28 9048 3322 • www.chegan.com

New Business Skills Programme

Keep up with new courses each month – subscribe to ESI's CourseAdvisor e-newsletter. Log on to ***www.esi-europe.com/advisor***

Critical Thinking and Problem Solving

NEW!

Master the five types of critical thinking needed in business environments

Imagine if you could solve a problem once and it would go away. Or, if you could implement a solution that really works, or seize upon opportunities before it is too late.

This course presents a structured approach for tackling problems, opportunities and decisions that will ultimately help you get better results—whether you are innovating, managing crises or planning for the future. The course addresses the five types of critical thinking needed in business environments: strategic thinking, tactical thinking, analytical thinking, innovative thinking and implicative thinking. It also teaches a proven five-step process for responding to business problems and opportunities.

Through exercises, you'll practice using these different thinking approaches to achieve maximum results. You'll also have the opportunity to apply these concepts to a specific problem or opportunity from your own business environment, share newly learned approaches with classmates, and give and receive feedback on those approaches.

You'll Learn How To

- Use different thinking approaches at different times to yield better results
- Generate innovative responses to business problems and opportunities
- Assess you own thinking style preferences
- Think in the present to prepare for the future
- Determine the root cause of business problems and opportunities
- Apply different types of thinking for improved analysis and problem solving
- Assess possible responses accurately to select an optimal response
- Design and execute appropriate action plans

Course Topics

ESI's Critical Thinking Model
- Analytical thinking
- Strategic thinking
- Tactical thinking
- Innovative thinking
- Implicative thinking

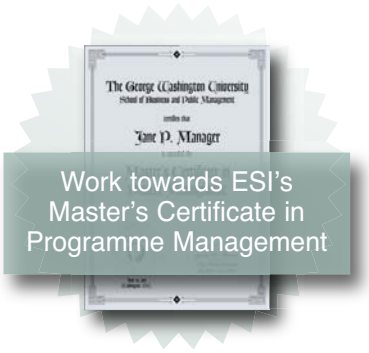
Problem/Opportunity Identification and Analysis
- ESI's Problem/Opportunity Response Process
- Identification and analysis
- Environmental scan
- Response exploration
- Response selection
- Response implementation
- Active vs. passive problem/opportunity identification
- "As is" vs. "To be"
- Tools and techniques for problem/opportunity identification
- Process flowcharting
- Root cause analysis

Environmental Scan
- What is an environmental scan?
- Internal scan
- External scan
- Stakeholder scan
- Business architecture
- Your business processes/business rules

Response Exploration
- Tools and techniques for exploring new and unique responses
- Other innovative thinking approaches

Response Selection
- Filtering
- Clustering
- Voting
- Capability and value analysis
- Response prioritization matrix
- Decision trees
- Implications analysis

Response Implementation
- Communicating the optimal response
- Gaining acceptance by stakeholders
- Managing expectations
- Saying "no" to high profile stakeholders
- Building an action plan
- Ensuring ownership and commitment



Introduction to Business Analysis

Understand the vital role of the business analyst throughout all the phases of a project

The business analyst's role is key to defining the requirements of a project at its earliest stages, as well as to planning, defining and validating project scope. It's important to have an understanding of the breadth of knowledge that a business analyst brings to bear in developing business solutions.

This introductory course is designed to give people new to the business analyst role or those who supervise and/or work with business analysts a basic understanding of the benefits, functions and impact of this critical position.

Youll experience how a business analyst supports the project, from establishing its scope in the analysis phase to ensuring the requirements have been met in the testing phase. The course provides a special focus on the business analysis function as it relates to developing information technology solutions, given that such an understanding is essential for project success.

You'll Learn How To

- Define the role of a business analyst throughout the phases of a project
- Explain the range of tasks that a business analyst might perform
- Apply principles of quality management and testing
- Explain the importance of requirements definition
- Assess the value of use case analysis and design on your work
- Explain how business process, workflow and data modeling techniques facilitate improved communication

Course Topics

What is Business Analysis

- IT business analysis
- Business process improvement
- Challenges of gathering and analysing requirements
- History and current trends in business analysis
- Role of the business analyst through the project life cycle

Defining the Business Problem

- Techniques to determine the underlying business problem
- Understanding the business environment at a high-level
- Relating business 'problems' and 'processes'

Root Causes of Problems

- Business problems and root causes
- Applying modelling to understand root causes (the AS-IS state)

Solution Vision and Scope

- Vision and envisioning
- The key players in setting the vision
- How to determine the product scope
- Quantifying process improvement goals

Making the Business Case

- How the business analyst adds insight to business cases
- Estimating the benefits associated with the product

Modelling the Future State

- Models and modelling
- Relating models to requirements
- Modelling the information requirements (data modelling)
- Modelling the TO-BE state (process and workflow modelling)

Getting Requirements from Models

- The value of Use Cases
- Use Case analysis
- Unified Modelling Language (UML) and object oriented analysis

Requirements Definition and Documentation

- SMART requirements
- Identifying the boundary between requirements and specifications
- Managing changes to the requirements

Quality Assurance and Testing

- The business analyst's role in testing
- Quality assurance activities: checking and testing
- Introduction to test strategies and plans

"Excellent course, really valuable to both business analysts and in the wider context of project management. Great delivery, good examples and engaging with relevant test cases."

