1999 Project Management Certification Program
Dear Colleague:

The University of Excellence is again pleased to offer the Project Management Certification Program (PMCP) for 1999. A leading-edge training curriculum available to all Sprint employees, PMCP begins its third year in January. We hope that you will find this PMCP catalog helpful in planning your personal project management training objectives for the coming year.

As Sprint continues to redefine the telecommunications industry through “best in class” products and services, we also continue to invest in our most valuable competitive advantage—our employees. The PMCP provides a solid foundation in project management concepts, practices, and skills for all who work in project management. Tailored specifically for Sprint, the program is presented by ESI International and The George Washington University. More than 3,000 Sprint students have completed PMCP courses.

The PMCP offers a Master's Certificate in Project Management from The George Washington University School of Business and Public Management for Sprint employees who seek extensive project management knowledge and want to acquire a defined set of competencies used by professional project managers everywhere. The master's certificate is attained upon successfully completing seven courses in the program's core curriculum. More than 50 Sprint employees have received a Master's Certificate in Project Management.

Participants who pursue the core curriculum may also want to consider earning project management professional certification from the Project Management Institute (PMI). To assist in this effort, the Sprint PMCP offers a Project Management Certification (Exam Preparation) class.

Whether you complete the entire program or just add to your basic skills, the program has something for you. We urge you to review the opportunities outlined in this PMCP catalog.

If you have already started on the PMCP path, please continue. If you have not yet started, talk with your manager about participating in this innovative, world-class program. You will benefit from this opportunity for professional growth, and Sprint will benefit as you apply your new knowledge and skills to the organization's development efforts.

Welcome to the 1999 Project Management Certification Program!

Sandra J. Price  
Vice President—University of Excellence
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At Sprint, competitive challenges and the pace of technology are demanding faster product delivery to the marketplace, smarter solutions, lower prices, and work with more value added. New strategies are needed for meeting such demands. Hierarchical organizations and traditional work techniques must be challenged. Now more than ever before, cross-functional teams, joint ventures, supplier/customer partnerships, and other new ways of leveraging available resources are needed. And to make these new diverse techniques work, Sprint needs highly trained project managers.

The PMCP has been developed in recognition of the criticality of improved project management to Sprint’s continuing success.

Project management skills enable managers to meet time, cost, and technical performance constraints, while focusing on the customers’ real needs. The project management discipline emphasizes the leadership, negotiation, and communication skills that become critical when managers cannot rely on position in the hierarchy to get things done. A project management focus teaches professionals how to work across functional boundaries and how to take risks, bring about change, and integrate personal goals with those of the organization.

Based on the world’s premier continuing education programs for building project management knowledge and skills, the PMCP is distinctive in content and broad in scope. Sprint’s University of Excellence is pleased to bring you this program.
What the Program Means to You

The PMCP was created to enhance the ability of Sprint’s project managers to develop and deliver products and services that meet customer requirements within schedule and expense commitments. The program is designed for project managers as well as project team members and support personnel.

The PMCP has two paths: the “casual” path and the “career” path. Each individual, working with his or her manager, should choose the most appropriate path for his or her needs. The casual path involves five days of training, whereas the career path requires 31–33 days of training over three years.

For project managers and prospective project managers, the career path can lead to improved leadership and communication skills, enhanced project performance results, undergraduate or graduate university credit hours, and accreditation as a project management professional (PMP).

Challenging, Results-Oriented Courses.

The PMCP courses are dynamic, thorough, and practical. As a participant, you will learn to apply the principles and techniques of project management in realistic situations that involve technical, economic, and human resource issues. You will gain a degree of analytical proficiency and an understanding of management techniques that you could otherwise acquire only through many years on the job.

Each class brings together individuals with varying levels of experience and diverse talents. The classes are led by skillful instructors, who are themselves project managers, carefully chosen for their practical experience and ability to communicate.

The program was originally created by ESI International and The George Washington University School of Business and Public Management to help organizations enhance their ability to compete by developing project management competency.

Although initially developed as a corporate training program, courses are now offered to the general public. To date, the program has served more than 150,000 students around the globe.

ESI is an international educational and consulting firm that conducts training and designs innovative solutions in project management, contracting, and information systems. The firm tailors courses—and entire curricula—to match clients’ specific needs. It also provides a wide range of consulting and technical assistance services.

The George Washington University is widely known for teaching high-quality professional development programs that blend theoretical and practical knowledge. In association with ESI, the university offers programs leading to master’s certificates in project management and a number of other disciplines.
Where the Program Leads

**Casual Path: Project team members and support personnel** who successfully complete the five-day Sprint course *Managing Projects in Organizations* fulfill the program’s minimum requirements, earn 3.6 continuing education units (CEUs), and receive a certificate of completion from The George Washington University School of Business and Public Management.

**Career Path: Project managers and prospective project managers** who successfully complete the entire Sprint PMCP program within three years earn a Master’s Certificate in Project Management from The George Washington University and continuing education units (CEUs) for each course completed; they may also be eligible to receive undergraduate or graduate credit hours from their respective universities.

