

# Planning & Evaluating

## OLC Course Recommendations

### Competency Definition

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

### OLC Component Titles

#### Decision Making: Implementation and Evaluation

##### COURSE TSA-PD-IMPEVALDECISION-SKSFT

Description: You've made your decision after careful and considered thought. The deal is done, right? Not really. Your decision, no matter how considered and creative, won't walk out on its own two legs and implement itself. It's time to nurture your decided course of action and then evaluate its effectiveness. This course will help you do just that. And you'll do it in a way that will better ensure the success of your present decision and those decisions yet to come. After all, no decision is an island: You need to build on past achievements as well as learn from previous mistakes. In this course, you'll first explore how to act on your decision in a way that optimizes its chances for acceptance and success. Once your plan is underway, you'll also know how to manage that decision so that your effective results don't wither on the vine. Lastly, you'll find out how to evaluate the soundness of your decision so that related business methods can be refined and enhanced in the future. By establishing this feedback loop for success, you'll better reach your goals, reduce wasted time and money, and avoid much worry and regret.

**Duration=3.0**

#### Defining and Sequencing Project Activities

##### COURSE TSA-PROJ-SEQUENCINGACT-SKSFT

Description: This course covers defining and sequencing project activities in the project management discipline, and introduces best practices outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition, published by the Project Management Institute (PMI®). Specifically, learners will be provided with an overview of the Project Time Management knowledge area and the interrelation with the process groups. The course also explores project activities and activity attributes, and the method of developing network diagrams, including dependency determination and applying leads and lags. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work in their own organizations. This course will assist in preparing the learner for the PMBOK® Guide certification exam. **Duration=2.0**

#### Developing and Controlling the Project Schedule

##### COURSE TSA-PROJ-CONTROLPROJSCHD-SKSFT

Description: This course covers developing and controlling the project schedule in the project management discipline, and introduces best practices outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition, published by the Project Management Institute (PMI®). Specifically, learners will learn how to analyze activity sequences, durations, and resource and schedule constraints, to create the project schedule. Learners will also calculate the critical path using a forward and backward pass, calculate the float, and calculate the critical chain in order to monitor progress and make changes to the project schedule as required. This course is aligned with the PMBOK® Guide - Fourth Edition, published by PMI®, Inc., 2008. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®. **Duration=2.0**

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### Estimating Activity Resources and Durations

#### COURSE TSA-PROJ-ESTIMATACTIVITY-SKSFT

Description: This course covers estimating activity resources and durations in the project management discipline, and introduces best practices outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition, published by the Project Management Institute (PMI®). Specifically, learners will be provided with an overview of establishing resource requirements, sources of activity duration information, and methods of estimating activity durations. Some of the duration estimating techniques taught in this course include analogous estimating, parametric estimating, and using three-point estimates. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work in their own organizations. This course is aligned with the PMBOK® Guide - Fourth Edition, published by PMI®, Inc., 2008. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®. **Duration=2.0**

### Identifying Project Risks

#### COURSE TSA-PROJ-IDENTIFYINGRISK-SKSFT

Description: In this course, learners will continue to learn about processes within the Project Risk Management knowledge area. It covers the best practices outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition published by the Project Management Institute (PMI®). Specifically, learners will be introduced to the second of six processes: Identify Risks. The course covers risk identification methods such as group information gathering techniques, diagramming techniques, and SWOT, assumptions, and checklist analyses. The results of these methods are compiled in the risk register, which is also covered in detail. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations. **Duration=2.0**

### Integrated Initiation and Planning

#### COURSE TSA-PROJ-INTERINITPLAN-SKSFT

Description: Collaboration, coordination, and consolidation are terms to describe integration. Project Integration Management is the knowledge area that coordinates with various process groups to ensure that each project is managed in a unified and consolidated way. The intention is to have processes interact smoothly. In this course, learners will be given an overview of the Project Integration Management knowledge area. They'll be introduced to best practices outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition published by the Project Management Institute (PMI®). Specifically, learners will be introduced to Project Integration Management and its processes, the project charter, including the statement of work and business case. This course will assist in preparing the learner for the PMBOK® certification exam. **Duration=2.0**