Rebecca Gander, Business Venture Manager, **ExxonMobil Corporation**

"Course proved to be useful and applicable in further engagements."

Vytis Varanavicius, Consultant, **Ernst & Young Baltic**

PMBOK® Guide Knowledge Areas:

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Communications Management

"Very useful for my everyday work."

Margit Lilleorg, Business Analyst, **Hansabank**

"This course exceeded my expectations! It was well organised, and the material was well structured. I especially liked the practical exercises and the daily re-cap was very useful!"

Ramune Morkveniene, Project Manager/Business Analyst, **Hansabank**

PMBOK® Guide Knowledge Areas:

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Communications Management

Why not apply this course towards a Professional Certificate in Business Analysis, turn to page 39 for full details

How to Gather and Document User Requirements

Master the requirements process to fulfil any project's vision and scope

Incomplete requirements are often cited as the number-one reason projects or systems fail. Accurately defining the requirements and staying on course from the beginning is key to success in today's business world.

This "how-to" course introduces the roles of the business analyst as they relate to the analysis and documentation of requirements. It familiarises participants with core knowledge and skills required to analyse and document user requirements. It also identifies how these requirements are defined and managed throughout the life cycle.

You'll Learn How To

- Define the role of the business analyst in the requirements process
- Structure a Business Requirements Document
- Effectively document a project's vision and scope
- Identify user classes and define their environment
- Develop a Requirements Analysis Work Plan
- Define, elicit, structure, validate and document business requirements
- Link the Business Requirements Document to a Software Requirements Specification

Course Topics

Roles, Definitions and Key Principles

- Critical role of the business analyst
- Creating and adopting a formal documentation strategy
- Roles and mutual expectations among team members

Capturing Requirements in a Business Requirements Document

- Identify critical consumers
- Understand the structure of a Business Requirements Document

Vision, Scope and Quality

- How projects are initiated
- Importance of a project scope statement
- Document project vision and scope
- Quality, excellence and perfection

Identifying Users and Creating a Work Plan

- Project users and characteristics
- The value of creating a work plan
- The elements in a generic work plan

Types of Requirements

- Attributes and types of effective requirements
- What is an effective requirement?

Elicitation Techniques

- Apply four different question types
- Advantages and disadvantages of several techniques

Structuring End-User Requirements

- Techniques used to structure requirements
- Develop a basic Use Case
- The role of modelling

Validating User Requirements

- Requirements validation
- Methods used to validate requirements

Documenting User Requirements

- The purpose of documenting requirements
- Apply standard principles and techniques
- Organise your requirements descriptions for communication

Managing Conflict

- The nature and root causes of conflict in projects
- The role of the business analyst in conflict management

Process Modelling Management

NEW!

The importance of the business analyst's role in defining requirements during the planning phases of a project continues to gain recognition across all industries. The business analyst, working in conjunction with the project manager, facilitates the solution of business challenges. However, when gathering requirements for a new or existing project, business analysts must be mindful that any project may require the development and redesign of accompanying processes. In fact, the business analyst must act as a change agent to help ensure that the newly implemented processes not only enhance the success of a project, but also increase the project's chance of meeting the organisation's business goals.

This highly interactive course provides participants the opportunity to perform the four phases of a process improvement project – define, analyse, implement and control – which have been derived from the leading process improvement models in the industry. The key deliverables and outputs for the business analyst are emphasised during each phase, as well as the importance of tying all outputs back to the business strategy.

You'll practice identifying and prioritising the processes that require improvement, as well as creating the documents needed to communicate these changes to the rest of the organisation. You'll focus on the competencies necessary to perform workflow modelling to ensure you have the core tools required to document the processes. You will also practice creating "As-Is" and "To-Be" process maps and conducting a gap and stakeholder analysis. Finally, you'll develop the competencies required to create new process benchmarks and measurements for new processes. You'll leave this course with the preparation necessary to perform your business analysis responsibilities within the process improvement process and to employ the required skills in accordance with sensitive cost, organisational and stakeholder requirements.

