

# ITCS

## Certification & Professional Workshops



### What's Inside

**Certification Classes** – Which ones are right for your company? *See page 1*

**PMP® Boot Camp** – Learn from a successful PMP, not just a training instructor. *See page 11*

**Business Analysis** – Training for both business analysts and managers. *See page 25*

**Agile Scrum** – Why is Scrum the most widely used Agile framework? *See page 35*

**Six Sigma and Lean** – Improve quality, streamline processes and reduce waste, defects and cost. *See page 41*

**Professional Development** – Optimize team member innovation, effectiveness and results. *See page 47*

*Professional training options to meet the needs of your company.*

## Project Management

### FOUNDATION

CAPM® Certification Boot Camp - p8

Project Management Foundation for Project Managers - p9

Project Management Foundation for Non-Project Managers - p10

### INTERMEDIATE

PMP® Certification Boot Camp - p11

The Art of Risk Management - p12

Soft Skills for Success: Team Performance Management and Development - p13

Managing Project Performance - p14

Strategic Project Communication: Tools and Techniques for Success - p15

Requirements Management and Analysis: From a PM's Perspective - p16

Making Microsoft® Project Look Easy - p17

Strategic Stakeholder Management - p18

Managing Stakeholders and Organizational Change - p19

Software Extension: PMP® - p20

### ADVANCED

The Art of Identifying, Preventing and Recovering Unhealthy Projects - p21

The Multi-Project Project Manager - p22

Project Quality Management: The Integration of PMP®, CMMI and Lean Six Sigma - p23

## Business Analysis

### FOUNDATION

Business Analysis Foundation - p26

### INTERMEDIATE

PMI Business Analysis Professional (PMI-PBA)<sup>SM</sup> Certification and IIBA Certified Business Analysis Professional (CBAP)<sup>®</sup> Certification - p27

Communicating with Graphical Models - p28

Introduction to Enterprise Architecture (Business, Information and Technology) - p29

The Art of Business Requirements and Process Engineering - p30

Process Modeling with Business Process Modeling Notation (BPMN) - p31

### ADVANCED

The Art of Requirements Engineering and Management - p32

Advanced Software Development Life Cycle (SDLC) Management - p33

*Professional training from successful professionals in the industry.*

## Agile Scrum

### FOUNDATION

Scrum Master Certified - p36

### INTERMEDIATE

Agile Expert Certified - p37

Scrum Product Owner Certified - p38

Agile Scrum Transformation  
Roadmap Workshop - p39

### ADVANCED

RAISE – Agile Scrum  
Business Analysis Workshop - p40

## Six Sigma & Lean

### FOUNDATION

Six Sigma Green Belt Certification - p42

### INTERMEDIATE

Six Sigma Black Belt Certification - p43

Lean Six Sigma Black Belt Certification - p44

### ADVANCED

IT Proficiency with Lean Six Sigma: Reducing  
Waste and Costs - p45

## Professional Development

### FOUNDATION

Assertive Communication:  
Secrets to Being an Effective Force - p48

### INTERMEDIATE

Leadership for Non-Managers: Results  
without Authority - p49

Accurate Time Estimating and  
Management - p50

Business Ethics: Your Values and  
Code of Conduct - p51

Conducting Effective Meetings  
and Presentations - p52

### ADVANCED

Strategic Thinking: Effective Decision-Making  
and Problem-Solving - p53

## About ITCS – *Company History*

ITCS is a 100% woman-owned company based in the Virginia–DC Metro area and has earned its solid reputation as an original solutions provider with the right set of technical and management skills. Our team members have experience providing support to the Air Force, Navy, Marine Corps, Army, CDC, FDA, DoD, DOL, HUD, Oracle, General Dynamics, Raytheon, CACI, Kaiser Permanente, CSC and other Fortune 500, mid and small companies.

ITCS is a Registered Education Provider with the Project Management Institute (PMI)<sup>®</sup>. As a Registered Education Provider (REP)<sup>®</sup> and an Endorsed Education Provider (EEP)<sup>®</sup> with the International Institute of Business Analysis (IIBA)<sup>®</sup>. ITCS has proven that our training programs meet rigorous quality standards for course content, instructor qualification and instructional design for both PMI and IIBA. We deliver world-class, effective project management and business analysis training and education and are approved to offer training credit hours for Professional Development Units (PDUs).

The ITCS team has over two decades of experience helping companies of all sizes and industries mature their project management, communication, requirements analysis and engineering processes. ITCS consists of two divisions, Consulting and Training, which have successfully served commercial, manufacturing, information technology, energy, medical, government, financial, construction and defense industries. Real-world capabilities developed in these divisions give us a unique understanding of the training required to improve project execution success and customer satisfaction. Incorporated in our training program are: Full lifecycle project best practices; lessons learned; experiences employing Project Management Professional (PMP)<sup>®</sup> and Certified Business Analysis Professional (CBAP)<sup>®</sup> methodologies and process improvement; Lean Six Sigma and Organizational Change Management.

As a consulting firm and Navy Seaport-e Prime, ITCS has provided consulting services involving IT ERP new implementations and upgrade support, requirements engineering and management support, full lifecycle project management, auditing, IV&V support and PMO consulting services. Call today to see how our team can support your vision.

<b>Certifications</b>	
Certification Training Programs .....	1
<b>Project Management Foundation</b>	
CAPM® Certification Boot Camp .....	8
Project Management Foundation for Project Managers .....	9
Project Management Foundation for Non-Project Managers .....	10
<b>Project Management Intermediate</b>	
PMP® Certification Boot Camp .....	11
The Art of Risk Management .....	12
Soft Skills for Success: Team Performance Management and Development .....	13
Managing Project Performance .....	14
Strategic Project Communication: Tools and Techniques for Success.....	15
Requirements Management and Analysis: From a PM's Perspective .....	16
Making Microsoft® Project Look Easy .....	17
Strategic Stakeholder Management.....	18
Managing Stakeholders and Organizational Change.....	19
Software Extension: PMP® .....	20
<b>Project Management Advanced</b>	
The Art of Identifying, Preventing and Recovering Unhealthy Projects.....	21
The Multi-Project Project Manager .....	22
Project Quality Management: The Integration of PMP®, CMMI and Lean Six Sigma .....	23
<b>Business Analysis Foundation</b>	
Business Analysis Foundation .....	26
<b>Business Analysis Intermediate</b>	
PMI Business Analysis Professional (PMI-PBA)™ Certification and IIBA Certified Business Analysis Professional (CBAP)® Certification .....	27
Communicating with Graphical Models.....	28
Introduction to Enterprise Architecture (Business, Information and Technology).....	29
The Art of Business Requirements and Process Engineering .....	30
Process Modeling with Business Process Modeling Notation (BPMN) .....	31
<b>Business Analysis Advanced</b>	
The Art of Requirements Engineering and Management .....	32
Advanced Software Development Life Cycle (SDLC) Management .....	33
<b>Agile Scrum Foundation</b>	
Scrum Master Certified .....	36
<b>Agile Scrum Intermediate</b>	
Agile Expert Certified .....	37
Scrum Product Owner Certified.....	38
Agile Scrum Transformation Roadmap Workshop .....	39
<b>Agile Scrum Advanced</b>	
RAISE – Agile Scrum Business Analysis Workshop .....	40
<b>Six Sigma Foundation</b>	
Six Sigma Green Belt Certification.....	42
<b>Six Sigma and Lean Six Sigma Intermediate</b>	
Six Sigma Black Belt Certification .....	43
Lean Six Sigma Black Belt Certification .....	44
<b>Lean Six Sigma Advanced</b>	
IT Proficiency with Lean Six Sigma: Reducing Waste and Costs .....	45
<b>Professional Development Foundation</b>	
Assertive Communication: Secrets to Being an Effective Force .....	48
<b>Professional Development Intermediate</b>	
Leadership for Non-Managers: Results without Authority .....	49
Accurate Time Estimating and Management .....	50
Business Ethics: Your Values and Code of Conduct.....	51
Conducting Effective Meetings and Presentations.....	52
<b>Professional Development Advanced</b>	
Strategic Thinking: Effective Decision-Making and Problem-Solving .....	53

# Certifications

**100% Money-Back Guarantee**  
You Will Pass the Certification Exam



*Our guarantee that everyone passes  
is not just monetary,  
it is ingrained in our culture  
and evident in our actions.*



## **All Certifications are Globally-Recognized**

ITCS is a PMI® Registered Education Provider (REP)®



ITCS is an IIBA® Endorsed Education Provider (EEP)®



Called away to support a customer?  
Just want a refresher before taking the certification exam?

**Retake Instructor-Led Certification Classes  
Online Free for Any Reason**

## Certifications

### Classes Based on Real Projects Learn More Than Just a Test

ITCS provides the training and support employees of all skill levels need to pass any certification exam with confidence and become adept at using that methodology in their projects. We don't teach a book, we teach new skills, new tools and a new level of competency in a hands-on interactive environment.



#### **ITCS offers a variety of certification training programs to suit your company's needs:**

CAPM® Certification Boot Camp .....	8
PMP® Certification Boot Camp.....	11
PMI® Professional in Business Analysis (PMI-PBA)™ Certification and IIBA® Certified Business Analysis Professional (CBAP)® Certification .....	27
Scrum Master Certified .....	36
Agile Expert Certified.....	37
Scrum Product Owner Certified .....	38
Six Sigma Green Belt Certification .....	42
Six Sigma Black Belt Certification .....	43
Lean Six Sigma Black Belt Certification.....	44



#### **Unmatched Value-Added Services for Your Corporate Training Program**

To guarantee success, ITCS offers unmatched educational support with the following services, all of which are provided at no additional charge.

- **Instructor-Led Online Introductory Class**
- **Instructor-Supported Online Post-Class Study Groups**
- **Unlimited Email and Phone Support by a Certified Instructor**
- **Supplemental Learning Materials**
- **Exam Application Assistance**



#### **New Products and Services Included for Success**

- **High-Quality Videos for Each Knowledge Area**
- **Downloadable Study Guides for Each Knowledge Area**
- **Terms and Concepts for Each Knowledge Area**
- **Mobile Apps for Testing and Studying with Flashcards**

# Project Management Certifications

ITCS certification training brings a student's current projects efforts into the class discussions, enabling not only a complete understanding of the project management tools and techniques, but also how they can be immediately applied to become a effective force for success.



## Certified Associate in Project Management (CAPM)<sup>®</sup>

This boot camp offers an in-depth course allowing students starting in project management to successfully pass PMI's CAPM certification exam the first time. This comprehensive training program gives students the knowledge needed to understand all of the Project Management Body of Knowledge (PMBOK<sup>®</sup> Guide) Knowledge Areas, Process Groups and Processes. Using exercises, tools, techniques and the experience of our seasoned project managers, our CAPM training will help you get the most out of the class, while laying the foundation for stronger project management practices.

*For more information, see page 8, Project Management: Foundation*



## Project Management Professional (PMP)<sup>®</sup>

With great emphasis on real-world application, this boot camp offers an indepth course to successfully pass the PMI Project Management Professional (PMP)<sup>®</sup> certification exam the first time. In this course, you will learn how to directly apply all PMBOK<sup>®</sup> Guide Knowledge Areas, Process Groups and Processes to your current projects. Our seasoned project managers will present you with a wealth of information based on experience and expertise in using the PMI methodology, incorporating exercises along with the tools and techniques which will enhance your project management skills.

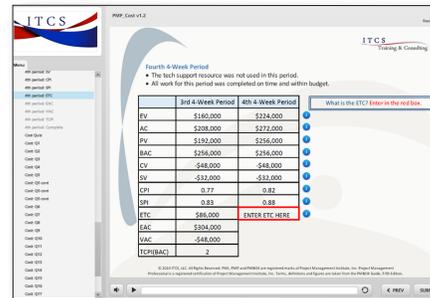
*For more information, see page 11, Project Management: Intermediate*

### Project Management Training Programs include:

- In-depth full color workbook and learning supplements
- *A Guide to Project Management Body of Knowledge (PMBOK<sup>®</sup> Guide) – 5th Edition*
- Interactive exercises based on real-world scenarios
- Unlimited access to our online Test Simulator with hundreds of questions – customize tests, track performance
- Comprehensive instructional videos
- Convenient mobile apps – flashcards and tests
- Administration portal to track, monitor and review your employees' progress
- Free and unlimited email support
- Money-Back Guarantee



## PMP Self-Paced eLearning Training



This interactive eLearning course takes our highly successful PMP training and makes it available for use by your employees as their work schedules permit – at the office, at home or on the road.



# Business Analysis Certifications

The International Institute of Business Analysis (IIBA)<sup>®</sup> and now, PMI, set the standard for business analysis; **not just for analysts**, but also for project managers, program managers and anyone involved in managing or developing customer requirements and expectations.



## PMI Professional in Business Analysis (PMI-PBA)<sup>SM</sup> and IIBA Certified Business Analysis Professional (CBAP)<sup>®</sup> Certifications

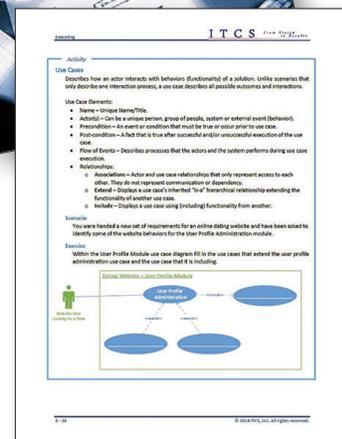
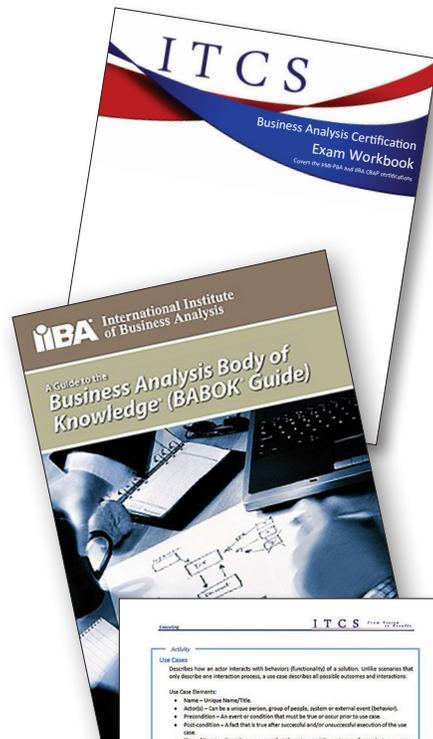
This workshop provides a hands-on approach to learning the PMI-PBA and CBAP certifications and how the methodologies are used in real-world projects.

When conducted at your location the workshop transforms more into an analysis of current projects and the development, management and traceability of their requirements. This approach not only provides a thorough understanding of the methodology to pass the certification exam but also a fresh look into current organizational processes and approaches.

