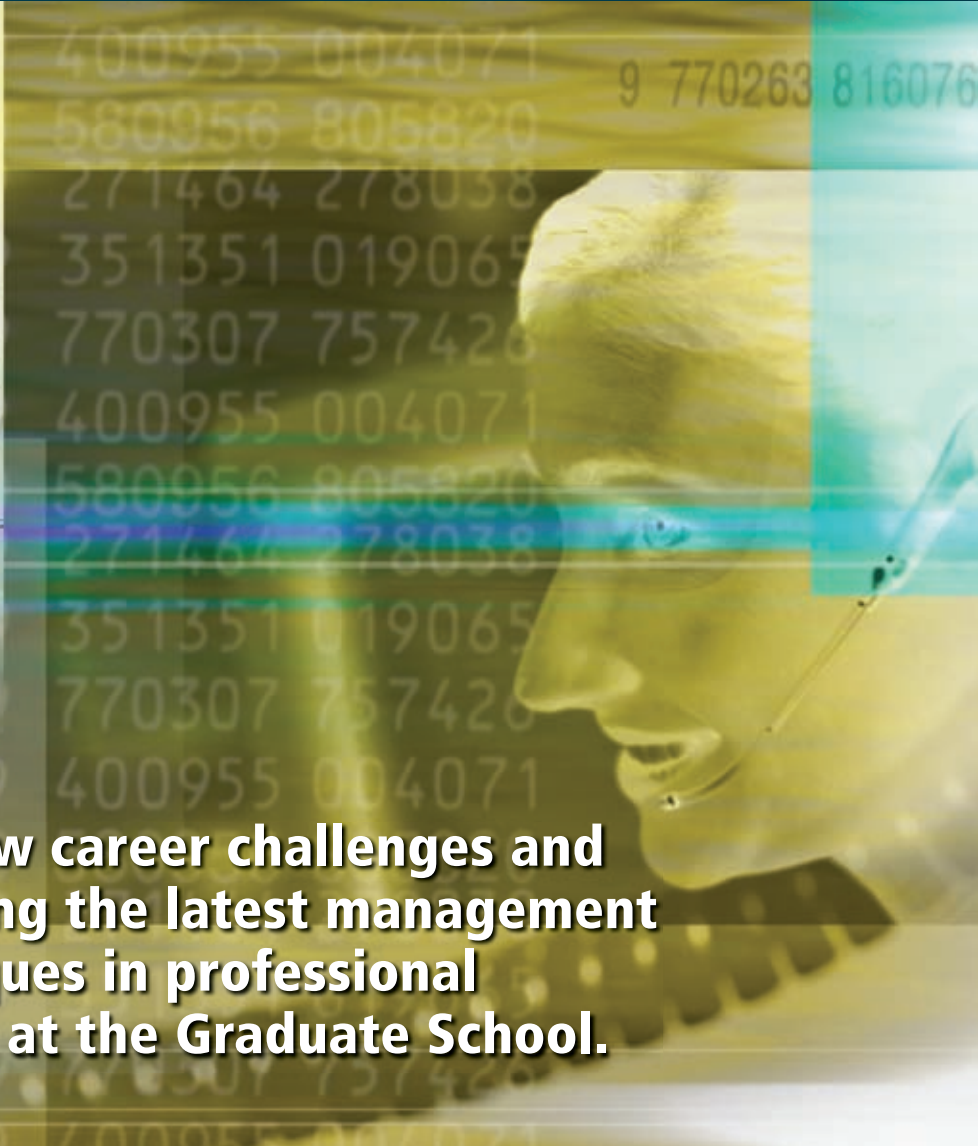


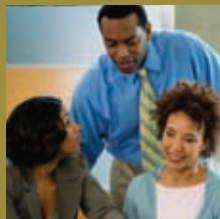


Enterprise Architecture, Business Analysis & Project Management

2011 Curriculum



Prepare yourself for new career challenges and opportunities by learning the latest management skills, tools and techniques in professional development programs at the Graduate School.



Contribute to your organization's success and enhance your career by pursuing a certification or certificate program in enterprise architecture, business analysis or project management. The Graduate School is uniquely positioned to offer training in all three subjects, incorporating the latest policies and best practices.

The enterprise architecture (EA) approach helps create business solutions that prepare government agencies for modernization. It is a problem-solving framework that produces transition "blueprints" which enable organized and accelerated public sector change. The approach is business driven, thereby directly linking constrained government resources such as technology with the appropriate programmatic needs. Learn how to provide business value to your agency, meet associated needs and address current "Federal Enterprise Architecture Program EA Assessment Framework" requirements.

The business analyst serves a critical role as the bridge between organizational stakeholders and solution providers, including contractors, to identify business process improvement opportunities, gather and analyze business requirements and communicate and assist in implementing solutions. The practice of business analysis is guided by an international standard for education and credentialing, the Business Analysis Body of Knowledge (BABOK®).

Project management applies knowledge, skills, tools and techniques to project activities to meet project requirements. The practice of project management is guided by an international standard: the Project Management Body of Knowledge (PMBOK®), which also serves as a standard for education and credentialing.

The Graduate School offers convenient, cost-effective classroom and Web-based training incorporating current best practices. Our instructors include nationally recognized experts, including government practitioners. A certification or certificate of accomplishment can distinguish you from your peers and is often a prerequisite for advancement.

