



# Master's Certificate in Project Management Agile, Business Analysis & Project/Program Management Courses

2018-2019

in alliance with

*PmCenters* **USA**<sup>®</sup>

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## The Master's Certificate in Project Management

- > Six core courses that address all the project management knowledge areas delineated in the PMI® *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - 6th edition*.
- > The optional Examination Preparation course helps professionals prepare for PMI®'s Certified Associate in Project Management (CAPM)® or Project Management Professional (PMP)® certification exam - credentials widely recognized in the project management industry.
- > A total of 84 hours of classroom training can be completed in as little as 12 weeks. These hours are PMI®-approved as Contact Hours toward certification or Professional Development Units (PDUs) toward recertification.

**For a complete list of the courses that PMCentersUSA offers in alliance with Katz, please visit our website: [www.PMCentersUSA.com/course-list](http://www.PMCentersUSA.com/course-list) and sort by location to see all Pittsburgh course options.**

PMCentersUSA is a national project/program management, project controls, agile, and business analysis training, consulting, and staffing solutions firm headquartered in Pittsburgh, Pennsylvania. We are a Project Management Institute (PMI)® Charter Global Registered Education Provider, an Endorsed Education Provider™ for the International Institute of Business Analysis (IIBA)®, and a past recipient of the PMI® Professional Development Provider of the Year award.

Since 1999, PMCentersUSA has offered its training through a university alliance with the University of Pittsburgh's Katz Graduate School of Business Center for Executive Education. Courses are stand-alone and designed to transfer knowledge in our core disciplines as well as in their practical application in today's business world.

We are a U.S. small business and also a federal supplier and GSA Contract holder (GS-02F-117AA) providing our specialized training and consulting services under SINS 874-4 and 874-7. For those eligible to purchase from the GSA schedule, you can view our Government Services at [www.pmcentersusa.com/government-services/](http://www.pmcentersusa.com/government-services/).

With PMCentersUSA, you'll learn from our experienced instructor team and our exceptional curriculum that includes case studies with hands-on exercises to enhance learning. Our courses go beyond the fundamentals to profile major concepts, tools, techniques, and processes used in today's demanding organizations.

## Organizational Services: Highlights

### The PMCentersUSA-Katz Team

- > Experienced project professionals, consultants, instructors, and academicians
- > Backgrounds spanning wide range of industries, including; Information Technology, Insurance, Banking/Financial Services, Nuclear Energy, Biomedical and Healthcare, Engineering and Operations Management
- > National and international consulting and teaching experience
- > Certified professionals in Project Management, Risk Management, Program Management, Portfolio Management, Scheduling, and Scrum/Agile/SAFe

### Specialty Staffing-as-a-Service

- > Innovative specialty service to engage proven project/program managers under a streamlined professional staffing service, backed by our noted Subject Matter Experts, to assist in the successful delivery of your company's key initiatives

### Customized Training

- > PMCentersUSA and Katz Subject Matter Experts will work closely with your team to identify your targeted learning objectives to ensure your organization receives the highest ROI from your custom program
- > Choose from a wide selection of courses including offerings in project management, program management project controls, business analysis and agile

### Consulting Services

- > For organizations seeking consulting assistance from our noted Subject Matter Experts, PMCentersUSA is an experienced, trustworthy resource providing a range of consulting services to enable exceptional outcomes for our clients

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Visit [www.pmcentersusa.com](http://www.pmcentersusa.com) for more information or call (412) 963-1347 to speak with us directly about any of our specialty services.

# 2018-19 Course Offerings

## Master's Certificate in Project Management

The University of Pittsburgh, Joseph M. Katz Graduate School of Business Center for Executive Education, in alliance with PMCentersUSA, offers a comprehensive track of courses covering the Project Management Institute (PMI)® standard, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) - 6th edition*. This 6-course track prepares you with the skills necessary to tackle challenges of meeting deadlines, developing estimates, negotiating schedules, and planning for and managing resources, which are all factors that may affect project outcomes.

