

Project Management

| *Online Course Catalog*



Project Management Course Catalog

Vector Solutions has joined forces with industry leader LearnSmart to deliver organizations with the training they need to prepare personnel for the Project Management Professional (PMP)® and Certified Associate in Project Management (CAPM)® certifications from The Project Management Institute (PMI)®. With thousands of courses spanning public safety industries, more than 10,000 public agencies rely on Vector Solutions to assign, deliver, track, and report online and in-person training in one place.



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The growing need for project managers has called for many companies across industries to require the PMP® certification for employment. This training catalog contains all the training you will need to meet the educational requirement of the PMP® certification.

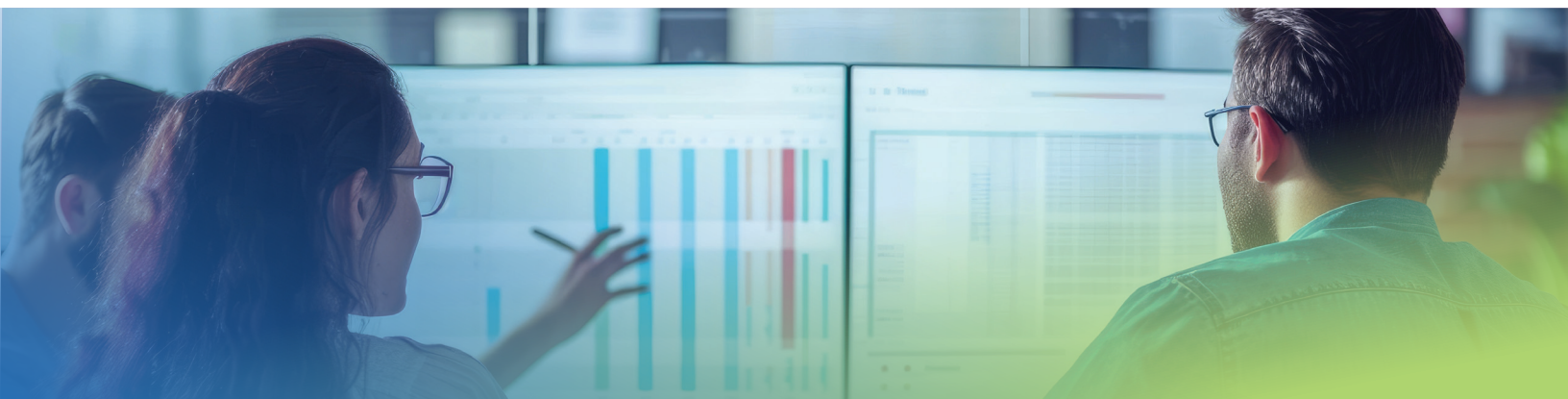


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The Ultimate Project Manager, Chapter 01: Today's Project Manager (2-hour)

Project management in the design industry is changing at a furious pace. Projects are increasing in complexity, and project managers in design firms are confronting an overwhelming volume of project information. Project teams are expanding and becoming more integrated as the walls between design and construction disintegrate. New communication and technology tools are allowing project teams to become more mobile and more global. New software solutions and project delivery methods are transforming the ways that projects are managed, designed, and built. On top of it all, clients are demanding even faster timelines and stricter adherence to budgets. With design firms and project managers operating on an entirely new playing field from just a few years ago, PSMJ has revised The Ultimate Project Management course series to guide you through the A/E industry's new project management landscape. In the first course of this series, we will take an in-depth look at what it means to be a project manager in today's high-stress, fast paced business climate. We will examine the duties and responsibilities of a typical project manager and review the traits that make them successful. We will explore the resources and elements that should be included in a project management training program.

The Ultimate Project Manager, Chapter 02: Marketing And Proposals (1-hour)

Project managers are also proposal managers. In this course you will learn to treat the proposal process as a project. We will cover selecting quality clients using a client pre-proposal evaluation form. You'll get instruction in making the "go/no go" decision reasons to turn down a project. We'll show you how to manage the proposal just like a project through use of proposal manager's checklists. You'll learn how to prepare for the first proposal meeting, choose support staff, meet with clients during the proposal phase, and define scope of services. We'll pull together the entire proposal and identify the difference between good and bad proposals, and how to avoid proposal pitfalls. You'll also learn how to improve your presentations and complete a post-award analysis.

