PM TRAINING

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Project Management Career Development and Training

Course Directory

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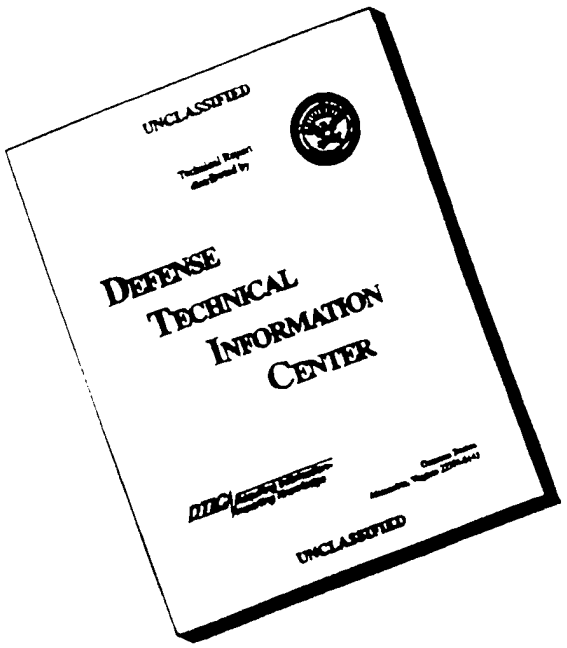

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PROJECT MANAGEMENT Career Development and Training

PM Course Directory

1996

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U.S. Army Corps of Engineers

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INTRODUCTION

Directions for use of this Course Directory are included in the Career Handbook. Please consult the Handbook prior to using the Course Directory. This Introduction reviews the organization of the Directory and introduces the Index of Courses located at the end of the Directory.

ORGANIZATION

The Directory is divided into three major sections by tabs denoting the LEVEL of training for which the course entries are best suited: Introduction, Preparation, or Enhancement. Within these major sections, the entries are grouped in terms of their SCOPE, REALM, and, in the case of Generic courses, by their basic Focus. In the right margin of each entry are three "index tabs" which reflect these divisions and subdivisions. The contents of the Directory are outlined in Box 1 below.

INDEX OF COURSES

The Index of Courses has two parts: A categorical and an alphabetical list of courses. The categorical list follows the outline in Box 1 below. Both lists show the LEVEL, SCOPE, and Focus of the course, and encode these data in a "file" name. These file names replace page numbers in the Directory. They allow users to locate a course entry by TITLE, or by category (LEVEL, SCOPE, and Focus). A key to the file names is provided in Box 2 below.

1. OUTLINE OF COURSE DIRECTORY

- Introduction Training.....TAB 1
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2. KEY TO FILE NAMES USED TO IDENTIFY COURSE ENTRIES IN DIRECTORY

	Survey	Process	Focus
Introduction	ISG=Generic	IPC=Civil Works IPH=HTRW/Envir	IFL=Leadership
Preparation	PSG=Generic	PPC=Civil Works PPH=HTRW/Envir PPM=Military	PFC=Communication PFL=Leadership PFM=Management
Enhancement	ESG=Generic	EPG=Generic	EFL=Leadership

Note: Some categories are not represented in the Directory at this time (e.g., EFM=Management).

TAB HELPERS

At the beginning of each major section of the Directory, the part of the Training Guide and the Career Development Plan for that LEVEL of training has been reproduced for quick reference. These charts have been modified to include the file name of the PPM function courses listed on them. (Note that the short course titles used on the charts may not correspond to the full titles used in the entries and index.)

Additional information on each course listed in the Career Development Plan can be found in the Master Training Plan. This plan is reproduced in Table A-3 of the PM Career Handbook. Among these data are the KSAs to be acquired if the course is taken. Most of the other information is included in the entries in the Course Directory.