*For more information, see page 27, Business Analysis: Intermediate*

### Business Analysis Training Programs include:

- In-depth full color workbook
- Interactive exercises based on your projects
- *A Guide to Project Management Body of Knowledge (PMBOK<sup>®</sup> Guide) – 5th Edition*
- *A Guide to Business Analysis Body of Knowledge (BABOK<sup>®</sup> Guide)*
- Comprehensive instructional videos
- Convenient mobile apps – flashcards and tests
- Free and unlimited email support
- Money-Back Guarantee



**IIBA** Endorsed Education Provider<sup>SM</sup>

**PMI** Project Management Institute  
Registered Education Provider

## Agile Scrum Certifications

An Agile Scrum certification demonstrates you possess a thorough understanding of an iterative, flexible and effective methodology, which gives you a competitive edge in the marketplace. Our Agile Scrum training offers techniques to improve project control, transparency and quality; and to deliver continual progress, significant value and total project success.

ITCS offers three Agile Scrum certification classes: Scrum Master Certified (SMC™), Scrum Product Owner Certified (SPOC™) and Agile Expert Certified (AEC™). All classes and certification exams can be taken from your home or office, meaning you can be SMC, SPOC or AEC certified within a week.



### Scrum Master Certified (SMC™)

Being an SMC professional proves you can be a facilitator to project success. You can guide everyone involved in a project on Scrum practices, ensure processes are followed and actively clear any obstacles the project team may face. It does not require any previous Scrum experience. We will teach you everything you need to know.

*For more information, see page 36,  
Agile Scrum: Foundation*

#### Agile Scrum Training Programs include:

- Scrum-certified instructors with 15+ years of full lifecycle project management experience
- Training *and* certification exam
- In-depth workbook and over 20 videos available for download
- *A Guide to the Scrum Body of Knowledge (SBOK™ Guide)*
- Interactive exercises based on real-world scenarios and practice quizzes to test your knowledge
- Free and unlimited email support
- Money-Back Guarantee



### Agile Expert Certified (AEC™)

An AEC certification is for the Scrum Master who needs to understand the concepts and practices of Agile Project Delivery as well as know various other Agile methodologies. AEC professionals will learn which Agile methodology to use and when/where best to employ it in any situation.

*For more information, see page 37,  
Agile Scrum: Intermediate*



### Scrum Product Owner Certification (SPOC™)

The SPOC course equips product and business owners (business customers) with the tools and techniques to handle the business aspects and stakeholders in a Scrum project environment. SPOC professionals represent the interests of the stakeholders (Voice of the Customer) in the Scrum team, prioritizing requirements from the perspective of the end user, defining acceptance criteria and ensuring they are met. *An SMC certification is recommended prior to taking this course.*

*For more information, see page 38,  
Agile Scrum: Intermediate*

## Six Sigma and Lean Six Sigma Certifications

In today's environment, organizations face rising costs and increased scrutiny and competition every day. The Six Sigma methodology provides a set of tools enabling the use of contextual data (work performance information) to eliminate defects in production, software, engineering and business processes. These classes are for anyone involved in quality control in a company or organization to include Project Managers, Team Leads, Business Analysts, Engineers, Web and Software Developers, Quality Control Specialists, Marketing Specialists and anyone involved in problem solving or quality management.



### Six Sigma Green Belt

The Green Belt class provides a great introduction detailing all tools and techniques used in defining, measuring, analyzing, improving and controlling a Six Sigma project.

*For more information, see page 42,  
Six Sigma: Foundation*



### Six Sigma Black Belt

The Black Belt class covers skills required to directly manage Six Sigma projects for an organization while using all of the tools learned in the Green Belt class.

*For more information, see page 43,  
Six Sigma: Intermediate*



### Six Sigma and Lean Six Sigma Training Programs include:

- Six Sigma-certified instructors with 15+ years of full lifecycle project management experience
- Training *and* certification exam
- In-depth workbook and over 20 videos available for download
- Interactive exercises based on real-world scenarios
- Practice tests and comprehensive final exam to test your knowledge
- Free and unlimited email support
- Money-Back Guarantee

### Lean Six Sigma Black Belt

The Lean methodology, though a completely distinct practice and philosophy, when integrated with Six Sigma provides the tools to streamline process results in products and services for a more efficient, faster to market, and less costly solution. Lean Six Sigma training is the first step in transforming an organization from the traditional business and operational management model to a process management model, while focusing on developing a sustainable quality culture.

*For more information, see page 44,  
Lean Six Sigma: Intermediate*

# At ITCS, we don't just teach it, we do it.

## On-Site

ITCS offers in-person interactive and discussion-based corporate training classes at your location, eliminating travel and hotel costs. These classes are customized to align with your organization's current projects, training objectives and scheduling needs. Our training goes beyond exam prep by providing insight into how the processes, tools and techniques discussed can be used to improve performance in current company efforts. This is why we say, "Learn More than Just a Test."

The training was amazingggggg!

Jak was awesome as witnessed and expressed by my colleagues. We had some pretty senior (leadership) individuals in the class and they felt he was knowledgeable and explained the PMP concepts and conveyed their ideas and viewpoints well.

- Ryan

**Success  
Guaranteed**

## Live-Online

ITCS recognizes that the availability of someone to be physically present at a class can often be problematic. With this in mind, we offer Live-Online classes. Our Live-Online class is not technology intensive. It contains the exact same coursework and interactivity as an In-Person class, including all activities and exams which students can complete online for instantaneous results and feedback.

Similar to the In-Person class, students can ask and answer questions to get the most out of the class.



## Consulting Support

ITCS has a proud history with the Department of Defense, civilian federal agencies and corporations supporting the advancement of internal process maturity levels and training efforts to include CMMI, ISO, SOX, Business Process Reengineering (BPR), Business Analysis and Project Management certification standards. Additionally, we offer advanced training and Subject Matter Expert (SME) consulting designed to improve current project performances and support product releases with custom eLearning training solutions for internal business customers.

Reduce Costs, **Risk** and Deliv  
 Establish Maslow Ti  
 Repeatable Ouchi  
 Mature Processes Stakeholder Management  
 RFI Earned Value Management  
 Project  
 Charter Firm Herzb  
 Communications Fixed  
 gement RFQ Probability Price RFP  
 lication and Impact RFP  
 Management Matrix Milestones  
 rk Breakdown Structure  
 erformance Risk Mitigation Plan  
 shbone IEEE Standards Management Human Resources  
 Validation Scope  
 Multi-Management Requirements  
 Risking Traceability  
 Recognize Project Performance Issues Matrix  
 Curement Management  
 Measurable Objectives  
 STRATEGIC ALIGNMENT  
 Management qualitative Risk  
 Analysis  
 Migration Management Proje

**What do the top 5% of project managers know that the rest do not?**

**Why do some organizations consistently produce results, and others struggle?**

**Why are some projects always within budget, and others become financial black holes?**

ITCS workshops provide a formal foundation of various project management disciplines, skills, tools and techniques based on Project Management Institute (PMI)<sup>®</sup> industry standards. Concentrating on how they have been successfully implemented in a variety of projects provides a deeper understanding of their utilization to all class participants.

Our senior project management instructors bring a wealth of experience in the federal and state government, defense and commercial industries.

How our instructors use their successes as examples of practical application of the PMI methodology within our workshops and materials is what separates our training programs from the rest.

**Don't just have an instructor come in to lecture, bring in a mentor who will demonstrate what works.**

## Project Management Workshops

### Foundation

CAPM <sup>®</sup> Certification Boot Camp .....	8
Project Management Foundation for Project Managers.....	9
Project Management Foundation for Non-Project Managers.....	10

### Intermediate

PMP <sup>®</sup> Certification Boot Camp .....	11
The Art of Risk Management .....	12
Soft Skills for Success: Team Performance Management and Development .....	13
Managing Project Performance .....	14
Strategic Project Communication: Tools and Techniques for Success.....	15
Requirements Management and Analysis: From a PM's Perspective .....	16
Making Microsoft <sup>®</sup> Project Look Easy .....	17
Strategic Stakeholder Management.....	18
Managing Stakeholders and Organizational Change.....	19
Software Extension: PMP.....	20

### Advanced

The Art of Identifying, Preventing and Recovering Unhealthy Projects.....	21
The Multi-Project Project Manager.....	22
Project Quality Management: The Integration of PMP <sup>®</sup> , CMMI and Lean Six Sigma .....	23

### Certifications

CAPM Certification Boot Camp .....	8
PMP Certification Boot Camp .....	11

## Certified Associate in Project Management (CAPM)<sup>®</sup> Certification Boot Camp

LENGTH: 4 DAYS (35 PDUs)

PREREQUISITES: NONE

### About This Boot Camp

The Certified Association in Project Management (CAPM) boot camp offers an in-depth course allowing students to successfully pass PMI's CAPM certification exam the first time. This comprehensive training program gives students the knowledge needed to understand all of the *Project Management Body of Knowledge (PMBOK<sup>®</sup> Guide)* Knowledge Areas, Process Groups and Processes. Using exercises, tools, techniques and the experience of our seasoned project managers, our CAPM training will help you get the most out of the class, while laying the foundation for stronger project management practices.

### Learn All Knowledge Areas

- Integration Management
- Scope Management
- Time Management
- Cost Management
- Quality Management
- Human Resources Management
- Communications Management
- Stakeholder Management
- Risk Management
- Procurement Management

### Boot Camp Activities

- Analyze various organizational structures and how they affect project management
- Create a Project Charter to include a Purpose, Business Need, Strategic Alignment, Measurable Objectives, Milestones, Scope, Key Deliverables, Assumptions and Constraints and a Key Stakeholder List
- Use a Requirements Traceability Matrix (RTM) to manage requirements and testing
- Using industry proven techniques, identify accurate time and cost estimates for project tasks
- Analyze a project schedule to identify inefficiencies and areas for reducing delivery times
- Use Earned Value Management (EVM) to monitor and report on a class project's performance
- Perform Qualitative Risk Analysis using a Risk Register
- Identify risks for different procurement contract types
- Perform a Make-or-Buy Analysis

### Who Should Attend?

- Anyone with a high school diploma or global equivalent

### Related Workshops

- Project Management Professional (PMP) Certification Boot Camp - p11
- PMI-PBA<sup>SM</sup> Certification and IIBA-CBAP<sup>®</sup> Certification - p27
- Scrum Master Certified - p36
- Agile Expert Certified - p37
- Scrum Product Owner Certified - p38
- Six Sigma Green Belt Certification - p42
- Six Sigma Black Belt Certification - p43
- Lean Six Sigma Black Belt Certification - p44

### *Included with Boot Camp*

ITCS Full-Color CAPM Workbook – *Everything Covered in Less than 155 Pages*

*A Guide to Project Management Body of Knowledge (PMBOK Guide) - 5th Edition*

Access to our Online Self Study/Testing Software with Hundreds of Test Questions – *Customize Tests and Track Your Performance*

Qualifies for All PMI Education Requirements (Total 35 PDUs) with Certificate of Completion

Covers All CAPM Exam Material with Real-World Exercises, 10 Practice Exams and Final Exam

Exam Application and Resume Assistance Before and After the Class

## Project Management Foundation for Project Managers

LENGTH: 3 DAYS (24 PDUs)

PREREQUISITES: NONE

### About This Workshop

This hands-on workshop walks through the fundamentals of developing and managing a Project Management Plan, Stakeholder Expectations and project team members.

### Learn How To

- Understand the characteristics of projects, programs and portfolios
- Understand the structure of a matrix organization
- Identify and create a project problem statement, SMART objectives and success factors
- Manage scope by tracing project requirements to measurable objectives
- Develop an efficient project schedule that is traceable to project requirements
- Employ schedule compression techniques adding cost or risk to the project
- Manage a project team effectively using industry standard tools and techniques
- Obtain signoff at each milestone, ensuring customer satisfaction and project success

### Who Should Attend?

Anyone needing a formal foundation in Project Management who is working as a project manager or lead

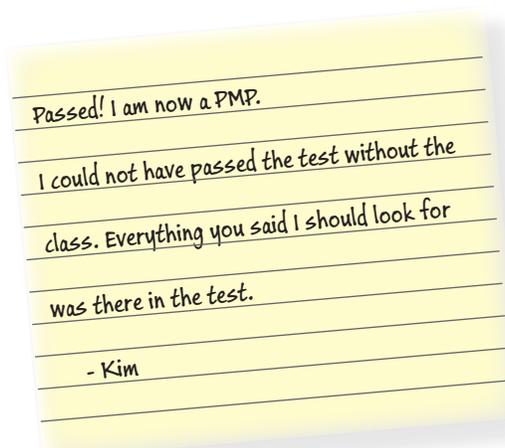


### Workshop Activities

- Develop a Project Charter with a project problem statement, stakeholder needs, SMART objectives and success factors
- Create a Stakeholder Register to identify and document stakeholder vested interests and expectations
- Create a Work Breakdown Structure (WBS) using decomposition of requirements
- Decompose WBS into activities to determine an accurate level-of-effort estimate for task durations
- Develop a Requirement Traceability Matrix (RTM) to manage project scope and verify requirements
- Create a schedule network diagram from the WBS, identifying gaps and schedule inefficiencies
- Develop a project work schedule from the WBS, correcting issues identified in the schedule network diagram while tracing all activities to requirements in the RTM
- Conduct User Acceptance (UA) activities to obtain signoff on all deliverables

### Related Workshops

- Certified Association in Project Management (CAPM) Certification Boot Camp - p8
- Project Management Foundation for Non-Project Managers - p10



## Project Management Foundation for Non-Project Managers

**LENGTH:** 3 DAYS (24 PDUs)

**PREREQUISITES:** NONE

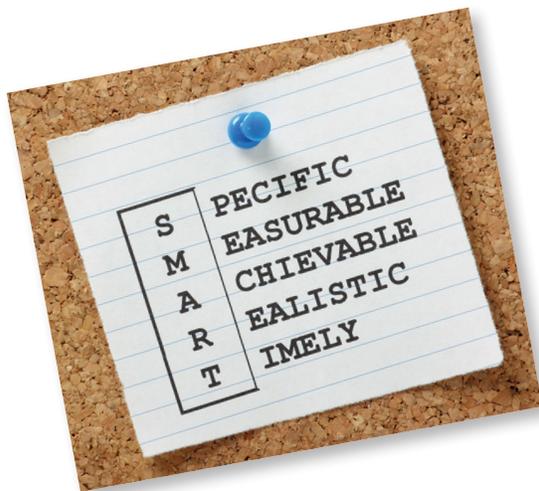
### About This Workshop

The current work environment has adapted over time from a top-down management hierarchy to a more agile format where the team or task lead role can be played by different people at different times. Leadership is no longer solely empowered by position. Great leaders find success through building authentic trust, empowering the people they are working with and providing clear and actionable solutions to the work that needs to be accomplished.

This hands-on workshop walks through basic fundamentals of developing and managing a Project Management Plan.

