



Department of Environmental Protection



**This Planning Guide is designed to help both learners and supervisors determine courses that will aid in professional and personal development.*

Please note that this Planning Guide is continuously receiving new updates so please be sure to check back often for new courses.

TABLE OF CONTENTS

BUSINESS STRATEGY AND OPERATIONS	3
Operations Curriculum.....	3
Strategic Planning Curriculum.....	7
Marketing Curriculum	8
FINANCE, HUMAN RESOURCES AND ADMINISTRATION.....	9
Finance and Accounting Curriculum	9
Human Resource Curriculum	9
Administrative Support Curriculum	12
MANAGEMENT AND LEADERSHIP	13
Management Curriculum	13
Leadership Curriculum	15
PROFESSIONAL EFFECTIVENESS.....	17
Communication Curriculum	17
Personal Development Curriculum.....	20
PROJECT EFFECTIVENESS	25
Project Management Curriculum.....	25
Team Building Curriculum	28
Business Analysis	29
Customer Service Curriculum.....	30

BUSINESS STRATEGY AND OPERATIONS

Operations Curriculum

The Foundations of Six Sigma

Are You Listening to Your Customers?
Quick Wins in Six Sigma Implementation
Six Sigma Versus TQM
Lean Inbound Transportation
A Critical-to-quality Tree - What's That?
Basic Measurement Concepts in Six Sigma
Does Your Business Really Need Six Sigma?
Identifying Candidates for Key Six Sigma Roles

Six Sigma Green Belt: Six Sigma and the Organization

Six Sigma and Organizational Goals
Lean Principles and Six Sigma Projects
Design for Six Sigma and FMEA

Six Sigma Green Belt: Define

Six Sigma Project Identification
Voice of the Customer in Six Sigma
Basics of Six Sigma Project Management
Six Sigma Management and Planning Tools
Performance Metrics for Six Sigma
Six Sigma Project Team Dynamics and Performance

Six Sigma Green Belt: Measure

Process Documentation and Analysis in Six Sigma
Basic Probability and Statistical Distributions in Six Sigma
Data Classification, Sampling, and Collection in Six Sigma
Statistics and Graphical Presentation in Six Sigma
Measurement System Analysis in Six Sigma
Process and Performance Capability Measurement in Six Sigma

Six Sigma Green Belt: Analyze

Multi-vari Studies, Correlation, and Linear Regression in Six Sigma
Introduction to Hypothesis Testing and Tests for Means in Six Sigma
Hypothesis Tests for Variances and Proportions in Six Sigma

Six Sigma Green Belt: Improve

Design of Experiments in Six Sigma
Root Cause Analysis and Waste Elimination in Six Sigma
Cycle Time Reduction and Kaizen in Six Sigma
Statistical Process Control and Control Plans in Six Sigma
Creating and Using Control Charts in Six Sigma
Lean Tools for Process Control in Six Sigma

Six Sigma Yellow Belt: Fundamentals

Six Sigma and Lean Foundations and Principles
Six Sigma Team Basics, Roles, and Responsibilities
Six Sigma Quality Tools
Six Sigma Metrics

Six Sigma Yellow Belt: Define

Identifying Six Sigma Projects
Six Sigma Project Management Basics

Six Sigma Yellow Belt: Measure

Basic Statistics for Six Sigma
Data Types and Data Collection in Six Sigma
Six Sigma and Measurement System Analysis

Six Sigma Yellow Belt: Analyze

Lean Tools and FMEA in Six Sigma
Six Sigma Data Analysis and Root Cause Analysis
Basics of Correlation, Regression, and Hypothesis Testing for Six Sigma

Six Sigma Green Belt: Improve and Control

Six Sigma Improvement Techniques
Control Tools and Documentation in Six Sigma

Leading Sustainable Process Improvement

[Spearheading a Process Improvement](#)

Six Sigma Black Belt (2015 BOK): Organization-wide Planning and Deployment

[Fundamentals of Lean and Six Sigma and their Applications](#)

[Six Sigma Project Selection, Roles, and Responsibilities](#)

[Six Sigma Strategic Planning and Deployment](#)

Six Sigma Black Belt (2015 BOK): Organizational Process Management and Measures

[Impact on Stakeholders and Benchmarking for Six Sigma](#)

