

# Project Management Certificate

Leading Projects & Programs Spring-Fall 2012

**APPLY RESEARCH** 

**DEVELOP BEST PRACTICES** 

**DELIVER NEW IDEAS** 



### Project Management Certificate

# Envision, sell, structure, execute and close major projects and programs.

Our state-of-the art curriculum is built upon an integrated, scalable stage-gate approach to project management. This decision-driven

framework requires the manager to address the changing nature of the relevant business questions as the project progresses through each phase. The project plan is refined in a structured and progressive manner to address uncertainty and risk in discrete, manageable steps. Our program includes faculty from the McCombs School of Business and the Cockrell School of Engineering.

Earning a Project Management Certificate requires completing three core courses and 42 hours of electives, as listed on the following pages. The certificate program fee is \$13,800. The fee for each individual class is \$2,450.

#### **Unique Features**

- Dual Focus on Management and Technical Issues
- Research Combined with Industry Best Practice

- Project and Program Management
- Blended Learning Format
- Flexible Curriculum

- Decision-Driven Project Framework

Register Online www.mccombs.utexas.edu/execed

Register by Phone 800.409.3932 or 512.475.6430

#### For additional program information, please contact:

Lynn Slattery - Assistant Director, Executive Education 512.232.9462 | Lynn.Slattery@mccombs.utexas.edu

#### Mailing address:

Texas Executive Education | McCombs School of Business The University of Texas at Austin | P.O. Box 7337 | Austin, TX 78713-7337 SEPTEMBER 17-18 2012

#### Core Course:

## Developing the Project Business Case

WHERE:
AT&T Executive Education
and Conference Center

COST: \$2,450

Includes materials, lunches & breaks

#### **Objective**

To build a sound business case for pursuing a potential opportunity in the face of significant risk and uncertainty. The participant will be able to scale a general stage-gate planning template and set up the appropriate governance and assurance process. Along with economic drivers, technical and non-technical risks are considered in the framing process that leads to an Opportunity Roadmap with value drivers and goals linked to corporate strategy.

#### **Topics**

#### Opportunity Management Framework

- Why Opportunities Succeed...or Fail
- Stage-Gate Theory
- Governance and Assurance
- Deliverables and Handoffs

#### Conceptualizing the Opportunity

- Selling the Idea
- Stakeholder Engagement
- Sustainable Development
- Unintended Consequences

#### Framing the Opportunity

- Links to Corporate Strategy
- Defining the Opportunity Statement
- Establishing Value Drivers and Goals
- Developing an Opportunity Roadmap

#### **Evaluating the Opportunity**

- OPEX and CAPEX Considerations
- Cash Flow Analysis
- Economic Evaluation
- Impact of Uncertainty

#### Core Course:

# Planning the Successful Project

WHERE:
AT&T Executive Education
and Conference Center

COST: \$2,450

Includes materials, lunches & breaks

#### Objective

To develop a robust execution plan that captures the cost, schedule and resource requirements in the face of significant risk and uncertainty. The participant will be able to identify and address risks at the proper level using a comprehensive risk management process. The potential impact on cost and schedule is described using range estimates and mitigated through a contracting strategy that allocates risks appropriately.

#### **Topics**

#### **Specifying Requirements**

- Understanding Tradeoffs and Priorities
- Concept Evaluation and Selection
- Scope Development
- Value-Improving Practices

#### Creating the Plan

- Work Breakdown Structure
- Cost Estimation
- Organizing the Schedule
- Resource Allocation

#### Risk Management and Impact on the Plan

- Identifying and Specifying Risks
- Risk Management Process
- Range Estimates
- Impact of Risk on Cost and Schedule

#### **Contracting Strategy**

- Tiered Contracting Principles
- Risk Allocation through Contracts
- International Contracting Challenges
- Interfaces and the Contracting Quilt

Optional Core Course\*:

# Managing Project Execution

WHERE:
AT&T Executive Education
and Conference Center

COST: \$2,450

Includes materials, lunches & breaks

#### Objective

To direct the execution phase to a successful conclusion. After building the proper cultural environment, the manager will be able to monitor progress and intervene only when and where necessary. Scope is controlled through a change control process that is scaled appropriately to the level of definition. And various conflict resolution modalities are brought into play when problems cannot be avoided through early detection and recovery planning.