TAB 1 HELP: TRAINING GUIDE -- PHASE 1 -- INTRODUCTION TO PROJECTS AND PROJECT MANAGEMENT

WORK ASSIGNMENT TRAINING
(On-Job & Developmental)

Rotational Assignments in the following 9 functions[1]
3 months in each of below:
- ☐ Project management
- ☐ Planning
- ☐ Engineering
- ☐ Construction
- ☐ Operations

1 month in each of below:
- ☐ Programs
- ☐ Real estate
- ☐ Contracting
- ☐ Facilities engr

Special Assignments

Instruction on the Job

Discussions w/ Supervisor

Discussions w/ Employees

1/ Assigned to Project Manager or Technical Manager where possible

2/ Design/Build Functions:
- Planning
- Engineering
- Construction
- Operations

FORMAL CLASSROOM TRAINING
(Govt & Non-Govt Courses)

GENERIC OVERVIEW COURSES
Overviews of Universal PM Concepts, Methods, Process
- ● Proj Mgmt-762:1 [ISG-01]
- ○ Proj Mgmt-762:x [ISG-02]
- ● Proj Mgmt-355 [ISG-03]

MISSION OVERVIEW COURSES
Overviews of Corps Mission Related Business Processes
- ● Civil Works-086 [IPC-01]
- ○ Military Programs
- ● Enviro/HTRW-350 [IPH-01]

SELECTED TECHNICAL COURSES
Courses Pertaining to the Intern's Specialty Area(s)
- ☐ University Discipline
- ☐ Design/Build Function[2]

SELF-DEVELOPMENT ACTIVITY
(Courses, Reading, Other)

Academic Extension Courses

Individual Reading and Study

Oral and Written Communication

Engineer-in-Training (EIT) Certificate *(if appropriate)*

Membership in Professional Associations

Membership in the Project Management Institute (PMI)

- ● Actual existing course
- ○ Course to be developed
- ☐ A category of training

See Directory for details.

TAB 1 HELP: CAREER DEVELOPMENT PLAN FOR PM AND DDE/CHIEF PPM--GRADE LEVELS 05/07 & 09/11

Grade Level and PM Position	Formal Classroom All Functions	Formal Classroom PPM Function	On-the-Job Experience (plus prof)	Developmental Assignment FOA	Developmental Assignment Higher HQ
Grades 05/07 Intern[1]	★ *Intern Leadership Development*	+ Intro to Project Mgmt-762 [ISG-01] + Project Mgmt Introduction Courses (see the Directory)	★ Rotational Assignments: Planning, Engineering, Operations, Construction, *and* Programs and Project Mgmt (3 mos each)		
Grades 09/11 Technical Staff[1] Intern[1]		+ Basic Project Mgmt-355 [ISG-03] + CW Orientation-086 [IPC-01] + HTRW Overview-350 [IPH-01] + Project Mgmt Introduction Courses (see the Directory)	+ Computer Literate # Participation Professional Organizations	★ Programs, Real Estate, Contracting, *and* Facilities (1 month each)	

Note: The ACTEDS training categories and priorities that appear in the legend below are defined in part 4 of Handbook Table A-2.

✓ Target Position (Development and Training Target)	★ Universal Training MANDATORY (MAND-PR I)	+ Universal Training HIGHLY RECOMMENDED (MAND-PR II)	# Universal Training RECOMMENDED (PR III)	+$ Competitive Trng HIGHLY RECOMMENDED	#$ Competitive Trng RECOMMENDED

1/ PPM participates in the training of interns with rotational assignments in the function, but it is not a target function in the intern program and it does not provide other than rotational work assignments for interns. Nonetheless, interns, and graduated interns who have reached their target positions in other functions, may elect to pursue careers in programs and project management and follow the career development and training guidance contained in the PPM career ladder and the PPM career development and master training plans.