### Learn How To

- Identify and create a project problem statement, SMART objectives and success factors
- Manage scope by tracing project requirements to measurable objectives
- Develop an efficient project schedule that is traceable to project requirements
- Obtain signoff at each milestone, ensuring customer satisfaction and project success



### Workshop Activities

- Develop a Project Charter with a project problem statement, stakeholder needs and SMART objectives and success factors
- Create a Work Breakdown Structure (WBS)
- Develop a Requirement Traceability Matrix (RTM) to manage project scope and verify requirements
- Create a project work schedule from the WBS, tracing all activities to requirements in the RTM
- Develop a RACI Chart to communicate roles, responsibilities and expectations
- Conduct User Acceptance (UA) activities to obtain signoff on all deliverables

### Who Should Attend?

Anyone needing a formal foundation in Project Management who is involved in leading team tasks or projects such as technical or functional leads, business analysts, quality control professionals, etc.

### Related Workshops

- Certified Association in Project Management (CAPM) Certification Boot Camp - p8
- Project Management Foundation for Project Managers - p9

## Project Management Professional (PMP)<sup>®</sup> Certification Boot Camp

**LENGTH:** 4 DAYS (35 PDUs)

**PREREQUISITES:** NONE

### About This Boot Camp

With great emphasis on real-world application, this boot camp offers in-depth training to successfully pass the PMI Project Management Professional (PMP)<sup>®</sup> certification exam the first time. In this course, you will learn how to directly apply all *PMBOK<sup>®</sup> Guide* Knowledge Areas, Process Groups and Processes to your current projects.

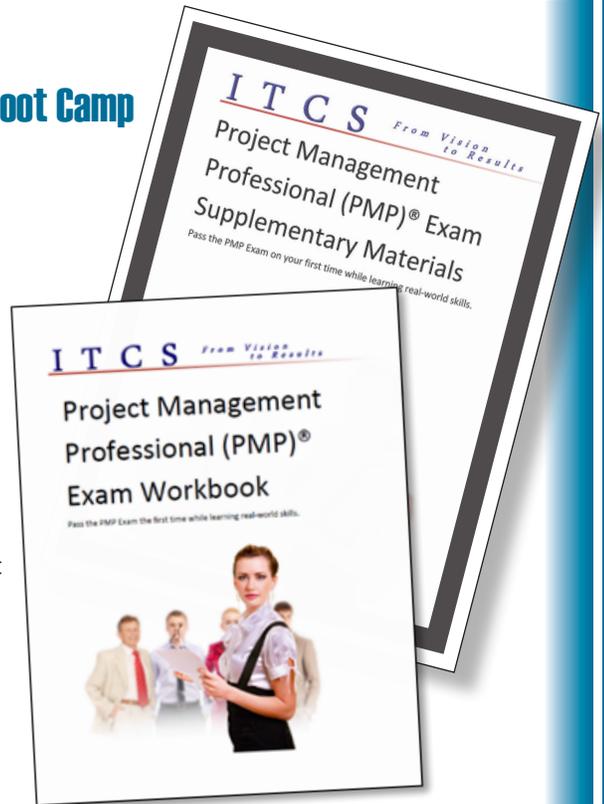
Our seasoned project managers will present you with a wealth of information based on experience and expertise in using the PMI methodology, incorporating exercises along with the tools and techniques which will enhance your project management skills.

### Learn All Knowledge Areas

- Integration Management
- Scope Management
- Time Management
- Cost Management
- Quality Management
- Human Resources Management
- Communications Management
- Stakeholder Management
- Risk Management
- Procurement Management

### Boot Camp Activities

- Analyze various organizational structures and how they affect project management
- Create a Project Charter to include a Purpose, Business Need, Strategic Alignment, Measurable Objectives, Milestones, Scope, Key Deliverables, Assumptions and Constraints and a Key Stakeholder List
- Use a Requirements Traceability Matrix (RTM) to manage requirements and testing
- Using industry proven techniques, identify accurate time and cost estimates for project tasks
- Analyze a project schedule to identify inefficiencies and areas for reducing delivery times
- Use Earned Value Management (EVM) to monitor and report on a class project's performance
- Perform Qualitative Risk Analysis using a Risk Register
- Identify risks for different procurement contract types
- Perform a Make-or-Buy Analysis



### Who Should Attend?

- Any manager, project manager title not required, with a minimum of five years/60 months unique non-overlapping professional project management experience or three years/36 months with a four-year degree or higher.
- Students who do not qualify for the PMP experience requirement may still take this class and sit for the Certified Associate in Project Management (CAPM) certification. The key difference is the PMP exam focuses on the application of the PMP methodology with situational questions, and the CAPM targets individual knowledge of the *PMBOK<sup>®</sup> Guide*.

### Related Workshops

- Certified Association in Project Management (CAPM) Certification Boot Camp - p8
- PMI-PBA<sup>SM</sup> Certification and IIBA-CBAP<sup>®</sup> Certification - p27
- Scrum Master Certified - p36
- Agile Expert Certified - p37
- Scrum Product Owner Certified - p38
- Six Sigma Green Belt Certification - p42
- Six Sigma Black Belt Certification - p43
- Lean Six Sigma Black Belt Certification - p44

## The Art of Risk Management

**LENGTH:** 2 DAYS (16 PDUs)

**PREREQUISITES:** PROJECT MANAGEMENT FOUNDATION FOR PROJECT MANAGERS OR NON-PROJECT MANAGERS

*RECOMMENDED, BUT NOT REQUIRED*

### About This Workshop

While covering the fundamentals of developing a Risk Management Plan, Risk Register and Risk Mitigation Plan, this workshop goes further by addressing the techniques of using risk management as a continuous communications, requirements and procurement management tool.

### Learn How To

- Developing a Risk Management Plan, Risk Register and Risk Mitigation Plan
- Conduct effective Risk Management meetings
- Employ proven techniques to identify potential risks to project objectives
- Perform Qualitative and Quantitative Risk Analysis
- Develop cost effective risk strategies
- Monitor and control risk strategies and adverse events

~~PLAN A~~  
PLAN B



### Workshop Activities

- Develop a Risk Management Plan that can be reused through multiple projects
- Develop risk probability and impact definitions to be used in a Probability and Impact Matrix
- Conduct a Risk Management Meeting within the class using industry standard elicitation tools and techniques such as a Fishbone Diagram to identify potential risks and previously identified risk statuses from various stakeholders
- Create a Risk Breakdown Structure and perform decomposition to further identify potential project risks
- Develop a Risk Register with risk magnitudes calculated using the Probability and Impact Matrix
- Develop Risk Mitigation Plans for risk possessing magnitudes that require its creation

### Who Should Attend?

Managers and non-managers who work on projects

### Related Workshops

- Project Management Professional (PMP) Certification Boot Camp - *p11*
- Strategic Project Communication: Tools and Techniques for Success - *p15*
- The Art of Identifying, Mitigating and Recovering Unhealthy Projects - *p21*

## Soft Skills for Success: Team Performance Management and Development

**LENGTH:** 1 DAY (8 PDUs)

**PREREQUISITES:** PROJECT MANAGEMENT FOUNDATION FOR PROJECT MANAGERS OR NON-PROJECT MANAGERS

**RECOMMENDED, BUT NOT REQUIRED**

### About This Workshop

Through interactive exercises, this workshop helps project managers and leads explore industry standard processes and the tools and techniques employed for effective team communication, development and management.

### Learn How To

- Recognize the five stages of team-building (Tuckerman Ladder Model - Forming, Storming, Norming, Performing and Adjourning)
- Effectively employ the correct conflict management technique for the right situation
- Understand the five project manager powers (Formal, Reward, Penalty, Expert and Referent) and how they can be used effectively
- Understand the eight styles of leadership (Directing, Facilitating, Coaching, Supporting, Autocratic, Laissez-Faire, Consultative and Consensus)
- Understand McGregor, Ouchi, Herzberg and Maslow theories, how they can be used to better manage your team and help your team members individually succeed in their careers



### Workshop Activities

- Through different project scenarios, recognize and analyze team-building stages to ensure all issues are addressed and the project team is performing at peak potential.
- Employ conflict management styles and project manager powers to address real-world situations previously experienced by students in their actual projects.
- Conduct team member performance reviews to recognize what prevents dissatisfaction and leads to satisfaction.
- Learn how to turn an average team member into a company star.

### Who Should Attend?

All managers and project leads

### Related Workshops

- Managing Project Performance - p14
- Strategic Project Communication: Tools and Techniques for Success - p15
- Managing Stakeholders and Organizational Change - p19

Excellent feedback and guidance...The best part

was the knowledge of the instructor and his

ability to provide real-world examples.

- Charlie



## Strategic Project Communication: Tools and Techniques for Success

**LENGTH:** 2 DAYS (16 PDUs)

**PREREQUISITES:** PROJECT MANAGEMENT FOUNDATION FOR PROJECT MANAGERS OR NON-PROJECT MANAGERS

**RECOMMENDED, BUT NOT REQUIRED**

### About This Workshop

Through interactive exercises, this workshop helps project managers and leads explore industry standard processes, the tools and techniques employed for effective team communication, development and management.

### Learn How To

- Perform a strategic communications analysis and management activities that are used in every day project management
- Develop and manage a Communications Framework and Stakeholder Register to manage stakeholder expectations and vested interests
- Understand communication activity dimensions such as internal and external, formal, vertical and verbal
- Effectively engage, motivate and ensure buy-in on proposed courses of action
- Conduct effective weekly status reports and short meetings
- Communicate and confirm stakeholder responsibilities using a RACI Chart
- Develop and manage a Communications Framework and management plan for effectively structuring a communications strategy
- Manage organizational changes with targeted communication tools and techniques
- Effectively manage project communication when communicating horizontally (among peers) and vertically (up/down chain of command)
- Manage cross-functional work efforts with strategic communication techniques

### Workshop Activities

- Analyzing enterprise organizational and system communication channels
- Develop a Context Diagram displaying identified “As-Is” enterprise organizational and system communication channels
- Develop a Context Diagram displaying identified “To-be” enterprise organizational and system communication channels
- Develop a Communications Framework and Stakeholder Register
- Use stakeholder maps such as a Stakeholder Matrix and Onion Diagram to analyze stakeholder project influences, interests and involvement
- Develop a weekly status report outlining accomplishments, goals, action item statuses and outstanding issues
- Conduct a weekly status meeting in under 15 minutes for a complex project
- Develop a RACI Chart and conduct a stakeholder roles and responsibilities requirements meeting

### Who Should Attend?

All managers and project leads

### Related Workshops

- Managing Project Performance - *p14*
- Managing Stakeholders and Organizational Change - *p19*

ITCS, *where*  
**your Success**  
*is our* **Mission**

## Requirements Management and Analysis: From a PM's Perspective

**LENGTH:** 2 DAYS (16 PDU's)

**PREREQUISITES:** PROJECT MANAGEMENT FOUNDATION FOR PROJECT MANAGERS OR NON-PROJECT MANAGERS

*RECOMMENDED, BUT NOT REQUIRED*

### About This Workshop

This workshop focuses on addressing one of the most common causes for project failures, the misalignment of project requirements to the business customer's intended purpose and objectives.

### Learn How To

- Develop measurable project objectives and success factors
- Conduct requirements meetings using industry standard elicitation techniques
- Manage traceability between the problem statement, objectives, business and functional requirements and technical specifications
- Verify requirements to ensure correctness, scope and alignment with higher level requirements
- Validate requirements to ensure satisfaction of intended purpose and obtain customer signoff

### Workshop Activities

- Develop a project problem statement, SMART objectives and success factors
- Establish verification testing activities which align with requirements
- Establish validation testing activities for user acceptance and field testing

- Conduct requirements meetings using industry standard elicitation techniques such as Brainstorming, Force Field Analysis, Use Cases, Interface Analysis, MoSCoW Analysis, Process Modeling, Root Cause Analysis, Alternative Analysis, SWOT Analysis, Observation and Risk Analysis
- Develop a Requirement Traceability Matrix (RTM) to manage project scope and verify requirements

### Who Should Attend?

All managers and project leads

### Related Workshops

- Business Analysis Foundation - p26
- PMI-PBA<sup>SM</sup> Certification and IIBA-CBAP<sup>®</sup> Certification - p27
- Communicating with Graphical Models - p28
- Introduction to Enterprise Architecture - p29
- The Art of Business Requirements and Process Engineering - p30
- Process Modeling with Business Process Modeling Notation (BPMN) - p31
- The Art of Requirements Engineering and Management - p32
- Advanced Software Development Life Cycle (SDLC) Management - p33

*Choose the right solution the first time, every time*

The ITCS BA boot camp ensures that not only will you pass the PMI Professional in Business Analysis (PMI-PBA)<sup>SM</sup> and IIBA Certified Business Analysis Professional<sup>™</sup> (CBAP)<sup>®</sup> exams, but that you will also develop a new foundation of business analysis skills and tools to use in current and future projects.

Our training program offers the best coverage of both PMI and IIBA business analysis methodologies and places a special concentration upon Communication and Requirements Management so your business chooses the right solution the first time, every time.

*Business Analysis Certification Boot Camp - p27*

## Making Microsoft® Project Look Easy

**LENGTH:** 2 DAYS (16 PDUs)

**PREREQUISITES:** PROJECT MANAGEMENT FOUNDATION FOR PROJECT MANAGERS OR NON-PROJECT MANAGERS

**RECOMMENDED, BUT NOT REQUIRED**

### About This Workshop

This workshop provides an overview of how Microsoft® Project can be employed using industry standard techniques. This workshop goes beyond functionality and focuses on the creation of an efficient project schedule from the beginning, ensuring readability, traceability and manageability.

### Learn How To

- Develop an efficient, easy to understand project schedule from a Work Breakdown Structure (WBS)
- Create a task-based schedule that is directly traceable to WBS deliverables
- Manage resources and assignments
- Easily identify and correct project schedule inefficiencies
- Track and analyze project performance

### Workshop Activities

- From a class project, create a Work Breakdown Structure (WBS)
- From the WBS, create an easily traceable and clear project schedule
- Perform the Critical Path Method using a schedule network diagram
- Assign project resources, including their availability and costs
- Use Resource Leveling, Activity Relationship Management, Crashing and Fast Tracking techniques to improve the efficiency of the class project schedule
- From the class project schedule, create a graphical dashboard, resource, cost and progress report for a project team and customer



### Who Should Attend?

- All managers and project leads

### Related Workshops

- Certified Association in Project Management (CAPM) Certification Boot Camp - p8
- Project Management Professional (PMP) Certification Boot Camp - p11
- PMI-PBA<sup>SM</sup> Certification and IIBA-CBAP<sup>®</sup> Certification - p27
- Scrum Master Certified - p36
- Agile Expert Certified - p37
- Scrum Product Owner Certified - p38
- Six Sigma Green Belt Certification - p42
- Six Sigma Black Belt Certification - p43
- Lean Six Sigma Black Belt Certification - p44

## Strategic Stakeholder Management

**LENGTH:** 2 DAYS (16 PDUs)

**PREREQUISITES:** PROJECT MANAGEMENT FOUNDATION FOR PROJECT MANAGERS OR NON-PROJECT MANAGERS, STRATEGIC PROJECT COMMUNICATION *RECOMMENDED, BUT NOT REQUIRED*

### About This Workshop

This workshop focuses on the soft skills, processes, tools and techniques of managing stakeholder expectations that can make the difference between project success and failure.

