

Excellence in Managing Projects & Portfolios

Masters Certificate in Project & Portfolio Management



Bay3000

Corporate Education

PMI Project
Registered Management
Education Institute
Provider
CHARTER MEMBER



University of Ontario
INSTITUTE OF TECHNOLOGY



Simply the most complete and accelerated program in project and portfolio management!

- Leading experts in the fields of Project Management, Leadership and Portfolio Management bring *real-world experience* with effective *adult education* techniques. Our practical solutions will give you tools and techniques that you can implement immediately.
- The very latest and *proven techniques* on such topics as: Project Office Development, Portfolio Management, Leadership and Communications, Critical Thinking, Project Management Practices, Organizational Readiness, and more!
- This exceptional Certificate Program is *professional development* for individuals who have accepted the challenge to master the art and the science of *project management* and who have an interest in the challenges of managing projects as a portfolio – *project portfolio management*. This innovative program is a cooperation between the University of Ontario, Institute of Technology (UOIT) and Bay3000 Corporate Education
- This is ideal for *Senior Project Managers* who wish to advance their careers, and for staff who work within a *Project Office*, Portfolio Management Office, or Planning Department. Whether you have your PMP®, or have not yet attained it, this program is equally valuable.
- Our program is consistent with the framework and best practices of the *Project Management Institute's Project Management Body Of Knowledge (PMBOK®)* in a flexible format that considers time limitations of today's fast paced professional world. For those who have a desire to obtain their *PMP® Certification*, we provide a valuable option of adding on an intensive preparation program focused on the examination elements.

How do I Earn my Masters Certificate?

Complete the required course of study and you will attain the Masters Qualification in Project & Portfolio Management Certificate from the University of Ontario Institute of Technology. Students who excel and are at the top of their classes will be recognized with Honors.

Bay3000 is a Charter Registered Education Provider with the Project Management Institute, and thus you will be receiving training that is approved by the Project Management Institute. For those of you who have your PMP® already, this also means we can offer you over 70 PDUs (Professional Development Units for Re-certification). If you already have a Masters Certificate in Project Management and want to supplement it with the Portfolio Knowledge, call us to find out details on exemptions!



Top 10 Reasons to Attend this Program

1

Meet with fellow leaders in the industry, exchange ideas, and build camaraderie that can last throughout your working career.

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2

Earn a University Masters certificate from University of Ontario Institute of Technology and if you already have your PMP® you also have the opportunity to earn over 70 PDUs.

If you lead a Project Office and have progressed to more senior roles in your organization, you want to learn and develop your skills in alignment to your career path. This program combining project management and portfolio management skills is exactly what you need.

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If you wish to learn best practices and develop your skills, but are not quite ready to write your PMP® examination, this program is for you because you may simply choose the PMP® preparation elective option and use it when you are ready.

This is an integrated program from start to finish and delivered by exceptional leaders in project and portfolio management. This means that the same quality, consistency, build-up of lessons, and flow is sustained throughout the program, for maximum impact and results.

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Because the program is brought to you as an integrated program, students have access to all instructors after the course for questions, feedback, or informal assistance whenever they need it.

Your time is valuable. This program is brought to you as a 10 day compressed program (with the option of adding the 5 Day PMP® Preparation) over a short duration.

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Limited class size allows for maximum interaction and networking with instructors and other participants. This also means that we can adapt to your most pressing issues in discussions.

This program has been developed for the project stakeholders who need to understand and balance the elements of risk, quality, time, cost, procurement, human resources, scope, communications, and integration. We explore these key knowledge areas and their implications at a project level and at a portfolio level.

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This program supplements the PMBOK® curriculum with added-value topics that enable you to deliver successful projects. These topics include: conflict resolution, facilitations skills, change management, coaching, negotiations, and critical thinking.

About Us

Canada's newest university, the University of Ontario Institute of Technology (UOIT) was created by the Ontario Government on June 27, 2002 and is Ontario's newest university. The university accepted over 900 students in 2003 and will grow to 6,000 by 2010. Career-focused undergraduate academic programs, some unique in the province, are offered together with leadership and professional development.

Programs include the sciences, engineering, nursing, business, teacher education, and criminology and justice. State-of-the-art technology provides a fully networked campus that students can access via a personal laptop. The campus is located less than an hour's drive east of Toronto in the heart of Durham Region. The University of Ontario Institute of Technology is accredited by the Council of Ontario Universities.