The Graduate School is a Global Registered Education Provider (R.E.P.) of the Project Management Institute, Inc. and an Endorsed Education Provider (E.E.P.) of the International Association of Business Analysis. The Graduate School is accredited by the Commission of the Council on Occupational Education (COE), a national accrediting body recognized by the Department of Education.

**GS GRADUATE
SCHOOL**

iIBA® International Institute
of Business Analysis

The Graduate School is an Endorsed Education Provider of the International Institute of Business Analysis (www.theiiba.org) and offers training that provides Continuing Development Units (CDUs).

**Project
Management
Institute**
Registered
Education
Provider

PMI® and PMBOK® are registered trade and service marks of the Project Management Institute, Inc. PMP® is a registered certification mark of the Project Management Institute, Inc.



Business Analysis

BUSINESS ANALYSIS: OVERVIEW

PGMT7400D

Using the *Guide to the Business Analysis Body of Knowledge (BABOK®)*, you develop a firm foundation in the principles and practices of business analysis — the critical process of identifying business improvement needs and developing projects to satisfy those needs. The business analyst serves a critical role as the bridge between organizational stakeholders and solution providers, including contractors; in identifying business process improvement opportunities; in gathering and analyzing business requirements; and in communicating and assisting in implementing the solution package. This workshop complies with version 2.0 of the *Guide to the Business Analysis Body of Knowledge (BABOK®)*, and is part of the Certificate of Accomplishment in Business Analysis.

3 DAYS • 1.8 CEU • 18 CDU • TUITION \$1,095

September 28-30, 2010	Washington, DC
January 11-13, 2011	Washington, DC
April 19-21, 2011	Washington, DC
April 27-29, 2011	New Orleans, LA
June 27-29, 2011	Washington, DC
August 1-3, 2011	Virginia Beach, VA
August 3-5, 2011	Dallas, TX
August 23-25, 2011	Washington, DC

CERTIFIED BUSINESS ANALYSIS PROFESSIONAL® EXAM PREP

PGMT8023D

Prepare for the Certified Business Analysis Professional (CBAP®) Exam by taking this comprehensive workshop. Gain the broad picture of business analysis necessary for answering situational questions on the CBAP Exam and detailed material referenced directly from the *Business Analysis Body of Knowledge*, version 2.0 (*BABOK® Guide*). Recognizing the need for competent business analysts and the need for a standard framework for requirements definition, the International Institute of Business Analysts (IIBA®) was formed in 2005. The IIBA® vision is to be the leading worldwide professional association that develops and maintains standards for the practice of business analysis and for the certification of practitioners. For more information on the certification, visit: www.theiiba.org.

5 DAYS • 3.0 CEU • TUITION \$1,795

March 7-11, 2011	Washington, DC
June 6-10, 2011	Washington, DC

REQUIREMENTS ANALYSIS AND DOCUMENTATION

PGMT8300D

Analysis and documentation of project requirements are critical to your success as a business analyst or project manager. You develop skills in business process analysis, object oriented analysis and structured analysis to meet the needs of your project. This workshop complies with version 2.0 of the *Guide to the Business Analysis Body of Knowledge (BABOK®)*, and is part of the Certificate of Accomplishment in Business Analysis.

3 DAYS • 1.8 CEU • 18 CDU • TUITION \$1,195

October 13-15, 2010	Washington, DC
February 2-4, 2011	Washington, DC
June 15-17, 2011	Washington, DC

REQUIREMENTS COMMUNICATION, SOLUTION ASSESSMENT AND VALIDATION

PGMT8310D

Become proficient in the last two phases of the business analysis requirements cycle by mastering requirements communication and implementation. Present the requirements package, refining requirements and creating consensus. You ensure that the project meets user requirements through solution assessment and verification. This workshop complies with version 2.0 of the *Guide to the Business Analysis Body of Knowledge (BABOK®)* and is part of the Certificate of Accomplishment in Business Analysis.

2 DAYS • 1.2 CEU • 12 CDU • TUITION \$1,045

November 22-23, 2010	Washington, DC
March 21-22, 2011	Washington, DC
June 20-21, 2011	Washington, DC

REQUIREMENTS PLANNING, ELICITATION AND MANAGEMENT

PGMT8320D

Avoid the main reason for project failure: inability of the project team to identify and manage user requirements. Become proficient in planning and managing the requirements process of business analysis. You determine the methods of requirements elicitation that best fit your organization, and you practice those methods in this workshop. This workshop complies with version 2.0 of the *Guide to the Business Analysis Body of Knowledge (BABOK®)*, and is part of the Certificate of Accomplishment in Business Analysis.

2 DAYS • 1.2 CEU • 12 CDU • TUITION \$1,045

September 9-10, 2010	Washington, DC
December 6-7, 2010	Washington, DC
April 18-19, 2011	Washington, DC
July 14-15, 2011	Washington, DC

Certificate of Accomplishment in Business Analysis

The Certificate of Accomplishment in Business Analysis helps participants acquire practical skills to carry out the entire business analysis process, which includes eliciting, analyzing, communicating and validating requirements for changes to business processes, policies and information systems. The business analyst understands business problems and opportunities in the context of the requirements and recommends solutions that enable the organization to achieve its goals. Four courses are required to complete the certificate program. The recommended order appears below. You have three years to complete the program.