[Using Business and Financial Measures in Six Sigma](#)

Six Sigma Black Belt (2015 BOK): Team Management

[Six Sigma Team Dynamics, Roles, and Success Factors](#)

[Six Sigma Team Facilitation and Leadership](#)

Six Sigma Black Belt (2015 BOK): Define

[Determining Requirements by Listening to the Voice of the Customer in Six Sigma](#)

[Six Sigma Business Case, Project Charter, and Tools](#)

Six Sigma Black Belt (2015 BOK): Measure

[Process Flow Metrics and Analysis Tools for Six Sigma](#)

[Data Types, Sampling, Collection, and Measurement in Six Sigma](#)

[Six Sigma Measurement Systems and Metrology](#)

[Using Basic Statistics and Graphical Methods in Six Sigma](#)

[Probability and Probability Distributions in Six Sigma](#)

[Determining Process Performance and Capability in Six Sigma](#)

Six Sigma Black Belt (2015 BOK): Analyze

[Measuring and Modeling Relationships between Variables in Six Sigma](#)

[Basics of Hypothesis Testing and Tests for Means in Six Sigma](#)

[Tests for Variances and Proportions, ANOVA, and Goodness-of-fit in Six Sigma](#)

[Multivariate Tools and Nonparametric Tests in Six Sigma](#)

[FMEA and Other Nonstatistical Analysis Methods in Six Sigma](#)

Six Sigma Black Belt (2015 BOK): Improve

Understanding DOE and Planning Experiments in Six Sigma

Designing, Conducting, and Analyzing Experiments in Six Sigma

Lean Improvement Methods and Implementation Planning in Six Sigma

Six Sigma Black Belt (2015 BOK): Control

Statistical Process Control (SPC) and Control Charts in Six Sigma

Using Lean Control Tools and Maintaining Controls in Six Sigma

Sustaining Six Sigma Improvements

Six Sigma Black Belt (2015 BOK): Design for Six Sigma (DFSS)

Common DFSS Methodologies, Design for X, and Robust Designs

Operations Management: Efficiency of Production

Operations Management Functions and Strategies

Strategic Product and Service Management

Supply Chain Management Basics: Cutting Costs and Optimizing Delivery

Inventory Management: Aligning Inventory with Production and Demand

Optimizing Operations Using Demand Forecasting and Capacity Management

Understanding Lean Production

Using Lean to Perfect Organizational Processes

Using Lean to Improve Flow and Pull

Using Lean to Reduce Waste and Streamline Value Flow

Applying Value Stream Mapping in Lean Business

Five Steps to Perfection: Implementing Lean

Value Stream Maps for Non-Manufacturing Processes

Mentoring Asset

Mentoring Six Sigma Green Belt (SSGB)

Mentoring Six Sigma Yellow Belt (SSYB)

Test Prep

TestPrep Six Sigma Green Belt (SSGB)

TestPrep Six Sigma Yellow Belt (SSYB)