The Ultimate Project Manager, Chapter 03: The Contract Agreement (2-hour)

This third course in the The Ultimate Project Management series discusses important information regarding contract agreements, and illustrates what project managers need to know to successfully negotiate contracts. We will examine contract basics, including contract sections and appropriate terms, in addition to negotiating rules and ways to manage risk. The purpose of this course is to provide project managers with a solid understanding of contract agreements and tools necessary to negotiate profitable projects.

The Ultimate Project Manager, Chapter 04: The Project Management Plan (1-hour)

The purpose of this course is to provide you with the skills required to develop and administer an efficient project management plan. You will learn the major elements and concepts of a project management plan, and how to use those to effectively develop and administer a project management plan that meets your client's needs. Above all, you will understand how effective project management planning can not only help your project succeed, but your business too.

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The Ultimate Project Manager, Chapter 05: The Project Schedule (1-hour)

Successful projects are achieved for a variety of reasons, but an essential component is the project schedule. The purpose of this course is to not to demonstrate the importance of project schedule, but of an effective project schedule. We'll cover the different purposes for using a project schedule and the different techniques that can be used to build a project schedule. Throughout the course, remember that producing project schedules is not a project itself; instead they are tools to help you successfully achieve your project goals.

The Ultimate Project Manager, Chapter 06: The Project Budget (1-hour)

Price, cost, budgets, estimates, fees, revenues, etc.—there always seems to be confusion about these terms. Are they the same thing or different? If they are different, what is the difference? These are some of the questions that we will answer in this course. This course will not attempt to make the project manager into an accountant; however, a basic understanding of these terms is vital to establishing the project budget. Assuming that the PM has completed the planning and scheduling phase, it is now time to align the project budget to the tasks in the project management plan.

The Ultimate Project Manager, Chapter 07: Leading The Project Team (1-hour)

The project team is made up of experienced individuals who need to work together toward successful completion of a project. This course gives you, the project manager, the processes, methods, and tools to build and lead your project team. You will get instruction in: Selecting the team, Ensuring maximum productivity, Maintaining project records, Managing design consultants, Delegating to and motivating your team.

The Ultimate Project Manager, Chapter 08: Managing Client Relationships (2-hour)

In the design industry, business is built around good service...and good service depends on good relationships. This eighth course in The Ultimate Project Manager series discusses the importance of establishing and maintaining good client relationships. Keys to a successful client relationship will be discussed, in addition to ways to create a positive impression and provide a great client experience.

The Ultimate Project Manager, Chapter 09: Developing Effective Communications (1-hour)

Effective communication goes a long way in building rapport with your co-workers and clients and informing all project stakeholders involved of a project's direction and progress. The purpose of this course is to teach you about the various communication methods that can be used in your work place. In this course you will learn about the three most common types of communication (i.e., verbal, written, and body language) and how to use communication to send messages, conduct meetings, and monitor a project's progress.

The Ultimate Project Manager, Chapter 10: The Project Startup (1-hour)

A successful project is the result of many factors, but a well-organized project manager is one of them. The purpose of this course is to teach you the project management skills that are essential to

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starting a project off on a positive note. In this course you will learn how to start project meetings with your co-workers and the client and how to record and manage documents and files for others to use in your project manager's notebook.

The Ultimate Project Manager, Chapter 11: Managing Your Time (1-hour)

Your time is your most valuable personal asset. It's one of the few things that can't be purchased. By definition there is also a limited amount—no matter who you are, there are only 24 hours in a day. Therefore, how you allocate this limited personal resource will determine your success in both your personal and professional life. In this course, we will take a look at some of the ways that you can better manage your time by examining effective ways to handle meetings, interruptions, and your own schedule.

The Ultimate Project Manager, Chapter 12: Managing Project Studies And Reports (1-hour)

Because many design firms are consulting with clients using studies and reports, rather than designing; you, as a project manager, may find yourself managing project studies and reports. In this course you will get guidance in comparing design and study projects. We'll give you specialized instruction in planning and managing the study project as well as focused direction in the report preparation process. We'll also cover engineering calculations, technical or peer reviews, and final activities including oral presentations.