You'll Learn How To

- Describe the Process Modelling Management (PMM) framework
- Define key PMM terms and concepts
- Conduct major activities performed during each phase of PMM, including workflow modelling
- Perform the business analyst's role and responsibilities in PMM
- Apply PMM methodologies and techniques specific to the business analyst's role and responsibilities
- Create process benchmarks and develop metrics to track the effectiveness of new processes

Key PMM terms and concepts

- Process modelling, process management, process improvement
- Process management activities
- Workflow modelling
- Key benefits of PMM
- Process improvement project (PIP) phases
- Business analysis roles and responsibilities
- Managing organisational change

Conducting the Define Phase

- Obtaining consensus on processes to be included in PIP
- Relating processes to business strategy
- Developing high-level plans for risk, communication and change management

Conducting the Analyse Phase

- Conducting workflow modelling
- Creating swimlane diagrams
- Conducting value stream mapping
- Developing "As-Is" process map
- Defining and gathering metrics
- Creating process benchmarks
- Performing gap analysis
- Performing root cause analysis
- Conducting stakeholder analysis
- Performing high-level cost-benefit analysis

Conducting the Implement Phase

- Documenting, validating and confirming new goals and objectives
- Formulating measurements
- Designing the new process
- Updating risk, communications and change management plans

Conducting the Control Phase

- Communicating findings
- Carrying out implementation plans
- Monitoring and controlling

***PMBOK® Guide* Knowledge Areas:**

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Communications Management

Reminder: Prior to taking this course, you should have acquired the background as taught in How to Gather and Document User Requirements.

Facilitation Techniques for Requirements Development

The business analyst spends a significant amount of time facilitating requirements. Yet, many business analysts lack formal training on this vital skill. A successful facilitation session results in requirements that you can begin to analyze and work with. Facilitation Techniques for Requirements Development focuses on teaching the facilitation skills necessary to elicit and analyze requirements on a project.

In this highly interactive course, you will learn how to effectively help stakeholders define their needs and form these needs into quantifiable requirements through facilitation. As a facilitator, you will learn how to prepare for and conduct both face-to-face and remote group sessions. You will be exposed not only to several facilitator techniques such as brainstorming, JAD and focus groups, but you will also learn how to manage conflict in a session. Most importantly, you will have the opportunity to practice these skills in a safe environment with a trained facilitator to guide you through various activities. You will leave the class with the confidence to prepare for a session, including creating a facilitation plan, motivating a group's participation, building consensus, managing conflict, maintaining session focus and evaluating results for lessons learned.

You'll Learn How To

- Identify the use of facilitation in business analysis
- Explain the role and responsibilities of a business analysis facilitator
- Plan a facilitation session
- Use the appropriate facilitation techniques for a given session
- Conduct a facilitation session using best practices
- Manage conflict during a session
- Identify facilitation opportunities in business analysis

Course Topics

What is Facilitation?
- Facilitation techniques and practices
- The facilitation process

What is Business Analysis?

Business Analysis Body of Knowledge™ (BABOK™)
- BABOK™ knowledge areas
- The business analysis process

Facilitating in Business Analysis
- The role of the business analysis facilitator
- The responsibilities of the business analysis facilitator

Facilitation Session Preparation

Considerations for Remote Sessions
- Environmental
- Preparation
- During the session
- Wrapping up

Facilitation in Business Analysis is Iterative
- Vision—enterprise analysis
  - Brainstorming
  - Brainwriting/Crawford Slip
- Definition—requirement elicitation
  - Focus group
  - Joint Application Design (JAD)
- Analysis—requirements analysis and documentation
  - Gap analysis
  - Root-cause analysis
  - Force-field analysis
- Decision—solution assessment and validation
  - Multi-voting
  - Criteria-based grid
  - Impact/effort grid

Verification of the Facilitation Session Plan

Facilitation Practices
- Generating participation
- Neutrality
- Active listening
- Questioning
- Paraphrasing
- Using flip charts
- Maintain focus
- Intervention
- Feedback
- Summarizing
- Synthesizing ideas

Executing a Facilitation Session
- Prior to the session
- Starting the session
- Conducting the session
- Ending the session

Facilitation Conflict Techniques
- Argument vs. debate
- How to intervene

Choices in resolving issues

Working toward consensus

BA Facilitation Opportunities

Introduction to Testing for Business Analysts

Test plans should not be left for last! Failure to develop a plan to test the right things at the right time can result in cost overruns, missed completion dates, undetected errors and dissatisfaction among customers and users.

In this course, you'll learn the necessary skills to construct effective test strategies and test plans to verify and validate requirements – enabling you to deliver the quality your business demands. You will also be able to communicate the rationale for and value of planning and conducting the various necessary reviews and inspections. You'll gain an understanding of black box and glass box (white box) testing from a business analyst's perspective – and you'll learn how to communicate with those who perform the systems analyst function.

NOTE: This course focuses on approaches used in IT from the viewpoint of the business analyst. However, the foundations of these techniques are applicable to other disciplines.