#### **Topics**

#### Creating a Safe and Productive Culture

- Health/Safety/Security
- Quality Management
- Productivity Issues
- Tools for Building Culture

#### Monitoring and Controlling Execution

- Monitoring Progress
- Earned Value
- Intervention
- Recovery Planning

#### **Change Management**

- Change Control Process
- Scope Creep/Shift/Change
- Recycling
- How to say "No"

#### **Conflict Resolution**

- Recognizing the Signs
- Negotiation
- Litigation
- Mediation

<sup>\*</sup>Participants will take either Managing Project Execution or Managing Information Technology Projects to fulfill one core course.

#### Optional Core Course\*:

## Managing Information Technology Projects

**NEW!** 

AT&T Executive Education and Conference Center

COST:

Includes materials, lunches & breaks

#### Objective

Why do IT projects fail? The statistics on failed information technology projects are dismal and have been for decades. This course focuses on project management strategies that can significantly improve success rates. We will address the major challenges faced by information technology project managers. You will leave with a comprehensive toolkit for successfully aligning business strategy with technology. Is Agile the answer? We stress enabling better communication and coordination among global project development teams, business units, and vendors and present strategies for managing change—an essential feature of information technology projects.

#### **Topics**

#### **Aligning Technology with Business**

- Evaluate and Manage Risk
- Identify Stakeholders
- Maximize Value Added by IT
- Define Requirements

#### **Managing Project Execution**

- Communicate, Monitor, and Intervene
- Integrate Business Units, Vendors, and Clients
- Contain Cost and Maintain Schedule
- Knowledge Transfer and Post-Completion Support/Enhancement

#### Managing Change

- Accelerate Learning and Reduce Complexity
- Establish & Manage Staging Environments
- Just-In-Time Decisions and Rapid-Fire Fulfillment
- Plan for Change

#### **Creating a Productive Culture**

- Ensure Quality
- Enhance Learning with Continuous Improvement
- Post-Production Enhancements and Maintenance

\*Participants will take either Managing Project Execution or Managing Information Technology Projects to fulfill one core course.

Electives 42 hours

- Advocacy: Championing Ideas & Influencing Others (14 Hours)
- Financial Analysis & Measuring Business Performance (14 Hours)
- Leading High Performance Teams (14 Hours)
- Managerial Accounting for Non-Financial Executives (14 Hours)
- Strategic Decision Making (14 Hours)

For program details:

mccombs.utexas.edu/execed

#### **Additional Electives**

Available through the Cockrell School of Engineering

CII: Front End Planning & PDRI

CII: Planning and Design

CII: Project Consortium & Start-up

For program details & hours:

lifelong.engr.utexas.edu/edp/index.cfm

### **Project Management Faculty**

#### Dr. Uttarayan Bagchi

Professor, McCombs School of Business

#### Dr. John D. Borcherding

Adjunct Professor, Cockrell School of Engineering

#### Dr. Sharon Dunn

Lecturer, McCombs School of Business

#### Dr. R. Britt Freund

Assistant Dean, Executive Education Director, McCombs School of Business

#### Dr. Eleanor Jordan

Professor Emeritus, McCombs School of Business

#### Christopher H Meakin, JD

 $Senior\ Lecturer,\ McCombs\ School\ of\ Business$ 

#### Dr. Michael P. Pappas

Lecturer, Cockrell School of Engineering

#### Dr. James T. O'Connor

CT Wells Professor in Project Management Director, Center for Construction Industry Studies, Cockrell School of Engineering



The Project Management Consortium (PMC),

based at The University of Texas at Austin, is dedicated to the development and dissemination of new ideas in project management. We work in a wide variety of industries, including energy/petrochemical, new product development, construction, software development and information technology systems implementation.



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