The Ultimate Project Manager, Chapter 13: Managing Design And Construction Phases (2-hour)

Typically, design projects are divided into three phases: preliminary design, production design and bidding, and construction. Each phase requires project planning to maintain control and ensure the project is completed on time and on budget. The purpose of this thirteenth course in The Ultimate Project Manager series is to provide a practical guideline for each phase of production. Design development and required documentation is covered, in addition to the production design process and the project construction phase.

The Ultimate Project Manager, Chapter 14: Managing Project Quality (1-hour)

Have you produced projects that did not meet you or your client's expectations, despite having a skilled team and rigid project management plan? This could have been because quality was not accounted for early on in the project. The purpose of this course is to show you methods and tools you can use to implement and improve the quality of your projects. You will learn: How to build quality into your project, How to estimate the annual costs of a substandard project to determine the how much you should spend on meeting quality expectations, How to work within quality assurance programs and manage the quality control process How to review the quality of your project, allowing you to improve the quality of your project, and How to prepare for design changes that can unexpectedly show up.

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The Ultimate Project Manager, Chapter 15: Managing Project Risks (1-hour)

The process of identifying and managing the various types of project risks has become especially important in today's business environment, where all parties jump to legal action as the first step in resolving any dispute. Unfortunately, the design firm, your organization, is in the center of almost every dispute. The purpose of this course is to provide you with the methods and tools you will need to identify, manage, and mitigate risks in your projects. In this course you will learn about three fundamental elements that limit a firm's liability for project risks: Identifying all potential types of risk that could impact the project Assigning the management of each type of risk to the party who is best suited to manage/control the risk Implementing a risk management plan to manage and/or mitigate the risk elements of each risk assigned to the design firm.

The Ultimate Project Manager, Chapter 16: Project Financial Management (1-hour)

Every design firm is in the business of providing professional consulting services to its clients. To be successful and remain in this business, however, its projects must be profitable (i.e., the revenue must exceed all costs including overhead and profit expectations). In addition, clients must receive invoices in a timely manner, and your firm must receive payment for the completed work within the time specified in the contract. A PM is assigned to each project, not only to manage the project team and to ensure that the project budget is met, but also to ensure: eceived from the client within the contract payment period The project achieves its "as-sold" financial results with no write-offs. In a nutshell, the PM is responsible for the project's financial management in two primary areas: cash flow and profitability. This means the PM must be familiar with the monthly financial reporting cycles and have the ability to plan, track, and evaluate the fiscal performance of a project. He or she must understand how the project's total gross revenue relates to the project direct labor and project expenses, including consultants. Plus, the PM must also understand how the planned and actual project performance contributes to the overall profitability of the firm. In this course we will look at all these responsibilities and concepts in detail.

The Ultimate Project Manager, Chapter 17: Project Management And Design Technology (1-hour)

Technology can be the project manager's best friend. In this course we will review some basic concepts of technology systems with extra emphasis on Building Information Modeling (BIM). You'll get instruction in selecting and testing software and using templates and standard forms. We'll examine the latest communications tools and the use of project websites. You'll also receive encouragement in backing up data and creating archives. We'll also touch on making sales presentations using your computer as well as training the design staff in computer technology.

The Ultimate Project Manager, Chapter 18: Monitoring And Controlling The Project (1-hour)

The control of the project team and the project are the main responsibilities of a project manager. Because so much of the project accountability is in the hands of the project manager, it is essential that these professionals have the required skills to ensure each project is completed successfully. The purpose of this eighteenth course in The Ultimate Project Manager series is to provide detailed project management duties and responsibilities, including monitoring the progress of the project, tracking and analyzing schedules and budgets, and anticipating problems so they can be avoided.

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The Ultimate Project Manager, Chapter 19: Project Closeout (1-hour)

Closing out a project can be as difficult, if not more so, than starting a new project. Just like a project which must be carefully and thoroughly planned out, so must the project closeout. The purpose of this course is to guide you through the processes and all considerations that should be accomplished in and that should be considered during project closeout. You will learn: The importance of having a plan for wrapping up a project The different types of analyses and closeouts that need to be completed How to acquire and preserve a knowledge management program And How to converse with project stakeholders involved in the project closeout.

The Ultimate Project Manager, Chapter 20: Alternative Project Delivery Methods (1-hour)

Design-bid-build may still be the dominant method of project delivery in the AEC industry, but its popularity is in decline. Change is taking place in the AEC industry as alternative project delivery methods become a more popular choice, and project managers need to adapt to the changing marketplace. In the twentieth course of this series, we will take a look at the changes and discuss the advantages and risks involved in the selection of alternative project delivery methods.