You'll Learn How To

- Create test scenarios using data, process and workflow models
- Select the right technique to make testing efficient
- Create test plans for high-order testing based on business and user requirements
- Plan and coordinate usability testing
- Conduct reviews and inspections
- Manage problems in a structured way

Course Topics

Achieving Quality

- Four underlying principles
- Perceived risk

The Role of the BA in Testing

- BA involvement in testing and checking
- V-Model of BA involvement

Checking the Business Requirements Document (BRD)

- Four major quality attributes of requirements
- Techniques for checking the BRD
- Peer Review technique
- Eliminating common causes of defects

Planning for Assessment and Testing

- Components of the test plan
- Three purposes of testing
- Elements of testing strategies
- Elements of test cases and scenarios

Black Box Testing

- Equivalence domain partitioning
- Boundary testing
- Condition coverage
- Decision tables
- Entity relationship diagrams
- CRUD testing (Create, Read, Update, Delete)
- Error guessing

Glass Box and Automated Testing

- Activity coverage
- Decision coverage
- Condition coverage
- Automated testing

Usability Assessment and Testing

- Usability factors
- Achieving usability
- Usability checklists

Writing the Test Plan

- Resource planning
- Time considerations
- Test environment considerations
- Human resources considerations
- Test plan documentation

Assessing Customer Satisfaction

- Validating customer needs
- Assessment methods
- Scales of measurement
- Post-implementation planning

Acceptance Testing

- Ways to capture informal and formal problems
- Formal acceptance vs. user acceptance testing
- Test Readiness Review

PMBOK® Guide Knowledge Areas:

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Communications Management

Recommendation: Before taking this course, participants should have acquired the background as taught in *How to Gather and Document User Requirements.*

Reminder: Prior to taking this course, you should have acquired the background as taught in *How to Gather and Document User Requirements and Process Modelling Management.*

Use Case Modelling

As a fundamental component to identifying requirements for a new system, business analysts must be able to illustrate how "actors", such as end users, stakeholders, or related systems, will be affected once the new system is implemented. This process, also known as use case modelling, provides business analysts with a powerful tool for documenting functional requirements-and the interactions between these requirements-in a manner that can be easily communicated to designers, programmers, project manager, and other project stakeholders.

This course provides business analysts with the required competencies for creating use cases and use case diagrams, which serve as a vehicle for eliciting, analyzing, documenting and communicating functional requirements. You will practice creating use cases in the Unified Modelling Language (UML) to graphically represent the interactions between use cases and actors. To fully gain the benefits of UML, you will create use case diagrams through an object-oriented approach, which enables business analysts to sift through the complexity of a system by breaking it down into smaller units.

Take this course and you'll gain more than just the lexicon required for use case and object oriented modelling. Through interactive exercises, you will practice writing the alternate/exception flows, arranging objects into properly named classes, and reading class diagrams. Most importantly, you'll gain the ability to integrate use case modelling within the software development life cycle to ensure that project requirements are accurate, complete, and map to the objectives of the business.

Reminder: Prior to taking this course, you should have acquired the background as taught in How to Gather and Document User Requirements and Process Modelling Management.

You'll Learn How To

- Employ use cases to elicit, analyze, document and communicate functional requirements for software
- Use the Unified Modelling Language (UML) to create use case diagrams
- Determine when to employ use case modelling
- Prioritize use cases based on their importance to the business and on technical considerations
- Describe ways to develop consistent vocabulary between use cases and objects
- Analyze and document detailed requirements using an object model
- Read a class diagram

Course Topics

Introduction to Use Case Modelling

- Organising requirements with use cases
- Use case diagrams as a UML notation
- Organising the model with packages

Identifying and Describing Actors

- Use case actors
- Business versus system actors
- Identifying actors
- Mapping stakeholders to actors
- Users versus actors

Identifying and Describing Use Cases

- Identifying use cases
- Writing a use case description
- Including preconditions, post conditions, assumptions, and scenarios

Writing Use Case Scenarios

- Identifying the main success scenario
- Identifying alternates and exceptions
- Indicating iteration

Advanced Use Case Modelling Techniques

- Diagramming an <"include"> relationship
- Diagramming an <"exclude"> relationship
- Diagramming generalization and specialisation
- Considering multiplicity

Ensuring Use Case Quality

- Employing quality assurance techniques
- Ensuring use cases are testable

Prioritizing Use Cases

- Estimating project cost with use cases
- Employing prioritization techniques

Introduction to Object Modelling

- Use cases and Object Orientation (OO)
- Identifying objects and classes

Identifying and Describing Business Domain Objects

- Assigning objects to classes
- Guidelines for describing business objects
- Describing operations, attributes, and associations

Logical Data Modelling

The ability to communicate the intersection of business processes and information/data needs is key to the success of any software development project. Understanding and explaining user needs is a major challenge and opportunity for the business analyst. The business analyst who understands structured modelling has a distinct advantage in addressing and communicating requirements. And the use of models can greatly increase all stakeholders' understanding of the relevancy of business rules and data management requirements to the project at hand.