BUSINESS ANALYSIS: OVERVIEW

PGMT7400D • 1.8 CEU • 18 CDU

REQUIREMENTS PLANNING, ELICITATION AND MANAGEMENT

PGMT8320D • 1.2 CEU • 12 CDU

REQUIREMENTS ANALYSIS AND DOCUMENTATION

PGMT8300D • 1.8 CEU • 18 CDU

REQUIREMENTS COMMUNICATION, SOLUTION ASSESSMENT AND VALIDATION

PGMT8310D • 1.2 CEU • 12 CDU

Enterprise Architecture

ENTERPRISE ARCHITECTURE OVERVIEW

(GS Connect) **ENTR7001A**

Learn about enterprise architecture (EA) frameworks and approaches in conjunction with legislative and regulatory requirements such as those published by OMB's Federal Architecture Program Management Office. Understand EA and its relationship to strategic planning, capital planning and investment control, IT security, configuration management and system development life cycles.

- Online independent study, four-hour lectures, and activities with four-week course access
- Recorded lecture sessions

4 WEEKS • 1.0 CEU • TUITION \$595

Register online or contact the Graduate School. Course available on the following dates:

November 22 – December 19, 2010

February 28 – March 27, 2011

June 6 – July 3, 2011

August 1-28, 2011

To learn more about GS Connect online courses, please visit graduateschool.edu/gconnect.

INTRODUCTION TO ENTERPRISE ARCHITECTURE **ENTR7000T**

Gain an overview of enterprise architecture by reviewing architectural frameworks and approaches, in conjunction with legislative and regulatory requirements, including those published by OMB's Federal Enterprise Architecture Program Management Office (FEA-PMO).

This course is part of the Certificate of Accomplishment in Enterprise Architecture.

3 DAYS • 1.8 CEU • TUITION \$1,195

November 8-10, 2010

Washington, DC

January 26-28, 2011

Washington, DC

April 20-22, 2011

Washington, DC

July 6-8, 2011

Washington, DC

IMPLEMENTING AN ENTERPRISE ARCHITECTURE

ENTR7001T

Learn how to provide business value to your agency, meet associated needs and address current "Federal Enterprise Architecture Program EA Assessment Framework" requirements for "documented results" relative to "completion, use and results."

This course is part of the Certificate of Accomplishment in Enterprise Architecture.

3 DAYS • 1.8 CEU • TUITION \$1,195

November 15-17, 2010

Washington, DC

January 31 – February 2, 2011

Washington, DC

April 25-27, 2011

Washington, DC

July 11-13, 2011

Washington, DC



SERVICE-ORIENTED ARCHITECTURES – COMPONENTS AND SERVICES

ENTR8001T

This course provides a general overview of the application and use of service-oriented architectures (SOA) in the context of EA. The identification, scope and reuse of services (and components) are addressed not only in this context but also relative to business processes and data.

This course is part of the Certificate of Accomplishment in Enterprise Architecture.

2 DAYS • 1.2 CEU • TUITION \$995

November 18-19, 2010	Washington, DC
February 3-4, 2011	Washington, DC
April 28-29, 2011	Washington, DC
July 14-15, 2011	Washington, DC

TECHNICAL ARCHITECTURES

ENTR8002T

This course addresses FEA Technical Reference Model (TRM) requirements. The development of technical standards and specifications to include security standards is addressed and configuration management is analyzed in the context of organizational compliance with selected standards.

This course is part of the Certificate of Accomplishment in Enterprise Architecture.

2 DAYS • 1.2 CEU • TUITION \$995

November 22-23, 2010	Washington, DC
February 7-8, 2011	Washington, DC
May 2-3, 2011	Washington, DC
July 18-19, 2011	Washington, DC

DATA ARCHITECTURES

ENTR8003T

This course provides an overview of how to implement an effective data management program. The course includes a synopsis of data architectures, data architecture frameworks, and approaches to implement them. The key concepts of the FEA Data Reference Model (DRM) are discussed as well as associated data management functions.

This course is part of the Certificate of Accomplishment in Enterprise Architecture.

2 DAYS • 1.2 CEU • TUITION \$995

November 29-30, 2010	Washington, DC
February 9-10, 2011	Washington, DC
May 4-5, 2011	Washington, DC
July 20-21, 2011	Washington, DC

CAPITAL PORTFOLIO PLANNING, IMPLEMENTING, MAINTENANCE AND MANAGEMENT

PROJ7998T

In this course participants learn how to manage their legacy and investment capital portfolios more efficiently and to achieve organizational strategic objectives while controlling costs. Gap analysis and market research are addressed relative to the development of both capital plans and business cases. Learn how to conduct risk adjusted net present value benefit cost analyses and how to prioritize investments relative to budget constraints and opportunity costs.

This course is part of the Certificate of Accomplishment in Enterprise Architecture.

3 DAYS • 1.8 CEU • TUITION \$1,095

November 8-10, 2010	Washington, DC
April 5-7, 2011	Washington, DC
July 19-21, 2011	Washington, DC

APPLIED ENTERPRISE ARCHITECTURE: AFFECTING STRATEGIC CHANGE

ENTR9002T

This capstone course is designed to engage participants in an applied, problem-solving group exercise to develop a working enterprise architecture that can be effectively leveraged to support the business of an agency. In addition to developing “as-is” and “to-be” architectures, and associated transition and sequencing plans, participants develop accompanying EA communications and governance strategies to facilitate the development and maintenance of the EA. Change management issues are addressed in conjunction with resource realignment strategies during the development of a group project that integrates major principles in the certificate program.

This course is part of the Certificate of Accomplishment in Enterprise Architecture.