### Integrated Project Change Control and Close

#### COURSE TSA-PROJ-INTEGPRJCHG-SKSFT

Description: As a project manager, having the ability to monitor and control the changes will mitigate project risk by considering time, cost, scope, and product quality. Controlling change will also effectively assist in closing projects or phases by ensuring approved changes are implemented and signed off by stakeholders. As a result, project managers must hold multiple perspectives and simultaneously consider the many facets of their projects. This course will equip project managers with the tools and techniques to manage project change in an integrated fashion and to close out phases and projects so that all aspects are brought to a controlled close. The Project Integration Management knowledge area includes six processes, ranging from the creation of the project charter at the beginning of a project through to the close of a project or phase. This course covers the inputs, tools and techniques, and outputs of the fifth

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and sixth processes: Perform Integrated Change Control and Close Project or Phase. Existing project managers wishing to get certified in recognition of their skills and experience, or others who wish to train to become accredited project managers. **Duration=1.5**

### **Integrated Project Execution, Monitoring, and Control**

#### **COURSE TSA-PROJ-PROJEXECCTRL-SKSFT**

Description: This course will equip project managers with skills to manage change in an integrated fashion so that, for example, changes to scope are reflected appropriately in the quality, schedule, and cost baselines. The Project Integration Management knowledge area includes six processes, ranging from the creation of the project charter at the beginning of a project through to the close of a project or phase. Through interactive learning strategies and realistic scenarios, the learner explores these concepts and gains a better understanding of the project integrative processes in action. This course is aligned with A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition, published by the Project Management Institute (PMI®), Inc., 2008. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®.

**Duration=1.5**

### **Managing a Project**

#### **COURSE TSA-PROJ-MNGPROJECT-SKSFT**

Description: The factors of a successful project almost always end up depending on how much money and time is needed to create a product worthy of the customer. This course will help you manage the constraints of time, money, and schedules, and how they relate to the overall quality of your project and product. **Duration=2.5**

### **Managing Projects within Organizations**

#### **COURSE TSA-PROJ-MANAGINGPROJORG-SKSFT**

Description: Project-based operations have become the norm in today's business world. In essence, almost every work effort is a project, from constructing a new building to designing and delivering a new information management system. As projects become the primary method for getting things done and effecting organizational change, it is crucial to choose a good and proven method for managing projects. However, projects cannot be properly managed in a silo. Every aspect of project management is affected by the organization, the social environment, the project's stakeholders, both internal and external, and many other aspects of the context in which the project is carried out. Understanding this context is critical to good planning and good decision making as the project progresses toward achieving its objectives. This course provides an overview of the project management discipline as outlined in A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Fourth Edition published by the Project Management Institute (PMI). Specifically, it introduces the characteristics of a project, the responsibilities that accompany project management, and the differences between portfolios, programs, and projects. The course will identify key project management concepts and terms, explore the PMBOK Knowledge Areas, and provide information about the variables that can influence project outcomes. It will also cover the project stakeholders and the organizational influences on a project. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations. This course will assist in preparing the learner for the PMBOK certification exam. This course is aligned with the PMBOK Guide - Fourth Edition, published by PMI, Inc., 2008. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI. **Duration=2.0**

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### Performing Risk Analysis

#### COURSE TSA-PROJ-PERFORMRISKANAL-SKSFT

Description: The science of project management was founded, in large part, to manage risk and prevent it from negatively affecting project objectives, schedules, and budgets. This course explores both qualitative and quantitative risk analysis techniques. Specifically, learners will be introduced to qualitative tools like the probability and impact matrix, risk probability and impact assessment, and risk urgency assessment. Quantitative risk analysis techniques include data gathering and representation and quantitative modeling techniques. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations. This course will assist in preparing the learner for the PMBOK® certification exam. It is aligned with A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition, published by the Project Management Institute (PMI®), Inc., 2008. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®.

