Upon completion of two quarters, students will earn a Professional Certificate in Project Management. All courses listed are required in order to earn the certificates. Please note that all courses and information subject to change.

Quarter 1

ALL STUDENTS WILL TAKE THE FOLLOWING COURSES:
- Project Management Essentials
- Work Team Concepts and Skills
- Business Communication Skills
- 3 units of electives (from a variety offered each term)

PROJECT MANAGEMENT ESSENTIALS 3 UNITS
Effective project management skills are important to professionals in any industry. Learn how to define, plan and execute a project whether your goal is simple or complex. Gain the tools and knowledge for delivering projects on time and on budget, while meeting performance specifications. Explore the basic components of project management and the project life cycle: determining the correct project through strategic portfolio analysis; creating a successful charter; assembling and managing a team; analyzing and controlling risk; monitoring project milestones; and closing out the project. Get the hands-on skills you need to help you successfully complete your next project management assignment.

WORK TEAM CONCEPTS AND SKILLS 3 UNITS
Do you work in groups or teams in your workplace? Learn how to develop effective teams in the context of project management and how to implement communication and conversation strategies that help your team meet its project goals. Discover key factors that distinguish teams and shape team excellence, particularly communication and conversational dynamics. Study theories and models of individual and group conversational dynamics. Learn how to design powerful conversations to produce the results you want to achieve. Explore common team-related issues, including team charter and team contracts, trust, culture and conflict resolution. You will also have the opportunity to practice diagnosing and dealing with a variety of group dynamics through a team project.

BUSINESS COMMUNICATION SKILLS 3 UNITS
Being able to communicate your ideas accurately and persuasively is essential in the business environment. Explore the communication skills necessary to be productive in today's complex workplace. Discover how to analyze and address a range of audiences. Learn the basics of speech organization, body language, vocal variety, and speaking without preparation. Improve your interactions, one-on-one and in meetings. Topics include recognizing and responding to nonverbal messages; personal vs. position power; negotiation; accommodating individual differences (age, culture, gender); giving and receiving constructive criticism; understanding group dynamics and team development; professional writing skills; and presentation skills.

ELECTIVE COURSE
Students will have the opportunity to choose one 3-unit elective course from an approved list of business courses as determined by the business department.
Students can choose to take an additional **Lean Six Sigma Green Belt** course for an additional $3,000 USD.

- Lean Six Sigma Green Belt

**LEAN SIX SIGMA GREEN BELT**

Lean Six Sigma (LSS) provides a systematic method to improve performance efficiencies and to reduce variations in business operations to achieve productivity and profitability gains. Students earn various colors of Belts that indicate their levels of mastery of LSS expertise. A person who has earned the designation of Lean Six Sigma Green Belt often plays a key role in the success of an organization’s process improvement initiatives. As a member or leader of a high-performing LSS project team, the Green Belt is involved in selecting or defining projects, setting project objectives, data gathering, statistical analysis, and change implementation.

To function effectively, Green Belts need to understand and effectively apply the basic LSS concepts, tools and methodologies in a variety of situations. This course is designed to educate those who wish to attain the level of Green Belt.

The Lean Six Sigma Green Belt course is offered in fall and spring only, which are the first quarters of the Project Management Certificate program.

**Quarter 2**

**ALL STUDENTS WILL TAKE THE FOLLOWING COURSES:**
- Project Planning and Scheduling
- Project Cost and Risk Management
- Leading from the Middle
- 3 units of electives (from a variety offered each term)

**PROJECT PLANNING AND SCHEDULING**

Gain the knowledge and techniques you need for initiating, planning, estimating, and scheduling your next project successfully. Explore basic project elements, tools and techniques to create a project scope, schedule and cost baseline. Develop a project charter, work breakdown structure dictionary, network diagrams, critical paths and communication agreements. Discover how current applications of earned value management concepts can be used to control schedule and cost against the project’s original baseline values. Case studies will highlight plan and control techniques. Other topics include project software, team contracts and interpersonal skills.

**PROJECT COST AND RISK MANAGEMENT**

Project control is simplified by good planning from the start. Explore project selection, evaluation, initiation, and the planning that follows. Discuss project scope and its relationship to costs, as well as the cost-estimating process. Learn how simple but effective tools, like MS Excel and MS Project, can help control project costs. You will also study risk management – including the nature of risk factors; methods of assessing and estimating impact of risk; and ways of avoiding or mitigating risks. Other topics include monitoring and reporting, sustaining commitment, resource reallocation, balancing time versus quality, performance measurement, and change management.
LEADING FROM THE MIDDLE  3 UNITS
Mid-level professionals are frequently tasked to lead their teams to do more work with fewer resources, to champion new changes amidst uncertainty, and to resolve interpersonal conflicts. By learning to grasp key leadership tenets and management best practices, the middle manager will be better positioned to manage department performance. This course offers skill-building in areas such as: analyzing power dynamics in groups and organizations; communicating effectively; building strategic partnerships; thinking critically; identifying ethical dilemmas; and balancing planning, action and evaluation. Additional topics covered will include the art of constructive dialog, leveraging corporate values and culture, and connecting with an organization’s mission. The particular challenges of “managing up” will also be addressed.

ELECTIVE COURSE
Students will have the opportunity to choose one 3-unit elective course from an approved list of business courses as determined by the business department.