3 DAYS • 1.8 CEU • TUITION \$1,195

December 1-3, 2010	Washington, DC
February 14-16, 2011	Washington, DC
May 9-11, 2011	Washington, DC
July 25-27, 2011	Washington, DC

Certificate of Accomplishment in Enterprise Architecture

Enterprise Architecture is a blueprint for modernization. The Certificate of Accomplishment in Enterprise Architecture (EA) is designed for current and prospective enterprise architects, as well as interested technologists and business specialists, to include skills to implement viable cost effective enterprise architecture within their organization. Participants gain the knowledge to serve as effective change agents for enhancing intra- and inter-agency communications, streamlining business processes and eliminating duplication of services, and facilitating data sharing for effective decision making across the enterprise and across the government at large.

Introduction to Enterprise Architecture (ENTR7000T) is the introductory course for those with little or no experience in EA. For those who have worked for at least a year in Enterprise Architecture the initial course is Implementing an Enterprise Architecture (ENTR7001T). All participants are required to take one of those courses in order to pursue the certificate program. Participants should take Applied Enterprise Architecture: Affecting Strategic Change (ENTR9002T) as the last course in the sequence because of the final project executed in this class. Participants have three years to complete the program. Learn more about this certificate program at graduateschool.edu/EA.

REQUIRED INTRODUCTORY COURSE –

Take one of the following

INTRODUCTION TO ENTERPRISE ARCHITECTURE

for those new to Enterprise Architecture

ENTR7000T • 1.8 CEU

OR

IMPLEMENTING AN ENTERPRISE ARCHITECTURE

for those who have 1 year or more experience

ENTR7001T • 1.8 CEU

CORE COURSES

May be taken in any order after the introductory course

SERVICE—ORIENTED ARCHITECTURES

ENTR8001T • 1.2 CEU

TECHNICAL ARCHITECTURES

ENTR8002T • 1.2 CEU

DATA ARCHITECTURES

ENTR8003T • 1.2 CEU

CAPITAL PORTFOLIO PLANNING, IMPLEMENTATION, MAINTENANCE AND MANAGEMENT

PROJ7998T • 1.8 CEU

FINAL CAPSTONE COURSE

APPLIED ENTERPRISE ARCHITECTURE: AFFECTING STRATEGIC CHANGE

ENTR9002T • 1.8 CEU

Project Management

EXECUTIVE VIEW OF PROJECT MANAGEMENT

PROJ9003D

Managing projects is always a challenge, especially when those projects involve multiple stakeholders, new or unproven technology, shifting or unclear project requirements, and constrained resources. Those project challenges multiply in a fast-paced, highly competitive workplace. This one-day workshop is designed to introduce executives and managers to the need for project management, its benefit to agencies and organizations, a project management framework and the challenges of applying good project management in your organization.

1 DAY • 0.6 CEU • TUITION \$495

November 18, 2010

Washington, DC

February 17, 2011

Washington, DC

May 19, 2011

Washington, DC

MICROSOFT PROJECT 2003

PROJ7980T

This three-day course is designed for individuals who wish to improve their ability to manage tasks and task related resources, timelines and costs. Participants learn to use this application's tools to better organize work and people, ensuring that projects are delivered on time and within budget. Methods for controlling and updating progress, tracking schedule and resource changes, and creating reports are demonstrated. This course is part of the Certificate of Accomplishment in Project Management.

Prerequisite: Knowledge of Microsoft Windows.

3 DAYS • 1.8 CEU • TUITION \$1,095

September 1-3, 2010

Washington, DC

December 1-3, 2010

Washington, DC

February 23-25, 2011

Washington, DC

May 18-20, 2011

Washington, DC

MICROSOFT PROJECT 2007

PROJ7990T

This three-day course is designed for individuals who wish to improve their ability to manage tasks and task related resources, timelines and costs. Participants learn to use this application's tools to better organize work and people, ensuring that projects are delivered on time and within budget. Methods for controlling and updating progress, tracking schedule and resource changes, and creating reports are demonstrated. This course is part of the Certificate of Accomplishment in Project Management.

3 DAYS • 1.8 CEU • TUITION \$1,095

September 14-16, 2010

Washington, DC

November 16-18, 2010

Washington, DC

January 11-13, 2011

Washington, DC

April 12-14, 2011

Washington, DC

June 13-15, 2011

Washington, DC

August 16-18, 2011

Washington, DC

MICROSOFT PROJECT 2007 (GS Connect)

PROJ7590A

Improve your ability to manage tasks, timelines and costs on projects using Microsoft Project. Learn to organize work and resources to ensure that projects are delivered on time and within budget, including controlling and updating project progress, tracking schedule and resource changes, creating reports and more. Course materials include a textbook that provides developmental practice exercises.

- Two-week online course; four hours live class time per week
- Live lecture sessions, exercises and text chat
- Demonstrations, simulations and application sharing
- Daily assignments Must have access to MS Project 2007 software for homework

This course is part of the Certificate of Accomplishment in Project Management.

2 WEEKS • 1.8 CEU • TUITION \$295

Register online or contact the Graduate School. Course available on the following dates:

All dates listed are Tuesday/Thursday 1:00 - 3:00 p.m. Eastern time

October 12, 14, 19, 21, 2010

January 25, 27, February 1, 3, 2011

June 7, 9, 14, 16, 2011

To learn more about GS Connect online courses, please visit graduateschool.edu/gconnect.