Strategic Planning Curriculum

Moving from An Operational Manager to a Strategic Thinker

Effective Critical Analysis of Business Reports

Leading Outside the Organization

Returning to Core Competencies

Competitive Awareness and Strategy

The Fundamentals of Globalization

Managing Expatriates' Career Development

The Etiquette of Cross-cultural Gift Giving

Evaluating Globalization Opportunities

Fundamentals of Business Planning

Preparing and Implementing a Business Plan

Thinking Strategically and Managing Risk

Thinking Strategically as a Manager

Using Strategic Thinking to Consider the Big Picture

Identifying Risks in Your Organization

Assessing Your Organization's Risks

Responding Effectively to Risks

Effective Critical Analysis of Business Reports

Returning to Core Competencies

Competitive Awareness and Strategy

Big Data Basics

Big Data Fundamentals

Big Data Interpretation

Marketing Curriculum

Digital Marketing

Digital Marketing: Getting to the Customer

Search Engine Marketing: Getting Discovered by the Customer

Managing Your Reputation Through Content Marketing and Online PR

Digital Marketing Partnerships, Sales, and After-sales Processes

Essential Marketing Strategies

The Basics of Marketing

The People and Planning in Marketing

Product, Pricing, and Promotion in the Marketing Mix

Distribution and E-Marketing Ethics in the Marketing Mix

Competitive Marketing Strategies: Analyzing Your Organization

Designing Products to Fit the Channel

Using Web Analytics to Increase Sales

Trade Show Marketing - Planning Ahead

Increasing Competitiveness through Collaboration

Essentials of Public Relations

Strategies for the Modern Public Relations Professional

Writing Skills for Public Relations



FINANCE, HUMAN RESOURCES AND

ADMINISTRATION

Finance and Accounting Curriculum

Accounting for Non-Financial Professionals

Basic Accounting Concepts for Non-Financial Professionals
Basic Budgeting for Non-Financial Professionals
Comprehending Financials: A Guide to Financial Statements
Financial Statement Analysis for Non-Financial Professionals
Increasing Cash Flow in Times of Need
Attracting New Investors - Keeping Presentations Focused
What's Your Gross Profit Margin Really Saying?
Recognizing the Value of Intangible Assets
Recession: How it Affects Business
Assessing Nonrecurring Items in Income Statements
The Time Value of Money: Possible Pitfalls
Using Financial Analysis for Credit Decisions

Accounting Basics

Key Accounting Concepts and Principles
Recording, Posting, and Balancing the Books
Preparing Financial Statements and Closing Accounts
Accounting for Stock Transactions
Outsourcing Financial Activities
Deconstructing the Balance Sheet

Human Resource Curriculum

Human Resource Core Knowledge (HRCI: PHR/SPHR-aligned)

Human Resources Core Knowledge: Skills, Concepts, and Tools
Final Exam: Human Resources Core Knowledge (HRCI: PHR/SPHR-aligned)

Business Management and Strategy (HRCI: PHR/SPHR-aligned)

Final Exam: Business Management and Strategy (HRCI: PHR/SPHR-aligned)

Workforce Planning and Employment (HRCI: PHR/SPHR-aligned)

Final Exam: Workforce Planning and Employment (HRCI: PHR/SPHR-aligned)

Human Resource Development (HRCI: PHR/SPHR-aligned)

Human Resource Development: Performance Appraisal and Talent Management

Compensation and Benefits (HRCI: PHR/SPHR-aligned)

Final Exam: Compensation and Benefits (HRCI: PHR/SPHR-aligned)

Employee and Labor Relations (HRCI: PHR/SPHR-aligned)

Final Exam: Employee and Labor Relations (HRCI: PHR/SPHR-aligned)

Risk Management (HRCI: PHR/SPHR-aligned)

Final Exam: Risk Management (HRCI: PHR/SPHR-aligned)

Strategic Human Resource Management (SHRM) (HRCI: PHR/SPHR-aligned)

Final Exam: Strategic Human Resource Management (HRCI: SPHR-aligned)