Logical Data Modelling explores business rules, policies and procedures and how they can be modeled effectively. Participants will learn entity relationship diagramming, super and sub-types, attributive and associative entities, and documenting data constraints. The logical data modelling approaches focus on the important requirements of the business that are discovered through significant user involvement during the analysis phase. You will also learn how to create models without being limited by technology or organizational structure.

You'll leave this course ready to communicate business and project requirements to project stakeholders using conceptual and logical data models. In short, you'll be able to integrate multiple business units so that you understand the big picture of your organization.

You'll Learn How To

- Create logical data models to define business and project requirements
- Explain the purpose, importance, and uses of logical data modelling in the requirements gathering process
- Describe the elements of data flow diagrams and functional decomposition diagrams and their relationship to logical data models
- Explain a logical data model to stakeholders
- Apply logical data modelling to the overall software development life cycle and respond to business management issues

Course Topics

Data Flow Diagrams (DFDs) and Functional Decomposition Diagrams (FDDs)

- Developing DFDs and FDDs
- Identifying the business area
- Modelling essential business processes (FDDs)
- Documenting data use in business processes (DFDs)
- Understanding their relationship to logical data models

Identifying and Describing the Conceptual Data Model

- Naming entities, attributes and relationships
- Discovering and defining entities
- Analyzing attributes
- Defining cardinality in relationships
- Understanding concatenated and surrogate unique identifiers

The Logical Data Model

- Developing the detailed logical data model
- Identifying and applying entity types
- Modelling with subtypes and supertypes
- Understanding attributive and associative entities
- Understanding multivalued attributes
- Documenting the logical data model
- Analyzing data using the CRUD matrix
- Context-Level Data Flow Diagrams
- Developing diagrams that represent processes, external agents and data flows
- Defining and naming diagram components
- Drawing divergent and convergent data flows
- Leveling the data flow diagram
- Avoiding common errors in diagramming

The Transition to OO/UML

- Understanding the Unified Modelling Language (UML)
- Applying use case, class state and activity diagrams

Other Key Topics

- Applying normalization rules
- Understanding the physical data model
- Describing the functions and benefits of CASE tools
- Verifying and presenting models to increase project success

Reminder: Prior to taking this course, you should have acquired the background as taught in *How to Gather and Document User Requirements, Process Modeling Management and Use Case Modelling.*

Career Development Programme Overview

Follow the career development programme that is right for you

Individual Courses	Associate's Certificate in Project Management	Master's Certificate in Project Management	PMP® Certification from PMI®	Advanced Master's Certificate in Project Management
About the Programmes				
• Each ESI course can be taken individually depending on your specific need • Fundamental courses in Project Management, IT Project Management, or our new Business Analysis courses provide ideal overviews • Gain in-depth knowledge of all specific areas of project management from our full range of courses • Take an advanced course to strengthen and enhance your PM skills. Plus if you are PMP certified, these courses also act as an ideal way to earn valuable PDUs.	• When you are looking for a university awarded certification over a shorter period of time, the Associate's Certificate in Project Management offers you the ideal alternative to the Master's Certificate programmes. • This flexible programme offers you the chance to customise the certificate to your specific needs. • This programme also offers an ideal way to prepare for CAPM® certification from PMI and demonstrates your commitment to project management excellence. (see page 35)	• Earning a Master's Certificate in Project Management demonstrates an in-depth knowledge of project management not only within your organisation but to your clients as well. • It also provides a way to prepare for the future and to discover new opportunities in projects and your own career advancement. • Covering all areas of project management, the programme will enable you to improve your consistency in the projects delivery by using common methods, tools and terminology.	• Becoming PMP certified demonstrates to current and potential employers that you possess a solid foundation of experience and education in project management that can have a positive impact on bottom-line results. The PMP designation symbolises knowledge and accomplishment and is highly regarded by colleagues and employers. • As a certified PMP, you will proudly join a successful group of professionals who are enriching and advancing their careers and the project management profession.	• With a strong project management background, this certification gives you the opportunity to expand your knowledge and skills by focusing on today's higher-level, strategic project management issues. • If you are PMP certified, these courses also act as an ideal way to earn valuable PDUs.
Requirements				
	• This programme requires you to pass 3 courses over 2 years • *Managing Projects* or *Managing IT Projects* must be taken first • The remaining 2 courses can be taken from the full range of project management courses (please note exceptions on page 35) • All courses taken can be applied towards a Master's Certificate. • See page 35 for full details.	• This programme requires you to pass 7 courses over 4 years. • You must attend at least 3 courses from the specific Core or IT Curriculum • The remaining 4 courses can be taken from the Core, IT, Elective or Advanced courses. • See pages 36-37 for full details.	• To pass this PMI certification you must have at least 3 years experience in Project Management. • We recommend that you should take at least 4 courses from our Core Curriculum followed by one of our PMP® Exam Preparation courses to be fully prepared to pass the exam. • Full details on PMP certification can be found at www.esi-europe.com/pmp	• This programme is divided into 3 knowledge and competency areas – Advanced Knowledge, Leadership & Negotiations, and Strategic Organisational Practices. • You must take 5 courses over 4 years to qualify. • See page 38 for full details.