PROJECT MANAGEMENT

PGMT7005D

Learn to organize your project, track costs and time expenditures, manage quality and risk, evaluate human resources requirements and overcome potential obstacles. Whether managing an office move, implementing a new accounting system or launching a special program initiative, this course gives you the crucial skills for success. **Note:** This course is aligned with the Project Management Institute's *Project Management Body of Knowledge (PMBOK®) Guide-4th Edition*, which covers all related best practices. This course is part of the Certificate of Accomplishment in Program and Management Analysis, Personal Property Management, Human Resources Management and Project Management.

4 DAYS • 2.4 CEU • 24 PDU • TUITION \$1,195

August 30 – September 2, 2010	Dallas, TX
August 31 – September 3, 2010	Washington, DC
September 7-10, 2010	Baltimore, MD
September 7-10, 2010	Seattle, WA
September 7-10, 2010	Virginia Beach, VA
September 13-16, 2010	Washington, DC
September 20-23, 2010	Washington, DC
October 12-15, 2010	Washington, DC
October 25-28, 2010	Las Vegas, NV
October 25-28, 2010	Washington, DC
November 1-4, 2010	Washington, DC
November 29 – December 2, 2010	Washington, DC
January 18-21, 2011	Washington, DC
January 31 – February 3, 2011	Washington, DC
February 15-18, 2011	Boston, MA
February 28 – March 3, 2011	Washington, DC
March 14-17, 2011	Washington, DC
March 22-25, 2011	New Orleans, LA
April 4-7, 2011	Jacksonville, FL
April 4-7, 2011	Washington, DC
April 25-28, 2011	Washington, DC
May 2-5, 2011	Virginia Beach, VA
May 10-13, 2011	Kansas City, MO
May 16-19, 2011	Washington, DC

May 23-26, 2011	San Diego, CA
May 31 – June 3, 2011	Washington, DC
June 7-10, 2011	Philadelphia, PA
June 13-16, 2011	New York, NY
June 14-17, 2011	Dallas, TX
June 21-24, 2011	Washington, DC
July 11-14, 2011	Washington, DC
July 12-15, 2011	Honolulu, HI
July 18-21, 2011	Chicago, IL
July 18-21, 2011	Washington, DC
August 2-5, 2011	Washington, DC
August 9-12, 2011	St. Louis, MO
August 22-25, 2011	Fayetteville, NC
August 22-25, 2011	Washington, DC
August 30 – September 2, 2011	Washington, DC
September 6-9, 2011	Baltimore, MD
September 6-9, 2011	Seattle, WA
September 12-15, 2011	Huntsville, AL
September 12-15, 2011	Washington, DC
September 19-22, 2011	Washington, DC
September 26-29, 2011	San Antonio, TX

PROJECT MANAGEMENT (Distance Education)

PROJ1101A

This course is a distance education version of our popular classroom course.

Participants spend 4 to 5 hours per week completing independent study assignments under the guidance of a seasoned project management professional. You have access to a companion Web site for the textbook, and to the Web site for the course with a syllabus, weekly reading assignments, weekly practice tests and short videos for additional explanation of specific topics. The instructor will communicate with you through e-mail and monthly office hour webinars as well as through phone calls if necessary. Enroll anytime! (ACE approval pending)

16 WEEKS • 3 CEU • TUITION \$1,695

PROJECT MANAGEMENT FOR IT: APPLICATION AND INTEGRATION

PROJ7602T

This four-day course is designed to provide a practical, industry-DoD standard approach to managing project implementations of IT initiatives. The course describes the project management knowledge areas, specific activities performed by a project manager under each area, and the tools and techniques to be applied in specific management situations. The class is a hands-on, case-study-based endeavor. Practical examples of project planning concepts, scope and resource management, cost and schedule development, risk and change management, and the use of earned value analysis for project control are central to this course.

This course is part of the Certificate of Accomplishment in Project Management.

4 DAYS • 2.4 CEU • 24 PDU • TUITION \$1,595

September 20-23, 2010	Washington, DC
November 1-4, 2010	Washington, DC
January 18-21, 2011	Washington, DC
March 7-10, 2011	Washington, DC
March 8-11, 2011	Atlanta, GA
April 5-8, 2011	Dallas, TX
April 12-15, 2011	Philadelphia, PA
June 13-16, 2011	Washington, DC
June 14-17, 2011	Chicago, IL
July 5-8, 2011	San Francisco, CA
August 8-11, 2011	Washington, DC
September 19-22, 2011	Washington, DC

PROJECT MANAGEMENT FOR THE OFFICE PROFESSIONAL

ADMB7011D

Gain respect and confidence necessary for assuming more responsible roles in your organization. Project management is more than just getting things done; it involves careful planning, establishing authority and building teamwork. This course prepares you to stay on track and in control. For more comprehensive coverage of project management principles, see Project Management (PGMT7005D). Auditors may want to take Planning Audit Assignments (AUDT8451G).

3 DAYS • 1.8 CEU • TUITION \$895

September 20-22, 2010	Denver, CO
November 8-10, 2010	Washington, DC
February 1-3, 2011	Hampton, VA
February 8-10, 2011	Washington, DC
April 12-14, 2011	Washington, DC
April 12-14, 2011	San Antonio, TX
April 26-28, 2011	St. Louis, MO
May 17-19, 2011	Las Vegas, NV
June 6-8, 2011	Washington, DC
June 13-15, 2011	Huntsville, AL
July 11-13, 2011	Washington, DC
July 25-27, 2011	Dallas, TX
August 9-11, 2011	Washington, DC
September 14-16, 2011	Denver, CO

PROJECT COMMUNICATIONS MANAGEMENT

PROJ8294D

Communications management is one of the essential functions that can dramatically affect the outcome of a project. Project managers must create and effectively use a communications plan that performs two principal functions: collecting the right data and disseminating appropriate information in a timely manner. To do this effectively, project teams must identify the appropriate audiences, develop appropriate communications media, establish a communications schedule, and manage the flow of information in and out of the project team. You learn the tools and techniques that project teams can use to build an effective communications plan.