The Ultimate Project Manager, Chapter 21: A/E Project Management Benchmark Data (1-hour)

As a project manager, you will want to keep up with the constantly changing industry practices and compensation. In this course we will give you the results of surveys so that you will know what's happening in the industry and how your firm compares to your competition. You'll get project manager staffing levels, net revenues per project manager ratio, and direct labor hours per project manager ratio. We'll cover senior project manager and junior project manager compensation. You'll also get project manager time charges, design firm billing rates, contract forms and terms, design fees as a percentage of construction costs, direct project expense, and a section on electronic data processing.

The Ultimate Project Manager, Series Summary: The Short and Sweet Version (1-hour)

The accomplished PM is responsible for leading, staffing, and managing all aspects of the project. This includes the work of the entire project team and the work performed by all administrative, engineering, and construction disciplines even if the PM isn't specifically trained in the technical aspects of the other disciplines. It also includes the extremely important aspects of client relations. It is the project manager who is charged with the responsibility to deliver the service to the client. In this course we will touch upon the different phases leading to the foundation of the project and project features the project manager must control for in order to see the project come to a successful close.



AGILE

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- Agile Project Management: 03 - Agile Manifesto Principles 1 - 6
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Agile Project Management: 01 - Agile Series Overview (0.25-hour)

What comes to your mind when you think Agile? You're probably thinking about the ability to move quickly and easily, and you would be right. Now apply that definition in the context of project management. An Agile project manager is someone who can move quickly, adapt to change, and make smart adjustments on the fly. This course's primary purpose is to increase your knowledge of the principles and processes involved in the Agile method of project management as organized and suggested by the Project Management Institute. We will spend a lot of time discussing what you need to know and the knowledge required — or at least expected to be known — by most agile practitioners. The courses in this series are loosely based on the domains of: Agile principles and mindset, Value driven delivery, Stakeholder engagement, Boosting team performance practices, Adaptive planning, Problem detection and resolution, Continuous improvement. Upon completion of this series you will be well versed in the methodologies and principles of Agile project management and effectively prepared to sit for the PMI-ACP exam from PMI.

Agile Project Management: 02 - Traditional vs. Agile Project Management (0.75-hour)

The idea of performing project management work in an agile way did not magically appear in the last couple of years. But, what is an agile project management? This course examines what it is and the difference between agile and traditional project management.

Agile Project Management: 03 - Agile Manifesto Principles 1 - 6 (0.75-hour)

Since the Agile Manifesto serves as the guiding principle of the entire agile project management collective, it also holds a prominent part in the Project Management Institute-Agile Certified Practitioner exam. In this course, we will explore the first six principles of the manifesto in depth.

Agile Project Management: 04 - Agile Manifesto Principles 7-12 (0.5-hour)

At the root of the modern structure of agile project management is the Agile Manifesto, and it should be used as a guide to the philosophy of the agile project management approach. This course focuses on the last six agile principles as well as the Declaration of Interdependence.

Agile Project Management: 05 - Value Driven Project Management (1.25-hour)

To select the best project to work on, you must assess what is to be gained from its efforts and at what costs. Benefits are best placed in the perspective of the customer or business value. This course covers value-driven development. In this, we discuss how to determine the amount of time and effort to spend on a project. It also discusses how to determine when to expend time and resources on any one or more features, functions, procedures, parts, and/or elements of that project over others. This course makes clear what the value is and how utilizing agile project management approaches can deliver to that value.

Agile Project Management: 06 - Setting Vision and Prioritization in Agile Projects (0.75-hour)

Agile projects are selected based on certain aspects and considerations. Prioritization and planning is where most of the effort and time is spent in agile project management. This course delves deeper into prioritization and risk management in agile project management. We expand on the prioritization of the features and functions of our selected projects, building out our product's vision and business case for development, and laying the foundation for our product's plan of fulfillment. Also, greater detail and care is spent on the tools, techniques, and other concepts surrounding the planning at all the various levels of an agile project.

Agile Project Management: 07 - Scrum and Extreme Programming (XP) Methodologies (1.5-hour)

This course is about the agile methods and frameworks of Scrum and Extreme Programming. These are, arguably, the two most well known of the agile project management methodologies. In this course, we cover the basics, principles, and practices of both methods.