SHRM-CP/SCP: HR Competencies

HR Competencies: Leadership and Ethical Practice

HR Competencies: Business Acumen and Relationship Management

HR Competencies: Consultation and Critical Evaluation

HR Competencies: Global and Cultural Effectiveness and Communication

SHRM-CP/SCP: Management of People

Management of People: Talent Acquisition and Retention

Management of People: Employee Engagement

Management of People: Learning and Development

Management of People: Total Rewards

SHRM-CP/SCP: Organization and the HR Function

Organization and HR: Structure of the HR Function

Organization and HR: Organizational Effectiveness and Development

Organization and HR: Workforce Management and Using Technology and Data

Organization and HR: Employee Relations

SHRM-CP/SCP: Workplace Management and HR

Workplace Management: Global HR, Diversity, and Inclusion

Workplace Management: Risk Management

Workplace Management: Corporate Social Responsibility

Workplace Management: Employment Laws and Regulations

Human Resource Strategy Management: Strategic Planning

Human Resource Strategy Management: Business and HR Strategy

SHRM-SCP: HRM for Senior HR Professionals

Advanced HR Management: Competencies for Senior HR Professionals Part I

Advanced HR Management: Competencies for Senior HR Professionals Part II

Advanced Human Resources Management: People and Organization

Advanced Human Resources Management: Workplace and HR Strategy

Recruiting, Screening, and Onboarding Effectively

Hitting the Recruitment Bull's-eye

Applicant Screening: The First Step in Hiring the Best

Ensuring Onboarding Success

Guarding Against Interviewing Biases

Conducting Interviews: Asking the Right Questions

Creating a Compelling Job Description

Hiring Strategic Thinkers

Hiring a New Employee

Fringe Benefits: Maintaining a Competitive Hiring Advantage

Aligning Recruitment to Job Requirements

Preventing High Turnover Rates: How to Keep the Best

Disciplines of Organizational Learning: Personal Mastery

Surviving the Talent Crunch

Transformational HR and Talent Management

Planning for Skills Needs and Managing Performance

Building Career Development Programs and Succession Planning

Implementing Transformational HR

Individual Behavior in Organizations

Administrative Support Curriculum

Administrative Support: Developing Your Essential Skills

Administrative Support: Working in Partnership with Your Boss

Administrative Support: Interacting Effectively with Colleagues

Administrative Support: Projecting a Positive Professional Image

MANAGEMENT AND LEADERSHIP

Management Curriculum

Business Execution

Fostering a Business Execution Culture

Performance Dashboard or Scorecard?

Coaching for Results

Beginning Your Coaching Engagement

Coaching Techniques that Drive Change

Coaching to Drive Performance

The Art of Effective Coaching

Coaching

Coaching to Shift Perceptions

Effective Delegation

Achieve Your Objectives through Effective Delegation

The Delegation Process

Successful Delegation: Supervise and Encourage

Use Delegation to Develop Your Team

Delegating Appropriate Tasks

Developing Employees through Delegation

First Time Manager Essentials

The Reality of Being a First-time Manager

Facing Challenges as a First-time Manager

Managing Fairly

Acting Decisively

Employee Dismissal

Making the Move into Management

Managing Employee Performance

Keeping Top Performers Challenged

Planning an Effective Performance Appraisal

Creating a Plan for Performance Management
Detecting and Dealing with Performance Problems
Preparing for Your Performance Appraisal
Underperforming Employee – Now What?
Managing Performance

Advanced Management Techniques

Gauging Your Organization's High-performing Potential
Managing for Cross-functionality
Managing Your Company's Talent
Managing the Unique Needs of Experts
Fostering Mentoring Relationships
Attracting and Retaining Talent
Managing Top Performers Is Always Easy...Right?
Recognizing Natural Leaders
Developing Adaptable Managers
Employee Engagement
Delivering Bad News Effectively
Building Upward Relationships

Leveraging Key Management Techniques

Effectively Directing and Delegating as a Manager
Facing the Management Challenges of Difficult Behavior and Diverse Teams
Being a Fair and Caring Manager
Managing Workforce Generations: Working with a Multigenerational Team
Maintaining a Cohesive Multigenerational Workforce
Managing Multigenerational Employees
Managing an Aging Workforce
Developing the Next Generation
Understanding the Motives of Millennials

Managing in Difficult Time

Being an Effective Manager When Times Are Tough
Managing Motivation during Organizational Change

How to Manage Difficult Conversations
Demonstrating Accountability in a Crisis Situation
Perseverance and Flexibility in Times of Crisis

Leadership Curriculum

Effective Succession Planning

Succession Planning
Succession Planning and Management Programs

Setting and Managing Organizational Priorities

Do You Share Your Organization's Values?

Leading Organizational Change

The Keys to Sustainable Change
Planning for Change
Implementing and Sustaining Change
Communicating Properly during Layoffs
Involving Employees in Corporate Change
Communicating Organizational Change
Beyond Change: Working with Agility
Developing People
Instituting a Quality Improvement Program

Developing Leadership Skills

Motivating Your Employees
Communicating Vision to Your Employees
Leading through Positive Influence
Leveraging Emotional Intelligence
The Emotionally Intelligent Leader
Crafting an Organizational Vision
Motivating Human Behavior
Communicating a Shared Vision
Leading Outside the Organization