The Associate's Certificate in Project Management

ESI's *Associate's Certificate in Project Management* provides an introduction to project management and is appropriate for anyone who needs a basic working knowledge of the subject. Professionals who want to demonstrate their commitment to professional development in project management may take courses related to their specific interests and needs, since this programme is highly flexible.

Backed by our academic partner, The George Washington University, this programme is ideal for project leaders, project team members and those new to project management.

The associate's certificate complements the Project Management Institute's (PMI) Certified Associate in Project Management (CAPM®) credential and begins to lay the groundwork for anyone seeking PMI's Project Management Professional (PMP®) certification.

Associate's Certificate Requirements

To earn an *Associate's Certificate in Project Management*, you must successfully complete three courses within two years. One course must be taken from either of these introductory courses:

- Managing Projects
- Managing IT Projects

The remaining two courses may be taken from the Core Project Management, IT Project Management or Project Management Elective courses in this catalogue.

Advanced courses, Business Analysis courses and the PMP® Exam review course may not be applied to the associate's certificate.

Although there is no order in which you must take the courses leading to the associate's certificate, we recommend that you take the introductory course first to become familiar with basic project management terminology and principles.

Associate's Certificate in Project Management Curriculum

Take 3 courses within 2 years

You must take one of the following two introductory courses

Managing Projects **Or** Managing IT Projects

The remaining two courses may be taken from

Core, IT or Elective project management courses in this catalogue (pages 3-19)

On successfully completing the required three courses, you will receive an Associate's Certificate in project Management awarded by ESI and The George Washington University.

The Master's Certificates

Earning a master's certificate is an ideal way to showcase your expertise and demonstrate your ongoing commitment to project excellence.

ESI gives you the flexibility to design your course of study to gain the skills and knowledge you need. These master's certificate programmes offer the widest range of course choices in the training industry.

The Master's Certificate in Project Management

The Project Management Curriculum provides a common base of knowledge and skills essential for today's project manager. The Core Project Management courses address the entire project management body of knowledge (PMBOK® Guide), which is considered the foundation of modern project management. The programme is designed for managers in all fields and professions and offers a broad range of courses to provide flexibility in building your knowledge base and skill set.

The Course of Study

The Project Management Curriculum includes seven core courses that together address all project management processes and knowledge areas found in the PMBOK® Guide. Depending on your background you may choose to begin with *Managing Projects*. Other courses may be selected to build upon your current knowledge base to meet your specific needs. To assist in planning your master's certificate, please see pages 3-33 for full course descriptions or call one of our Course Advisors on +44 (0) 20 7017 7100.

Master's Certificate Requirements

To earn a *Master's Certificate in Project Management*, you must successfully complete seven courses within four years. At least three of these must be taken from the seven Core Project Management Courses.
The remaining courses may be selected from the following curricula to meet your specific needs: IT Project Management; Advanced Courses; Elective Courses; Business Analysis Courses. You may also apply PMP® Exam Preparation or PMP® Exam Power Preparation towards your master's certificate.

Courses may be applied towards only one master's certificate. You must adhere to the restrictions on the course pages.

Master's Certificate in Project Management Curriculum

Complete 7 courses within 4 years

You may choose to start by taking

Managing Projects

Then take at least two of the following courses

- Project Leadership, Management and Communications
- Quality for Project Managers
- Scheduling & Cost Control
- Risk Management
- Contract Management Principles & Practices
- Project Management Applications

You may also take...

You may apply up to four courses towards your master's certificate from the following:

- IT Project Management Courses
- PMP® Exam Review Courses
- Project Management Elective Courses
- Advanced Courses
- Business Analysis Courses

On successfully completing the required seven courses, you will receive a Master's Certificate in Project Management awarded by ESI and the George Washington University.

The Master's Certificate in IT Project Management

The Information Technology Project Management Curriculum focuses on the unique aspects of managing information technology projects from a practitioner's perspective. The programme explores information technology concepts and provides practical guidance to achieve project success in this risk-driven area.

This curriculum recognises that the rapidly expanding field of information technology project management constitutes a distinct body of knowledge. It offers an exceptional opportunity to fine-tune your education to your background, professional interests and business focus.

The Course of Study

The Information Technology Project Management Curriculum includes three IT related courses. If you have little or no background in managing IT projects, you may wish to begin your course of study with *Managing IT Projects*. The curriculum is designed to be flexible and you can customise the course of study to expand your knowledge base and skill set in order to successfully manage your IT projects.