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Management Exportable (PROSPECT 762) (Introduction to Project Management I)
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	8 hours Local Regional Central At convenience of participant(s) As needed Corps Project Management Series
SOURCE	Huntsville Division Contact: Ms Halbrooks P.O. Box 1600 Phone: 205/722-5886 Huntsville, AL 35807-4301
PRICE	Not Applicable
ABOUT	Provides an introduction to the principles and techniques of project management as applied in the Corps. There are five modules. The first module is for all Corps employees and is an all-day session. The other four modules, which are listed as preparation courses, are for program managers, project managers, technical managers, and project team members.
RATING	Excellent Good Average Fair Poor

THIS FILE (ISG-01) WAS UPDATED
September 1995

INTRODUCTION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Management Exportable (PROSPECT 762) (Introduction to Project Management II-IV)
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	2 days Local Regional Central As demanded by the participants At the convenience of participant(s)
SOURCE	Huntsville Division Contact: Jeff Seward P.O. Box 1600 Phone: 205/722-5872 Huntsville, AL 35807-4301
PRICE	unknown
ABOUT	Modules II-IV focus on training in the principles and techniques of project management as applied within the Corps. These modules are video courses which demonstrate hands-on exercises. Modules II-IV are currently under development. Module I is listed as an introductory course.
RATING	Excellent Good Average Fair Poor

THIS FILE (ISG-02) WAS UPDATED
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INTRODUCTION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Management (PROSPECT 355)
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local Regional Central Huntsville, Northeastern & Western Regions 3 times per year Corps Project Management Series
SOURCE	Huntsville Division Contact: Jeff Seward P.O. Box 1600 Phone: 205/722-5872 Huntsville, AL 35807-4301
PRICE	$500 per student
ABOUT	Provides the basic philosophy of project management, establishes and explains project management objectives, and provides tools for project management. The course seeks, through presentations, discussions, illustrations, and case studies, to provide guidance in using current project management techniques. Generic tools and techniques are reinforced by case studies.
RATING	Excellent Good Average Fair Poor

THIS FILE (ISG-03) WAS UPDATED
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INTRODUCTION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Civil Works Orientation (PROSPECT 086)
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local Regional Central Huntsville, Washington DC, Northwestern Region 3 times per year
SOURCE	Huntsville Division Contact: Ms. Halbrooks P.O. Box 1600 Phone: 205/722-5886 Huntsville, AL 35807-4301
PRICE	$515 per student
ABOUT	Provides a basic understanding of the Corps Civil Works program, policies, and procedures. Designed for relatively new Corps employees. Types of studies, management of the Civil Works process, legislative and review processes, local cost-sharing agreements, CW program funding, public involvement, partnering, and trends and new developments.
RATING	Excellent Good Average Fair Poor

THIS FILE (IPC-01) WAS UPDATED
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INTRODUCTION

PROCESS

CIV WORKS

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Hazardous/Toxic and Radioactive Waste Overview (PROSPECT 350)
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	4 days Local Regional Central St. Louis, Portland 2 times per year
SOURCE	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301 Contact: Ms. Halbrooks Phone: 205/722-5886
PRICE	$645 per student
ABOUT	Provides an overview of the Corps' role in HTRW activities (Civil Works HTRW program management not included). Summarizes programs such as Superfund, Defense Environmental Restoration Program, and work for others. Addresses organizational structure, project execution, contracting, laws and regulations, community relations, and risk assessment.
RATING	Excellent Good Average Fair Poor

THIS FILE (IPH-01) WAS UPDATED
September 1995

INTRODUCTION

PROCESS

HTRW ENVIR

TAB 2 HELP: TRAINING GUIDE -- PHASE 2 -- PREPARATION FOR PERFORMING PROJECT MANAGEMENT

WORK ASSIGNMENT TRAINING
(On-Job & Developmental)

Developmental Assignments in Project Management and Technical Management jobs (six to 12 months each)

Continued Journeyman Work Assignments

1/ Management Functions:
- Planning
- Organizing
- Monitoring
- Controlling

and
- Scope Management
- Cost Management
- Time Management
- Human Resources Mgmt
- Quality Management
- Risk Management
- Contract Management
- Communications Mgmt

2/ Design/Build Function:
- Planning
- Engineering
- Construction
- Operations

3/ Project Management Professional

FORMAL CLASSROOM TRAINING
(Govt & Non-Govt Courses)