**Project Management Professional Certification:** Individuals who fulfill all requirements of a two-part Program Management Institute (PMI) qualification and examination program (including passing the PMI certification exam) earn project management professional (PMP) certification. Sprint candidates can improve their chances of passing the PMP certification exam by enrolling in Sprint’s two-day course *Project Management Certification (Exam Preparation).*

**Earning the Master’s Certificate**

For those who seek a depth and breadth of knowledge and who want to acquire a defined set of competencies used by professional project managers everywhere, the program offers a Master’s Certificate in Project Management from The George Washington University School of Business and Public Management. Master’s certificates awarded by the university, a leader in graduate-level continuing education programs, are widely recognized as evidence of superior competence in professional fields.

To earn a Master’s Certificate in Project Management, you must complete the Core Project Management Curriculum within three years. For details see pages 6 and 7.

**Preparing for Professional Certification**

Participants who pursue the core curriculum are well on their way toward earning certification as a project management professional (PMP) by the Project Management Institute (PMI®). An independent organization of more than 45,000 individuals representing many industries and professions, PMI offers a two-part qualification and examination program leading to certification as a project management professional.

The Project Management Body of Knowledge (PMBOK®) is an inclusive term that describes the sum of knowledge within the profession of project management. PMI specifies nine PMBOK areas and tests understanding of those areas in the project management professional certification exam.

The PMCP courses cover all nine PMBOK areas in depth. As depicted on page 5, each area is addressed primarily by one core course and secondarily by other courses. The program includes an intensive review course, *Project Management Certification (Exam Preparation)*, which PMI recognizes as meeting its established criteria.

For more information about certification by PMI, see page 18.

PMI is a registered certification mark; PMI is a registered service mark; and PMBOK is a trademark of the Project Management Institute, Inc.
Forms of Credit

All of the courses carry credit in the form of continuing education units, and academic credit may be available for some of the courses.

Continuing education units. Whether or not you choose to pursue a master's certificate, you receive credit—in the form of continuing education units (CEUs)—for all the courses you successfully complete. CEUs are used to maintain records of completion of organized postsecondary education. One CEU is granted for every 10 hours of class participation. For those on management and other professional career paths, CEUs are widely recognized as evidence of educational attainment.

Academic credit recommendations from ACE CREDIT. If you are pursuing an academic degree, this program may help you achieve the goal. The American Council on Education’s (ACE) College Credit Recommendation Program (CREDIT) has recommended for credit many of the courses in this program. Above is a list of the ACE CREDIT recommended credit hours for courses offered within the PMCP. Your college or university representative can tell you whether these recommended credits can be applied toward your academic degree.

For further information, call ESI at (703) 558-3020.

Advanced standing in master of science program. The George Washington University offers a master of science degree in project management within its School of Business and Public Management. Once you have earned the Master’s Certificate in Project Management from the university—and once you have fulfilled all the application requirements for the master’s degree program—you will be granted advanced standing and receive nine credit hours toward the 36-credit-hour master’s degree.

[This advance standing is not related to the ACE CREDIT recommended credit hours. Most graduate degree programs allow a maximum of six credit hours from outside their own programs, so the nine credit hours allowed by the GW master of science program is more generous than what might be offered by other programs.]

For additional information, contact the Department of Management Science at The George Washington University, (202) 994-6145.

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Follow the Curriculum Path That’s Right for You

The Project Management Certification Program (PMCP) addresses the educational needs of many Sprint employees. Individuals may follow either the “casual” path or the “career” path, depending upon their job requirements. Each team member should work with his or her manager to decide which track is more appropriate.

**Project Team Member Training:** Managing Projects in Organizations (MPO) is a five-day training course recommended for all project team members and support personnel.

**Project Management Professional Training:** The complete project management professional training curriculum is for project managers, project leaders, and prospective project managers/leaders. This curriculum includes Managing Projects in Organizations (MPO) plus six other courses representing a total of 31–33 days of training over a 24–36 month period. MPO is a prerequisite for all other courses.

The curriculum path on page 7 illustrates what is required to fulfill the requirements for each program track and to earn a graduate-level Master’s Certificate in Project Management and certification as a project management professional.

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**Earning the Master’s Certificate in Project Management**

To earn the Master’s Certificate in Project Management, you must complete a total of seven courses as illustrated on page 7.

You must complete the courses successfully, i.e., meet attendance requirements and pass final examinations or complete projects as required. And you must complete the seven courses in a three-year period, preferably in two years.

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**Getting the most out of the program**

Managing Projects in Organizations must be taken before any other course in the curriculum. The vocabulary and the information in this course serve as a foundation for subsequent coursework.

Project Management Applications must be taken only after successfully completing the other courses. Project Management Applications reinforces and expands on the competencies gained in the previous courses.

Page 7 shows the recommended order for participating in Project Management Certification Program (PMCP) courses.
Whether you are following the Project Management Certification Program “casual” path or the “career” path, start by taking . . .

**Managing Projects in Organizations**

If you are a project team member or support person, you will have completed your program requirement.

If you are a project manager, project leader, or prospective project manager or leader, continue the program and take the following three courses . . .

- **Project Leadership, Management, and Communications**
- **Scheduling and Cost Control**
- **Risk Management**

then, take two of the following three courses . . .

- **Contracting for Project Managers**
- **Quality for Project Managers**
- **Systems Integration Project Management**

and finish with . . .

- **Project Management Applications**

Upon successfully completing these seven courses within a 36-month time period, you will receive a . . .

If you wish to pursue certification as a project management professional (PMP), take the review course . . .