Note: This course is aligned with the Project Management Institute's *Project Management Body of Knowledge (PMBOK®) Guide-4th Edition*, which covers all related best practices. This course is part of the Certificate of Accomplishment in Project Management.

2 DAYS • 1.4 CEU • 14 PDU • TUITION \$1,045

March 10-11, 2011	San Diego, CA
April 18-19, 2011	Washington, DC
June 9-10, 2011	Virginia Beach, VA
August 17-18, 2011	Washington, DC

MANAGING A PROJECT WITH YOUR TEAM

PROJ8202D

According to the Project Management Institute, the only skills more important to project managers than communicating effectively are negotiation and conflict resolution. These skills can make the difference between a project that fails amid acrimony and a project that succeeds and builds positive relationships within the team and across the organization. Learn proven techniques to help you acquire the necessary project resources, build consensus on project scope and requirements, and create clear understanding of the duties of team members and contractors.

Note: This course is aligned with the Project Management Institute's *Project Management Body of Knowledge (PMBOK®) Guide-4th Edition*, which covers all related best practices. This course is part of the Certificate of Accomplishment in Project Management.

2 DAYS • 1.4 CEU • 14 PDU • TUITION \$1,095

September 9-10, 2010	Washington, DC
December 16-17, 2010	Washington, DC
March 17-18, 2011	Washington, DC
June 16-17, 2011	Washington, DC
August 18-19, 2011	Washington, DC

PROJECT COST MANAGEMENT

PROJ8292D

The first step in successfully managing a project's costs is to have a project budget that realistically reflects the costs for executing the project. Project Cost Management addresses the identification, elaboration, planning, development and management of the project budget. Using best practices, you learn how to develop a project cost estimate, project budget and the project budget baseline. In addition, you practice the preparation of a spending profile that supports variance analysis and corrective action using earned value management (EVM). You gain an effective skill set for developing and controlling the project budget baseline.

Note: This course is aligned with the Project Management Institute's *Project Management Body of Knowledge (PMBOK®) Guide-4th Edition*, which covers all related best practices. This course is part of the Certificate of Accomplishment in Project Management.

2 DAYS • 1.4 CEU • 14 PDU • TUITION \$1,045

September 27-28, 2010	Washington, DC
March 28-29, 2011	Washington, DC
May 16-17, 2011	Jacksonville, FL
June 23-24, 2011	Washington, DC
September 26-27, 2011	Washington, DC



PROJECT QUALITY MANAGEMENT

PROJ8296D

Most organizations recognize that customer satisfaction and their success hinge on the effective implementation of quality concepts, tools and techniques. Project Quality Management prepares you to be a positive force in using best practice techniques to help ensure project and organizational success. You learn about the three PMBOK® quality management processes to enhance project success.

Note: This course is aligned with the Project Management Institute's *Project Management Body of Knowledge (PMBOK®) Guide-4th Edition*, which covers all related best practices. This course is part of the Certificate of Accomplishment in Project Management.

2 DAYS • 1.4 CEU • 14 PDU • TUITION \$1,045

September 22-23, 2010	Virginia Beach, VA
January 27-28, 2011	Washington, DC
February 3-4, 2011	San Antonio, TX
March 10-11, 2011	Washington, DC
April 7-8, 2011	Washington, DC
June 13-14, 2011	Washington, DC
August 22-23, 2011	Washington, DC
September 20-21, 2011	Huntsville, AL

PROJECT RISK MANAGEMENT

PROJ8293D

To achieve project success in today's fast-paced, resource-scarce environments, you must possess the ability to assess, manage and interact with inherent and unforeseen project risks. You learn to uncover, communicate and develop successful strategies to transform project risks into project opportunities. Learn about all six of the PMBOK® risk management processes with emphasis on developing the risk register. Practice risk management techniques to gain practical knowledge that can be applied to current projects. This course is part of the Certificate of Accomplishment in Project Management.

2 DAYS • 1.4 CEU • 14 PDU • TUITION \$1,045

February 10-11, 2011	Washington, DC
May 5-6, 2011	Washington, DC
May 16-17, 2011	Jacksonville, FL
July 14-15, 2011	Washington, DC
August 15-16, 2011	Washington, DC

PROJECT SCOPE MANAGEMENT

PROJ8299D

Defining the scope of a project is one of the most challenging tasks in project management. The importance of working with stakeholders to ensure the project meets their expectations cannot be overemphasized. You learn about the identification, elaboration, planning and management of project scope, including selected processes, from the PMBOK® integration and scope knowledge areas.

Note: This course is aligned with the Project Management Institute's *Project Management Body of Knowledge (PMBOK®) Guide-4th Edition*, which covers all related best practices. This course is part of the Certificate of Accomplishment in Project Management.