Master's Certificate Requirements

To earn a *Master's Certificate in Information Technology Project Management*, you must successfully complete seven courses within four years. Three of these must be taken from the Information Technology Project Management Courses. The remaining courses may be selected from the following curricula to meet your specific needs: Core Project Management; Advanced Courses; Elective Courses; Business Analysis Courses. You may also apply *PMP® Exam Preparation* or *PMP® Exam Power Preparation* towards your master's certificate.

Courses may be applied towards only one master's or professional certificate. You must adhere to the restrictions on the course pages.

Master's Certificate in Information Technology Project Management Curriculum

Complete 7 courses within 4 years

You must start by taking

- Managing IT Projects
- IT Risk Management
- Systems Integration Project Management

You may take the four remaining courses from the following:

- Core Project Management courses
- PMP® Exam Review Courses
- Project Management Elective Courses
- Advanced Courses
- Business Analysis Courses

On successfully completing the seven courses, you will receive a Master's Certificate in Information Technology Project Management awarded by ESI and The George Washington University

The Advanced Master's Certificate

When you are ready to take your project management expertise to the next level, ESI can help you move beyond the PMBOK® Guide. By earning an Advanced Master's Certificate in Project Management, you will develop the capabilities and knowledge you need to be effective in today's competitive environment.

The Advanced Master's Certificate in Project Management

ESI's Advanced courses, which can lead to the *Advanced Master's Certificate in Project Management*, are designed for professionals who have a strong background in the field, yet want to expand their knowledge and skills by focusing on today's higher-level, strategic project management issues.

The Course of Study

The courses in the programme are divided into three knowledge and competency areas that professionals have identified as key skills to propel experienced project managers to the next level: Advanced Knowledge, Leadership and Negotiations, and Strategic Organisational Practices.

These courses can be taken individually to meet a specific need or as a programme of study leading to the Advanced Master's Certificate.

All Advanced Courses earn PDUs that you can apply towards maintaining your PMP® certification. In addition, Advanced Master's Certificate holders may qualify for advanced standing status towards a Master of Science in Project Management from the George Washington University.

Advanced Master's Certificate Requirements

To obtain your *Advanced Master's Certificate in Project Management*, you must successfully complete five courses in four years.

Since the Advanced Master's Certificate is designed for professionals with demonstrated commitment to the discipline of project management, you must supply ESI with evidence of one of the following before your certificate can be awarded:

- ESI/GW Master's Certificate in Project Management or Information Technology Project Management
- Certificate in project management from an organisation that has been approved by ESI
- PMP® Certification
- APM certification
- Project management certification from a formal, internal certification programme that has been approved by ESI

Advanced Master's Certificate in Project Management Curriculum

Complete 5 of the below courses within 4 years

Take five courses from any of the three knowledge and competency areas

Advanced Knowledge

- Unlocking the Power of Earned Value Management
- Requirements Management: A Key to Project Success
- Rapid Assessment and Recovery of Troubled Projects
- Managing Global Projects
- Leading Complex Projects

Leadership and Negotiations

- Leading Project Managers

Strategic Organisational Practices

- Aligning Project Management with Organisational Strategy
- Programme Management

On successfully completing the required five courses, you will receive an Advanced Master's Certificate in Project Management awarded by ESI and the George Washington University

The Professional Certificate in Business Analysis

The Business Analysis curriculum teaches you how to understand the business requirements of projects or systems from the perspective of all the stakeholders and to map those requirements to a solution.

ESI's business analysis courses are dynamic, thorough and practical. You'll learn to apply the principles and techniques of business analysis in realistic situations, giving you the techniques and best practices you can apply immediately on the job.

The Course of Study

Each course in the Business Analysis curriculum builds upon skills learned in previous courses. We recommend you take the courses in the order demonstrated, although you may take one elective at any time. If you have little or no project management experience, you may wish to take *Managing Projects* or *Managing IT Projects* as your elective course.

Professional Certificate Requirements

To earn a Professional Certificate in Business Analysis from ESI and The George Washington University, you must successfully complete five courses within four years. At least four of those must be taken from the Business Analysis curriculum. The remaining course may be selected from the following: *Managing Projects, Managing IT Projects, Project Leadership, Management and Communications, or Negotiation Skills.*

Courses may be applied towards only one master's or professional certificate. You must adhere to any restrictions noted on the course pages.

Professional Certificate in Business Analysis Curriculum

Complete 5 courses within 4 years

You may choose to start by taking

- Introduction to Business Analysis

Then take an additional 4 Business Analysis courses:

- How to Gather & Document User Requirements
- Logical Data Modelling
- Process Modelling Management
- Use Case Modelling for Business Analysis
- Introduction to Testing for Business Analysts
- Facilitation Techniques for Requirements Development

Elective Course

You may take one elective at any time

- Managing Projects
- Managing IT Projects
- Project Leadership, Management & Communications
- Negotiation Skills

Upon successfully completing the required five courses, you will receive a Professional Certificate in Business Analysis awarded by ESI and the George Washington University.