**Project Management Certification (Exam Preparation)**

That course specifically prepares you to take the . . .

The Project Management Institute (PMI) offers a computerized version of the 200-question exam at Sylvan Learning Centers around the country. By successfully completing the exam—and qualifying in the areas of service, education, and experience—you can become certified as a project management professional (PMP).

See page 18 for details on how to apply for PMP certification. PMI requires project management professional recertification every seven years.
The Courses

9 Managing Projects in Organizations
10 Project Leadership, Management, and Communications
11 Scheduling and Cost Control
12 Risk Management
13 Contracting for Project Managers
14 Quality for Project Managers
15 Systems Integration Project Management
16 Project Management Applications
17 Project Management Certification (Exam Preparation)

For information about registering, see page 20 or call 1 (800) 775-UofE (8633).
Managing Projects in Organizations

Get a solid understanding of project management methods with this comprehensive introductory course. Gain practical experience in proven project management techniques and discover a wealth of valuable, flexible tools that you can use immediately to ensure the success of any project in any type of organization.

Managing Projects in Organizations gives you the foundation, experience, techniques, and tools to manage each stage of the project life cycle, work within organizational and cost constraints, set goals tied directly to stakeholder needs, get the most from your project management team, and utilize state-of-the-art project management tools to get the work done on time and within budget.

Covering the entire project life cycle, this course is built around the second edition of Dr. J. Davidson Frame’s popular book, Managing Projects in Organizations. The latest insights from the Project Management Institute’s Guide to the Project Management Body of Knowledge, which incorporates information critical to project success, are also highlighted.

You’ll learn project management skills through incisive case studies, hands-on exercises, and a broad array of practical experiences that can immediately be applied to your job. This approach yields a comprehensive project management experience, from the early stages of defining project requirements and developing work breakdown structures through project change control and closeout. This course opens the door to more efficient project implementation.

Syllabus

Understanding the process of managing projects
• What are “projects”?
• Why project management?
• The project life cycle

Building projects from a clear need
• Identifying stakeholders
• Reviewing stakeholders’ needs
• Assessing the organization
• Building SMART objectives
  – Specific
  – Measurable
  – Agreed to
  – Realistic
  – Time-constrained
• Developing requirements
  – Functional requirements
  – Technical requirements

Documenting requirements: building the project plan
• Using the Project Requirements Document
• Establishing the project’s requirements and constraints
• Evaluating and managing risk
• Setting implementation strategies
• Defining project success criteria

Project selection: keys to success
• Stakeholders in the project selection process
• Benefit/cost ratios
• Present value—using today’s monetary values
• Opportunity costs: the forgotten variable

How realities of organizational life affect projects
• Matrix vs. functional organization
• Task force organization
• Establishing the project team
• The responsibility matrix
• Resource loading

Capable people: the heart of every project
• Characteristics of the successful project team
• Team recruiting
• Managing team dynamics
• Succeeding in the high-responsibility/low-authority environment
• Sources of authority
• Leadership and communication skills
• Managing teams involving subcontractors

Setting the project course: tools and techniques for planning
• Work breakdown structures
• Network diagrams—PERT, CPM
• Building project budgets
• Responsibility matrices
• Resource loading and leveling

Managing change: keeping the project on course
• Change control procedures that work
• Evaluation and control
• Crucial role of project documentation
• Tracking variance (cost and schedule)
• Integrated cost and schedule control systems
• Reporting on project personnel

Closing out the project with positive results
• Validating project success
• Documenting and publicizing results
• Gaining the customer’s acceptance
• Meeting all contractual obligations
• Reestablishing motivation and morale
• Transferring lessons learned to future projects

For information about registering, see page 20 or call 1 (800) 775-UofE (8633). 9
Project Leadership, Management, and Communications

Master the vital communications and human resources skills critical to any project’s success. Practice key problem-solving and decision-making skills and learn how to empower yourself and other team members through effective negotiation.

Because project managers often work in a high-responsibility, low-authority environment, they must know how to elicit top performance from all members of the project team, even when line authority is lacking. This course gives you an opportunity to explore how fundamental project management skills fit into their organizational and human resources contexts. You’ll also get a firm understanding of the complementary communication and human resources skills that are crucial to a successful project. The critical importance of improving communication in all forms of project organization—from functional to matrix—is stressed throughout the course.

Through examples and case studies, you’ll see why concise communication is so important—regardless of how a project is organized—and you’ll compile an array of techniques to enhance your interpersonal skills. Discover how your leadership style influences communication and expand your capabilities through spirited discussions, exercises, simulations, and self-assessment instruments. In addition to a comprehensive participant manual, you’ll receive a copy of Cross-Functional Teams by Glenn M. Parker.

Increase your communication skills; learn to persuade, negotiate, and compromise; and master key team-building skills to get the most from your most valuable project management resource: your people.