Leader as Motivator

Returning to Core Competencies

Competitive Awareness and Strategy

Leveraging Leadership Techniques

Key Elements of Business Execution

Building Innovation Cultures and Leaders

Leading Your Team through Change

Building a Leadership Development Plan

Aligning Unit Goals and Imperatives

Leading Teams through Change

Knowing When to Take Leadership Risks

Wanted - Innovation Leaders

Developing a Business Execution Culture

Leading Change

Leading Innovation

Creating a Positive Atmosphere

Positive Atmosphere: Establishing an Engaged Workforce

Positive Atmosphere: Establishing a Positive Work Environment

Positive Atmosphere: How Organizational Learning Drives Positive Change

Improving Leadership Skills

Becoming an Inspirational Leader

Assessing Your Own Leadership Performance

Women in Leadership

Gender and Leadership

Choosing to Lead as a Woman

Career and Family Challenges for Women Leaders

PROFESSIONAL EFFECTIVENESS

Communication Curriculum

Workplace Conflict

Preventing Unhealthy Workplace Conflict
Working Out and Through Conflict
Adapting Your Conflict Style
Confrontation: What's the Best Approach
Personal Conflict Styles
Coping with Accusations in the Workplace
Managing Conflict
Conflict: Avoid, Confront, or Delay?
Meeting the Challenge of Workplace Conflict

Issue-focused Negotiation

Issue-focused Negotiation: Are You Ready?
You and Your Negotiating Counterpart
Reaching a Negotiated Agreement
Effective Body Language in Negotiations
Vendor Negotiations: Choosing the Best Approach
Tailoring Your Negotiating Approach

Developing Your Emotional Intelligence

Emotional Intelligence: Owning Your Emotions
Emotional Intelligence: Building Self-Management Skills
Emotional Intelligence: Being Aware of the Emotions of Others
Emotional Intelligence: Applying EI at Work
How High Is Your EQ?
Emotional Intelligence at Work

Getting Results through Personal Power

Personal Power and Credibility
Building Personal Power through Influence
Influence Others with Political Savvy

Influencing Key Decision Makers

Influence and Persuasion

How to Succeed in Listening

Be a Better Listener

Roadblocks to Excellent Listening

Active Listening Skills for Professionals

Mastering Active Listening in the Workplace

Effective Listening

Listening with Skill

Constructive Feedback

Feedback and Its Vital Role in the Workplace

Delivering Feedback

Receiving Feedback

Making Feedback a Regular Occurrence

Criticism in Context

Giving Appropriate Feedback

Giving Feedback to Coworkers

Engaging Others with Tact and Diplomacy

Diplomacy and Tact for Every Day

Diplomacy and Tact in Challenging Situations

Connecting with Others through Diplomacy and Tact

Using Humor with Diplomacy and Tact

Working with Difficult People

Difficult People: Why They Act That Way and How to Deal with Them

Difficult People: Can't Change Them, so Change Yourself

Difficult People: Strategies to Keep Everyone Working Together

Coping with Aggressive Behavior in the Workplace

Blame Backfires--Conquer Negative Thinking

Reacting to Co-workers Who Try Taking Advantage

Managing and Controlling Anger

The Essentials for Anger Management

Cross-Cultural Communication

How Culture Impacts Communication

Using Communication Strategies to Bridge Cultural Divides

Communicating with a Cross-cultural Audience

Dispute Resolution in International Contracts

Communicating with Senior Executives

Effective Business Meetings

Capturing the Attention of Senior Executives

Planning Meetings Fit for Purpose

Running Meetings in Better Directions

When Too Many Meetings Are Just Too Much

Making Meetings Work

Managing Meetings for Productivity and Effectiveness

Effective Business Writing

Audience and Purpose in Business Writing

Clarity and Conciseness in Business Writing

Editing and Proofreading Business Documents

Writing for Business

Written Communication

Writing a Business Case

Developing an Effective Business Case

Using E-mail Effectively in the Workplace

Writing Effective E-mails and Instant Messages

Sending E-mails to the Right People

Organizing Your E-mail

Essential Skills for Professional Telephone Calls

Keeping Business Calls Professional

Getting the Details Right: Spelling Basics

Practical Grammar for Business Writing

Abbreviating, Capitalizing, and Using Numbers

Using Punctuation Marks

Creating Well-Constructed Sentences

Troublesome Words and Phrases: Common Usage Mistakes in Writing

Making the Most of Your Presentations

Building Your Presentation

Ensuring Successful Presentation Delivery

Handling Difficult Questions as a Presenter

Skills for Communication Success

The Art and Science of Communication

Making an Impact with Non-verbal Communication

Trust Building through Effective Communication

Choosing the Right Interpersonal Communication Method to Make Your Point

Become a Great Listener

Do We Have a Failure to Communicate?