With the University of Pittsburgh - PMCentersUSA **Master's Certificate in Project Management**, you'll get the acknowledgment and rewards that go with individual achievements. You'll gain peer recognition and meet the training requirements measured by a global standard - PMI's *PMBOK® Guide*. Successfully completing the Master's Certificate track demonstrates you have gained the knowledge necessary to address the complex issues of project management as well as considerations for Agile/Adaptive environments in today's business world. Our single-minded objective through our Master's Certificate Track is to provide you with a solid foundation and the knowledge and skill set required for successfully managing your key initiatives.

We also help you prepare for Project Management Institute certification—a crowning achievement for project managers. For those pursuing PMI® certification, the **Certification Prep Track** is ideal since it includes a 7th course, the 2-day **Project Management Professional (PMP)® and Certified Associate in Project Management (CAPM)® Examination Preparation**, to help you ready yourself for test taking.

## Individual Course Options



For those students interested in attending one or more **individual courses** in the track, you can register for them as stand-alone workshops. Each of our 2-day PM track courses focuses on specific PMI® knowledge areas and incorporates hands-on learning opportunities to practice the application of newly-learned concepts.

We also offer additional stand-alone courses that are ideal for experienced Project Managers, Business Analysts, or other project professionals seeking to continue their education for professional development and/or recertification purposes.

These courses build upon the core concepts presented in the Master's track and strengthen skills previously developed. By successfully completing our individual courses in project management, program management, business analysis, and agile, you will be equipped with the knowledge needed to perform your role on the project team more effectively.

We offer individual courses in 1,2, and 3-day formats, with each awarding PDUs aligned to The PMI Talent Triangle® including Leadership and Technical Project Management.

**View course dates & register online at [www.pmcentersusa.com](http://www.pmcentersusa.com)**

Courses Offered through Katz & PMCentersUSA	Master's Certificate Track	Certification Prep Track	Individual Courses
Project Management Essentials (14.00 Technical PDUs)	●	●	
Project Leadership (14.00 Leadership PDUs)	●	●	
Project Scope and Quality Management (14.00 Technical PDUs)	●	●	
Project Schedule and Cost Management (14.00 Technical PDUs)	●	●	
Project Risk and Procurement Management (14.00 Technical PDUs)	●	●	
Management of Resources, Stakeholders & Communications (14.00 Technical PDUs)	●	●	
Project Management Professional (PMP)® and Certified Associate in Project Management (CAPM)® Certification Examination Preparation (14.00 Technical PDUs)		●	
Introduction to Agile (14.00 Technical PDUs)			●
Effective Risk Management Skills (7.00 Technical PDUs)			●
Best Practices for Developing Project Schedules (7.00 Technical PDUs)			●
Best Practices in Program Management (21.00 Technical PDUs)			●
3-Day Business Analysis Training (21.00 Technical PDUs, 21 CDUs)			●

## Project Management Essentials

Modern project management skills are essential for individual and organizational productivity excellence in today's business world. The application of sound project management techniques has been demonstrated to improve the chances of successfully completing work efforts within the constraints of time, cost and quality. This two-day course prepares you to immediately start to implement the principles and techniques of modern project management within your organization or improve those already implemented.

This practical course emphasizes the essentials skills of modern project management within the organizational, cultural and economic environment of today's business world. Through dialogue, demonstrations and real-world examples and exercises, including hands-on exercises using Microsoft Project, the student learns how to take projects apart, understand the components, put the projects together again in new, more organized ways and lead the project to success

### Learn how to:

- Understand the philosophy of modern project management and be able to implement key generally-accepted best practices
- Develop effective project schedules considering resources and risks
- Integrate and execute the basic functions of project initiating, planning, execution, control, and closing throughout the life cycle of a project
- Understand the basics of and be able to use a modern project management scheduling software system

**KNOWLEDGE AREAS ADDRESSED:**  
All Knowledge Areas included in the PMI® *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* - Sixth Edition

2-Days  
14 PDUs (14.00 Technical)  
List Price \$995      Track Price \$796

### Major Topics:

- Projects & Project Management
- Basic Scheduling Concepts
- Project Planning
- Project Execution & Control
- Project Risk Management
- Project Closing

## Project Leadership

Project managers typically have high responsibility, but low authority for project team members from various functional groups. Despite this matrix environment, the expectation for project managers is to obtain top performance from the project team and deliver successful projects. This is only possible by use of effective project leadership. This intensive 2-day course covers the leadership role of the project manager, including the use of situational leadership. Attendees will learn leadership strategies for managing change and developing project teams. In addition, students will take assessments to determine both their preferred leadership and personality styles. Attendees will learn how to identify the personality styles of stakeholders, along with techniques for effective interactions with each personality type. Other leadership topics covered in this course include developing the project team, managing change, dealing with conflicts, and conducting project negotiations. This course will help attendees become more effective project leaders.