### Learn How To

- Establish a clear and actionable Stakeholder Management Plan to interact with project stakeholders
- Use stakeholder analytical techniques to evaluate engagement levels
- Use Issue Logs, Change Requests, RACI Charts and project reports to increase stakeholder support and minimize resistance
- Ensure effective stakeholder communication and transparency, creating a partnership with stakeholders
- Use industry standard tools and techniques to monitor and manage traceability of requirements and activities against stakeholder objectives

### Workshop Activities

- Perform a stakeholder analysis and identify engagement levels, interests and authorization
- Develop a Stakeholder Management Framework outlining stakeholder management activities and enabling more stakeholder support and involvement while reducing resistance
- Develop a Stakeholder Management Plan covering engagement levels, scope and impact, interrelationships, communication requirements and information distribution requirements
- Create a Stakeholder Register identifying and classifying stakeholder interests, involvement and authority



- Create a RACI Chart displaying assignment responsibilities for the class team
- Use industry standard tools and techniques to provide the capability to continuously monitor the flow of information and create transparency among all relative stakeholders

### Who Should Attend?

All managers and project leads

### Related Workshops

- Managing Stakeholders and Organizational Change - p19

## Managing Stakeholders and Organizational Change

**LENGTH:** 2 DAYS (16 PDUs)

**PREREQUISITES:** PROJECT MANAGEMENT FOUNDATION FOR PROJECT MANAGERS OR NON-PROJECT MANAGERS

*RECOMMENDED, BUT NOT REQUIRED*

### About This Workshop

This workshop focuses on critical thinking, analysis and the tools and techniques essential to develop and execute a successful change management framework based on the PMI industry standard *Managing Change in Organizations: A Practice Guide* and strategic stakeholder management practices.

### Learn How To

- Understand what change management is and is not
- Understand the activities in a change life cycle framework (Formulating, Planning, Implementing, Managing and Sustaining)
- Perform a stakeholder analysis to identify engagement levels and classification models
- Effectively use stakeholder maps
- Understand and use the key success factors to be considered during execution of change activities
- Establish strong communication management processes for change management
- Understand the psychology related to change resistance, barriers and change derailers
- Establishing a robust change control and configuration management framework
- Establish risk strategies for change management objectives

### Workshop Activities

- Develop a change management Project Charter as a class project
- Within the Change Management Project Charter, identify and document SMART objectives and success factors
- Create a Stakeholder Register identifying and classifying stakeholder interests, involvement and authority
- Create a RACI Chart displaying assignment responsibilities for the class team
- Perform an organizational and stakeholder readiness assessment for the class project
- Address each change objective identifying an “As-Is” baseline and “To-Be” requirements
- Perform a Cost Benefit Analysis to justify recommended solutions
- Form a Change Control Board evaluating additional changes against current project scope, potential impact and risk
- Create and maintain a Change Management Risk Register and mitigation strategies

### Who Should Attend?

All project team members, managers and project leads

### Related Workshop

- Strategic Stakeholder Management - p18

*Only two or three  
people to train*

Contact us for  
**corporate discounts** on  
**Public Classes**

## Software Extension: Project Management Professional (PMP) Workshop

**LENGTH:** 4 DAYS (35 PDUs)

**PREREQUISITES:** PROJECT MANAGEMENT PROFESSIONAL (PMP)<sup>®</sup> OR CERTIFIED ASSOCIATE IN PROJECT MANAGEMENT (CAPM)<sup>®</sup> CERTIFICATION BOOT CAMP, REQUIREMENTS MANAGEMENT AND ANALYSIS: FROM A PM'S PERSPECTIVE, STRATEGIC PROJECT COMMUNICATION AND STRATEGIC STAKEHOLDER MANAGEMENT *RECOMMENDED, BUT NOT REQUIRED*

### About This Workshop

This workshop, based in the Software Extension to the *PMBOK<sup>®</sup> Guide Fifth Edition* guidelines, builds upon most of the 47 processes in the *PMBOK<sup>®</sup> Guide* with a strict focus on the management of software projects. In addition, new skills, practices and a thorough study of the processes that are applicable to the management of projects using an adaptive software development life cycle are covered at great length. The PMI Software Extension to the *PMBOK<sup>®</sup> Guide Fifth Edition* is written in the style of the *PMBOK<sup>®</sup> Guide* and also based on the relevant ISO/IEC and IEEE standards for software engineering.

*This class is not intended for preparation of the PMP or CAPM certification.*

### Learn How To

- Understand employment of different project phase models such as phase-to-phase, predictive, interactive and incremental, adaptive and highly adaptive software development life cycles
- Employ processes within all PMP knowledge areas in relation to software projects with a strong emphasis on communications, requirements development, management and traceability, verification and validation testing, risk and time
- Identify and address common project challenges facing software projects
- Understand the processes PMI added and updated to reflect the demands of software projects
- Develop a Story Breakdown Structure (SBS) consisting of "Epics", "Themes" and "Stories"
- Without adding risk, develop a project schedule which lowers a project's time and cost by 25-50% employing level of effort estimating and scheduling compression techniques
- Develop a Service Level Agreement (SLA) to help manage stakeholder expectations and reduce unnecessary costs and workloads
- Explore opportunities to reduce costs through reusable processes and code
- Develop a Risk Management Plan and Risk Register focusing on common risks within software projects

### Workshop Activities

- Develop a project problem statement, SMART objectives and success factors
- Create a Stakeholder Register to identify engagement, interest and authority levels of everyone with influence on the project or influenced by the project
- Create a Project Charter authorizing the start of the class project
- Employ the use of milestone reviews and integration plans to involve stakeholders in the start and end of each iteration cycle
- Develop a Requirement Traceability Matrix (RTM) to manage project scope and verify requirements
- Develop and use an activity-oriented Work Breakdown Schedule (WBS) for rolling wave elaboration

### Who Should Attend?

Any manager (executive to junior), team member, customer or stakeholder involved in a software, infrastructure or telecommunications related project with an interest in project management to include testers, analysts, system integrators and support personnel

### Related Workshops

- Requirements Management and Analysis: From a PM's Perspective - p16
- Project Quality Management: The Integration of PMP, CMMI and Lean Six Sigma - p23
- PMI-PBA<sup>SM</sup> Certification and IIBA-CBAP<sup>®</sup> Certification - p27
- Scrum Master Certified - p36
- Agile Expert Certified - p37
- Scrum Product Owner Certified - p38
- Six Sigma Green Belt Certification - p42
- Six Sigma Black Belt Certification - p43
- Lean Six Sigma Black Belt Certification - p44

## The Art of Identifying, Mitigating and Recovering Unhealthy Projects

**LENGTH:** 2 DAYS (16 PDUs)

**PREREQUISITES:** PROJECT MANAGEMENT FOUNDATION FOR PROJECT MANAGERS OR NON-PROJECT MANAGERS, STRATEGIC PROJECT COMMUNICATION, THE ART OF RISK MANAGEMENT, MANAGING PROJECT PERFORMANCE AND STRATEGIC STAKEHOLDER MANAGEMENT *RECOMMENDED, BUT NOT REQUIRED*

### About This Workshop

This workshop goes beyond the discussion of PM methodologies, focusing on process maturity and the tools that can be used in various situations to improve visibility into potential problems, mitigate those problems and reduce impact of their effects on project objectives.

Within the workshop five case studies from real projects that experienced difficulties with regards to cost, scope, customer relations and schedule are reviewed to identify what the true cause and effect was, how it could have been prevented and how it was resolved. After examining the case studies, class participants are encouraged to bring their experiences into that class, engaging the entire class in performing a project review to identify areas of improvement and tools to be employed.

### Learn How To

- Mature project management processes, enabling clear visibility into common core issues related to the health of a project
- Utilize industry standard tools and techniques to maintain project transparency
- Effectively use advanced risk management solutions as a communications tool for managing stakeholders expectations
- Become familiar with and be able to recognize project warning signs and performance issues related to requirements, scope, communications, schedule, and stakeholder management
- Employ proven techniques to reverse negative project performance trends
- Employ basic modeling (diagramming) techniques as an effective and rapid communications tool to translate stakeholder and project needs into actionable solutions
- Employ advanced schedule compression techniques with minimal risk

### Workshop Activities

- Case Study #1: Misaligned requirements, wrong solution delivered, ineffective communication
- Case Study #2: Schedule two months behind in a complex multi-team, multi-location project
- Case Study #3: Customer dissatisfaction with delivered product performance and defects
- Case Study #4: More delays, stress, costs and defects than working solutions
- Case Study #5: Pending federal stop work order
- Open Discussion: Class review and analysis of participant submitted projects

### Who Should Attend?

All project leads, managers and executive leadership

### Related Workshops

- The Multi-Project Project Manager - p22
- Project Quality Management: The Integration of PMP, CMMI and Lean Six Sigma - p23

## The Multi-Project Project Manager

**LENGTH:** 2 DAYS (16 PDU's)

**PREREQUISITES:** PROJECT MANAGEMENT FOUNDATION FOR PROJECT MANAGERS OR NON-PROJECT MANAGERS, PROJECT MANAGEMENT SOFT SKILLS FOR SUCCESS, THE ART OF RISK MANAGEMENT AND STRATEGIC STAKEHOLDER MANAGEMENT

*RECOMMENDED, BUT NOT REQUIRED*

### About This Workshop

As the phrase “Do more with less” is being taken more and more literally, project managers are being asked to take on complex projects at the same time with less time allotted. This workshop focuses on the employment of industry standard project and program management repeatable processes that enable a project manager to deliver project plans and other assets for multiple projects with reduced levels of effort while maintaining a constant high-level of stakeholder communication, customer satisfaction and result accuracy.

This workshop is designed to empower project managers with all of the tools and techniques used for managing multifaceted project teams and programs to comfortably lead multiple efforts of all sizes with consistent, repeatable and accurate results. While consistent with PMI's *The Standard for Program Management*, this workshop is not designed for preparation of the Program Management Professional (PgMP)<sup>®</sup> certification or meant for program management training.

### Learn How To

- Manage a set of projects as mini programs consistently utilizing the same framework, processes and management plans
- Manage multiple teams schedule performance with more control, visibility and efficiency
- Exploit project schedule inefficiencies to better utilize team members in multiple projects
- Delegate to project leads for monitoring and controlling repeatable processes, enabling visibility into all activities as easily and effectively as one project
- Employ advanced Requirements Traceability Matrix (RTM) techniques to manage scope, quality and customer signoff
- Understand program support processes:
  - Program Communications and Stakeholder Management
  - Program Financial Management
  - Program Integration Management
  - Program Procurement Management
  - Program Quality Management
  - Program Resource Management
  - Program Risk Management
  - Program Schedule Management
  - Program Scope Management

### Workshop Activities

- Develop a management framework to be utilized by multiple projects and one central location
- Develop a Stakeholder Register that can span multiple efforts and projects
- Create a Requirements Traceability Matrix (RTM) to manage class project requirements and testing
- Develop and use an activity-oriented Work Breakdown Structure (WBS) to understand the project and product scope of all efforts/projects and how similar components and requirements can be shared or reused
- Use class examples to employ advanced scheduling techniques to utilize project schedule Floats, Free Floats and other inefficiencies to more efficiently manage project teams and timelines

### Who Should Attend?

Managers of all levels and project leads

### Related Workshops

- The Art of Identifying, Preventing and Recovering Unhealthy Projects - p21
- Project Quality Management: The Integration of PMP, CMMI and Lean Six Sigma - p23

## Project Quality Management: The Integration of PMP, CMMI and Lean Six Sigma

**LENGTH:** 3 DAYS (24 PDUs)

**PREREQUISITES:** PROJECT MANAGEMENT FOUNDATION FOR PROJECT MANAGERS OR NON-PROJECT MANAGERS AND THE ART OF RISK MANAGEMENT *RECOMMENDED, BUT NOT REQUIRED*

### About This Workshop

This workshop introduces an excellent strategy for how project management processes, the CMMI model and Six Sigma concepts can be integrated to provide a significant improvement in customer satisfaction as well as an infrastructure upon which to build a continuous process improvement culture. The fundamentals of CMMI and Six Sigma are introduced, and students will learn how to deliver project results at a high level of quality and accuracy while reducing costs and defects.

### Learn How To

- Understand key Lean Six Sigma concepts such as DMAIC (Define, Measure, Analyze, Improve, and Control), Value Stream Mapping and Lean Six Sigma Logistics
- Understand key CMMI process areas such as Project Planning, Project Monitoring and Controlling, Quantitative Project Management, Process and Product Quality Assurance, Verification and Validation
- Understand how processes of the latest version of the PMP® methodology lend themselves seamlessly to CMMI and Lean Six Sigma

### Who Should Attend?

All managers and project leads

### Related Workshops

- The Art of Identifying, Preventing and Recovering Unhealthy Projects - p21
- The Multi-Project Project Manager - p22

### Workshop Activities

- Establish a class project's defined processes based on an organization's set of standard processes to include: Cost, time, risk and requirements development, verification and validation
- Identify the Organizational Process Assets that can be used to plan project activities
- Develop processes to improve the management of stakeholder expectations and resolution of coordination issues
- Define well-structured project monitoring and controlling processes, promoting quality communication activities and facilitating resolution, change and focus
- Using the class project, quantitatively establish and manage quality and process performance objectives, select sub-processes to statistically manage, monitor and record statistical and quality management data
- Within the class project, use the PMP methodology to manage established processes and Lean Six Sigma to improve those processes and resolve problems

*Don't see what  
you're looking for*

Call and speak with a project specialist.

We can tailor a training program  
to fit your program needs.

# At ITCS, the Focus is On You

## Training to advance your performance and success

The focus at ITCS is not on the academics of a methodology, where students just sit and listen to lectures and memorize terms and definitions. We feel this teaching method is incomplete in showing students how to apply their newfound knowledge in the real world.

Our workshops bring a student's current projects and situations into the class, enabling not only an understanding of the tools and techniques discussed, but also how they can be immediately applied to become a real force for success.

ITCS started as a consulting firm providing project management, process engineering and enterprise information technology solutions to companies, such as Oracle, General Dynamics and IBM; in addition to federal/DoD organizations, such as GSA, HUD, DOL, DHS, FEMA, USMC and OSD.

ITCS uses its experience and skills along with being a Project Management Institute (PMI)<sup>®</sup> Registered Education Provider (REP)<sup>®</sup> and an International Institute for Business Analysis (IIBA)<sup>®</sup> Education Endorsed Provider (EEP)<sup>®</sup> to deliver a unique training experience that produces immediate, actionable results.

Learn from an instructor who has successfully used these methodologies in the real world.  
Learn from ITCS.

My goal today for the final exam was to just pass, which would mean I had absorbed the material. To my amazement, I exceeded what I thought I would get. Far better than I expected to do.