Making Yourself Approachable

Asserting Yourself in the Workplace

Writing Skills for Technical Professionals

Improving Your Technical Writing Skills

Personal Development Curriculum

Problem Solving and Decision Making

Solving Problems: Framing the Problem

Solving Problems: Generating and Evaluating Alternatives

Making and Carrying Out Tough Decisions

Playing the Devil's Advocate in Decision Making

Turning Problems Around with Reverse Brainstorming

Uncovering the Root Problem

Problem Solving: Process, Tools, and Techniques

Decisions: Making the Right Move

Thinking Critically

Thinking Critically: Coming to Terms with Assumptions

Thinking Critically: Getting Your Arms around Arguments

Thinking Critically: Drawing Conclusions with Confidence

Critical Thinking

Applying Your Best Thinking

Perseverance at Work

Forging Ahead with Perseverance and Resilience

Reaching Goals Using Perseverance and Resilience

Perseverance: Flexibility in Action

Persevering through Setbacks

Building, Rebuilding and Sustaining Trust

The Building Blocks of Building Trust

Rebuilding Trust

The Fruits of Integrity: Building Trust at Work

Navigating through Organizational Change

Taking Stock of Your Work/Life Balance

Staying Balanced in a Shifting World

Take a Deep Breath and Manage Your Stress

Employee Exhaustion: Managing a Well-balanced Workload

Managing Workplace Stress

Creating Work/Life Balance

Improving Your Personal Productivity

Organizations Change So Get Ready

Redefining Yourself after Organizational Change

Managing the Stress of Organizational Change

The Importance of Flexibility in the Workplace

Developing Organizational Agility

Polishing Your Professional Edge

- Organize Your Physical and Digital Workspace
- Avoid Procrastination by Getting Organized Instead
- Maximize Your Productivity by Managing Time and Tasks
- Achieve Productivity in Your Personal Life

Diversity on the Job

- Becoming an Accountable Professional
- Becoming Your Own Best Boss
- Becoming More Professional through Business Etiquette
- Developing a Personal Accountability Framework
- Disciplines of Organizational Learning: Personal Mastery
- Safe Small Talk
- Broadening Your Learning Horizons
- Reframing Negative Situations
- Managing Goals
- Targeting Personal Learning

Performing Under Pressure

- Managing Pressure and Stress to Optimize Your Performance

Managing Your Career

- Developing a Plan to Further Your Career
- Getting Your Career on the Right Track
- Using Performance Appraisals to Advance Your Career
- Conquering Career Stagnation
- Developing Your Career
- Building and Managing Upward Relationships
- Planning Your Career
- Exploring Self-development

Business Ethics Essentials

- Developing Your Business Ethics
- Do You Share Your Organization's Values?
- Office Politics – What Will You Do?
- Ethics, Integrity, and Trust
- The Ethics Enigma

Public Speaking Strategies

- Writing and Preparing an Effective Speech
- Conquering the Challenges of Public Speaking

Creativity in the Workplace

- Unleashing Personal and Team Creativity
- Executing Innovation
- Getting Ready to Present
- Creativity: Developing and Communicating Ideas
- Promoting Creative Thinking

Time Management

- Aligning Goals and Priorities to Manage Time
- Make the Time You Need: Get Organized
- The Art of Staying Focused
- Coping with Information Overload
- Prioritizing Personal and Professional Responsibilities
- Planning for Interruptions Helps with Procrastination
- Setting and Managing Priorities
- Coping with Conflicting Priorities
- Setting Goals
- Getting Time under Control
- The Dangers of Multitasking

Discovering Your Strengths

- Uncovering and Utilizing Your Talents and Skills
- Self-improvement for Lifelong Success
- Establishing Self-confidence for Life

Overcoming Procrastination

[Procrastination: Admitting it is the First Step](#)

[Beating Procrastination by Boosting Your Creativity and Drive](#)

Improving Your Memory

[Improving Your Memory Skills](#)

Improving Your Reading Speed

[Improving Your Reading Speed and Comprehension](#)

Unconscious Bias

[Understanding Unconscious Bias](#)

[Overcoming Your Own Unconscious Biases](#)