### Learn how to:

- Build high-performance project teams using situational leadership and effective communications
- Interact effectively with project stakeholders based on their personality style by use of style flex
- Resolve conflict situations using five different approaches
- Conduct negotiations using a four-step process to attain beneficial project agreements

**KNOWLEDGE AREAS ADDRESSED:**

- Resource Management
- Communications Management

2-Days  
14 PDUs (14.00 Leadership)  
List Price \$995      Track Price \$796

### Major Topics:

- Project Leadership in Today's Culture
- Project Team Development
- Maximizing Interpersonal Relationships
- Negotiating Solutions

## Project Scope and Quality Management

There is a lot of synergy between scope and quality on projects. Both are concerned with making sure the project includes just the work needed to complete the project successfully, along with ensuring the project satisfies the needs for which it is undertaken. This two-day course covers proven techniques for the management of scope and quality on projects. The importance of project requirements, types of requirements, and techniques for determining and prioritizing requirements will be discussed. The use of the work breakdown structure for documenting scope will be explained, along with how to validate and control scope. The key elements of project quality will be reviewed, along with practical examples in the use of the seven basic quality tools on projects.

This course will also cover the importance of integrating the project management processes and activities on a project. The use of a project charter to launch a project and the elements of the project management plan will be explained. Managing, monitoring and controlling project work, along with dealing with project changes will be reviewed. The final course topic is a review of the code of ethics and professional conduct for project managers. This course will help attendees manage scope and quality on projects, along with integrating all project elements effectively to help achieve project success.

### Learn how to:

- Develop a project charter and project management plan
- Use a work breakdown structure to define scope and avoid scope creep
- Develop a plan to manage project quality
- Understand how to apply the basic quality tools
- Understand the code of professional responsibility and ethics for project management

**KNOWLEDGE AREAS ADDRESSED:**

- Integration Management
- Scope Management
- Quality Management

2-Days  
14 PDUs (14.00 Technical)  
List Price \$995      Track Price \$796

### Major Topics:

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Professional Responsibility

## Project Schedule and Cost Management

The project schedule and budget are key elements of the project management plan. Successful project completion is unlikely unless a complete and correct schedule and budget are developed and then managed during project execution. This two-day course covers how to decompose the Work Breakdown Structure into activities, along with methods for estimating resource requirements and tasks duration. Attendees will learn how to sequence project tasks to develop the project network diagram and conduct critical path method analysis to determine the project completion date and critical path. This course will also cover resource planning, estimating techniques and the steps for project budget development. Also discussed are methods to control the project schedule and budget and forecasting the final project cost and completion date using earned value and earned schedule. This course teaches attendees the processes and techniques necessary for schedule and cost management to ensure timely completion of projects within the approved budget.

### Learn how to:

- Define and sequence project tasks using the precedence diagramming method
- Estimate resources, duration, and cost for project tasks
- Develop a project schedule using the Critical Path Method (CPM)
- Develop a time-phased project budget
- Determine project status and forecast project performance using earned value and earned schedule

**KNOWLEDGE AREAS ADDRESSED:**

- Schedule Management
- Cost Management

2-Days  
14 PDUs (14.00 Technical)  
List Price \$995      Track Price \$796

### Major Topics:

- Defining & Sequencing Project Activities
- Resource-Duration Estimating & Schedule Development
- Estimating & Budgeting Project Costs
- Controlling Cost & Schedule

## Project Risk and Procurement Management

Projects are done in an uncertain and changing environment, which results in numerous potential risks. In addition, many organizations outsource project work, which creates another entire category of possible risks. Project managers and teams must work effectively with purchasing professionals, vendors and suppliers to accomplish project objectives. Successful management of project risks and procurements helps project teams avoid surprises and increases the chances of project success. This intensive two-day course encompasses the fundamentals and best practices of risk and contract/procurement management for projects. Effective techniques for identifying, analyzing and planning risk responses will be discussed. Contract terminology, selection criteria, key elements of a contract and best practices for successfully negotiating with vendors will be reviewed. This course has numerous exercises so attendees can practice applying the course concepts to an actual project.