Agile Project Management: 08 - Other Less-Common Agile Methodologies (1-hour)

In this course, we explore some of the lesser known agile project management approaches beyond the popular ones of scrum and extreme programming. Their lack in popularity right now does not mean they will always be lesser known. They may become the “go to” approach in the future if certain industries or subsets of the agile community adopt them more fully and evangelize their exalts.

Agile Project Management: 09 - Planning Agile Projects (1.25-hour)

Planning in agile projects differs from waterfall projects or other more traditional projects in the aspect of adapting to the needs and expectations of the stakeholders and the product development in a flexible manner. This encourages changes and course corrections as often as necessary, and makes planning essential to a project's success. This course examines how to best plan an agile project, the differences between the various levels of project planning, and useful tools to aid in the planning.

Agile Project Management: 10 - Estimating Agile Projects (1.25-hour)

Estimating the work, effort, and time activities will take during a project is a very challenging exercise. However, it's also a very important and crucial piece to any project management. How estimation works in agile projects is slightly different than in traditional projects or daily operations. The circumstances and variables are more varied in agile projects than in traditional project needs. This course aims to explore those differences, the strategies at play in agile estimation, and the various tools and techniques any agile practitioner — whether that be an agile project manager, agile coach, ScrumMaster, or agile development team member — should be aware of.

Agile Project Management: 11 - Implementing Agile Projects (1-hour)

A good agile project manager should be knowledgeable about the various tools and techniques of the agile project management trade. They should also be versatile enough to know when to apply the

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documented tools and techniques in their literal or highly structured manners and when to bend or accommodate them to the requests of the agile team. This course is aimed for those who may be taking on the role of agile project manager, agile coach, agile practitioner, agile mentor, or ScrumMaster. We discuss the basics of each type of agile manager, their similarities and differences, how to use the tools and techniques available, and what role agile management has in an agile project.

Agile Project Management: 12 - Team Formation and Creating an Agile Environment (1.5-hour)

There is a lot to learn and be aware of when working with agile project teams. Agile project team formation and empowerment requires setting up self-organizing and self-empowered groups of skilled and supported individuals. This course focuses on how teams are most effectively formed, how they are supported, and how those teams can more effectively work together and be continuously successful.

Agile Project Management: 13 - Communication in Agile Projects (1.5-hour)

There are many challenges and potential pitfalls of communication throughout the duration of a project. Communication is absolutely critical to any team activity, and agile project management is a team activity. The success and failure of an agile project can certainly rest on the proper or improper use of communication. This course covers the many aspects of communication in an agile project. The general goals of this course are being aware of the various modes of communication, the importance of communication in an agile project, and how to best apply the appropriate tools and techniques surrounding communication to best support your project.

Agile Project Management: 14 - Increasing Agile Stakeholder Engagement (1-hour)

Project stakeholders are all those affected by the project, not just those who fund the project or those we are building the project for. The product owner is a stakeholder, but he or she is not the one using the product. A bigger set of stakeholders are the end users. Even beyond that, there are many other project stakeholders. This course covers who the stakeholders are, how to consider their needs as the project progresses, and several tools and techniques that help in incorporating the stakeholders needs and wants.

Agile Project Management: 15 - Soft Skills and Servant Leadership in Agile Projects (1-hour)

An agile project manager ensures the project and its components can run. He or she ensures that everything that is needed is taken care of and puts the agile project management framework and processes in place. In essence, a project manager leads by example. In this course, we explore how a good agile project manager utilizes soft skills and leadership in order to inspire team members, keep the lines of communication open, and deliver an excellent product.

Agile Project Management: 16 - Testing and Risk Management in Agile Projects (1-hour)

This course focuses on the process of managing potential threats and other forms of risks throughout

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the agile projects lifecycle. We cover how to test and validate in order to gather information to improve and adapt the processes of agile project management. We continue talking about the power of adaptive planning in agile projects and discuss how to optimize value delivery by selecting and tailoring the teams processes based on experiences and project feedback.

Agile Project Management: 17 - Problem Detection, Metrics, and Resolution in Agile Projects (1-hour)

There are always going to be problems in agile projects. Some will be major and some will be incredibly minor. Being able to detect, forecast, and address the problems especially any small problems before they become big is key to successful agile project management and practice. In this course, we concentrate on the needs and methods around the detection of problems, errors, issues, and other things deemed outside our acceptable realm of control. We also examine a few of the common tools, measurements, techniques, and other diagnostics that support the teams efforts to detect and resolve problems within the project.