[Overcoming Unconscious Bias in the Workplace](#)

PROJECT EFFECTIVENESS

Project Management Curriculum

Project Integration (PMBOK® Guide Fifth Edition)

Project Initiation and the Project Charter (PMBOK® Guide Fifth Edition)
Managing Project Work (PMBOK® Guide Fifth Edition)
Change Control and Project Close-out (PMBOK® Guide Fifth Edition)
Using Lessons Learned for Continuous Improvement
Managing Projects for Strategic Alignment

Project Scope (PMBOK® Guide Fifth Edition)

Collect Requirements and Define Scope (PMBOK® Guide Fifth Edition)
Create Work Breakdown Structure (PMBOK® Guide Fifth Edition)
Validate and Control Scope (PMBOK® Guide Fifth Edition)

Project Time (PMBOK® Guide Fifth Edition)

Define and Sequence Activities (PMBOK® Guide Fifth Edition)
Estimate Resources and Durations (PMBOK® Guide Fifth Edition)
Develop and Control the Schedule (PMBOK® Guide Fifth Edition)
Ethics and Project Management
Ethical Standards and PMI® Core Values

Project Cost (PMBOK® Guide Fifth Edition)

Creating a Project Budget (PMBOK® Guide Fifth Edition)
Keeping Your Project on Budget (PMBOK® Guide Fifth Edition)

Project Quality (PMBOK® Guide Fifth Edition)

Planning Project Quality (PMBOK® Guide Fifth Edition)
Perform Quality Assurance and Quality Control (PMBOK® Guide Fifth Edition)
Quality Management and Continuous Improvement

HR Management (PMBOK® Guide Fifth Edition)

Putting Together the Team (PMBOK® Guide Fifth Edition)
Develop and Manage Your Team (PMBOK® Guide Fifth Edition)

PRINCE2® Foundation (2009-aligned)

[PRINCE2® Project Management Overview \(2009-aligned\)](#)

[PRINCE2® Project Planning and Risk Management \(2009-aligned\)](#)

[PRINCE2® Project Quality Planning and Control \(2009-aligned\)](#)

[PRINCE2® Project Start Up, Initiation, and Direction \(2009-aligned\)](#)

[PRINCE2® Project Control, Management, and Closure \(2009-aligned\)](#)

[Tailoring PRINCE2® for your Project Environment \(2009-aligned\)](#)

Communications (PMBOK® Guide Fifth Edition)

[Managing Project Communications \(PMBOK® Guide Fifth Edition\)](#)

[Controlling Communications \(PMBOK® Guide Fifth Edition\)](#)

Risk Management (PMBOK® Guide Fifth Edition)

[Risk Planning \(PMBOK® Guide Fifth Edition\)](#)

[Risk Identification \(PMBOK® Guide Fifth Edition\)](#)

[Risk Analysis \(PMBOK® Guide Fifth Edition\)](#)

[Risk Control \(PMBOK® Guide Fifth Edition\)](#)

PMI Agile Certified Practitioner (PMI-ACP) ®

[Agile Principles and Methodologies](#)

[Agile Project Planning](#)

[Agile Project Scheduling and Monitoring](#)

[Agile Stakeholder Engagement and Team Development](#)

Procurement (PMBOK® Guide Fifth Edition)

[Procurement Planning \(PMBOK® Guide Fifth Edition\)](#)

[Procurement Management \(PMBOK® Guide Fifth Edition\)](#)

Stakeholders (PMBOK® Guide Fifth Edition)

[Project Stakeholders \(PMBOK® Guide Fifth Edition\)](#)

[Stakeholder Engagement \(PMBOK® Guide Fifth Edition\)](#)

Project Management (PMBOK® Guide Fifth Edition)

[Introduction to Project Management \(PMBOK® Guide Fifth Edition\)](#)

[The Process Groups \(PMBOK® Guide Fifth Edition\)](#)