Syllabus

**Leading Others in Today’s Corporate Culture**
- Role of leadership in today’s business environment
- New leadership paradigm
- Challenges of leading teams
- Four leadership styles: Leader Behavior Analysis II® self-assessment
- Identifying needs of individuals and teams

**Managing Organizational Change**
- Stages of adjusting to change
- Leader action strategies

**Developing Groups into Teams**
- Variations in team structures and characteristics
- Understanding interpersonal dynamics: Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B) self-assessment
- Stages of team development
- Observable behaviors
  - Task
  - Maintenance
  - Self-oriented

**Maximizing Interpersonal Relationships**
- Communication as a process
- Guidelines for effective communication
- Motivational basis for human interaction: Strength Deployment Inventory (SDI) self-assessment
  - Altruistic: nurturing
  - Assertive: directing
  - Analytical: autonomizing
  - Flexible: cohering
- Interpersonal behaviors as strengths and weaknesses
- Human interaction during conflict and opposition

**Managing Conflicts**
- Sources of conflict in project teams
- Predictable outcomes of organizational conflict
- Five conflict-management approaches
  - Avoiding
  - Competing
  - Accommodating
  - Collaborating
  - Compromising

**Negotiating Solutions**
- Eight sources of power and influence
  - Formal/legitimate
  - Purse-string
  - Bureaucratic
  - Reward
  - Coercive
  - Technical/expert
  - Charismatic
  - Referent
- Stages of negotiation
  - Rapport
  - Exploratory
  - Hard-core bargaining
  - Closure and agreement
- Negotiation as a collaborative process
- Preparing to negotiate

**Managing Agreement**
- Understanding the “Abilene Paradox”
- Encouraging feedback in a team setting
Scheduling and Cost Control

Develop effective measures for scheduling and controlling projects as you put the tools of project management to work. In this course you’ll focus on managing the constraints you face in any project: limits on time, human resources, materials, budget, and specifications. Discover proven ways to work within your identified constraints, without letting pre-defined limits curtail creativity or innovation.

From the opening morning, you’ll get hands-on experience, practicing your skills in building project requirements and the work breakdown structure. You’ll learn a sound, logical framework for scheduling and controlling project activities. And you’ll master techniques for estimating, forecasting, budgeting, monitoring, controlling, analyzing, and reporting costs and interpreting the meaning of earned-value data.

Individual and small-group exercises feature scenarios that help hone these skills, and a comprehensive toolkit provides practical field guidance. In addition to extensive course materials, you’ll also receive a copy of a special ESI edition of Project Management: A Managerial Approach by Jack R. Meredith and Samuel J. Mantel, Jr.

Discover a number of sophisticated tools and techniques that you can use to manage time and costs effectively on every type of project. This is one of the program’s most popular courses, classes fill up quickly, so register early. Please bring a calculator to class.

Syllabus

Essential background
- Overview of the project management life cycle
- The triple constraints
- Planning tools
- Project requirements—a review
- The work breakdown structure—a review
- Challenges in scheduling and cost control

Estimating
- Using estimates for scheduling and cost control
- The basic rules of estimating
- Levels of estimating and estimate types
  - Top-down vs. bottom-up
  - Order of magnitude
  - Budget
  - Definitive
- Six estimating methodologies
- Identifying controllable costs
  - Resource
  - Material
  - Direct
  - Indirect
- Planning for risk with contingency
- Building the project resource pool
  - Using resources to build estimates
  - The responsibility matrix
- Time-controlled estimates
- Resource-limited estimates

Managing change
- The process of control
- Identifying sources of change
- Screening change
- Updating the project plan
- Communicating change

Scheduling
- Network scheduling
- Validating schedules
- Arrow diagrams and precedence diagrams
- Basic scheduling and network calculations
- Advanced precedence relationships and the critical path
- Alternative constraints
- Gantt and milestone charts

Baselining the project
- Establishing baselines
- Creating and using reserves
- Time and cost trade-offs
- Using the least-cost method in trade-off analysis
- Resource leveling
- Resource smoothing for effective cost control

Evaluation and forecasting
- Causes of variances
- Establishing the “data date” for evaluation
- Conducting trend analyses
- Components of the project audit
- Considerations in establishing a monitoring system
- Earned value
- Advanced earned-value forecasting tools

The exit strategy
- Steps in completing the project
- Controlling costs and schedule late in the project
- Scope verification
- Contract closeout
- Administrative closure

For information about registering, see page 20 or call 1 (800) 775-UofE (8633).
Risk Management

Risk is the project manager’s inescapable partner. Arm yourself with a practical, process-oriented approach to managing the risk and uncertainty that are part of any project. Examine risk management in the context of the project life cycle and identify the critical issues in assessing, limiting, and responding to risk. You’ll learn qualitative and quantitative techniques for assessing the impact of risk, and you’ll gain experience applying risk management strategies within a structured framework.

A comprehensive toolkit of templates, forms, and checklists is included in the course materials. You’ll also get the new book Risk Management: Concepts and Guidance, edited by Carl L. Pritchard.

Take the uncertainty out of managing uncertainly with the proven strategies detailed in this powerful course. You’ll get a roadmap for steering clear of unnecessary risk and mitigating the impact of unavoidable challenges.