The Professional Certificate in Business Analysis

A lack of complete requirements is often cited as one of the top reasons projects fail. This proven curriculum will help you build a better foundation for your projects from the very beginning.

ESI Partners

Our reputation in the industry as the leading provider of project management training is unsurpassed. Over the last 25 years, ESI International has worked with many of the world's leading 500 companies. The following organisations are representative of the many clients with whom ESI is working to provide integrated solutions, such as consulting services, public courses, In-house training and e-training.

ABN AMRO
AGFA
American Express
AOL
Barclays Capital
BP
Capital One
Cisco
Clearstream
Compaq
Convergys
Ericsson
Exxon Mobil
Ford
Gillette
GlaxoSmithKilne
Honeywell
HP
HSBC
Inmarsat
Intel
JP Morgan Chase
KPMG
Motorola
Microsoft
National Australia Group
NCR
Nokia
Novartis
Peoplesoft
Philip Morris
Philips Medical Systems
Shell
Siemens
Tibotec

Flexible Training

When you take an expert project management course with ESI, you can choose from three convenient training options. ESI's project management courses are available in public classrooms at our London training centre, on site at your offices if you have a group of people to train and online through our innovative e-training programme. So, regardless of your busy schedule or your preferred method of learning, ESI has the training option to ensure that you get the project management knowledge and skills you need to succeed.

Corporate Training – delivered at your site

A training programme is only as good as the results it produces. That's why we offer programmes that address your organisational goals and generate results.

Our instructors around the world have a clear knowledge and understanding of the languages and cultures of their respective regions. So, wherever your employees are located, they'll learn in the language and format that is most relevant to their unique global work environments. Any course in this catalogue and many more can be presented at a location convenient for you. By choosing in-house training you'll receive several benefits:

- **Cost-effectiveness**
  Eliminate lodging and travel expenses, save travel time and receive a corporate discount!
- **Immediate impact**
  Raise morale, increase productivity and accelerate the rate of change
- **Convenience and control**
  Design a programme that meets your organisation's specific goals and objectives, schedule it when it best accommodates your workloads and track the performance of your students through completion of individual courses.

When you partner with ESI, we'll help your organisation measure your employees' knowledge and progress and help make sure they retain the skills learned in the classroom.

Client Success Stories

- HP Services report 70% of their projects have run at or below budget since partnering with ESI
- Siemens benefited from 30% improvement in project success rates thanks to help from ESI

For more information on how ESI can help your organisation improve its project management capabilities, visit www.esi-intl.co.uk or call +44 (0) 20 7017 7100.

Assess your team's project management and business analysis knowledge before training begins!

Your organisation's project teams are made up of a wide variety of team members who bring varying skill sets to the table. Knowing each person's grasp of standard business analysis methods, tools and techniques will give you a clear picture of potential training needs. With ESI's PMAppraise® and BAAppraise®, you can evaluate your employees' training needs and then select the professional development programme that will yield the highest return for your training budget.

PMAppraise: A Knowledge and Skills Assessment®

PMAppraise is a complete assessment tool that:

- Measures knowledge of project management best practices
- Compiles a comprehensive report that provides an overall picture of any knowledge gaps
- Offers an accompanying resource guide that recommends appropriate courses and books

BAAppraise: A Knowledge Appraisal®

A team of experienced professionals and practitioners developed a competency model for business analysts after spending three years analysing this emerging role. BAAppraise® gives you a complete assessment tool that measures knowledge of the eight competency areas as defined by the BA Competency Model.

- IT Fluency
- Eliciting Requirements
- Building the Business Requirements Document
- Business Process Re-engineering
- Structured Analysis
- Object-Oriented Analysis
- Testing
- User Support

ESI experts can also provide your organisation with follow-up recommendations and conclusions based on an analysis of the reports. For more information on this valuable assessment tool, call +44 (0) 20 7017 7100 or visit www.esi-intl.co.uk

Be anywhere, learn everywhere – with ESI's E-training

If you have an internet connection, you have access to ESI's professional project management training! You can train right at your desk, whenever it fits into your schedule and workload.

Academically, ESI's online classes are as challenging as our classroom courses. Most courses typically take about 30 hours to complete, which you must do within 42 days. Like our classroom courses, a final exam tests your mastery of the subject, although the majority of your success is based on the case studies and exercises you complete.

These courses are available in our e-training format:

- Managing Projects
- Project Leadership, Management & Communications
- Quality for Project Managers
- Scheduling and Cost Control
- Risk Management
- Contract Management Principles and Practices
- Project Management Applications
- PMP® Exam Preparation
- Managing IT Projects ***NEW!***
- IT Risk Management ***NEW!***
- How to Gather and Document User Requirements ***NEW!***

For complete information on ESI's e-training courses, including full course descriptions, visit our website www.esi-intl.co.uk/e-training.