Agile Project Management: 18 - Quality and Earned Value Management in Agile Projects (1.25-hour)

Agile project quality is a discipline that is built in and incorporated in all that is done from considering, to planning, to executing, to testing, to delivering, and every minute in between. Quality is a mindset and a practice throughout the agile project lifecycle. In this course, we concentrate on agile project quality and the role it plays in the gains or value. As we talk about the standards and the expected levels of quality of the products, we discuss the skills needed in order to measure quality.

Agile Project Management: 19 - Continuous Improvement for Management and Project Agility (1-hour)

No agile project is perfect. No person on an agile team is perfect. There is always room for improvement and growth. This course is about the constant striving for improvement. In this course, we explore the various methods and concepts surrounding the need and ability to continually improve an agile project, ourselves, our teams, our culture, our organization, our agile project management, and other areas, whether directly or indirectly.

Agile Project Management: 20 - PMI Code of Conduct in Agile Management (0.5-hour)

The discipline of agile project management does not have a particular governing body, standardization, or a certain entity that is the gold standard for certification in this field. The Project Management Institute has made tremendous inroads in adding some formality in this regard by collecting the best practices, concepts, approaches, and terms. This final course in the Agile series discusses the PMI Code of Conduct, which is essentially a list of values that should be found within any project.



PMBOK 7TH EDITION

- PMBOK Guide (7th Edition) - Agile, an Adaptive Project Management Approach
- PMBOK Guide (7th Edition) - Lean and Agile Concepts for Project Management
- PMBOK Guide (7th Edition) - Long and Near Term Planning - From Vision to Roadmaps to Daily Planning
- PMBOK Guide (7th Edition) - Managing Distributed and Remote Teams
- PMBOK Guide (7th Edition) - Predictive Project Management
- PMBOK Guide (7th Edition) - Project Leadership and Emotional Intelligence
- PMBOK Guide (7th Edition) - Project Management and the Common Approaches Used
- PMBOK Guide (7th Edition) - Roles and Responsibilities in Project Management
- PMBOK Guide (7th Edition) - Selecting a Project and an Approach in Project Management
- PMBOK Guide (7th Edition) - The Twelve Principles of Project Management



PMBOK Guide (7th Edition) - Agile, an Adaptive Project Management Approach (1-hour)

This course addresses the very robust and constantly growing topic of Agile project management. We'll discuss fundamental Agile frameworks and practices while debunking common myths and misconceptions. We'll also dive into 'doing' Agile and how it can be conducted in your organization.

PMBOK Guide (7th Edition) - Lean and Agile Concepts for Project Management (1-hour)

This course addresses the basic concepts of Lean and how they influence Agile and modern project management. The course will show how agile ways of working and managing projects emerged from and with the evolution of the core lean concepts and practices.

PMBOK Guide (7th Edition) - Long and Near Term Planning - From Vision to Roadmaps to Daily Planning (1-hour)

All projects and products need plans. To improve our abilities to deliver value in the form of products and services we must consider what lies ahead in the short term and farther off in the distance. This course highlights planning around outcomes and articulating a vision in addition to other aspects of roadmaps and planning in the near term.

PMBOK Guide (7th Edition) - Managing Distributed and Remote Teams (1-hour)

Technology and our project work has enabled modern projects to be completed by project teams spread all over the globe. This enablement comes with its own challenges and benefits. This course explores a few of the new dynamics project managers should consider and manage when working with virtual team members distributed across the world.

PMBOK Guide (7th Edition) - Predictive Project Management (1-hour)

Project management is a discipline every company, industry, and organization needs. The traditional, predictive, plan-driven approach has served the world well over the centuries. Appreciating the benefits, constraints, and core tenets of the approach is critical for every project manager and anyone helping their project succeed.

PMBOK Guide (7th Edition) - Project Leadership and Emotional Intelligence (1-hour)

Leadership is different from management. Project managers must manage projects. The truly great ones also lead. Leading projects requires interpersonal skills and talents such as emotional intelligence. This course explores why project managers should lead and what leadership skills project managers should practice.