Project Management for All

[Finding Your Bearings as a Project Manager](#)
[Getting the Big Picture by Defining the Project's Scope and Team](#)
[Mastering the Details of a Project's Schedule and Budget](#)
[Managing a Project to Minimize Risk and Maximize Quality](#)
[Navigating through Changes and Conflicts in Projects](#)
[Taking Final Steps to Bring a Project to its Close](#)
[Managing Projects with No Direct Authority](#)
[Ensuring Management Buy-in on a Project](#)
[Managing Conflict in Project Teams](#)
[Managing Scope on a Project](#)
[Weighing the Costs of Project Change](#)
[Managing Vendor Relationships](#)
[Anticipating and Solving Problems as a Project Champion](#)
[Addressing Stakeholder Conflicts](#)
[Portfolios, Programs, and Projects: What's the Difference?](#)
[Controlling Project Cost](#)
[Project Management Essentials](#)
[Supporting Project Managers](#)

PMP Exam Prep (PMBOK® Guide Fifth Edition)

[PMP Key Exam Concepts \(PMBOK® Guide Fifth Edition\)](#)

Mentoring Assets

[Mentoring PRINCE2: Foundation](#)
[Mentoring Certified Associate in Project Management \(CAPM\) PMBOK Guide 5th Ed.](#)
[Mentoring Project Management Professional \(PMP\) PMBOK Guide 5th Edition Aligned](#)
[Mentoring PRINCE2: Practitioner](#)

Test Preps

[TestPrep PRINCE2®: Foundation](#)
[TestPrep Certified Associate in Project Management \(CAPM\) PMBOK Guide 5th Ed.](#)
[TestPrep Project Management Professional PMBOK 5th Ed \(Jan 2016 update\)](#)

Team Building Curriculum

Optimizing Performance on a Team

- Being an Effective Team Member
- Strategies for Building a Cohesive Team
- Effective Team Communication
- Establishing Team Goals and Responsibilities, and Using Feedback Effectively
- Power and Politics in Matrixed Teams

Leveraging Team Leadership Skills

- Building the Foundation for an Effective Team
- Developing a Successful Team
- Encouraging Team Communication and Collaboration
- Handling Team Conflict
- Leading a Cross-functional Team
- Using Conflict to an Organization's Advantage
- Mediating Project Team Conflict
- Facilitating Work-related Conflict Discussions
- Building Trust Incrementally
- Inspiring Your Team
- Support Your Leader
- Managing Communications in a Virtual Team
- Choosing the Right Team Culture
- Building and Leading Teams
- Meeting Team Performance Challenges

Business Analysis

BABOK® v3: Business Analysis Key Concepts

- Introduction to Business Analysis
- Business Analysis Planning and Monitoring
- Business Analysis Elicitation and Collaboration
- Business Analysis and Requirements Life Cycle Management
- Business Analysis and Strategy Analysis
- Business Analysis and RADD: Requirements Definition
- Business Analysis and RADD: Design Definition
- Business Analysis and Solution Evaluation

BABOK® v3: Business Analysis Techniques

- Analytical Techniques Used for Business Analysis
- Activities and Tools Used for Business Analysis
- Documentation and Criteria Used for Business Analysis

BABOK® v3: Business Analysis Competencies

- Business Analysis Competencies: Personal Skills
- Business Analysis Competencies: Professional Effectiveness
- Business Analysis Perspectives



SALES AND CUSTOMER FACING SKILLS

Customer Service Curriculum

Frontline Call Center Skills

The Importance of Call Tracking and Ticketing
Creating an Effective On-hold Message
Aligning Agent Behaviors with Caller Types

Inbound Call Center Management

Converting a Call Center to a Profit Center
Managing Your Call Center More Efficiently
Customer Service Training - The Interview and Beyond
Disaster Recovery - Keeping the Lines Open
Preventing Agent Absenteeism through Better Working Conditions
Prioritizing Rewards and Recognition in Call Centers

Customer Focus

Listening to Your Customers
Creating a Customer-focused Organization
Developing Your Customer Focus

Customer Service Skills

Interacting with Customers
Communicating Effectively with Customers
Controlling Conflict, Stress, and Time in a Customer Service Environment
Dealing with Customer Service Incidents and Complaints
Polishing Your Skills for Excellent Customer Service

Essentials of Customer Service

Rapport Building in Customer Service
Providing On-site Customer Service
Providing Telephone Customer Service
Providing Effective Internal Customer Service
Facing Confrontation in Customer Service

Designing a Customer Service Strategy
Aligning Performance to Key Indicators
The Angry Caller: What's Your Plan?