### Learn how to:

- Describe the characteristics and types of risks
- Identify project risks using cause-risk event-impact
- Analyze and prioritize project risks
- Prepare risk response & contingency plans
- Describe the procurement processes
- Select the most appropriate contract type for a specific procurement
- Prepare a request for procurement document
- Conduct a contract negotiation

### KNOWLEDGE AREAS ADDRESSED:

- Risk Management
- Procurement Management

2-Days  
14 PDUs (14.00 Technical)  
List Price \$995 Track Price \$796

### Major Topics:

- Project Risk Management
- Procurement Management Processes
- Contract Terms and Categories

## Management of Resources, Stakeholders & Communications

This course encompasses the best practices for organizing, managing, and communicating with the project team and stakeholders. The two-day course reviews the processes for Resource, Stakeholder and Communications Management from the *PMBOK® Guide Sixth Edition*, including inputs, key tools and techniques, and outputs. Estimating, acquiring and managing project resources will be discussed, including use of a team charter, motivation and conflict resolution techniques, and methods for developing a high-performance team. Effective techniques for identifying and analyzing project stakeholders will be reviewed, along with how to manage stakeholder expectations. The importance of effective communications will be explained along with trends and barriers. Attendees will participate in multiple group exercises to practice applying course concepts to a case study. This course provides proven techniques for the management of resources, stakeholders and communications to achieve project success.

### Learn how to:

- Prepare a team charter to establish team expectations
- Build a high-performance team using motivation theories
- Manage project conflicts
- Identify and analyze project stakeholders
- Manage stakeholder expectations
- Prepare a communications plan for a project
- Utilize effective communication methods with stakeholders
- Work successfully with virtual teams

### KNOWLEDGE AREAS ADDRESSED:

- Resource Management
- Stakeholder Management
- Communications Management

2-Days  
14 PDUs (14.00 Technical)  
List Price \$995 Track Price \$796

### Major Topics:

- Establishing the Project Team
- Developing & Managing the Project Team
- Stakeholder Management
- Communications Management
- Effective Communications

## Project Management Professional (PMP)® & Certified Associate in Project Management (CAPM)® Examination Preparation

This two-day course provides an extensive review of the subject matter tested on the Project Management Institute (PMI)® PMP® and CAPM® examinations. The course covers *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, Sixth Edition. The project management five process groups and 10 knowledge areas will be comprehensively covered during this course. In addition, attendees will improve their test-taking skills by completing 200 practice questions during the course, and by discussing the rationale behind both correct and incorrect answers. The course is specifically designed to maximize the probability that you will succeed in passing the examination the first time. Each student will receive a course manual including another 200 sample examination questions.

This course emphasizes the five process groups and 10 knowledge areas of the *PMBOK® Guide*, which serves as the basis for the PMP® and CAPM® examinations. All individuals who plan to take the PMI® PMP® or CAPM® examination should attend this course.

### Learn how to:

- Describe the project management principles and concepts which form the basis of the project management body of knowledge
- Identify personal strengths and weaknesses in each knowledge area and process group
- Explain the correct answers to sample exam questions
- Develop a personalized strategy for passing the PMP® or CAPM® Exam

KNOWLEDGE AREAS ADDRESSED:  
All knowledge areas in the PMI® *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* - Sixth Edition.

2-Days  
14 PDUs (14.00 Technical)  
List Price \$995 Track Price \$796

### Major Topics:

- Introduction and PMP® Program Overview
- Project Management Framework
- Project Integration Management
- Project Scope Management
- Project Schedule Management
- Project Cost Management
- Project Quality Management
- Project Resource Management
- Project Communication Management
- Project Risk Management
- Project Procurement Management
- Project Stakeholder Management

## Registration Information

To view course dates, register, read full course descriptions, and see a complete list of the PMCentersUSA course offerings at Katz, please visit our website: [www.PMCentersUSA.com](http://www.PMCentersUSA.com)

Additional discounts are available for PMI® and IIBA® members, retired and active-duty members of The United States Armed Forces, and government entities authorized to purchase from the Federal Supply Schedule (Contract GS-02F-117AA).