Now instead of feeling like I might need to take the class 3-4 more times, I know I can study my way through to where I want to be, and I'm looking forward to your on-line quizzes/exams on TestMyPM. I am confident I will succeed in passing the PMP.

Thank you for a great class!

- Lisa

The class was a lot more fun than expected.

I am looking forward to trying out the new communication and requirements gathering tool we worked on in class.

- Eric

I liked the interactive approach. The quizzes were great at helping me identify areas on which I need to focus my studying and it was really helpful to have access to the practice exam. I appreciate having insight into the exam format. The flow was good, never boring or slow.

Great class and instructor!

- Cassandra

RIFICATION  
 Requirement  
 Traceability  
 Matrix  
 Scope  
 Signoff  
 Root Cause Analysis  
 Sequence Diagram  
 Criteria  
 Definition  
**SWOT**  
 Analysis  
 PROBABILITY AND IMPACT MA  
 overage  
 Matrix  
 blem  
 iving  
 Risk  
 Register  
**Measurable**  
 FEASIBILITY  
 ANALYSIS  
 Estimation  
 MATURE  
 Processes  
**MoSCoW**  
 OBJECT-ORIENTED DESIGN  
**Business**  
 Need  
 Work  
 Breakdo  
 Structu  
 RACI  
 ch  
 CM  
 Da  
 Dictio  
 an  
 Glass  
 RF  
 MODELING  
 TRACI  
 Firm Fixed P  
**Risk**  
 Analysis  
 Strategic Alignm  
**Focus**  
 GROUPS  
**Analytical Thinkin**  
 Qualitative Risk Ana  
**Objective**  
 Benchmarkin  
**Elicitation**  
 Metrics and Ke  
 Performanc  
 Indicator  
 Analysis

## Not Just for Business Analysts Anymore

Industries have realized the importance of professional business analysis competencies in project and program management to ensure success in managing change and achieving strategic objectives.

Business analysis activities are performed at all levels of a project, including technical assessments, managing stakeholder expectations and ensuring contractual obligations are met.

### What is the purpose of the project?

Surprise! It is not the name of the product being produced or the service provided.

### It is to resolve the cause of the customer's problem.

Aligning the team's intent and actions with the true purpose of the project avoids misunderstandings with both internal and external customers.

This focus also averts the never-ending change request cycle rooted in such misalignment.

ITCS business analysis workshops provide a strong foundation of industry-proven elicitation and communication techniques, enabling project team members at all levels to translate customer needs and measurable objectives into creative, cost-effective solutions.

### Table of Contents

#### Foundation

Business Analysis Foundation ..... 26

#### Intermediate

PMI Professional in Business Analysis (PMI-PBA)<sup>SM</sup> Certification and IIBA Certified Business Analysis Professional (CBAP)<sup>®</sup> Certification ..... 27

Communicating with Graphical Models ..... 28

Introduction to Enterprise Architecture (Business, Information and Technology) ..... 29

The Art of Business Requirements and Process Engineering ..... 30

Process Modeling with Business Process Modeling Notation (BPMN) ..... 31

#### Advanced

The Art of Requirements Engineering and Management ..... 32

Advanced Software Development Life Cycle (SDLC) Management ..... 33

#### Certifications

PMI Business Analysis Professional (PMI-PBA)<sup>SM</sup> Certification and IIBA Certified Business Analysis Professional (CBAP)<sup>®</sup> Certification ..... 27

## Business Analysis Foundation

LENGTH: 2 DAYS (16 PDUs)

PREREQUISITES: NONE

### About This Workshop

Through hands-on workshop activities you will gain in-depth knowledge of how to develop and manage project objectives, business requirements and functional requirements.

### Learn How To

- Understand roles and responsibilities of a business analyst
- Manage requirements in a structured framework using a Project Charter, business requirements and functional requirements
- Effectively communicate with business and technical stakeholders
- Identify and create a project problem statement, SMART objectives and success factors
- Establish requirements traceability from stakeholder needs to the completed product or service
- Conduct requirements meetings using industry standard elicitation techniques
- Develop effective analytical thinking and problem solving
- Verify requirements to ensure correctness and validate requirements to ensure fulfillment of intended purpose

### Workshop Activities

- Develop a project problem statement
- Using a Statement of Work (SOW), identify and document SMART objectives and success factors, business requirements and functional requirements
- Develop a Requirements Traceability Matrix (RTM) to manage project scope and verify requirements
- Conduct requirements team meetings using a RACI chart

### Who Should Attend?

Anyone involved in developing or managing project requirements, including project managers, team leads, technical leads, business analysts and quality control professionals, among others.

### Related Workshop

- The Art of Requirements Engineering and Management - p32

## *Owning our Customer's Mission*

The success of ITCS is dependent on our customers' success. There is **NO HIGHER VALUE** than the quality of the **SERVICE AND SUPPORT** we provide our customers, the baseline by which all other values are measured.

The ITCS customer-centric approach puts our **CUSTOMERS' OBJECTIVES FIRST**. From missions that support our armed forces to those that standardize project management and life cycle processes and methodologies, our dedication will **ENSURE YOUR SUCCESS**.

## PMI Professional in Business Analysis (PMI-PBA)<sup>SM</sup> Certification and IBA Certified Business Analysis Professional (CBAP)<sup>®</sup> Certification

**LENGTH:** 4 DAYS (35 PDUs)

**PREREQUISITES:** BUSINESS ANALYSIS FOUNDATION *RECOMMENDED, BUT NOT REQUIRED*

### About This Workshop

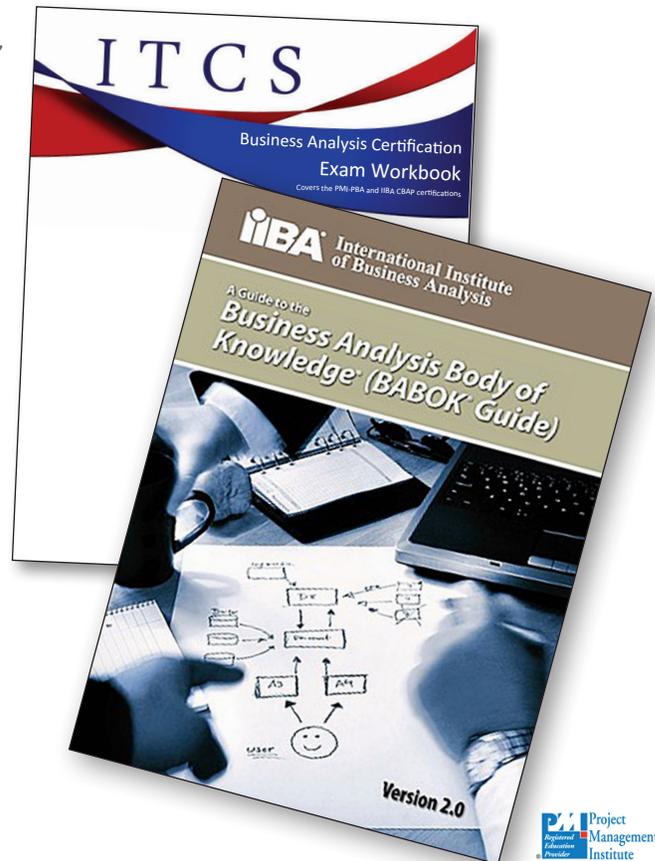
This boot camp provides a hands-on approach to learning the PMI-PBA and CBAP certifications and how the methodologies are used in real-world projects.

### Learn How To

- Develop measurable project objectives and success factors
- Conduct requirements meetings using industry standard elicitation techniques
- Identify, develop and manage SMART objectives and business, functional and technical requirements using the PMI-PBA methodology
- Perform business analysis activities in a plan-driven and change-driven environment
- Assess and manage organizational readiness for a proposed solution

### Boot Camp Activities

- Develop a project problem statement, SMART objectives and success factors
- Use standard elicitation techniques such as:
  - Brainstorming
  - Force Field Analysis
  - Use Cases
  - Interface Analysis
  - MoSCoW Analysis
  - Process Modeling
  - Root Cause Analysis
  - Alternative Analysis
  - SWOT Analysis
  - Observation
  - Risk Analysis



### Who Should Attend?

Individuals with a minimum 3 years of business analysis experience in the past 8 years and a bachelor's degree or higher or 5 years' experience without.

### Related Workshops

- Certified Association in Project Management (CAPM) Certification Boot Camp - p8
- Project Management Professional (PMP) Certification Boot Camp - p11
- Scrum Master Certified - p36
- Agile Expert Certified - p37
- Scrum Product Owner Certified - p38
- Six Sigma Green Belt Certification - p42
- Six Sigma Black Belt Certification - p43
- Lean Six Sigma Black Belt Certification - p44

## Communicating with Graphical Models

**LENGTH:** 2 DAYS (16 PDUs)

**PREREQUISITES:** BUSINESS ANALYSIS FOUNDATION *RECOMMENDED, BUT NOT REQUIRED*

### About This Workshop

This workshop focuses on industry standard modeling tools and techniques used in Unified Modeling Language (UML) and Business Process Modeling Notation (BPMN) to elicit and validate business and system requirements more accurately, in less time and in a format easily consumed and understood by both the customer and technical team members.

### Learn How To

- Quickly identify and document “As-Is” and “To-Be” business and system processes, ensuring they satisfy measurable project objectives
- Effectively determine solution approaches to achieve identified “To-Be” business and system processes
- Provide a communication vehicle that enables stakeholders to effectively communicate their needs while ensuring the selected solution approach fully satisfies the entire scope of the project and project objectives

### Workshop Activities

- Develop “As-Is” business and system processes to form a starting point baseline
- Develop “To-Be” business and system processes required to satisfy measurable project objectives and perform a gap assessment to determine solution approach
- Use developed models to communicate with stakeholders and validate solution approach, tracing to measurable project objectives



### Who Should Attend?

Anyone involved in developing, managing or working with business or functional requirements such as project managers, team leads, technical leads, business analysts, quality control professionals, among others.

### Related Workshops

- The Art of Business Requirements and Process Engineering - p30
- Process Modeling with Business Process Modeling Notation (BPMN) - p31

*Only two or three  
people to train*

Contact us for  
**corporate discounts** on  
**Public Classes**

## Introduction to Enterprise Architecture (Business, Information and Technology)

**LENGTH:** 4 DAYS (32 PDUs)

**PREREQUISITES:** BUSINESS ANALYSIS FOUNDATION, THE ART OF REQUIREMENTS ENGINEERING AND MANAGEMENT AND COMMUNICATING WITH GRAPHICAL MODELS *RECOMMENDED, BUT NOT REQUIRED*

### About This Workshop

This workshop provides an introduction to enterprise architecture for business and IT professionals aimed at delivering a complete understanding of how business objectives are more effectively achieved at less risk and cost with a strategic alignment of processes, information and IT solutions.

### Learn How To

- Manage technology, information and business architectures, their components and organizational change
- Assess business needs and SMART objectives
- Engineer a Business Technology Strategy (BTS)
- Conduct Business Process Reengineering (BPR) activities
- Model business processes that satisfy measurable organizational and stakeholder objectives
- Ensure alignment of business needs and enterprise solutions

*It was funny because the instructor used to work for me years ago. Now I know some of his tricks and how he did some of the things he did so well. I didn't expect to learn as much as I did.*

*Job well done.*

*- Mark*

### Workshop Activities

- Develop a tactical stakeholder communication strategy and map an engagement model
- Develop "As-Is" business, technology and information architecture baselines to include multiple business units and supporting systems
- Conduct requirements meetings using industry standard elicitation techniques such as SWOT and Fishbone diagrams to identify enterprise architecture opportunities of improvement
- Create a Business Case from the identified opportunities of improvement
- Generate and validate solution alternatives to support opportunities identified
- Develop a cost benefit analysis for generated alternatives
- Engineer a "To-Be" business architecture
- Engineer a "To-Be" technology architecture
- Engineer a "To-Be" information architecture
- Perform an enterprise architecture gap assessment on developed architectures
- Conduct formal stakeholder reviews of solutions

### Who Should Attend?

Anyone involved in managing or delivering strategic business value and organizational alignment on the business user and/or information technology domains such as business domain experts, software engineers, business analysts, quality control professionals, team leads and technical leads. A technical IT or architect background is not required.

### Related Workshops

- The Art of Business Requirements and Process Engineering - p30
- The Art of Requirements Engineering and Management - p32

## The Art of Business Requirements and Process Engineering

**LENGTH:** 2 DAYS (16 PDU's)

**PREREQUISITES:** BUSINESS ANALYSIS FOUNDATION, THE ART OF REQUIREMENTS ENGINEERING AND MANAGEMENT AND COMMUNICATING WITH GRAPHICAL MODELS *RECOMMENDED, BUT NOT REQUIRED*

### About This Workshop

This workshop strictly focuses on the re-engineering of business process performance by creating an “As-Is” baseline, a “To-Be” solution to identified objectives and the deltas required to reach those objectives while forming a foundation for functional requirements as a next step.

### Learn How To

- Reverse engineer current business processes to establish a baseline and evaluate potential opportunities
- Engineer proposed business processes in an object-oriented framework to satisfy measurable performance objectives
- Establish an enterprise framework, forming a foundation for all functional requirements and future efforts

### Workshop Activities

- Using the class project provided, develop measurable project objectives and success factors
- Model existing stakeholders, business processes and performances, forming a baseline to measure success
- Confirm developed models through Observation, Business Rules Analysis and Document Analysis
- Develop a context diagram to illustrate the scope of information communicated throughout the enterprise
- Analyze “As-Is” processes and perform requirements elicitation techniques to identify areas of opportunity, improve performance and reduce cost
- Engineer “To-Be” business processes utilizing Use Cases and Process Modeling to employ identified opportunities within an object-oriented framework and support change management, requirements traceability and requirements reuse



### Who Should Attend?

Anyone involved in managing or delivering strategic business value and organizational alignment on the business user and/or information technology domains such as business domain experts, software engineers, business analysts, quality control professionals, team leads and technical leads. A technical IT or architect background is not required.

### Related Workshops

- Introduction to Enterprise Architecture - p29
- The Art of Requirements Engineering and Management - p32

## Process Modeling with Business Process Modeling Notation (BPMN)

LENGTH: 3 DAYS (24 PDUs)

PREREQUISITES: BUSINESS ANALYSIS FOUNDATION *RECOMMENDED, BUT NOT REQUIRED*

### About This Workshop

This workshop provides a hands-on approach to developing business process requirements in Business Process Modeling Notation (BPMN) diagrams for the purpose of better communication with stakeholders, accuracy of requirements and traceability to a project's intended purpose.