Bay3000 Corporate Education is a training and development firm working with organizations to help them excel in the execution of their strategies and their vision through improved project and portfolio management. As a Project Management Institute Global Charter Registered Education Provider, we can assure you that our programs are of the highest quality and adhere to industry best practices. Some of the services we offer include Individual and Organizational Competency Planning Tools, Project Management and general Management and leadership Training, Mentoring and Coaching, Project Management Office Advisory Services, and project management software advisory and implementation services.

Clients include: PricewaterhouseCoopers, Deloitte, Siemens, Government of Ontario, British Petroleum, Insurance Bureau of Canada, CGU Insurance, Workplace Safety & Insurance Board, and many more.



What is the Curriculum?

Framework for Project Management

This module provides students with a strong foundation of project management within the PMBOK® framework and proven best practices. This module prepares students for other modules in this certificate program. We cover the project management process groups: initiating, planning, executing, controlling, and closing and the nine best practice knowledge areas of scope, time, cost, human resources, procurement, risk, communications, quality, and integration.

- Understand the framework of PMBOK® and the PMP®
- Define the role of the project manager and stakeholders
- Create a project charter to initiate a new project
- Develop a clear scope statement and obtain approvals
- Identify and quantify project risks and develop mitigation strategies
- Create a Work Breakdown Structure that is practical
- Estimate and define project resources and costs
- Design a project schedule with activities, durations and interdependencies
- Understand the fundamentals of project quality planning
- Organize your project operations for optimum efficiency
- Get projects off to a strong start by knowing how to kick-off a project
- Understand procurement management processes
- Analyze project stakeholders and manage their involvement
- Implement an effective change control and configuration management system
- Collect project performance and progress information effectively
- Understand how project performance can be measured using Earned Value
- Identify problem areas and take proactive steps to prevent reoccurrence
- Monitor and manage issues effectively
- Close projects effectively and collect lessons learned

PMBOK® Knowledge Areas:

Integration, Time, Scope, Communications, Procurement, Cost, Human Resources, Risk, Quality

Session Dates Available:

Sessions start several times per year. Contact us for details

Quality Management

This course focuses on overall quality management including quality planning, quality assurance, and quality control. This intensive seminar provides the practical knowledge and hands-on exercises you need to strengthen your quality management skills as they relate to the entire project environment.

You will learn the essentials of reviewing and auditing products and activities to verify that they comply with the applicable procedures and standards and to assure the production and operation of high quality products according to stated requirements.

- Identify key trends
- Define quality management, and identify barriers to Quality
- Understand the relation between QA and corrective action systems & issue resolution
- Describe methods to ensure customer focus and for measuring customer expectations
- Identify various project measures and quality metrics
- Define continuous process improvement and best practices
- Understand common causes of variation in systems and processes
- Identify key elements of the ISO 9000 quality standards, CMM, and other frameworks
- Develop an overall quality assurance plan to provide confidence to stakeholders
- Understand the importance of managing stakeholders effectively
- Understand the importance of analyzing root causes; not just symptoms
- How to use affinity diagrams and Prioritization matrices
- Understand QFD, in-stage review and audits, and stage exists

PMBOK® Knowledge Areas:

Integration, Scope, Communications, Risk, Quality

Session Dates Available:

Sessions start several times per year. Contact us for details

What is the Curriculum? cont...

Team Leadership and Communications

You will learn the skills necessary to develop high performing teams for your projects, how to create a culture of effective communications, and how to develop your team members. You will take away an arsenal of practical tips and techniques to enhance project success. In this module, we will explore key elements of managing projects in Matrix or other complex environments.

The project manager must be able to effectively influence others, manage and resolve conflicts, facilitate effective meetings, and communicate clearly. Most projects fail not because of a lack of technical skills, but because of a lack of attention to the people issues. You will gain an invaluable toolkit of tips and techniques related to the 'soft' competencies required for project management.