For companies with questions about group or organizational discounts, call 1-888-762-3683.

## Effective Risk Management Skills

This course will cover the key concepts for managing risk on projects, which can be either threats or opportunities. How often are your projects impacted by an unanticipated event? Do you find yourself constantly 'putting out fires' on your projects? Take this course and improve your ability to identify and manage the opportunities and threats on your projects. Become proactive rather than reactive by learning an effective risk management process including best practices for risk identification, risk analysis and risk response planning. This course will cover the elements of a successful risk management plan. Effective methods for identifying risks will be discussed. Qualitative risk analysis tools and techniques will be presented. Successful planning methods for responding to potential risk events will be reviewed. Application of risk management to project budgets, schedules and contracting strategies will be described using specific examples. This course includes exercises and sample problems to practice the tools and techniques presented during the course.

### Learn how to:

- Explain the elements of a good risk management plan
- Utilize the cause-risk-effect method for identifying risks
- Use a probability-impact risk rating matrix
- Use risk response tools
- Explain how to use risk analysis techniques to determine project contingencies

### Major Topics:

- Risk Management Overview
- Identifying Project Risks
- Qualitative Risk Analysis
- Quantitative Risk Analysis
- Risk Response Planning and Implementation
- Risk Monitoring

#### KNOWLEDGE AREAS ADDRESSED:

- Risk Management

1-Day  
7 PDUs (7.00 Technical)  
List Price \$495

## Best Practices for Developing Project Schedules

What are the consequences to your project if the schedule is incorrect? How confident in the completion date would you be, given that most project schedules contain errors that greatly reduced the schedule accuracy? This 7-hour course covers the essential skills needed to create and maintain a correct project schedule that contains tasks and resources. Topics include a brief review of schedule types, typical formats, critical path method calculations and interpretation of float values. Scheduling best practices will be explained including correct use of task relationships, how to handle the uncertainty in task duration, check for network logic breaks, and correct use of constraints, summary tasks and contingency. Effective methods for adding resources to tasks, reporting progress, handling changes and compressing the schedule will also be discussed. This course includes practical scheduling exercises and participants will have the option of doing the exercises on their computer.

### Learn how to:

- Effectively use Precedence Diagramming and the Critical Path Method
- Describe and use the types of task relationships
- Describe the proper use of constraints
- Explain the relationship between duration, work and availability, and how picking the task type affects schedule calculations
- Use scheduling best practices to prepare a correct schedule
- Know how to resource load a schedule
- Check a schedule for mistakes
- Describe the procedure that should be followed when preparing a project schedule

#### KNOWLEDGE AREAS ADDRESSED:

- Scope Management
- Schedule Management

1-Day  
7 PDUs (7.00 Technical)  
List Price \$495

### Major Topics:

- Type of Schedule and Level of Detail
- Scheduling Fundamentals Review
- Project Tasks Duration
- Scheduling Best Practices
- Project Resources
- Keeping Your Project on Track

## Introduction to Agile

What is Agile? What are fundamental differences between Agile and Waterfall approaches? How does Agile software development approach manifest itself through project management, business analysis, development testing, and end-user involvement?

This two-day course will cover the concepts, principles, and structure of Agile development. This course will explain what Agile is along with the Agile Manifesto and the cultural shift from a command and control structure to a collaborative leadership. The three primary roles of Product Owner, Scrum Master, and Team Members on an Agile project will be reviewed along with the differences between a traditional and Agile team. The myth that Agile doesn't require any planning will be debunked, and the five levels of Agile planning will be explained. The use of user stories to define requirements will be described along with the product backlog. Agile estimation techniques will also be reviewed including the use of a story point scale and planning poker. Seven hands-on exercises are incorporated throughout this two-day class.

Significant time will be spent explaining the elements of scrum, the most commonly used Agile methodology. The scrum sprint framework will be reviewed, including the sprint planning meeting, daily scrum, sprint review, and retrospective. Key scrum artifacts will also be explained including the product and sprint backlog, burn charts, and the task board.