### Learn How To

- Model business processes that satisfy measurable organizational and stakeholder objectives
- Effectively employ the use of BPMN graphical notations
- Effectively use BPMN diagrams as a stakeholder communication tool
- Work with BPMN diagrams and Business Use Cases to form the foundation for requirements development

### Workshop Activities

- Identify and create a project problem statement, SMART objectives and success factors
- Perform Business Process Reengineering (BPR) on current "As-Is" class project enterprise architecture using BPMN
- Engineer lean "To-Be" business processes designed to support project SMART objectives using BPMN
- Conduct stakeholder requirements meetings, validating engineered business processes against stakeholder expectations and intended purpose of the project

### Who Should Attend?

Anyone involved in developing, managing or working with business or functional requirements such as project managers, team leads, technical leads, business analysts and quality control professionals

### Related Workshops

- Communicating with Graphical Models - p28
- The Art of Business Requirements and Process Engineering - p30



## The Art of Requirements Engineering and Management

LENGTH: 3 DAYS (24 PDU's)

PREREQUISITES: BUSINESS ANALYSIS FOUNDATION *RECOMMENDED, BUT NOT REQUIRED*

### About This Workshop

In this hands-on workshop you will learn how to architect solutions through traceable functional and technical requirements that support business processes, an organization's strategic objectives and operational needs. We take you way beyond the tools, techniques and formal processes of business analysis. Class discussions will concentrate on advanced approaches to understand problems and support business needs, engineer cost effective and scalable solutions in-line with an organization's strategic objectives, and ensure customer buy-in and acceptance of completed products.

### Learn How To

- Develop measurable project objectives and success factors
- Conduct requirements meetings using industry standard elicitation techniques
- Develop and manage business requirements for the enterprise
- Develop and manage functional requirements based on business requirements
- Develop and manage technical specifications based on functional requirements
- Ensure complete transparency with stakeholders
- Verify requirements to ensure correctness and validate requirements to ensure satisfaction of intended purpose

### Workshop Activities

- Develop a project problem statement, SMART objectives and success factors
- Conduct requirements meetings using industry standard elicitation techniques such as Brainstorming, Force Field Analysis, Use Cases, Interface Analysis, MoSCoW Analysis, Process Modeling, Root Cause Analysis, Alternative Analysis, SWOT Analysis, Observation and Risk Analysis
- Using industry standard elicitation techniques develop lean business process requirements designed to support the SMART objectives
- Using industry standard elicitation techniques develop functional requirements designed to support the business requirements
- Develop a Technical Specification document designed to support the functional requirements
- Develop a Requirement Traceability Matrix to manage project scope and verify requirements

### Who Should Attend?

Anyone involved in developing or managing project requirements, including project managers, team leads, technical leads, business analysts and quality control professionals, among others.

### Related Workshops

- Introduction to Enterprise Architecture - p29
- The Art of Business Requirements and Process Engineering - p30

*Thank you for the BA training...we had a good time; everyone had significant take-a-ways.*

*In fact, the following week, we created 3 activity diagrams based on our own internal processes. Wow...when you see it in writing, the bottlenecks really become visible.*

*We also did a timeline and a WBS, all of which were presented to my boss as part of our weekly meeting and helped clarify things for him.*

*- Sheri*

## Advanced Software Development Life Cycle (SDLC) Management

LENGTH: 3 DAYS (24 PDUs)

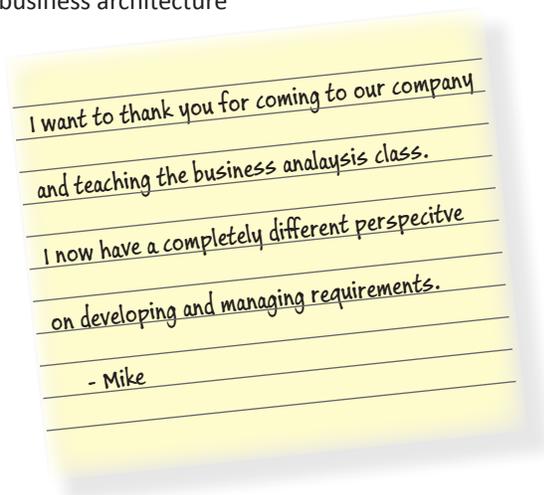
PREREQUISITES: BUSINESS ANALYSIS FOUNDATION *STRONGLY RECOMMENDED, BUT NOT REQUIRED*

### About This Workshop

This workshop provides a strict focus on alignment with business stakeholder needs, a requirements framework structured to manage enterprise-wide change and effective communications internally and externally.

### Learn How To

- Understand SDLC Methodologies Plan-Driven/ Change-Driven (Waterfall/Agile/RAD) when, why and how to use
- Organize a project life cycle for requirements documentation, from charter, business, functional and technical requirements to traceability and testing solutions
- Manage an enterprise architecture, components, and organizational change
- Identify enterprise architecture opportunities of improvement
- Strategically base software projects on “to-be” business architecture



### Workshop Activities

- Model a business process architecture that satisfies measurable organizational and stakeholder objectives
- Develop cost benefit analysis for generated alternatives
- Generate and validate solution alternatives
- Create a project lifecycle requirements hierarchy, ensuring traceability and effective change management control
- Develop functional and technical requirements traced directly to the “to-be” business architecture
- Perform verification and validation testing on requirements, analyzing the significant differences between the two
- Establish change control and scope management procedures for the class project

### Who Should Attend?

Anyone involved in developing, managing or working with business or functional requirements such as project managers, team leads, technical leads, business analysts, quality control professionals, etc.

### Related Workshops

- Scrum Master Certified - p36
- Agile Expert Certified - p37
- Scrum Product Owner Certified - p38
- Six Sigma Green Belt Certification - p42
- Six Sigma Black Belt Certification - p43
- Lean Six Sigma Black Belt Certification - p44

*Don't see what  
you're looking for* ?

Call and speak with a project specialist.

We can tailor a training program to fit your program needs.

# Agile Scrum Certifications

## Agile Scrum Certification Training

Agile Scrum certification demonstrates you possess a thorough understanding of an iterative, flexible and effective methodology, which provides you a competitive edge in the marketplace. Our Agile Scrum training offers techniques to improve project control, transparency, quality, and deliver continual progress, significant value and total project success.



ITCS offers three Agile Scrum certification classes: Scrum Master Certified (SMC™), Scrum Product Owner Certified (SPOC™) and Agile Expert Certified (AEC™). All classes and certification exams can be taken from your home or office, meaning you can be SMC, SPOC or AEC certified within a week.

**Scrum Master Certified (SMC™)** Being an SMC professional proves you can be a facilitator to project success. You can guide everyone involved in a project on Scrum practices, ensure processes are followed and actively clear any obstacles the project team may face. It does not require any previous Scrum experience. We will teach you everything you need to know.



## Scrum Product Owner Certification (SPOC™)

For those who are already a Scrum Master, SPOC professionals are those who represent the stakeholder community within a Scrum team. They define Acceptance Criteria, ensure the criteria are met, and are responsible for having the needs of all stakeholders clearly understood and communicated.

## Agile Expert Certified (AEC™)

For anyone who is Scrum-certified, AEC certification is for the professional who needs to understand the concepts and practices of Agile Project Delivery as well as know various other Agile methodologies. AEC professionals will learn which Agile methodology to use and when/where best to employ it in any situation.

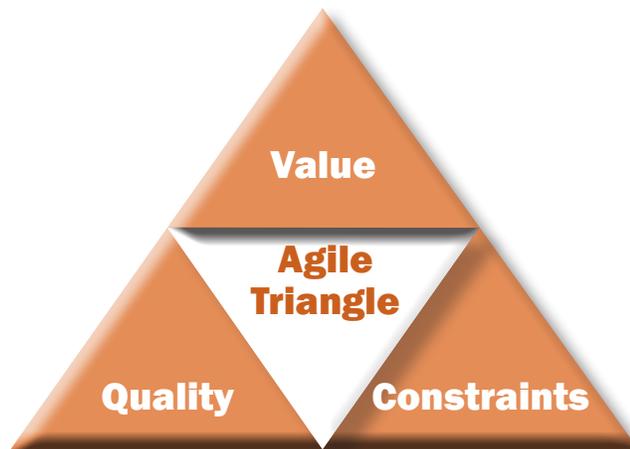
---

**Call ITCS For More Information**

## Not Just for IT Anymore

**Scrum, the most widely utilized Agile framework, provides an **adaptive, transparent and sustainable** solution to software/product development, engineering and service management, while supporting a culture of continuous improvement.**

Our implementation-focused workshops provide fun, interactive exercises, empowering students with the ability to perform as a Scrum Master, Agile Expert or Scrum Product Owner Professional their first day back at the office.



### Table of Contents

<b>Foundation</b>	
Scrum Master Certified.....	36
<b>Intermediate</b>	
Agile Expert Certified.....	37
Scrum Product Owner Certified.....	38
Agile Scrum Transformation Roadmap Workshop.....	39
<b>Advanced</b>	
RAISE – Agile Scrum Business Analysis Workshop.....	40
<b>Certifications</b>	
Scrum Master Certified.....	36
Agile Expert Certified.....	37
Scrum Product Owner Certified.....	38

## Scrum Master Certified

**LENGTH:** 2 DAYS (16 PDU's)

**PREREQUISITES:** NONE

### About This Workshop

The Scrum Master Certified (SMC™) workshop equips implementation professionals with the tools and techniques to excel in a Scrum project environment. SMC™ professionals are facilitators who ensure that the Scrum Team is provided with an environment conducive to completing projects successfully. The Scrum Master guides, facilitates, and teaches Scrum practices to everyone involved in the project; clears impediments for the team; and ensures that Scrum processes are being followed.

The certification exam is included and can be taken online at any time within a six-month period.

### Learn How To

- Understand Agile, the manifesto, principles and methods
- Understand the principles and methods of Scrum
- Comfortably work within a Scrum environment understanding the Scrum roles, project phases, scalability and Scrum activities

### Workshop Activities

- Complete Scrum project, practicing all meetings prescribed by Scrum and using the related artifacts
- Create an initial Product Backlog (containing high-level user stories, also called "Epics") for the given Product Vision
- Release Planning Meeting to explain the project requirements to the team, decide on the length of the Sprint, and discuss deadlines and the Product Backlog
- Plan a Sprint with a Product Owner, commit to the scope, and create a Sprint Backlog
- Perform a Daily Standup Meeting
- In a Sprint Review Meeting, demonstrate the items your team has completed in the preceding Sprint to the Product Owner
- Complete a retrospective meeting of the preceding Sprint, discussing what went well, what did not and improvement opportunities

*What is the goal of the Scrum Master Certified workshop?*

To equip IT professionals with the tools and techniques to implement and work in a Scrum project environment.

### Who Should Attend?

Anyone involved in an IT project as part of the implementation team or on the business (customer) end. This includes technical and functional stakeholders.

### Related Workshops

- Agile Expert Certified (AEC) - p37
- Scrum Product Owner Certified (SPOC) - p38

*I PASSED! I'm very excited! Thank you for answering ALL my questions, and for both your time and your patience!*

*I am now, officially, a CERTIFIED SCRUM MASTER!!!!*

*- Khalee*

## Agile Expert Certified

**LENGTH:** 3 DAYS (24 PDUs)

**PREREQUISITES:** SCRUM MASTER CERTIFIED (SMC™) *RECOMMENDED BUT NOT REQUIRED*

### About This Workshop

The Agile Expert Certified (AEC™) workshop provides an in-depth study of how implementation professionals use the Agile methodology to employ adaptive planning and iterative development and delivery while primarily focusing on the value of getting the job done effectively. Agile Expert Certified (AEC™) professionals possess wide ranging knowledge and understanding of the values, methods and intricacies of Agile with the ability to compare and choose the methodology appropriate in a given situation.

The certification exam is included and can be taken online at any time within a six-month period.

### Learn How To

- Select and implement various Agile methodologies for a given situation
- Understand Agile domains and how they are employed
- Lead complex software development efforts using Lean, Kanban, Scrum, XTreme Programming, Test-Driven Development, DSDM, Crystal and Feature Driven Development methodologies

### Workshop Activities

- Participate in multiple phases of a simulated Agile project using appropriate Agile techniques and related artifacts, outputs and results of the preceding steps
- Create an initial requirement list (containing high-level user stories) for the given Product Vision
- Run a Release Planning Meeting to explain the project requirements to the team, decide on the length of the Sprint, and discuss deadlines and the Product Backlog
- Estimate Tasks/User Stories in Sprint Planning Meeting
- Use an existing backlog to plan your next Sprint with the Product Owner
- Commit to the scope of your next Sprint and create a Sprint Backlog
- List all the tasks related to each user story and estimate them
- Create an initial Burndown Chart
- Using a Product Backlog, create a Kanban board
- Conduct an Iteration Planning Meeting using XP
- Change user stories into features list
- Create a Process Plan

### Who Should Attend?

Anyone on the implementation side of an IT project. This includes technical and functional team members.

### Related Workshops

- Scrum Master Certified (AEC) - p36
- Scrum Product Owner Certified (SPOC) - p38



## Scrum Product Owner Certified

**LENGTH:** 2 DAYS (16 PDUs)

**PREREQUISITES:** SCRUM MASTER CERTIFIED (SMC™) *RECOMMENDED, BUT NOT REQUIRED*

### About This Workshop

The Scrum Product Owner Certified (SPOC™) workshop equips product and business owners (business customers) with the tools and techniques to handle the business aspects and stakeholders in a Scrum project environment. SPOC™ professionals represent the interests of the stakeholders (Voice of the Customer) in the Scrum team, prioritizing requirements from the perspective of the end user, defining acceptance criteria and ensuring they are met.

The certification exam is included and can be taken online at any time within a six-month period.



### Learn How To

- Better communicate with the implementation team
- Employ generally accepted tools and techniques to enable better stakeholder control with regards to scheduling, delivered capabilities and quality of solution
- Create a solid teamwork environment between the implementation team and key stakeholders to eliminate miscommunication and misalignment of requirements and to enable quicker decision-making and signoffs
- Comfortably work within a Scrum environment, understanding the Scrum roles, planning in Scrum, Sprint Planning, Implementation of Scrum and Scrum for Large Projects

### Workshop Activities

- Practice and apply Scrum concepts and methodologies to seven of the most important activities Product Owners perform
- Identify and Create User Personas
- Create an initial Product Backlog (containing high-level user stories, also called “Epics”) for the given Product Vision
- Create a Prioritized Product Backlog
- As a Product Owner, run a Release Planning Meeting to explain the project requirements to the team, decide on Sprint length, and determine deadlines and requirements
- Identify a set of features from the Prioritized Product Backlog that form the defining Minimally Marketable Features (MMF)
- Select user stories from the release plan to create a Sprint backlog
- Perform Backlog Grooming by selecting User Stories from the product backlog that were not part of the features list, reprioritize the backlog or refine the user stories

### Who Should Attend?

Anyone on the business (customer) end of an IT project implementation team. This includes analysis, managers, executive leadership and end users.