Syllabus

Risk management: an overview
- Definition and characteristics of risks
- Elements and factors of risk
  - Event (unwanted change)
  - Probability (uncertainty)
  - Impact (amount at stake)
- Types of risk
- Components of risk management
  - Identification
  - Quantification
  - Response development
  - Response control

Establishing a risk management process
- Identifying
- Analyzing
- Prioritizing
- Planning
- Implementing
- Evaluating
- Documenting

Identifying risks
- Risk identification
- Idea generation tools and techniques
- Business vs. pure risks
- Financial risks
- Schedule risks
- Technical risks
- Legal risks

Performing risk assessments
- Determining risk tolerances
- Analyzing risks
- Establishing and evaluating profitability
- Risk-based financial tools and techniques
- Expected value analysis
- Decision trees
- Probability analysis
- Risks vs. opportunities

Developing risk responses
- Risk response strategies
- Risk acceptance
- Risk avoidance
- Risk control
  - Probability minimization
  - Impact minimization
  - Deflection

Implementing risk responses
- Communicating risk issues
- Documenting risk management practices
- Reassessing risk
- Decision-making processes

Computerizing risk analyses
- Statistical Analyses
- Risk Simulations
- Risk Tools

For information about registering, see page 20 or call 1 (800) 775-UofE (8633).
As a project manager, you must be able to work effectively with contracting managers, purchasing professionals, and subcontractors to accomplish key objectives. Because contracts are developed in an increasingly complex and regulated environment, a solid understanding of the contracting process is critical, and can give you an advantage whether you’re on the buyer’s or seller’s side.

Get an overview of all phases of contracting, from requirements development and market research to closeout. Learn the principles and concepts of both U.S. contract law—including the Uniform Commercial Code (UCC)—and international contract law. See how the complex control systems used in contract administration and management work.

This course explores these vital issues from the project manager’s perspective, highlighting your roles and responsibilities to give you greater influence over how work is performed. You’ll also get special guidance on how to take action to ensure that contractors or subcontractors perform as required under the contract.

Lectures, case studies, exercises, and negotiation role-playing to maximize the learning experience. Plus, you’ll receive a comprehensive course materials package, including a valuable toolkit and a copy of World-Class Contracting by Gregory A. Garrett.

Effective contract negotiation and administration can ensure project success, speed performance, and reduce risks and costs along the way. Discover the keys to contracting from your perspective in this practical course.

Syllabus

Understand the contract management process
- Contract management definition
- Buyer, seller, and subcontractor terms
- Description and uses of contracts
- Buyer and seller perspectives
- Contract management and PMBOK

Teamwork—roles and responsibilities
- Concepts of agency
- Types of authority
- Privity of contract

Global contracting concepts and principles
- Definition of a contract
- Elements of a contract: offer, acceptance, competent parties, consideration, legality of purpose
- Contract law
- Terms and conditions
- Interpreting contract provisions

Contracting methods
- Contracting methods—competitive and noncompetitive
- Purchase cards, imprest funds or petty cash, and auctioning
- Sealed bidding, two-step sealed bidding, competitive negotiation, and competitive proposals
- Purchase agreements vs. contracts
- Single-source negotiation vs. sole-source negotiation

Preaward phase
- Developing a procurement plan
- Solicitation
- Bid/no-bid decision making
- Proposal preparation
- Buyer actions vs. seller actions

Developing contract pricing agreements
- Uncertainty, risk, and performance measurements
- Categories and types of contracts
- Contract incentives and fees
- Types of contracts: fixed-price, time and materials, and cost-reimbursement
- Cost-reimbursement contracts
- Time-and-materials contracts
- Selecting contract types

Award phase
- Source selection process
- Selection criteria: management, technical, and price criteria
- Evaluation standards
- Absolute, minimum, and relative standards of evaluation
- Fail-safe evaluation procedures
- Negotiation objectives
- Negotiating a contract—Tactics and counter-tactics (buyers vs. sellers)
- Document agreement or walk away

Contract administration
- Key contract administration policies
- Dealing with noncompliance
- Continued communication
- Tasks for buyers and sellers
- Contract analysis
- Performance and progress
- Records, files, and documentation
- Change management
- Claims and disputes
- Termination

Course number
6692

Course length
Five days

Prerequisite(s)
Managing Projects in Organizations.

Electives
Choose two of the following electives:
- Contracting for Project Managers
- Quality for Project Managers
- Systems Integration Project Management

PMBOK coverage
- Project quality management
- Project risk management
- Project procurement management
As economic pressures and competition continue to increase, many organizations are instituting continuous improvement programs to enhance the quality of their products and services, increase productivity, and reduce costs. These organizations employ proven leadership and management techniques to exceed their customers’ expectations consistently, improve organizational processes, and create positive and dynamic working environments.

Whether they call the program total quality management, total process improvement, quality improvement process, or something else, world-class organizations agree that continuous improvement is the key to long-term competitiveness and survival. Project managers must incorporate quality principles to bring projects in line with corporate quality improvement goals. This course shows you how quality management concepts integrate with project management practices to create a system for implementing quality methods in a project plan.

You’ll learn about the philosophy and principles of continuous improvement and see how to translate these concepts into specific actions that are key to successful improvement efforts. Quality practices are illustrated by case studies and success stories. The course concludes with a prescription for starting a continuous improvement effort in your own organization. You’ll receive a comprehensive package of course materials, including a quality toolkit and a copy of Quality Management for Projects and Programs by Lewis R. Ireland.

The strategies of continuous process improvement dovetail with project management concepts to increase your control over objectives, work, and performance. Master these proven methods and discover how quality contributes to project success.