Other Agile methodologies will be reviewed, including Extreme Programming, Kanban, Lean, Dynamic Systems Development Method, and Feature Driven Development. This course will discuss how to build your Agile team including how to deal with multi-tasking and distributed teams. Scaling Agile to large projects and multiple teams will also be explained along with metrics that can be used with Agile. How to integrate traditional processes with Agile will also be covered.

If you are looking to learn all about Agile, then this course will provide the fundamental knowledge needed and a solid foundation for incorporating Agile techniques into your organization. A final review test is also included as part of the course wrap-up.

### Learn how to:

- Explain the history of Agile and the Agile Manifesto
- Define roles and responsibilities for the three primary roles on an Agile project
- Describe the five levels of Agile planning from vision down to daily Scrum meetings
- Write user stories to define requirements
- Use Agile estimation methods to size user stories
- Describe Agile methodologies, including Scrum, Extreme Programming, Kanban, Featured Driven Development, Lean Development and DSDM
- Build an Agile team
- Prepare Scrum artifacts, including the product and sprint backlog, burn charts, and the task board
- Apply metrics to Agile projects

### Major Topics:

- Introduction to Agile Concepts
- User Roles
- The Scrum Framework
- Requirements
- User Stories
- Prioritizing & Estimating
- Scrum Sprints
- Other Agile Techniques
- Tailoring Your Agile Process
- Building the Team
- Integrating Traditional Processes with Agile

#### KNOWLEDGE AREAS ADDRESSED:

- Scope Management
- Schedule Management
- Cost Management
- Stakeholder Management
- Communications Management

2-Days  
14 PDUs (14.00 Technical)  
List Price \$995

## Best Practices for Program Management

A program is defined as related projects, subsidiary programs, and other program activities managed in a coordinated manner to obtain benefits not possible when managing them individually. With program management maturity, an organization's projects are far more successful.

The purpose of this 3-day course is to introduce the participants to the best practices for the program manager. The practical implementation of project management within an organization is best achieved in the context of managing programs to deliver coordinated benefits to the enterprise. Beyond the well-established project management principles and knowledge areas, attention must be given to program governance, benefits management, and comprehensive stakeholder management.

This 3-day course covers the five program management performance domains identified by the Project Management Institute (PMI)<sup>®</sup> in *The Standard for Program Management*<sup>®</sup> - Fourth Edition, which are program strategy alignment, program benefits management, program stakeholder engagement, program governance, and program life cycle management. The course integrates two practical case studies with the five performance domains and the nine supporting processes. Completion of this course will equip you to develop a program management strategy in an organization acquainted with 'management by projects'.

### Who Should Attend:

This course will benefit program managers, business managers considering the establishment of program governance, and project managers seeking to augment their skills and professional credentials for career advancement.

Prior Project Management Professional (PMP)<sup>®</sup> certification is suggested but is not a prerequisite to this course. Attendees must have a copy of PMI's *The Standard for Program Management*<sup>®</sup> - Fourth Edition.

### Learn how to:

- Understand the basic definitions, domains, knowledge areas, and processes associated with program management
- Implement effective processes for initiating, planning, executing, controlling, and closing successful programs
- Understand the concepts of program life cycle governance, benefits realization, and sustainment
- Be better prepared to sit for the Program Management Professional (PgMP)<sup>®</sup> certification examination
- Manage program changes and risk events

### Major Topics:

- Course Overview
- Project Framework
- Program Definition & Initiation
- Program Definition & Planning - Strategic Perspective
- Program Definition & Planning - Tactical Perspective
- Program Benefits Delivery / Executing
- Program Benefits Delivery / Controlling
- Program Closure

This course addresses all of the program management performance domains identified in the Project Management Institute (PMI)<sup>®</sup> *The Standard for Program Management*<sup>®</sup>:

- Program Strategy Alignment
- Program Benefits Management
- Program Stakeholder Engagement
- Program Governance
- Program Life Cycle Management

3-Days  
21 PDUs (21.00 Technical)  
List Price \$1,495

## 3-Day Business Analysis Training

Business analysis is the discipline of identifying business needs, determining solutions to business problems, and for a specific project eliciting, documenting and managing requirements. Proper application of business analysis on a project dramatically increases the chances of successfully completing the project and obtaining the project benefits.

