Summary and Goals

The Professional Certificate in Project Management is designed to provide a project planning toolkit including the key concepts and vocabulary essential for effective project management.

Managing Teamwork – 5/3/19
**Description:** A high-functioning team can achieve great things—far surpassing the combined output of its members working on their own, and outperforming what its most talented member could have achieved in the same number of total work hours. But all too often, to state what is painfully obvious to many, teamwork can be a source of deep frustration. Some teams, it seems, sap our time and energy to make decisions and produce outcomes that hardly seem to justify the effort.

Tools of the Trade – 3/17/19
**Description:** This seminar provides an overview of the core project management tools and techniques to effectively plan, manage, and control projects based on the Project Management Institute’s Guide to the Project Management Body of Knowledge (PMBOK Guide). Once participants have had the opportunity to learn about the many tools available, the seminar will focus on the essential tools for the initiating and planning phases of these projects. Using relevant examples, participants will create a project charter, work breakdown structure, a realistic project schedule, and many other critical components of an effective project plan.

Planning a Project for Success – 3/31/19
**Description:** What is a successful project? A successful project is one that meets the desired results, is on time, and is within budget. This seminar will teach project managers techniques to plan, execute, and close projects successfully. Through hands-on participation in realistic case studies, this seminar will focus on the practical application of planning a project for success, effectively executing a successful project in an ever-changing environment, and evaluating the project in the closing phase to gather lessons learned.

Managing Risk and Difficult Projects - 6/21/19
**Description:** Even experienced project managers face projects that have gone off schedule, over budget, and out of scope. In this one-day seminar you will develop tools and strategies for keeping your projects on track and your stakeholders engaged. You will discover how to identify and mitigate the factors that put your project at risk. By utilizing effective communication strategies, business process improvement tools, and change management practices, you will better control and reduce your project risks. By learning how to better manage interpersonal communications and stakeholder relationships, you will gain an understanding of how to anticipate and prevent problems, review and resolve challenges, and successfully execute projects.

The ability to effectively manage projects is a critical skill. In this program, learn the advanced concepts of winning project management. This foundational seminar will teach you the key concepts for crisply executing projects in today’s information and knowledge-sensitive settings. Realizing that most management activities
are project-based, learn to plan and scope projects that stay on time and on budget to better launch products, process innovations, and other growth initiatives.

**Advanced Tools and Techniques for Managing Projects – 5/24/19**

**Description:** This seminar focuses on developing real-world practical skills that a project manager needs to tackle the many issues that occur on a project. Let’s face it: No project runs exactly as planned. Between scope changes, requirement changes, resource constraints, budget issues, and functional management changes, a project manager deals with project chaos on a daily basis. This seminar focuses on these real-life challenges and concentrates on practical tools and techniques to manage them. Participants will use tools based on the Project Management Institute’s Guide to the Project Management Body of Knowledge (PMBOK Guide) in a dynamic learning environment to gain practical knowledge to apply directly to the workplace.

The goal of this session is to help participants manage and improve their teamwork experiences. Participants will learn skills and tools to make them more effective team members and great team leaders, whether as formal leaders or when informally stepping up as leadership is needed. The topics and material covered in this session include how team size and diversity among team members influence team performance, and how to enhance team cohesion and establish positive norms about how the team conducts its work. The session also provides tools to help understand personality and decision-making styles, and those of team members, all of which can be used to enhance interactions with other team members. Skill building in this session also includes running effective meetings, minimizing constraints on team decision making, and dealing with difficult team members.