- How leadership methods can-and should-differ, depending upon needs
- Learn methods for assessing the type and amount of leadership each team member needs
- Understand the importance of managing stakeholders effectively.
- Use specific techniques to build relationships and influence without power.
- Understand how leadership is related to the project lifecycle.
- Strengthen your team leadership and motivation skills.
- Identify key attributes of high performing teams.
- Identify the causes of conflict in projects and proactively manage conflict.
- Learn actions you can take to help your stakeholders deal with change.
- Improve your written and verbal communication skills.
- Effective coaching skills and processes

PMBOK® Knowledge Areas:
Communications, Human Resources

Session Dates Available:
Sessions start several times per year. Contact us for details

Procurement & Negotiation Skills

This course integrates with all the processes that are required when a project needs to procure goods or services. We cover with procurement planning, solicitation planning, solicitation, source selection, contract administration, and performance measurement. A key component of this course and one that is frequently understated in importance in effective Vendor Relationship Management. You will also learn proven skills and techniques to obtain what you require, probe, and discover the needs, wants, and drivers of other parties (internal and external), and reach final outcomes that are beneficial and equitable to all parties. Role-playing and case studies will help in developing strong negotiation skills required to mediate deadlocks, reach consensus and establish a firm commitment to the "deal".

- Keys to successful partnerships and vendor-seller relationships
- How to obtain commitment and buy-in from both parties
- Tips and Techniques for sustaining the relationship through the project
- How to effectively analyze contracts and statements of work
- How to prevent issues by managing the contract proactively
- How to create an effective Contract Breakdown Structure
- Basic principles of negotiation, including principled negotiation
- How important are relationships in the negotiation process
- Questioning techniques to solicit information from the other side
- Strategies for influencing without authority
- Recognizing and handling various negotiating tactics
- Negotiation traps and avoidance techniques

PMBOK® Knowledge Areas:
Integration, Time, Scope, Communications, Procurement, Cost, Human Resources, Risk, Quality

Session Dates Available:
Sessions start several times per year. Contact us for details

What is the Curriculum? cont...

Essential Facilitation & Critical Thinking

Facilitating is an essential skill for project managers and project office staff and is often a root of inefficiencies and wasted time and energy. By including insightful knowledge of Critical Thinking, you will have innovative new tools at your disposal as you facilitate various situations in your own projects. This course will help you to have more successful meetings and workshops by learning specialized skills, techniques, and by significant hands-on practice.

- Understand the importance of managing stakeholders effectively
- Use specific techniques to build relationships and influence without power
- Identify the causes of conflict in projects and proactively manage conflict
- Design effective outcome oriented meetings and write clear meeting objectives
- Deal with difficult project participants and learn strategies to deal with them
- Learn how to record your meeting effectively during and post meeting
- Develop specific facilitation skills to ensure your meeting reaches the objectives
- Use process tools to facilitate more effective project meetings and workshops
- The five stages of thinking
- Effective generation of ideas and converging on the best options
- The role of conflict in innovation / divergent and convergent thinking
- The use of lateral thinking and vertical thinking
- Learn many tools for critical thinking that are practical and impactful

PMBOK® Knowledge Areas:

Integration, Communications, Human Resources, Quality

Session Dates Available:

Sessions start several times per year. Contact us for details

Operational Readiness and Change

Projects effect changes in an organization and therefore, the ability to understand change is an essential skill for project managers. We teach you how to take into account organizational change management needs in your project activities to ensure acceptance. The importance of acquiring the knowledge and tools for changing organizations successfully cannot be overemphasized. This course covers on specific concepts, theories and tools that can assist managers entrusted with the task of leading organizational change. Among other topics, the course will focus on the politics of change, successfully leading change efforts, downsizing, restructuring and reengineering, and organizational adaptation.

- Understand change and resistance from an individual, group and organizational level.
- Recognize the signs and symptoms of resistance and how to appreciate resistance as a catalyst and creative force.
- Identify the issues of power, politics, fear and loss often associated with resistance to change.
- Learn different techniques and interventions for working with resistance in various organizational settings.
- Learn practical skills and hands-on tools for planning and guiding large-scale systemic change
- Improved ability to manage specific change projects
- The drivers of change and the models of organizational change
- The ability to apply change leadership tools, theories, and models to your situation
- A change leadership action plan that will substantially increase your odds of success.

PMBOK® Knowledge Areas:

Integration, Time, Scope, Communications, Procurement, Cost, Human Resources, Risk, Quality

Session Dates Available:

Sessions start several times per year. Contact us for details

What is the Curriculum? cont...

Project Office Operations

Whether you already have a Project Office type of entity or you are considering introducing one, you will learn how to develop or sustain its mission, objectives and metrics. In this innovative session, we will explore various types of project office organizations and models and how they link to organizational strategies, maturity, and culture. This session gives you not only a strategic perspective on designing project offices that fit your organizations' goals and culture, but also give you significant insights with respect to the successful deployment and on-going assessment of a project office initiative. We explore various models and their functions, roles and responsibilities, services, culture development, deployment strategies, and on-gong assessment techniques.