PMBOK Guide (7th Edition) - Project Management and the Common Approaches Used (1-hour)

This course will address the changing perspective in the profession of project management. The

course will capture the overall importance of project management, the PMBOK contents and themes, and most importantly the holistic approach of value systems rather than just pushing out projects that meet requirements.

PMBOK Guide (7th Edition) - Roles and Responsibilities in Project Management (1-hour)

The world of project management is changing. By extension, so is the role and responsibility of a project manager. This course explores some of the major trends and the evolving role of the project manager in a modern project world.

PMBOK Guide (7th Edition) - Selecting a Project and an Approach in Project Management (1-hour)

All projects must start somewhere. Before we begin to manage them and deliver value, we must determine what that value is and why it is desired. This course explores some of the considerations and methods involved in selecting projects and products. The project manager can have a role to play in the process, including advising on the more optimal project management approach to use. It all starts here for projects.

PMBOK Guide (7th Edition) - The Twelve Principles of Project Management (1-hour)

Having principles and standards to guide you in your work or life is valuable for any professional. In the discipline of managing projects there are twelve core principles to guide the behaviors and actions of everyone in projects and their management. This course explores those twelve principles and provides examples of them in a real world situation.



ADVANCED PROJECT MANAGEMENT

- Advanced Project Management: Advanced Project Risk Management
- Advanced Project Management: Advanced Project Scheduling
- Advanced Project Management: Converting Strategy Into Action
- Advanced Project Management: Executing Complex Programs
- Advanced Project Management: Integrated Project Delivery
- Advanced Project Management: Managing Project Teams
- Advanced Project Management: Project Management in a Dynamic Environment
- Advanced Project Management: Project Performance Management
- Advanced Project Management: Sustainability in Project Management
- Advanced Project Management: The Power of Project Leadership
- Advanced Project Management: Understanding the Project, Program, and Portfolio Architecture



Advanced Project Management: Advanced Project Risk Management (2-hour)

Project risk is based on a simple equation: Event Risk equals the Probability of an Event times the Consequences of the Event. As project managers we know this, either implicitly because we've studied and read about risk in projects or we know it from first-hand experience. We've also learned along the way that we cannot fully eliminate risk, only mitigate the risk and that there is no such thing as a risk free project or action. During this interactive online course on project risk management we will go beyond the fundamental truths of project risk and cover how decisions are made, delving into decision theory and decision making in the face of uncertainty; as well as exploring risk management through the four phases of Risk Identification, Risk Analysis, Risk Response, and Risk Mitigation and Control.

Advanced Project Management: Advanced Project Scheduling (1-hour)

Without a full and complete schedule, the project manager will be unable to communicate the complete effort, in terms of cost and resources, necessary to deliver the project. Knowing scheduling techniques will better prepare you to make decisions about schedule development and give better direction to your project team about schedule performance. This interactive online course will teach you the importance of scheduling in contract fulfillment, as well as introductory concepts for scheduling contract provisions, the concepts of delays and claims, and methods for delay claim resolution. You will also learn about establishing a scheduling model, best practice principles, and the eight steps for developing a good schedule model.

Advanced Project Management: Converting Strategy Into Action (1-hour)

All strategic change in an organization, any organization, takes place through projects and programs. To ensure that the strategic change results in the desired outcomes, however, takes planning, thought, and focus. In short, to get effective strategic change you need to have an effective strategic plan. Through an effective strategic plan, you are better postured to ensure that the projects and programs that are implemented create the future envisioned for your organization, be it increased profit or manufacturing of a new product. This interactive, online course is intended to change that mindset by helping you understand that to generate the outcomes any organization intends, or desires, requires direction via an actionable strategic plan. The course is intended for any engineer, project or program manager, engineering manager or executive who wants to understand strategic planning via a simple process that will replace chance and luck with specific goals, objectives, and action initiatives.

Advanced Project Management: Executing Complex Programs (1-hour)

In today's fast-paced, competitive, and dynamic environment, the ability for an organization or individual to successfully execute a program is severely challenged. This is because programs are complex, wrought with uncertainty, and ripe with ambiguity. Efforts to navigate the complexity of programs often result in the program manager simply expending more of their vital time to make sense of it all, but there are only so many hours in the week and regardless how many hours you invest, the program will still be complex. In this interactive online course, you're going to be introduced to the Program Management Competency Model, which was developed to assist organizations and individuals make sense of the complexity of programs by focusing energy on the

development of specific skill sets that yield the biggest return on investment. The six performance and eight personal competencies highlight areas where the development of knowledge, skills, and experience will return the greatest rewards for both organizations and individuals. The biggest reward being the capability and capacity to better execute complex programs.