2 DAYS • 1.4 CEU • 14 PDU • TUITION \$1,045

January 19-20, 2011	Fayetteville, NC
February 24-25, 2011	Washington, DC
April 14-15, 2011	Washington, DC
June 16-17, 2011	Washington, DC
August 15-16, 2011	Washington, DC

PROJECT TIME MANAGEMENT

PROJ8291D

"On time" and "within budget" are two of the most frequently heard refrains in the project management business. Time and cost management form the basic foundation of the discipline of project management. In Project Time Management, you learn about the identification, elaboration, planning and management of the project schedule. Based on the PMBOK® and current industry best practices, this course takes you through the development of project schedules and the requisite planning elements.

Note: This course is aligned with the Project Management Institute's *Project Management Body of Knowledge (PMBOK®) Guide-4th Edition*, which covers all related best practices. This course is part of the Certificate of Accomplishment in Project Management.

2 DAYS • 1.4 CEU • 14 PDU • TUITION \$1,045

September 28-29, 2010	Washington, DC
April 21-22, 2011	Washington, DC
May 24-25, 2011	New Orleans, LA
June 6-7, 2011	Washington, DC
July 26-27, 2011	Jacksonville, FL
August 11-12, 2011	Washington, DC
September 15-16, 2011	Washington, DC

EARNED VALUE MANAGEMENT (GS Connect)

PROJ8500A

Gain an understanding of earned value management (EVM) by learning the valuable concepts and essential core components of EVM. Build a foundation for success in managing projects, especially information technology (IT) projects.

- Three-week online independent study course
- Recorded lecture sessions
- Weekly assignments
- Instructor support via e-mail

This course is part of the Certificate of Accomplishment in Project Management.

3 WEEKS • 0.6 CEU • TUITION \$395

Enroll anytime and complete within three weeks. Register online or contact the Customer Support Service Center at (888) 744-GRAD.

ESSENTIAL ELEMENTS OF EARNED VALUE MANAGEMENT

PROJ8003D

Learn the fundamentals of earned value management (EVM) as well as the skills necessary to implement EVM to keep acquisitions on track with effective monitoring of performance costs and schedules. Gain a thorough understanding of how establishing project scope and baselines relates to the important process of continuous contract performance management. This course is designed to teach the basics of EVM to everyone involved in planning, negotiating and managing complex contracts from both government and industry. It provides a practical step-by-step approach to using EVM as a tool to make good business decisions.

2 DAYS • 1.2 CEU • TUITION \$795

October 28-29, 2010	Washington, DC
January 27-28, 2011	Washington, DC
April 7-8, 2011	Washington, DC

FUNDAMENTALS OF IT MANAGEMENT AND CAPITAL PLANNING

TECH7705T

Understand the comprehensive background and essential components of managing information technology (IT) under the Information Technology Management Reform (Clinger-Cohen) Act in this four-day project management course. Emphasis is placed on managing IT software, hardware and services as an investment enterprise, utilizing the established guidance from the Office of Management and Budget (OMB) and the Government Accountability Office (GAO). Practical examples of capital planning, performance measures, return on IT investment and project management are demonstrated in detail using Exhibit 300. Techniques and examples of IT business cases and performance metrics are also explored. A capital asset project management template and associated worksheets are used as a demonstration of project management software.

This course is part of the Certificate of Accomplishment in Project Management.

4 DAYS • 2.4 CEU • TUITION \$1,195

January 25-28, 2011	Washington, DC
May 17-20, 2011	Washington, DC
August 8-12, 2011	Washington, DC

INTEGRATED PLANNING AND SCHEDULING

PROJ9002D

Get hands-on experience in applying effective project management principles using Microsoft Project 2007. In this course by Acquisition Solutions, Inc., you learn to develop a detailed and integrated schedule, analyze Project schedules prepared by a project team, and extract schedule information from working schedules for management briefings and reports. You also learn the basics of planning the project's work breakdown structure, the basics of project scheduling and the processes to accurately update the project's status in an integrated master schedule.

2 DAYS • 1.2 CEU • TUITION \$795

November 18-19, 2010	Washington, DC
February 24-25, 2011	Washington, DC
May 19-20, 2011	Washington, DC

PMP® EXAM PREPARATION (ONLINE)

PROJ8395A

Establish your credential as a Project Management Professional (PMP®) by taking a Project Management Institute, Inc. (PMI), certification examination. Project management is an evolving profession, and employers are increasingly requiring that their project managers be certified.

This online, self-study course is offered through a partnership with the University Learning Institute (ULI), and provides interactive lessons, a practice test bank of nearly 1,000 questions you can use as an examination simulation and more. You receive a six-month license to use the course online.

This course is part of the Certificate of Accomplishment in Project Management.

Note: Registrations may only be cancelled with partial refund within two weeks of registration; \$125 will be deducted for the test and materials. Mac users can take the course but will not be able to access the test bank. Participants outside the U.S. must provide their own copy of the *PMBOK® Guide*.

56 HOURS • 5.6 CEU • 56 PDU • TUITION \$895

PREPARING FOR THE PMP® EXAMINATION

PROJ8295D

Establish your credential as a Project Management Professional (PMP®) by taking the PMP certification exam offered by the Project Management Institute. You identify your personal strengths and weaknesses regarding mastery of the five process groups and nine knowledge areas of the *Project Management Body of Knowledge (PMBOK®) Guide*, and develop a personal study program to prepare yourself for success on the examination.

Note: This course is aligned with the Project Management Institute's *Project Management Body of Knowledge (PMBOK®) Guide-4th Edition*, which covers all related best practices. This course is part of the Certificate of Accomplishment in Project Management.