### Related Workshops

- Scrum Master Certified (SMC) - p36
- Agile Expert Certified (AEC) - p38

## Agile Scrum Transformation Roadmap Workshop

**LENGTH:** 3 DAYS (24 PDUs)

**PREREQUISITES:** SCRUM MASTER CERTIFIED (SMC™) *RECOMMENDED, BUT NOT REQUIRED*

### About This Workshop

Making the move to Agile Scrum? Transitioning your team or organization to leaner Agile Scrum requires a shift in culture to embrace a new methodology, release old heavy procedures and lighten your footprint. Discover the pitfalls and avoid the obstacles and runoffs through this inspective workshop. We've assembled a series of case studies to explore both successful and unsuccessful Agile implementations with invaluable insight into "right," "wrong" and "why." Get the full story before you take the plunge.

Our workshop analysis covers everything from organizational culture and strategic objects to Agile strengths, weaknesses and misconceptions. Succeed in Agile and improve your IT responsiveness; raise stakeholder acceptance and satisfaction; reduce your costs; and build your creativity and flexibility.

### Learn How To

- Articulate and champion the founding principles of an Agile approach
- Adjust communication dialogues and information sharing to support Agile methodologies
- Establish strategic goals and success criteria for an Agile Framework implementation
- Establish an Agile Strategic Plan, outlining the steps to a successful implementation
- Ensure alignment of the Agile Strategic Plan with organizational objectives and company culture
- Implement the Agile Strategic Plan within an Agile framework
- Manage organizational change requirements – such as roles, training and support – before, during and after an Agile implementation
- Establish best practices for your organization within the Agile framework
- Structure teams with key personnel required to execute an Agile methodology
- Recognize, avoid and resolve common Agile implementation obstacles
- Monitor project performance indicators and framework acceptance to assess areas for improvement
- Ensure all Agile efforts are in line with an organization's business, technology and information architecture

### Workshop Activities

- **Case Study 1:** The Waterfall transformation – how stress turned into appreciation and obstacles turned into innovative opportunities
- **Case Study 2:** From a culture of resistance to a culture of creativity and acceptance
- **Case Study 3:** The project that never ends
- **Case Study 4:** Alignment with business customer needs and stakeholder expectations – making the customer part of the solution
- **Case Study 5:** Your projects

### Who Should Attend?

Anyone that is or will be involved in implementing, managing, transforming or working within an Agile framework that wants to assess Agile implementation and management best practices from other organizations to help determine the best solution for their organization or project

### Related Workshops

- Scrum Master Certified (SMC) - p36
- Agile Expert Certified (AEC) - p37
- Scrum Product Owner Certified (SPOC) - p38

## RAISE – Agile Scrum Business Analysis Workshop

**LENGTH:** 3 DAYS (24 PDUs)

**PREREQUISITES:** SCRUM MASTER CERTIFIED (SMC™) *RECOMMENDED, BUT NOT REQUIRED*

### About This Workshop

The Requirements Analysis and Innovation for Scrum Efforts (RAISE) workshop enables visibility and innovation in Agile Scrum environments by facilitating transparency, improving elicitation techniques, empowering innovative engineering and supporting solution capability management. We bring your projects into the workshop and apply working solutions to your current processes to help you get the most out of Agile and avoid the pitfalls.

### Learn How To

- Comfortably work within a Scrum environment, understanding the Scrum roles, project phases, scalability and Scrum activities from a Business Analysis perspective
  - Create a solid teamwork environment between the implementation team and key stakeholders to eliminate miscommunication and misalignment of requirements and to enable quicker decision-making and signoffs
  - Assess business needs, measurable project objectives and success
  - Perform business analysis elicitation, requirements engineering and management activities in the Scrum environment
  - Engineer proposed business processes in an object-oriented framework to satisfy measurable performance objectives
  - Establish an enterprise framework, forming a foundation for all functional requirements and future efforts
  - Verify requirements to ensure correctness and validate requirements to ensure satisfaction of intended purpose
- Employ decomposition to engineer a hierarchy of user stories, enabling traceability to each other, business requirements and project success criteria (measurable objectives) to ensure a focus on the solution as an enterprise, as opposed to an isolated User Story in a single sprint
  - Develop, verify and validate creative user stories as a team effort with the product owner, domain SME, development team and Scrum Master, leveraging the creativity and knowledge of the entire team through a series of Scrum meetings such as User Story Workshops, User Group Meetings, Focus Group Meetings, Sprint Planning Meetings, and Sprint Review meetings

### Who Should Attend?

Anyone involved in developing, managing, testing or working with enterprise-level business or functional requirements or User Stories in an Agile environment, including implementation team members and leads, project managers, business analysts and business customers or representatives

### Workshop Activities

- Produce a comprehensive Scrum Business Justification to include, success factors (measurable objectives), expected benefit, business need, identified risks, milestones and estimated costs
- Engineer business processes that support the enterprise architecture and strategic objectives of an organization and be used in the development of high-level user stories

### Related Workshops

- Introduction to Enterprise Architecture - p29
- The Art of Requirements Engineering and Management - p32
- Scrum Master Certified (SMC) - p36
- Agile Expert Certified (AEC) - p37
- Scrum Product Owner Certified (SPOC) - p38

**Six Sigma is one of the most reliable strategic quality improvement methodologies used today by commercial, manufacturing, government and defense organizations.**

**Lean takes a system-wide perspective of reducing waste through streamlining processes, while reducing time and costs to benefit as a whole.**

ITCS Six Sigma workshops take an integrated enterprise excellence perspective of the Six Sigma and Lean Six Sigma methodologies, compared to a commonly experienced silo approach, enabling an effectively-targeted measured focus, predictive performance measuring and the prevention of wasting quality improvement resources.

## Table of Contents

### Foundation

Six Sigma Green Belt Certification ..... 42

### Intermediate

Six Sigma Black Belt Certification..... 43

Lean Six Sigma Black Belt Certification ..... 44

### Advanced

IT Proficiency with Lean Six Sigma:Reducing Waste and Costs..... 45

### Certifications

Six Sigma Green Belt Certification ..... 42

Six Sigma Black Belt Certification..... 43

Lean Six Sigma Black Belt Certification ..... 44

Define **Green** Belt Measure **Statistical**  
*House of Quality Diagram*  
**DMAIC** **Juran** **Gauge**  
**Maslow** **R&R**  
**Ishikawa** **Team Management**  
**Data Mining** **Distributions**  
*Solution Design Matrix*  
**Lean** **Six Sigma**  
**DPMO**  
*Motivation Techniques* **Measurement Scales**  
**Hypothesis Testing**  
**Analyze Kaizen**  
**Black Belt**  
**Taguchi** **Deming**  
**process** **Control**  
**maps** **plan**  
*Idea Generation and Categorization Tools*  
**Pareto Charts** **Cost/Benefit**  
*Trends and Patterns* **GOPO**  
**Data Collection**  
**Tools and Techniques**  
*Design of Central Limit Theorem*  
*Experiment* **Control Limits**

## Six Sigma Green Belt Certification

**LENGTH:** 3 DAYS (24 PDU's)

**PREREQUISITES:** NONE

### About This Course

The Six Sigma Green Belt course focuses on providing students with an understanding of the various Six Sigma tools and techniques employed to improve processes and minimize defects in the end product. Great emphasis is placed on the practical implementation of these tools and techniques within an organization.

The online certification exam is included and can be taken online at any time within a three-month period.

### Learn How To

- Identify project selection and evaluation criteria
- Plan and execute Six Sigma projects
- Apply DMAIC (Define, Measure, Analyze, Improve, and Control) and various Six Sigma tools in process and quality improvement
- Monitor and mitigate project risks
- Significantly increase operational profitability through Six Sigma projects
- Avoid common Six Sigma implementation pitfalls
- Integrate and enhance innovation and problem solving skills
- Become familiar with the tools and techniques, advantages, and challenges of the Six Sigma methodology
- Execute production process improvement in an organization and help the organization adopt Six Sigma methodology
- Anticipate issues related to the practical implementation of Six Sigma
- Address, resolve, and take the lead on production issues in an organization
- Develop superior problem solving skills that can be immediately applied in real-world projects

*Which certification  
is right for you?*

The Six Sigma Green Belt course focuses on the **foundation**, while the Black Belt course targets the **management** of Six Sigma projects.

### Workshop Activities

- Perform Measurement System Analysis
- Use validation technique Gauge R & R
- Analyze different average response values
- Perform Design of Experiments
- Develop a House of Quality diagram to identify the top influencing attributes and also to identify correlations between customer attributes and the design attributes

### Who Should Attend?

Anyone interested in an introductory course providing a foundation of how to employ quality control tools in an operation or project in any industry.

### Related Workshops

- Six Sigma Black Belt Certification - p43
- Lean Six Sigma Black Belt Certification - p44

## Six Sigma Black Belt Certification

**LENGTH:** 3 DAYS (24 PDUs)

**PREREQUISITE:** SIX SIGMA GREEN BELT CERTIFICATION

### About This Course

The Six Sigma Black Belt course focuses on providing students with a deeper, more comprehensive understanding of the various Six Sigma tools and techniques employed to improve processes and minimize defects in the end product, with a greater emphasis on the practical implementation of these tools and techniques in the organization.

The certification exam is included and can be taken online at any time within a six-month period.



### Learn How To

- Become familiar with the tools and techniques, advantages, and challenges of the Six Sigma methodology
- Establish and effectively lead a Six Sigma project team
- Understand how to apply DMAIC (Define, Measure, Analyze, Improve, and Control) and various Six Sigma tools in process and quality improvement
- Communicate using Six Sigma concepts
- Familiarize participants with how to assess and manage project risk
- Equip students with knowledge to avoid pitfalls in implementing Six Sigma
- Relate Six Sigma concepts to the overall business mission and objectives
- Execute production process improvement in an organization and be able to help the organization adopt Six Sigma methodology
- Perform in the role of a Six Sigma Black Belt defining, presenting and managing Six Sigma projects
- Anticipate issues related to the practical implementation of Six Sigma
- Address, resolve, and take the lead on production issues in an organization
- Develop superior problem solving skills that can be immediately applied in real-world projects

### Workshop Activities

- Develop a Project Charter to allocate resources for a Six Sigma project
- Identify, schedule and assign Six Sigma activities for the class project
- Using the class project, manage a Six Sigma team to create a detailed cross-functional process map/SIPOC, performing a regression analysis and hypothesis testing
- Measure Six Sigma project performance against success criteria documented in the Project Charter

### Who Should Attend?

Anyone interested in leading Six Sigma efforts.

### Related Workshops

- Six Sigma Green Belt Certification - p42
- Lean Six Sigma Black Belt Certification - p44

## Lean Six Sigma Black Belt Certification

**LENGTH:** 3 DAYS (24 PDUs)

**PREREQUISITES:** SIX SIGMA GREEN BELT AND SIX SIGMA BLACK BELT CERTIFICATIONS *REQUIRED*

### About This Course

The Lean Six Sigma Black Belt course focuses on providing students with comprehensive understanding of both the complementary domains of Lean and Six Sigma. It covers tools and techniques employed to improve processes, reduce waste and minimize defects in the end product with a greater emphasis on the practical implementation of these tools and techniques in the organization.

**IMPORTANT NOTE!** The Lean Six Sigma Black Belt class only covers an overview of Six Sigma and mainly targets the Lean methodology. It is assumed that all course participants are Six Sigma Black Belts.

The certification exam is included and can be taken online at any time within a six-month period.



### Learn How To

- Become familiar with the tools and techniques, advantages, and challenges of the Six Sigma and Lean methodology employed in conjunction
- Apply Lean concepts such as 5s, waste reduction, process mapping, value stream mapping and mistake proofing in the workplace
- Understand both quantitative and qualitative methods from the complementary domains of Lean and Six Sigma
- Establish and effectively lead a Lean Six Sigma project team
- Understand Kaizen projects
- Communicate using Six Sigma concepts
- Equip students with knowledge to avoid pitfalls in implementing Six Sigma
- Relate Six Sigma and Lean concepts to the overall business mission and objectives
- Apply concepts to business issues and transition projects from phase to phase
- Develop superior problem solving skills that can be immediately applied in real-world projects
- Define, present and manage process improvement efforts in an organization and adopt the right approach

### Workshop Activities

- Develop an expanded Project Charter, specific for the Lean Six Sigma projects
- Use the Lean enterprise technique Value Stream Mapping to document, analyze and improve the flow or process information in the class project
- Through analysis and role playing use the 5 whys technique to determine a root cause of the problem provided
- Explore key project management tools and techniques to execute, monitor and control the Lean Six Sigma class project
- Utilize management tools and develop documents needed to effectively manage Six Sigma team members while maintaining complete transparency with executive management

### Who Should Attend?

All Six Sigma Black Belts with an interest in employing the Lean methodology

### Related Workshops

- Six Sigma Green Belt Certification - p42
- Six Sigma Black Belt Certification - p43

## IT Project Efficiency with Lean Six Sigma: Reducing Waste and Costs

LENGTH: 2 DAYS (16 PDUs)

PREREQUISITES: SIX SIGMA GREEN BELT, SIX SIGMA BLACK BELT AND LEAN SIX SIGMA BLACK CERTIFICATIONS *STRONGLY RECOMMENDED, BUT NOT REQUIRED*

### About This Workshop

This workshop takes the skills learned in the certification classes and focuses on specifically employing the methodology within a reduction in project, operation, and organization cost effort for Information Technology.

### Learn How To

- Understand why Lean Six Sigma is a powerful tool when employed to reduce cost and waste
- Improve timeframe and results from Lean Six Sigma deployment returns
- Establish a framework for a Lean organizational culture

### Workshop Activities

- Compare Lean Six Sigma and other cost reduction activities
- Class Project #1: Assess opportunities of reducing waste and costs within a component of a system
- Class Project #2: Assess opportunities of reducing waste and costs for a complete enterprise system
- Class Project #3: Assess opportunities of reducing waste and costs for the development of an enterprise system

### Related Workshops

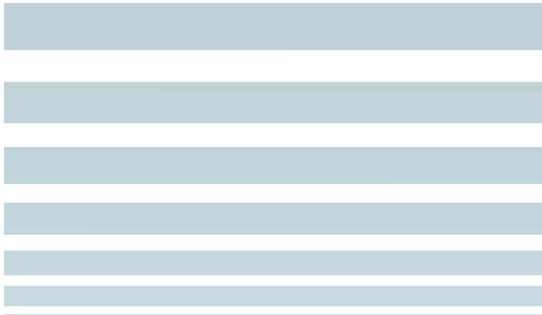
- Six Sigma Green Belt Certification - p42
- Six Sigma Black Belt Certification - p43
- Lean Six Sigma Black Belt Certification - p44



*Only two or three  
people to train*

Contact us for  
**corporate discounts** on  
**Public Classes**

# Unleash the Passion of Your Workforce



© 2014 ITCS, LLC. PMP is a registered mark of Project Management Institute, Inc.

*Organizations of all sizes have worked with ITCS to successfully educate their employees, allowing them to achieve project maturity and increase employee capabilities beyond expectations, resulting in winning new business and improving their levels of performance.*

## **New Skills That Can Be Used On Day 1**

Our interactive eLearning course takes our highly successful PMP® Boot Camp and makes it available for use by your employees as their work schedules permit – at the office, at home or on the road.