**Learning Objectives**

- Develop an understanding of what project management tools are and how best to utilize them to be a successful project manager.
- Develop an understanding of the capabilities of project planning software.
- Directly apply learning and tools to their business to have an immediate positive impact on existing projects.
- Learn how to effectively plan, execute, control, and close a project.
- Improve communications between all stakeholders.
- Learn techniques to effectively manage change.
- Develop skills in earned value analysis.
- Learn from a project and formally close it.
- Understand basic definitions, knowledge areas, and processes associated with modern project management
- Understand and implement effective processes for initiating, planning, executing, controlling, and closing successful projects
- Effectively manage and improve teamwork as a team member and as a team leader
- Learn the right size of a team
- Run effective meetings
- Develop an advanced set of tools to plan all aspect of the project
- Learn to properly manage changes and issues
- Understand how to apply tools to monitor and present project status
- Know what tools are available for different types of project audits
Required Texts and Materials (provided by UVM via DropBox)

Attendance Policy

Participants are allowed to miss 1 seminar and still successfully complete the certificate.

In the event of an emergency or prolonged unplanned absence, please contact Continuing Education at 1-800-639-3210 to discuss your options.

Participants that successfully meet the attendance requirements will receive a Certificate of Achievement upon completion.

Classroom Environment Expectations

The seminars are highly interactive and require the participation of all attending.

Typical seminars include presentations, small-group project work, role-play, action planning, assessment of your leadership style, and more. Confidentiality is requested to foster greater group discussions.

Instructors

Annmarie Curley, BSc, PMP
Annmarie Curley is a senior project management consultant with over 20 years Information Technology experience. She has extensive experience managing global teams and complex projects across financial, healthcare, Higher Education, and IT consulting services sectors. With hands-on experience of the full software development lifecycle, Annmarie promotes smart and effective use of process improvement, project management and software lifecycle methodologies and tools to ensure continuous improvement and best practices. She has a track record of focusing on high risk areas of a project or program, realigning projects that need rescuing, and delivering improved processes and technical solutions that result in tangible business value.

Annmarie founded Newgrange IT Consulting LLC in 2010 to help organizations succeed through effective strategy, planning, and project execution services. She has demonstrated experience assisting clients with strategic IT planning, project management, project risk analysis, business process improvement, business analysis, team leadership, organizational change management, project management best practices, and software development process improvement.

Originally from Ireland, Annmarie moved to Vermont in 2006 after spending 10 years in New York City. She enjoys all the outdoors activities that Vermont has to offer and can be found on the ski slopes with her family in the winter, and hiking or spending time on the lake in the warmer weather!

Annmarie has a BSc in Applied Computing from University of Ulster, Ireland.

Ezra Hall
Ezra Hall is an executive at GLOBALFOUNDRIES with 26 years of electrical engineering experience and 15 years of project management leadership. Ezra’s previous employment includes over 20 years at IBM spanning
technical, business, and project management roles with specialization in bridging across these disciplines. In the process of joining GLOBALFOUNDRIES, Ezra successfully led a major divestiture work-stream for the transition from IBM Microelectronics to GLOBALFOUNDRIES. This result was achieved through leading team members across multiple companies/ divisions and closing complex negotiations between industry and the government. Ezra applies a high degree of innovation in managing projects and solving challenges with a results oriented approach.

**David Jones, Ph.D.**
David Jones is an Associate Professor in Management at the School of Business Administration, University of Vermont. David completed his Ph.D. in Industrial and Organizational Psychology at the University of Calgary in Canada. In his research he focuses on employees’ perceptions of fairness in the workplace. David studies the processes through which employees judge fairness and unfairness, and through which they respond through cooperative behavior, turnover, revenge, and counterproductive behavior (e.g., wasting time, theft). He also conducts research on employee recruitment and selection.

**Jean Kissner, BA**
Jean Kissner is an operations, IT and project management professional with over 25 years experience in a number of consumer products and eCommerce consulting companies. She recently established a consulting practice, Excellence in Operations, focused on partnering with organizations to solve operational issues and build operational capabilities with people, process and tools. Jean has a BA in Psychology from Cornell, and a MBA from UVM. She earned her PMP in 2012, and taught project management at Champlain College and UVM’s Continuing Education program.

This syllabus is a sample of what the Certificate has to offer and is subject to change. Participants may contact UVM staff with any questions or comments by emailing: learn@uvm.edu or calling 802-656-2085.