2 DAYS • 1.4 CEU • 14 PDU • TUITION \$995

May 12-13, 2011	Jacksonville, FL
July 21-22, 2011	Washington, DC

PROJECT MANAGEMENT FAST TRACK – PMP® Prep

PROJ8300D

Your ability to effectively define, manage and measure a project's requirements, scope, on-time delivery and success is crucial in helping you gain approval for resources. This hands-on course is aligned with the *Project Management Body of Knowledge (PMBOK®) Guide* and covers all the knowledge areas and processes of project management necessary to plan and execute successful projects. You are prepared for the PMP® certification examination and receive the 35 hours of project management education required to take the examination.

5 DAYS • 3.5 CEU • 35 PDU • TUITION \$1,895

March 7-11, 2011	Jacksonville, FL
March 7-11, 2011	Washington, DC
July 11-15, 2011	Washington, DC
August 8-12, 2011	Washington, DC

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WE CAN BRING THE TRAINING TO YOU!

All of our courses can be delivered at your location, eliminating travel costs and maximizing employee time in training.

Certificate of Accomplishment in Project Management

The Certificate of Accomplishment in Project Management provides a thorough preparation for current project managers and those wishing to enter the field. Participants complete one of two basic courses that include IT project management specialization. Following the basic course, participants take five intermediate, core courses that address key knowledge areas and project management processes, plus one elective. Individuals must complete the program in three years.

RECOMMENDED AS FIRST COURSE

PROJECT MANAGEMENT

PGMT7005D • 2.4 CEU • 24 PDU

OR

PROJECT MANAGEMENT FOR IT: APPLICATION AND INTEGRATION

PROJ7602T • 2.4 CEU • 24 PDU

CORE COURSES *(select 5)*

PROJECT COMMUNICATIONS MANAGEMENT

PROJ8294D • 1.4 CEU • 14 PDU

PROJECT COST MANAGEMENT

PROJ8292D • 1.4 CEU • 14 PDU

PROJECT QUALITY MANAGEMENT

PROJ8296D • 1.4 CEU • 14 PDU

PROJECT RISK MANAGEMENT

PROJ8293D • 1.4 CEU • 14 PDU

PROJECT SCOPE MANAGEMENT

PROJ8299D • 1.4 CEU • 14 PDU

PROJECT TIME MANAGEMENT

PROJ8291D • 1.4 CEU • 14 PDU

ELECTIVE COURSES *(select 1)*

ADVANCED COTR WORKSHOP

ACQI9008D • 40 CPE

COMPREHENSIVE COTR WORKSHOP

ACQI7523D • 40 CPE

CONSTRUCTION CONTRACTING FOR COTRS

ACQI8006D • 40 CPE

EARNED VALUE MANAGEMENT *(GS Connect)*

PROJ8500A • 0.6 CEU

ESSENTIAL ELEMENTS OF EARNED VALUE MANAGEMENT

PROJ8003D • 1.2 CEU

FUNDAMENTALS OF IT MANAGEMENT AND CAPITAL PLANNING

TECH7705T • 2.4 CEU

INTEGRATED PLANNING AND SCHEDULING

PROJ9002D • 1.2 CEU

LEADING TEAMS AND GROUPS

TDEV8200D • 1.8 CEU

MANAGING A PROJECT WITH YOUR TEAM

PROJ8202D • 14 PDU

MICROSOFT PROJECT 2007

PROJ7990T • 1.8 CEU

MICROSOFT PROJECT 2007 *(GS Connect)*

PROJ7590A

NEGOTIATING TECHNIQUES

MGMT9104D • 1.2 CEU

PMP® EXAM PREPARATION ONLINE

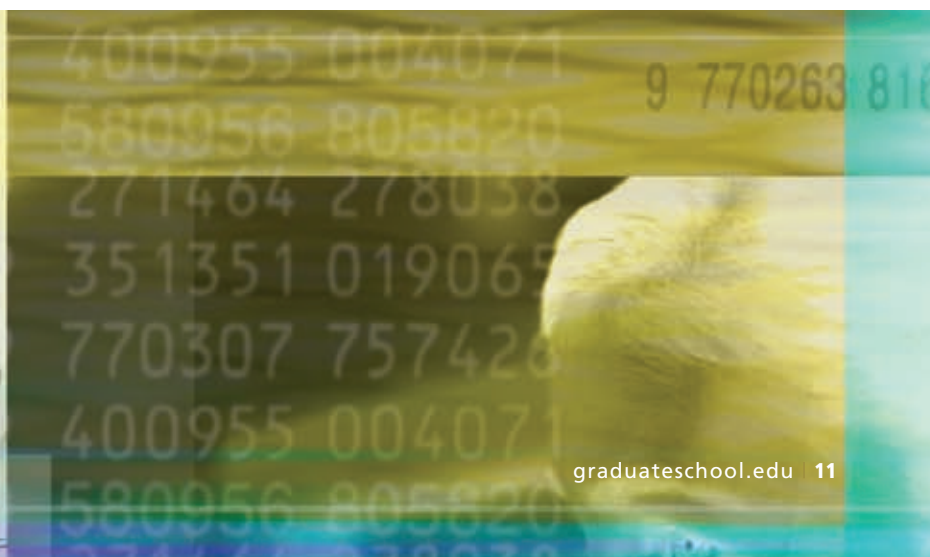
PROJ8395A • 5.6 CEU • 56 PDU

PREPARING FOR THE PMP® EXAMINATION

PROJ8295D • 1.4 CEU • 14 PDU

OR

A CORE COURSE NOT PREVIOUSLY SELECTED



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