**Duration=2.0**

### Planning Project Procurement

#### COURSE TSA-PROJ-PROJPROCUREMENT-SKSFT

Description: In this course, learners will gain an understanding of what processes are involved in planning project procurement and how these processes interact with the overall project life cycle. Common tools and techniques for planning project procurement will be covered, including make-or-buy analysis. Learners will be introduced to the process of developing a procurement management plan and determining which procurement contract best suits the projects needs, which are both vital to ensuring a project manager is able to procure the products or services for project success. This course is aligned with A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition, published by the Project Management Institute (PMI®), Inc., 2008. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®. **Duration=2.0**

### Problem Framing

#### COURSE TSA-PD-FRAMEPROBLEM-SKSFT

Description: When you frame a picture, you intend for the viewer to examine everything within that border. Problem framing is similar in that you must not only consider what objectively makes up the problem itself but also what subjective tendencies influence your view of the situation. This course is designed to help you effectively frame problems so that you're sure your line of sight is aimed straight toward the solution. You'll discover how to recognize and gather information about a problem so that all contingencies are accounted for and all subtleties considered. You'll learn how to uncover the various assumptions, both conscious and unconscious, that are typically made about problems. After identifying these assumptions, you'll be able to tell the productive ones from the nonproductive. You'll also explore specific strategies for getting to the heart of any problem and learn dynamic techniques for framing that problem so that success is greatly enhanced. In the end, your ability to frame problems will be museum-quality. **Duration=3.0**

### Project Management Overview

#### COURSE TSA-PROJ-PROJMGMTOVRRVIEW-SKSFT

Description: Every project is different. Some are small and straight forward. Others are large and complex. Most are somewhere in the middle. Even though every project is unique, they all have certain attributes in common. Every project has a similar life cycle, starting with an idea, progressing through development, and culminating in the delivery of a finished product or service. A product has a life cycle of its own which is tied into (yet distinct from) the life cycle of the project. All projects have similar overall phases, such as the start up phase, the planning and design phase, the production phase, and the

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closing phase. That is all straightforward, but how do a project's phases relate to the stages of its life cycle? Do the natural phases of a project affect the way it is managed? And what types of project management processes should be applied to the specific phases? These are all fundamental questions project managers ask. This course answers these questions and more. It is designed to give project managers and project team members a solid understanding about the nature of projects, how they are structured, and how the structures affect the way they are managed. Specifically, it introduces the concepts of project life cycle, product life cycle, project phases, and project management process groups. It provides an in depth look at how the project management phases interact with each other and with the elements of the project life cycle. The course illustrates these concepts through many examples of small and large projects. Learners will also be introduced to the fundamental source of information for project management professionals: the Project Management Institute (PMI) and A Guide to the Project Management Body of Knowledge (PMBOK Guide) Fourth Edition published by PMI. The course will identify key project management concepts and terms, explore the PMBOK Guide, and the project management Knowledge Areas. **Duration=1.5**

### **Project Management Process Groups**

#### **COURSE TSA-PROJ-PROJMGMTPROSGRPS-SKSFT**

Description: Processes: a set of interrelated actions and activities performed to achieve a specified set of products, results, or services. Good processes, meaning those based on sound principles and proven practices, are project managers' best friends. They act like the solid tracks that keep a train going in the direction it needs to go. Following a set of established processes minimizes confusion and uncertainty for the project manager and all project stakeholders. It ensures the effective progress of the project from initiation through to close-out. In this course, learners will be given an overview of the project management process groups as defined in A Guide to the Project Management Body of Knowledge (PMBOK®) Guide - Fourth Edition published by the Project Management Institute (PMI®). Specifically, learners will be introduced to the following project management process groups: Initiating, Planning, Executing, Monitoring & Controlling, and Closing. Learners will also discover how the process groups interact with the nine knowledge areas: Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Project Human Resource Management, Project Communications Management, Project Risk Management, and Project Procurement Management. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations. This course will assist in preparing learners for the PMBOK® certification exam. Existing project managers wishing to get certified in recognition of their skills and experience, or others who wish to train to become accredited project managers **Duration=2.0**