Advanced Project Management: Integrated Project Delivery (2-hour)

Integrated Project Delivery is a construction delivery method that leverages a number of current trends to increase productivity and the speed of project delivery. This interactive online course will teach you about the importance of IPD's foundation of relational contracts, as well as the main ingredients that include a high-level of communications and collaboration and a no-fault work environment, from project charrette through building commissioning. You will also learn about the roles that lean construction processes and building information modeling play in performing, as well as recognize that IPD has many of the traits of construction delivery systems that are compatible with green building certification systems.

Advanced Project Management: Managing Project Teams (1-hour)

Successful projects are not delivered through technical expertise alone. It takes the ability to manage and lead teams and people effectively. The most successful project managers know how to build and maintain an environment in which both teams and individuals are motivated to do their best work. Founded on a wide range of research and real-life experiences, this interactive online course will help you understand how to develop and sustain effective project teams. You will learn tools, techniques, and tips you can add to your toolbox of people-management skills, enabling you to improve performance for yourself, your team, and the individuals on your project team.

Advanced Project Management: Project Management in a Dynamic Environment (1-hour)

This interactive, online course covers the nine principles that master project managers, and their teams, put into practice managing projects in a dynamic environment. This environment is one experienced by most, if not all, project managers. It's an environment that holds speed and uncertainty as two of its most relevant characteristics. Both of these characteristics can cause severe stress during project planning and execution, and can lead to project failure if the project manager doesn't develop the skills, knowledge, and leadership ability demanded in the dynamic environment of today's projects. Mastering these nine principles will help you develop the inward and outward orientation, the formal and informal procedures, and the high-touch and high-tech communications strategy that you will require to be an effective, master project manager on your dynamic projects.

Advanced Project Management: Project Performance Management (1-hour)

To control a project and keep it on budget and schedule, you need to have a quantified sense of where the project is. How is it doing? Is it on time? Is it on budget? Are the deliverable's being delivered? Are the end users satisfied? To achieve this level of project performance assessment requires a deeper understanding of metrics and measures. During this interactive online course, you

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will go deeper than the Project Management Institute's Project Management Book of Knowledge® takes individuals in Earned Value Management. This course will also expand your understanding of metrics and Key Performance Indicators, which are essential tools and techniques project managers must develop to effectively conduct project performance measurement on today's complex projects.

Advanced Project Management: Sustainability in Project Management (2-hour)

Confirming that sustainability concepts are designed into a project from the beginning ensures that project sponsors and owners receive the maximum value, either through reduced project costs or through reduced life cycle costs. This interactive online course will teach you the principles of sustainability and how you can use this basic knowledge to increase the value in the projects you manage. You will also learn about the effects of climate change on projects and how to properly address the risks that arise from climate change. Additionally you will learn how sustainability can be integrated into traditional project management by addressing each of PMI's five project management process groups and eleven knowledge areas.

Advanced Project Management: The Power of Project Leadership (1-hour)

This course should look at project management and leadership, then go into the fundamental leadership mistakes made by project managers and how to remedy them. Throughout, actionable tips and recommendations should be provided to enhance the user's skill set in project leadership. The course is geared for active project practitioners with experience in managing projects and mid- to senior-level managers. The course will provide information that can be applied to current projects, allowing for introspection. New project managers, or those aspiring to lead projects, however can benefit from the course by learning about the skill set required by effective project leaders.

Advanced Project Management: Understanding the Project, Program, and Portfolio Architecture (1-hour)

Project and construction managers are at the leading edge of delivering benefits to an organization. But how does one's efforts fit in the bigger picture? And why do you even need to know the bigger picture? This interactive, online course will define project, program and portfolio management, as well as explore the key differences and interactions. This course will also introduce you to the concept of benefits realization management and how the project, program, and portfolio hierarchy can be used to bring strategy to life and ensure more successful projects. This course will help professionals both new to, and experienced in, project management. Whether you're new to project management, or have been practicing it for some time, understanding the hierarchy of project, program and portfolio management will help you take your skills to the next level.



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