## **Free Workforce Training Assessment**

Contact an ITCS project training expert to identify organizational gaps in workforce capabilities and proficiencies. Our expert team has decades of experience identifying training solutions designed to support the mission needs of our customers while focusing on producing business results.

## **Advancing People and Corporate Capabilities**

Organizational success is accomplished through the performance and capabilities of a workforce. ITCS provides a wide array of certification and hands-on learning workshops designed to elevate project management, business analysis and professional development. Our focus is on project performance, how an individual succeeds and how an organization accomplishes its goals while developing and enhancing a culture of continuous learning and improvement.

***Unleash your potential,  
call ITCS today.***

**ITCS professional development workshops provide a direct hands-on approach to excelling in a software/product development or services environment, bringing more efficiency, consistency and productivity to an organization.**

We show you how to break through the status quo of everyday team functions and empowering people to take the next step in advancing their capabilities and those of their organization.

These classes are fun and informative with many eye-opening opportunities for people at all levels.

**Grow your team.  
Make every member a hero.**

## Table of Contents

### Foundation

Assertive Communication: Secrets to Being an Effective Force ..... 48

### Intermediate

Leadership for Non-Managers: Results without Authority ..... 49

Accurate Time Estimating and Management ..... 50

Business Ethics: Your Values and Code of Conduct ..... 51

Conducting Effective Meetings and Presentations ..... 52

### Advanced

Strategic Thinking: Effective Decision-Making and Problem-Solving ..... 53

Relationships Ethics Forese  
COMMUNICATIONS  
VALUES Schedule  
Forward Thinking  
RESPONSIBILITIES  
Analytical Principles  
Qualify Leadership ANALYZE  
Techniques Presentations  
Identify Problem Solving Effective Force  
Meetings  
SEQUENTIAL Learn  
Decision Making Vision Complete  
Imaginative Think  
Framework Performar  
Interpersonal Strategy  
methods Self-Aw  
MOTIVATION ASSESSMENT  
Behaviors ESTIMATING  
Code of Conduct QUALITY  
Assurance  
Advancement Objectives  
Annortunities Assertiven

## Assertive Communication: Secrets to Being an Effective Force

LENGTH: 2 DAYS (16 PDUs)

PREREQUISITES: NONE

### About This Workshop

This workshop provides a unique perspective about assertive communication in a project team environment exploring different effective and ineffective approaches and how to recognize and deal with common emotional responses. Team members will develop the ability to effectively present ideas or issues to avoid future problems. Assertive communication increases project team member performance and opportunities and decreases office politics and high staff turnover rates.

### Learn How To

- Understand key communication skill sets
- Understand communication activity dimensions and how they can be productively applied
- Understand key communication components and methods
- Use methods of reaching a higher level of self-confidence for more effective assertiveness
- Understand the differences between being passive, aggressive and assertive
- Focus more on communicating respect for others while commanding respect for yourself
- Recognizing personality types and methods of working with them
- Employ strategic methods of assertiveness without aggression and conflict obtain peer buy-in and success
- Using assertiveness for career advancement and job satisfaction utilizing Herzberg's theories

### Workshop Activities

- Conduct a self-aware assessment, benchmarking motivations and developing an assertiveness profile
- Identify short-term goals, long-term goals and measurable objects
- Using class scenarios employing various skill sets while exploring activity dimensions, components and methods of communication
- Develop an Assertive Action Plan to defining activities, DESC scripts, relationships, behaviors, motivations and conflict resolution
- Using class scenarios such as difficult environments, people and topics employ various assertive strategies based on each participants individual Assertive Action Plan
- Performing a self-assessment in regards to how assertiveness towards specific personal needs and goals can help improve the quality of your work environment and increase opportunities for advancement

ITCS, *where*  
**your Success**  
*is our* **Mission**

### Who Should Attend?

Anyone involved in developing or managing project requirements, including project managers, team leads, technical leads, business analysts and quality control professionals

### Related Workshop

- Business Analysis Foundation - p20

## Leadership for Non-Managers: Results without Authority

LENGTH: 2 DAYS (16 PDUs)

PREREQUISITES: ASSERTIVE COMMUNICATION *RECOMMENDED, BUT NOT REQUIRED*

### About This Workshop

The current work environment has adapted over time from a top-down management hierarchy to a more agile format where the team or task lead role can be played by different people at different times. Leadership is no longer solely empowered by position. Great leaders find success through building authentic trust, empowering the people they are working with and providing clear and actionable solutions to the work that needs to be accomplished.

This workshop goes beyond influential skills and behavior analysis and focuses on the actual role of an individual that has been entrusted with the leadership of an effort or project managing peers at the same level of authority or higher.

This workshop concentrates primarily on team leadership skills instead of management plans. For training centered on project management plans, the Project Management Foundations for Non-Project Managers workshop is recommended.

### Learn How To

- Know your team, roles and responsibilities, enterprise environmental factors and organizational process assets
- Lead a team through the five stages of team-building
- Properly employ the five styles of conflict management for a given situation
- Understand the eight styles of leadership
- Decompose a WBS (Work Breakdown Structure) to identify and organize the complete scope of an effort
- Employ proven techniques for time estimation and buy-in by the team
- Ensure all team members complete tasks on time and within budget even when they do not report to you

### Workshop Activities

- Lead a kickoff meeting for the class project
- Create a WBS (Work Breakdown Structure) using it as a team building exercise
- Perform level of effort estimations to satisfy objectives and produce requirement deliverables
- Develop a RACI chart to communicate roles, responsibilities and expectations
- Create activity milestones to schedule status and quality performance reviews

### Who Should Attend?

All project team members (technical and functional) and managers at all levels

### Related Workshop

- Project Management Foundation for Non-Project Managers - p4



## Accurate Time Estimating and Management

LENGTH: 2 DAYS (16 PDUs)

PREREQUISITES: NONE

### About This Workshop

One of the most difficult tasks in leading efforts is the development and sustainment of project time estimates. This workshop provides a hands-on study of the tools and techniques used to not only develop accurate level of effort estimates but to also establish a well-thought-out scope baseline from which estimates are based and the processes used to manage them.

### Learn How To

- Decompose a Work Breakdown Structure (WBS) to identify and organize the complete scope of effort
- Create and qualify duration estimate for a project using industry standard tools and techniques
- Create a task-based schedule that is directly traceable to WBS deliverables while employing scheduling compression techniques
- Identify and correct project schedule inefficiencies
- Track and analyze project performance

### Workshop Activities

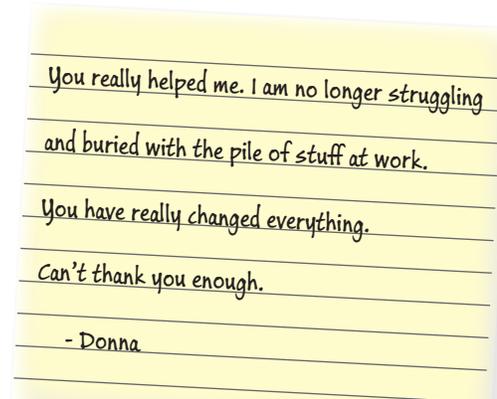
- From the class project create a Work Breakdown Structure (WBS)
- Decompose WBS work packages into activities to clearly identify the project scope for accurate effort estimating
- Work with subject matter experts to create verifiable effort estimates
- Employ and compare various tools and techniques such as analogous, parametric and three-point estimating
- Sequence class project activities by importance, category and schedule dependencies
- Perform the Critical Path Method using a schedule network diagram to find inefficiencies
- Using schedule compression techniques to enable time and cost reductions of a project without adding risk
- Use proven tools and techniques to manage and track schedule performance

### Who Should Attend?

All Managers and task leads

### Related Workshops

- Making Microsoft® Project Look Easy - p11
- Leadership for Non-Managers: Results without Authority - p43



## Business Ethics: Your Values and Code of Conduct

LENGTH: 2 DAYS (16 PDUs)

PREREQUISITES: NONE

### About This Workshop

This workshop analyzes ethical principles within a business environment that applies directly to customer and team relationships.

### Learn How To

- Analyze morality and moral philosophies, theories, values and responsibilities
- Understand factors that influence ethical dilemmas
- Understand key business practices, values and code of conduct that help promote strong customer relationships
- Understand the personal and business benefits of developing a strong ethical foundation
- Establish a personal code of conduct framework within a project structure
- Think strategically during ethical assessments and decision making
- Fully understand an organization's values and code of conduct
- Avoid and overcome office politics
- Promote yourself ethically
- Ethically lead a team



### Workshop Activities

- Analyze the principles, moral guidelines, rules and standards within an organization that prevent unethical behavior
- Evaluate scenarios presented using various ethical approaches such as Teleological, Egoism, Relativism, Deontological, Justice and Utilitarianism
- Develop a code of conduct framework for projects supporting a specific customer with a focus on communications, stakeholder management and quality assurance
- Explore different forms of office politics and ethical strategies to overcome them
- Explore yourself with regard to Herzberg's Theory and how it can help advancement
- Explore various techniques in ethically leading small and large teams

### Who Should Attend?

All project team members (technical and functional) and manager at all levels

### Related Workshops

- Assertive Communication: Secrets to Being an Effective Force - p41
- Leadership for Non-Managers: Results without Authority - p43
- Strategic Thinking: Effective Decision-Making and Problem-Solving - p47

## Conducting Effective Meetings and Presentations

LENGTH: 1 DAY (8 PDUs)

PREREQUISITES: NONE

### About This Workshop

Possessing the ability to conduct effective meetings is essential in a project or team environment. Meetings are no longer the sole responsibility of a manager. Meetings can be conducted to present a technical or functional solution, provide team building activities or to review effort statuses either internally within a team or externally to a customer to recognize accomplishments. This workshop introduces a hands-on structured approach to preparing and conducting project and team meetings, so they can be more prepared, effective and satisfy stakeholder expectations.



### Learn How To

- Identify meeting objectives
- Manage the scope of a meeting
- Develop an effective meeting agenda to satisfy stakeholder expectations and objectives
- Ensure meeting is productive, efficient and on topic
- Write effective meeting minutes and distribute for follow up with attendees

### Workshop Activities

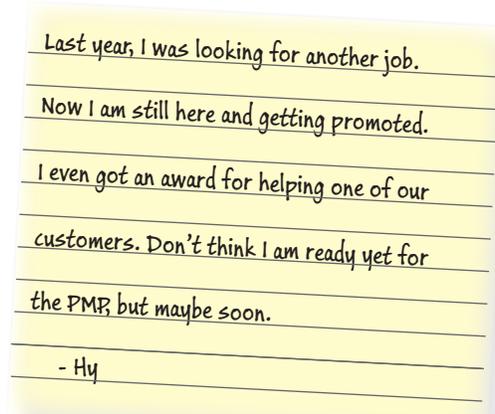
- Using the class scenario identify objectives and scope for three meetings
- Analyze stakeholder expectations to ensure they are represented in the meeting agenda and that you know your audience
- Perform pre-meeting stakeholder activities to increase likelihood of meeting success
- Create a status report meeting agenda to include accomplishments, goals, issues and corrective actions
- Create a presentation designed to solve a problem
- Use proven tools and techniques to keep participants engaged
- Write effective meeting minutes designed to recap discussion points and elicit additional thoughts

### Who Should Attend?

All team members

### Related Workshops

- Leadership for Non-Managers: Results without Authority - p43



## Strategic Thinking: Effective Decision-Making and Problem-Solving

LENGTH: 2 DAYS (16 PDUs)

PREREQUISITES: NONE

### About This Workshop

Strategic thinking goes beyond identifying issues. It provides a framework of forward thinking to focus not only on putting out the fires of today, but also on preventing fires of tomorrow.

This hands-on workshop focuses on how the four key elements of strategic thinking, along with standard problem-solving tools and techniques can help improve an individual's and team's ability to identify potential issues; analyze the root cause and determine a solution; implement the solution; and learn from the effort. All of this is done within a structured, repeatable framework.

### Learn How To

- Understand personal thinking style (Analytical, Sequential, Interpersonal, Imaginative)
- Understand the four key elements of strategic thinking (Foresee, Analyze, Resolve and Learn)
- Use industry standard problem solving tools and techniques within the four key elements of strategic thinking

### Who Should Attend?

All team members

### Related Workshops

- Business Analysis Foundation - p20
- Leadership for Non-Managers: Results without Authority - p43



### Workshop Activities

- Each class participant will assess their own thinking style (Analytical, Sequential, Interpersonal, Imaginative)
- Using class scenarios, perform problem solving activities for each strategic thinking key element (Foresee, Analyze, Resolve and Learn) to include:
  - Problem or Vision Statement
  - Group Creativity Techniques such as Affinity Diagram, Nominal Group Technique, Brainstorming, Idea/Mind Mapping, Delphi Technique and Multi-Criteria Decision Analysis
  - Questionnaires and Surveys
  - Observations
  - Prototypes
  - Benchmarking
  - Context Diagrams
  - Document Analysis
  - Acceptance and Evaluation Criteria Definition
  - Baselining
  - Focus Groups
  - Force Field Analysis
  - MoSCoW Analysis
  - Problem Tracking
  - Process Modeling
  - Risk Analysis
  - SWOT Analysis
  - Lessons Learned Process



## *Why travel, when we can come to you?*

ITCS will come to your facility anywhere in the Continental United States at no additional cost. Learn in the comfort of your company's conference room. The format of our workshops is more consistent with company workshop meetings than stuffy classrooms, creating a more comfortable, productive environment where your previous, current and future projects are discussed in the framework of the workshop.

### **Training Formats to Fit Your Company Needs**

Train Anywhere, Anytime

#### **At Your Company Location**

Onsite corporate training classes are held at your location for your convenience. These classes can be customized to suit your organization's needs.

#### **Live-Online From Multiple Locations At the Same Time**

We understand it is not always possible to gather all prospective students to attend an onsite class held at your corporate office. In those situations, we offer live-online classes. Our online classes use live-meeting software, so students can see the instructor's screen as the class proceeds, ask questions and participate in class discussions just as if they were sitting in a classroom.

#### **One of Our Catered Training Locations Across the Country**

Catered workshop solutions across the country in every major city provide a comfortable learning environment when a company location is not feasible.

#### **Classes Scheduled Anytime to Fit Mission Needs**

Our flexibility in scheduling classes ensures there is minimal impact on your current efforts.  
Evenings – Morning – Weekends

#### **Self-Paced eLearning**

ITCS has produced one of the most advanced PMP eLearning self-paced training solutions available today. Our successful eLearning training is interactive, keeping students engaged and learning throughout. The training compels a student to learn through hands-on experience, solving problems and taking quizzes at the end of each session. It even gives hints and tips when a student does not enter a correct response. As a browser-based system, the eLearning training requires no additional software to be installed on company hardware and can be accessed from any location. This also allows students to continue learning or relearning from home, on weekends or on the road.

**Forget the travel plans. Call ITCS today.**