This 3-day course provides the fundamental knowledge needed for doing business analysis activities on projects. The course will cover the types of project requirements and key business analysis processes. How to conduct a needs assessment and prepare a business case will be explained. Effective techniques for eliciting and analyzing requirements will be discussed. Course topics also include writing good requirements, managing changes to requirements, communicating requirements and tracing scope back to requirements. Implementing the solution including organizational readiness, defect handling and benefits achievement will also be covered.

### Who Should Attend:

This course will benefit new business analysts, project managers, project team members, and functional managers interested in learning how to apply business analysis practices for managing project requirements on projects.

### Learn how to:

- Define the types of project requirements
- Conduct a needs assessment
- Prepare a basic plan for business analysis on a project
- Elicit project requirements using various techniques
- Write clear and unambiguous requirements
- Prepare a requirements documentation package
- Analyze & prioritize project requirements
- Validate the project solution
- Confirm benefits achievement

### Major Topics:

- Business Analysis Fundamentals
- Needs Assessment
- Business Analysis Planning
- Requirements Elicitation
- Requirements Management and Communication
- Requirements Analysis
- Solution Evaluation and Validation

This course addresses all of the Knowledge Areas in the IIBA<sup>®</sup> *A Guide to the Business Analysis Body of Knowledge (BABOK<sup>®</sup> Guide)* Version 3.0. It addresses the following Knowledge Areas in the Project Management Institute (PMI)<sup>®</sup> *A Guide to the Project Management Body of Knowledge (PMBOK<sup>®</sup> Guide)*:

- Project Integration Management
- Project Scope Management
- Project Schedule Management
- Project Communications Management
- Project Risk Management
- Project Stakeholder Management

3-Days  
21 PDUs (21.00 Technical), 21 CDUs  
List Price \$1,495

### Private and Custom Training

For corporations seeking private and customized training, all of these courses and many more are available on-site in addition to our Master's Certificate in Project Management program presented in alliance with the University of Pittsburgh Joseph M. Katz Graduate School of Business, Center for Executive Education.

### Typical customization requests to our standard courses include:

- Developing case studies specific to your company or industry
- Incorporating your company's specific templates or procedures
- Incorporating your organization's specific project processes
- Developing custom exercises that address your core business objectives

**Call (888) 762-3683 to find out how PMCentersUSA-Katz on-site programs can provide targeted learning support to your teams.**

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**Solutions Partners**

### General Information

#### Three Easy Ways to Register

**Phone:** (412) 963-1347 or 1 (888) 762-3683  
**Online:** [www.PMCentersUSA.com](http://www.PMCentersUSA.com)  
**E-mail:** [Training@PMCentersUSA.com](mailto:Training@PMCentersUSA.com)

#### Payment Policy

Easy online registration when you set up your Learning Account and pay with a credit card or we can invoice your company. Your registration is not considered complete until we receive payment in full.

#### Cancellation/Program Changes

Cancellations for public classroom training and public virtual training must be received in writing no later than 16 calendar days before the course start date to be fully refunded. Cancellations not received within this timeframe are subject to the entire course fee. However, individuals may reschedule to a later offering of the course or transfer to another PMCentersUSA course without penalty up to 16 calendar days prior to the start date of the course by contacting PMCentersUSA Customer Service at (888) 762-3683. Individuals may send a substitute to the course in their place without penalty up to 1 business day prior to the start date of the course by contacting PMCentersUSA Customer Service at (888) 762-3683. No-shows cannot transfer payment to another course and will not receive a refund.

Public classroom training is subject to cancellation by PMCentersUSA. If PMCentersUSA cancels a training event, PMCentersUSA will work with the student to reschedule them to a future offering of the event, issue a full refund, or reschedule the student for an alternative course. If PMCentersUSA cancels a course, PMCentersUSA assumes no responsibility for nonrefundable airline tickets or lodging expenses. For inquiries regarding this policy, please contact PMCentersUSA Customer Service at (888) 762-3683.

#### Join our groups!



- **The Juggling Act: Project Management & Business Analysis** - for interesting content on how to balance all things related to PM & BA
- **PMCentersUSA Alumni** - for our students to network and obtain our exclusive alumni discount
- **Food for Thought - PMCentersUSA Webinars** - for PM, Agile and BA content relating to our educational webinars and other courses



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