Quality for Project Managers

Delivering quality has become an imperative
- The changing global outlook
- Lessons from American industry
- Root causes
- Projected trends
- Proven benefits

Commitment to world-class management
- Commitment to world-class quality
  - Quality vs. cost
  - Leadership
- Customer focus
  - Measuring customers’ expectations
  - Measuring service quality
- Process orientation
- Continuous improvement
- Teamwork
- Best practices
- Cost of quality

Customer focus
- Identification of customers
- Customer requirements
- Characteristics of product quality
- Characteristics of service quality

Process orientation
- Customer-supplier model
- Process management
- Best practices

Continuous process improvement: concepts, tools, and variation
- Idea generation and organization
  - Brainstorming
  - Affinity diagrams and decision trees
- Assessment
  - Using benchmarks
  - Cost of quality
- Problem solving
  - Plan-do-check-act cycle
  - Process improvement model
  - Seven basic tools
  - Variation
  - Common and special causes
  - Statistical process control
- Design development
  - Quality function deployment
  - Design of experiments
- ISO 9000

Quality team concepts
- Types and uses of teams
- Team charter
- Effective team meetings
- Team roles
- Value of teams
- Quality team behaviors

Next steps
- Organizational implementation issues
- Senior management buy-in
- Implementation model
  - Organizational initiatives
    - Top management
    - Organizational deployment
    - Customer focus
    - Improvement activities
    - Supplier involvement
    - Progress evaluation
  - Individual initiatives
    - Motivation
    - Education and training
    - Personal improvement

For information about registering, see page 20 or call 1 (800) 775-UofE (8633).
Today’s information technology project manager faces projects of increasing size, complexity, and risk. Your job as project manager is to make sure that all of the components work together and to see that the project is completed on time and within budget.

Yet the definition of “all the components” keeps getting broader and more complex. More and more IT projects depend on critical systems integration (SI) issues, including client/server development, enterprise solution implementation, embedded system creation, and multisite deployment.

Now you can master the complex technical, business, and legal issues involved in integrating custom software, hardware solutions, telecommunications networks, off-the-shelf software, business procedures and services, and support facilities.

Through a series of highly interactive exercises and case studies, you’ll learn what it takes to be the project manager on a typical integration project. You’ll gain a hands-on understanding of the problems that can occur and how to achieve the best possible results. And you’ll learn about new job roles and tasks, as well as the critical relationship—and differences—between systems integrators and project managers.

Systems integration is one of the greatest challenges you face as a project manager. Get the skills and confidence you need to succeed with this unique and valuable course.

### Syllabus

#### What is Systems Integration?
- Systems integration (SI) and SI projects
- Typical SI projects
- What gets integrated
- Why is SI necessary?

#### SI—The Business Case
- Why is SI increasingly common?
- Decreasing returns to project scale
- Typical SI project organization

#### Overall SI Project Approach
- Fundamental patterns of SI
- Five technical activities of an SI project
- Major team/group activities by technical phase

#### Planning and Initiating SI Projects
- SI project challenges
- SI project planning approach
- Product- vs. method-based work breakdown
- Estimating SI projects
- Project management plan

#### Analysis and Design for SI
- What must the system do?
- Managing subproject analysis
- How can a system be built?
- Managing subproject design
- Key management questions during analysis and design

#### Component Construction and Acquisition
- Approaches to component development
- Approaches to component acquisition
- Achieving control of interfaces
- Configuration management and version control

#### System Integration and Testing
- The integration/test environment
- SI sequences
- Testing integrated systems
- Managing integration/test activity

#### Measuring and Controlling SI Projects
- Basic project measurement techniques
- Adaptations necessary for SI projects
- Calculating overall SI project status

#### System Implementation and Deployment
- Single-site implementation
- Multisite deployment
- Predictable crises
- Implementation and deployment management issues
Project Management Applications

Watch basic concepts come to life in this course, a comprehensive synthesis of core project management principles designed to reinforce skills learned throughout the core curriculum. Build on your new competencies and test your skills as you work in teams to complete an extensive, realistic, week-long project case study.

You’ll propose, plan, and execute a full-scale project under typical organizational constraints. Follow your project through the life cycle, resolving issues of performance, scheduling, and control as you address questions of leadership and management. Each team member will take a turn as project manager, defining objectives and performing tasks and producing deliverables critical to the project’s success.

As a course participant, you’ll receive a copy of Project Management: Strategic Design and Implementation by David Cleland as part of the course materials package.

Confirm your mastery of the core principles of project management in this experiential course and gain the hands-on confidence to practice new skills in your organization.

This advanced, practice-based course caps the ESI Project Management curriculum and is intended for experienced project managers. Because it pulls together competencies gained in the other core project management courses, participants should complete at least four other core courses before registering for Project Management Applications.