- Understand what a Project Office or Project Office is and what are its constituent parts
- Obtain a clear understanding of how you go about building it
- How do you create a winning business case for a Project Office
- What are the various models and functions of project offices
- How to select the right model based on your project management maturity level
- How to evaluate competencies required and roles required
- How to effectively staff your Project Office and develop your team
- How to evaluate its success once it has been established
- What are the current best practices in terms of processes and methodologies
- How can technology be an enabler for the success of your Project Office
- How you can implement a knowledge management strategy for your Project Office

PMBOK® Knowledge Areas:

Integration, Communications, Human Resources, Quality

Session Dates Available:

Sessions start several times per year. Contact us for details

Project Portfolio Management

Do you have established metrics to evaluate the health of your portfolio of projects as a whole and compare projects to your overall strategy, portfolio health and more? Take the theory out of Portfolio management and learn tools and techniques to power your management of any project portfolio – be it at the PM, PMO or even strategy level. Portfolio management is the discipline of managing projects together as a portfolio that meets corporate objectives. It optimizes development investment and resource allocation across multiple projects. This course looks at current techniques and best practices for managing project portfolios. You will learn an industry-proven approach to the high-challenge yet high-stakes, high-payoff undertaking of ensuring that the organization is investing in the right projects, giving those projects the right resources, and getting them completed at the right time. The course covers a complete, best-practices-based methodology for project selection, prioritization, and oversight – plus mentoring in how to resolve real-world concerns.

- Align project initiatives with strategic objectives
- Select, prioritize, and manage a portfolio of projects
- Use new tools to support planning and execution, thereby shrinking time to market
- Address "crisis mentality" and use time more effectively
- Establish effective governance over a project portfolio or multiple project portfolios
- Generate strategic risk management plans
- Promote organization-wide consistency of terminology and methodology
- Set up tracking processes to ensure performance to key measurements
- Customize, implement, and institutionalize a portfolio management process
- Better understand project interdependence and impact analysis
- How to use metrics and establish a continuous improvement process
- Building Organizational Support for the changed portfolio

PMBOK® Knowledge Areas:

Integration, Time, Scope, Communications, Procurement, Cost, Human Resources, Risk, Quality

Session Dates Available:

Sessions start several times per year. Contact us for details



Framed Masters Certificate

Upon completion you will receive a handsome framed certificate that will serve as a permanent recognition of your professional achievement.

Elective: PMP® Exam Preparation Course

This is not part of the Masters Qualification Certificate, but you may add a valuable option at time of registration to obtain a pass to any one of the Bay3000 monthly PMP® Exam Preparation Classes. You will learn key strategies for taking and passing the PMP® Examination, review hundreds of sample test questions, and you will review all the material that is within scope for the examination.

The PMP® exam preparation covers the full 'body of knowledge' on the practice of project management. Many individuals who would like to attain certification are choosing to invest in a PMP® Exam Preparation Course. The PMP® preparation course would be relevant to individuals who aspire to develop their long-term careers in project management related roles and are contemplating taking the PMP® examination. The PMP® prep course and exam is not specific to any industry sector – this means that whether you are a project manager in the construction industry, or in the IT Industry – the exam is the same.

1. Introduction

- PMBOK 2000®
- Study techniques
- Exam taking techniques

2. Framework

- Project Environment

3. Project Scope Management

- Project Initiation
- Scope Planning
- Scope Definition
- Scope Verification
- Scope Change Control

4. Project Time Management

- Activity Definition
- Activity Sequencing
- Activity Duration Estimating
- Schedule Development
- Schedule Control

5. Project Cost Management

- Resource Planning
- Cost Estimating
- Cost Budgeting
- Cost Control

6. Project Quality Management

- Quality Planning
- Quality Assurance
- Quality Control

7. Project Human Resource Mgmt

- Organization Planning
- Staff Acquisition
- Team Development
- *Professional Responsibility

8. Project Communications Mgmt

- Communications Planning
- Information Distribution
- Performance Reporting
- Administrative Closure

9. Project Risk Management

- Risk Management Planning
- Risk Identification
- Qualitative Risk Analysis
- Quantitative Risk Analysis
- Risk Monitoring and Control
- Risk Response Control

10. Project Procurement Mgmt

- Procurement Planning
- Solicitation Planning
- Solicitation
- Source Selection
- Contract Administration
- Contract Close-out

11. Integration and Sample Exams & Exercises