### **Project Quality Planning**

#### **COURSE TSA-PROJ-QUALITYPLANNING-SKSFT**

Description: Project managers need to build quality into their projects at the very beginning, during the planning stage. Quality managers have to ensure that quality requirements are met. The Project Quality Management knowledge area takes these facts into consideration. This course also covers, in detail, the quality planning process. This process will help project managers identify the relevant quality standards for a project and then determine how to satisfy those needs. This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations. This course will assist in preparing the learner for the PMBOK® Guide certification exam. **Duration=2.0**

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### Project Requirements and Defining Scope

#### COURSE TSA-PROJ-PROJREQSCOPE-SKSFT

Description: This course will highlight the importance of project scope management to project performance. Through interactive learning strategies and realistic scenarios, the learner will explore these concepts and gain a better understanding of the inputs to, the tools and techniques for, and the outputs of the Project Scope Management processes. This course covers all the activities related to planning scope management and developing a project scope statement. Specifically, learners will be introduced to the first two processes in the Project Scope Management knowledge area - Collect Requirements and Define Scope. Learners will be introduced to best practices outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition published by the Project Management Institute (PMI®). This course provides a foundational knowledge base reflecting the most up-to-date project management information so learners can effectively put principles to work at their own organizations. This course will assist in preparing the learner for the PMBOK® Guide certification exam. **Duration=2.0**

### Quality Assurance and Quality Control

#### COURSE TSA-PROJ-ASSURANCECTRL-SKSFT

Description: In this course, learners will be given an overview of the quality assurance and quality control processes within the project quality management knowledge area. They'll be introduced to best practices outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition published by the Project Management Institute (PMI®). Specifically, learners will be introduced to the tools and techniques used in quality assurance, such as quality audits and performing a process analysis. They'll also learn quality control tools, such as cause and effect diagrams, statistical sampling, and inspection. This course is aligned with the PMBOK® Guide - Fourth Edition, published by PMI®, Inc., 2008. **Duration=2.0**

### Risk Management Planning

#### COURSE TSA-PROJ-RISKMGMTPLANNIN-SKSFT

Description: Every project involves some degree of risk. Identifying potential risks and having a plan for dealing with them can spell the difference between a project that reaches a successful conclusion and one that does not. In this course, learners will be introduced to the Project Risk Management knowledge area. It covers the best practices outlined in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition published by the Project Management Institute (PMI®). Specifically, learners will be introduced the first process in the Project Risk Management knowledge area: Plan Risk Management. Techniques such as creating a risk management plan and preparing documentation for the risk identification and analysis processes will be covered in detail. This course is aligned with the PMBOK® Guide - Fourth Edition, published by PMI®, Inc., 2008. Copyright and all rights reserved. Material from this publication has been reproduced with the permission of PMI®. **Duration=1.5**

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### **Stakeholders and the Communications Management Plan**

#### **COURSE TSA-PROJ-COMMMGMTPLAN-SKSFT**

Description: Communications management is one of the most essential functions of a project manager. Project managers must understand the critical role that stakeholders play in a project and how successful communications help promote project success. Project managers need to plan out a strategy to ensure that needed information is gathered and produced efficiently. In this course learners will learn how to identify project stakeholders, perform a stakeholder analysis, and analyze communications requirements in the development of a communications management plan. This course provides foundational knowledge and up-to-date project management information so learners can put principles to work at their own organizations. This course will assist in preparing the learner for the PMP® Certification Exam. This course is aligned with the PMBOK® Guide - Fourth Edition, published by PMI®, Inc., 2008.

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