Syllabus

Team building
- Project assignment
  - Initial project assessment
  - Team ownership
- Organizational assessment: working with what you have
  - Staffing
  - Resources
  - Management support
- Options assessment
  - Preemptive troubleshooting
  - Historical review

Preproposal analysis and planning
- Analyzing the market
- Assessing risk
- Building the team and reviewing roles
- Developing a plan to complete the proposal

Proposal kickoff and preparation
- Evaluating the requirement
- Evaluating bid contracts
- Obtaining the team’s commitment
- Writing the winning proposal
- Delegating to team members
- Managing time constraints

Postaward planning
- Project kickoff meeting
  - Goals
  - Participants
  - Principal points
- Detailed project planning

Negotiation/agreement
- Four steps of prenegotiation preparation
- Negotiation performance
  - Exploratory sessions
  - Joint-gain resolution
- Postnegotiation activity
  - Memoranda and documentation
  - Communication

Implementation
- Measuring performance
- Managing risk and uncertainty
- Reporting progress and following up
- Managing change and achieving project control
- Leveling resources

Closeout
- Team
  - Review
  - Closeout
  - Reassignment
- Project
  - Documentation
  - Lessons learned
- Organization
- Client
  - Sign-off
  - “Ownership”
  - Revenue enhancement

For information about registering, see page 20 or call 1 (800) 775-UofE (8633).
Project Management Certification (Exam Preparation)

Beyond academic credentials, certification by the Project Management Institute (PMI) as a project management professional (PMP) shows the world that you’ve mastered essential project management competencies. To earn PMI’s PMP credential, you must demonstrate the required “long-term commitment” to project management professionalism and pass a rigorous 200-question exam, covering all nine areas of PMI’s project management body of knowledge (PMBOK).

Improve your chances of passing the grueling PMP certification exam on the first try with this unique course. You'll find out exactly what you need to know and how to prepare yourself to fulfill the requirements for each PMBOK area. You'll become familiar with the makeup and format of the exam itself, thanks to ESI’s exclusive *PMP Exam: Practice Test and Study Guide*, featuring hundreds of questions and fully referenced answers. Plus, you'll get a chance to explore the rationale behind each answer with your instructor, a certified PMP.

You'll take with you an extensive collection of exam-preparation study materials, including *A Guide to the PMBOK*, other PMI publications, and ESI’s popular *PMP Challenge!*—480 questions on spiral-bound, fully tabbed flashcards.

Learn from the project management experts at ESI how to make the most of your limited study time.

**Syllabus**

**Project integration management**
- Project plan development
  - Historical information
  - Constraints and assumptions
- Project plan execution
- Overall change control
  - Change control system
  - Confirmation management

**Project scope management**
- Initiation
- Scope statement
  - Cost, schedule, and performance criteria
  - Management plan
  - Work breakdown structure
  - Scope baseline
- Scope definition
- Scope reporting
  - Earned-value systems
  - Variance reporting

**Project quality management**
- Quality planning
  - Six-sigma rule
  - Zero defects
- Quality assurance
- Quality control (QC)
  - Statistical process control
  - Seven basic QC tools

**Project time management**
- Activity definition
  - Deliverables
  - Subdeliverables
- Activity sequencing
  - Dependencies
  - PDM vs. ADM vs. AON
- Activity-duration estimating
  - Resource requirements
  - Resource capabilities
  - Historical information
- Schedule development
  - Resource pools
  - Calendar
- Schedule control
  - Performance reports
  - Change requests

**Project cost management**
- Estimating and forecasting
- Budgeting
- Cost control
  - Contingency management
  - Earned-value reporting
  - BCWS, BCWP, ACWP
  - Variance analysis
  - Progress reporting
- Present value

**Project risk management**
- Identification
- Quantification
  - Expected value
  - Decision trees
- Response development
  - Avoid, accept, mitigate
  - Deflection

**Project human resource management**
- Organizational planning
  - Project organizational structure
  - Reporting relationships
- Staff acquisition
  - Resource staffing
  - Negotiations for team members
- Team development
  - Theories of motivation
  - Conflict resolution
  - Influence factors

**Project procurement management**
- Procurement planning
- Solicitation planning
- Solicitation
- Source selection
- Contract administration
- Contract closeout

**Project communications management**
- Communications planning
- Communication process
- Skills, techniques, and styles
- Information distribution
- Administrative closure
To achieve the Project Management Institute’s (PMI’s) professional designation—project management professional (PMP)—you must meet specific requirements in education, experience, and service, as well as pass a written examination. PMP certification is recognized worldwide as the standard for measuring an individual’s core knowledge, understanding, and application of project management principles and practices. Thousands of individuals involved in the project management profession have achieved PMP certification since it was first offered in 1984.

The purpose of the PMP certification process is to provide official and public recognition of an individual’s ability to meet specified standards in the field of project management. PMP Certification is not a license or registration and does not provide legal authority to practice project management. PMP Certification does indicate a demonstration of project management knowledge, competency and leadership potential.

What should you know to pass the exam?

In addition to being familiar with the concepts outlined in PMI’s A Guide to the Project Management Body of Knowledge (PMBOK™ Guide), you should be able to apply your project management knowledge to solve new problems just like a real project! You should also know how sound project management principles are applied in the five project management process groups: Project Initiation, Project Planning, Project Execution, Project Control, and Project Closing.

The courses in the PMCP curriculum cover all nine PMBOK areas in depth. The course descriptions in this catalog designate the specific PMBOK areas taught in individual courses. Each area is addressed primarily by one core course and secondarily by other courses. The program includes the intensive review course Project Management Certification (Exam Preparation) (page 17), which PMI recognizes as meeting its established criteria.

Who is eligible for certification?

Anyone currently working in the project management field, or who has done so in the past, is eligible to apply for PMP certification. To become certified as a PMP, you must satisfy the following criteria:

1. You must possess a bachelor’s degree and have 4,500 hours of project management experience in the five process group areas over a three- to six-year period; if you do not have a bachelor’s degree, you must demonstrate 7,500 hours of project management experience in the five process group areas over a five- to eight-year period.

2. Pass the PMP examination.

Membership in the Project Management Institute is not required, however membership in any number of project management-related associations will keep you abreast of current developments in the field, thereby increasing your understanding of project management concepts and techniques.

The PMI Certification Committee, an administratively independent entity of the Project Management Institute, Inc., does not discriminate against any individual on the basis of religion, gender, ethnic background, or disability. If you require special accommodations related to a disability in order to take the PMP examination, you must contact PMI to receive a Special Accommodations form.

What is the PMP Exam like?

The PMP Exam consists of 200 multiple-choice questions with one passing score. The examination questions are from each of the five project management group process areas. The areas are Project Initiation, Project Planning, Project Execution, Project Control, and Project Closing. The exam takes four and a half (4 1/2) hours to administer.

In the United States, a computerized version of the project management professional examination is now administered Monday through Saturday at Sylvan Learning Centers around the country. A pencil-and-paper version of the exam is also given four times a year at other locations around the world.

For more information about the exam and exact locations, contact your local PMI chapter or the PMI headquarters in Newtown Square, Pennsylvania, at (610) 356-4600. Or visit the PMI web site at www.pmi.org.
Where do I start?
Managing Projects in Organizations (#06596) should be the first course you take in the curriculum. From this comprehensive introductory course, students can get a solid understanding of project management methods and gain practical experience in proven project management techniques.

Do I have to be a project manager or work in project management to take one of the courses in the PMCP?
No. All Sprint employees are eligible to participate. Talk with your manager about enrolling.

What is the length of each course?
Core and elective courses are three to five days in length.

Can I register for a course if I don’t plan to complete the certificate program?
Yes. You may take individual courses. You do not have to complete the entire certification program.

Is there an attendance policy for this program?
Yes, to successfully complete a course, you must attend and participate in all segments of the course.

What is the difference between the “casual path” and the “career path”?
The casual path involves completing one 5-day course, Managing Projects in Organizations. The career path requires you to successfully complete seven courses in the PMCP curriculum, earning you a Master’s Certificate in Project Management.

What is the Master’s Certificate?
Individuals completing the PMCP curriculum earn a Master’s Certificate awarded by The George Washington University (GWU) School of Business and Public Management. Master’s certificates awarded by GWU are widely recognized as evidence of superior competence in a professional field.

Do PMCP courses count toward college credit or can I apply them toward the degree program I’m currently pursuing?
The American Council on Education’s (ACE) College Credit Recommendation Service (CREDIT) has recommended for credit many of the ESI courses in this program. Please ask the university you are currently attending if they accept ACE CREDIT recommendations. Each institution has its own set of criteria for its programs.

Can I apply for a project management master’s degree program at GWU?
Yes. For more information on a master’s degree in project management from GWU, call the university directly at (202) 994-6145.

What about the PMP Exam? Is there a class to help me prepare for it?
The program offers a course called Project Management Certification (Exam Preparation). This course can help improve your chances of passing the PMP certification exam on the first try. You’ll find out what you need to know and how to prepare yourself for the exam.
Information for Course Attendees

Qualifications for Attending Classes

The Project Management Certification Program (PMCP) is designed for project managers as well as project team members and support personnel. As described on pages 2–7, the PMCP has two paths: the “casual” path and the “career” path. Based on current and anticipated future work assignments, each individual, working with his or her manager, should choose the path that is appropriate. It is important that you work with your manager to determine which path is right for you prior to registration.

What to Expect in Class

Classroom policies. The courses in this program of study are intensive and require students’ full attention during class. Scheduled classroom hours are 8:00 A.M. to 5:00 P.M. each day. To receive a certificate and continuing education units, students must attend the entire course. Students are requested not to conduct regular business during class hours.

Pre-class textbook availability. Students wishing to access course textbooks prior to class attendance may contact the Sprint Corporate Research Center (CRC) at (913) 624-8500. All course textbooks are available for temporary checkout using normal CRC procedures.

Class make-up procedures. To receive credit for the course, the student must participate in the entire class and successfully complete a final exam. Students who are unable to meet course attendance and/or examination requirements may be given the opportunity to attend make-up sessions. The student will be notified that make-up is required. For make-up procedures, call the PMCP Program Manager at (816) 854-2741.

Course completion certificate. Participants who attend an entire course and pass the final exam will receive a certificate of completion from The George Washington University School of Business and Public Management. Final exams are graded after the course ends. If you pass the exam and meet attendance requirements, you will receive your certificate of completion by mail. Allow two to four weeks certificate delivery time.

Where the Courses Are Held

The courses are primarily held in the Kansas City area, but classes are also held in other Sprint locations such as Dallas and Orlando. If you have questions about classes in your particular area, contact the University of Excellence.

For More Information

Contact the University of Excellence at 1 (800) 775-UofE (8633) if you have any questions or comments about these training courses.

Questions or comments concerning the overall Sprint Project Management Certification Program may be directed to the PMCP Program Manager at (816) 854-2741.
1999 Project Management Certification Program

- Courses that lead to a Master's Certificate in Project Management awarded by The George Washington University
- Courses that teach the Project Management Institute's (PMI) project management body of knowledge
- Chances to earn graduate or undergraduate credit through ACE CREDIT's recommendations