GENERIC SURVEY COURSES
Surveys of Universal PM Concepts, Methods, Tools
- ● Project Ldrship [PSG-03]
- ● The Complete PM [PSG-01]

MISSION PROCESS COURSES
Courses on Corps Mission Project and Mgmt Processes
- ● CW Prog D/E-010 [PPC-01]
- ● Civil Works-353 [PPC-02]
- ● Mil Program-088 [PPM-01]
- ● Enviro/HTRW-260 [PPH-01]

GENERIC FOCUS COURSES
Courses Focused on Set of Universal PM Techs & Tools
- ☐ Leadership Qualities
- ☐ Management Functions[1]
- ● Netwrk Analysis [PFM-02]
- ● Earned Val Mgmt [PFM-19]
- ☐ Communication Skills
- ☐ Computer Application

MISSION FOCUS COURSES
Courses Focused on Mission PM Concepts and Techniques
- ● PCA/Fin Pln-315 [PFM-06]

SELECTED TECHNICAL COURSES
Courses Pertaining to the Worker's Specialty Area(s)
- ☐ University Discipline
- ☐ Design/Build Function[2]

SELF-DEVELOPMENT ACTIVITY
(Courses, Reading, Other)

Academic Extension Courses

Individual Reading and Study

Oral and Written Communication

Participation in Professional Associations

Participation in Project Management Institute (PMI)

Preparation for PMI PMP[3] Certification

Professional Registration or Certification

- ● Actual existing course
- ○ Course to be developed
- ☐ A category of training

See Directory for details.

TAB 2 HELP: CAREER DEVELOPMENT PLAN FOR PM AND DDE/CHIEF PPM--GRADE LEVELS 11/12 & 12/13

Grade Level and PM Position	Formal Classroom All Functions	Formal Classroom PPM Function	On-the-Job Experience (plus prof)	Developmental Assignment FOA	Developmental Assignment Higher HQ
Grades 11/12 Project Manager (Junior PM) Technical Staff	+ *Leadership Communication Skills* + *Computer Applications (e.g., PROMIS)* + *Contracting Overview* # *Human Resources I & II*	+ Civil Works Prog D/E-010 [PPC-01] + Civil Works Proj Mgmt-353 [PPC-02] + Military Project Mgmt-088 [PPM-01] + Environment/HTRW PM-260 [PPH-01] + Project Mgmt Preparation Courses (see the Directory)	★ Project Mgmt Experience: Project *or* Technical Mgr (24 months) # Certification as PMP[1] + Participation Professional Organizations + Computer Literate	★ Planning, Engineering, *or* Construction (12 mos each) + Operations, *or* Facilities (12 mos each)	
Grades 12/13 PPM Section Chief ✓ Project Manager (Journeyman PM) Project Manager (Junior PM) Technical Staff	★ *Leadership Education and Development (LEAD)* ★ *Basic Supervisory Course* ★ *Supervision and Group Performance* # *Seminar for New Managers* # *Human Resources III & IV*	+ Network Analysis Sys-080 [PFM-02] + Earned Value Mgmt Systems [PFM-19] + PCA/Finance Plan Dev-315 [PFM-06] + Project Mgmt Preparation Courses (see the Directory) #$ University LTT #$ Planning and Project Mgmt Associates Program	★ Project Mgmt Experience: Project *or* Technical Mgr (24 months) + Supervisory Experience (12 months) + Certification as PMP[1] + Participation Professional Organizations + Computer Literate	★ Planning, Engineering, *or* Construction (12 mos each) + Operations, *or* Facilities (12 mos each)	#$ MSC/Division Programs and Project Mgmt (6 months)

Note: The ACTEDS training categories and priorities that appear in the legend below are defined in part 4 of Handbook Table A-2.

✓ Target Position (Development and Training Target)	★ Universal Training MANDATORY (MAND-PR I)	+ Universal Training HIGHLY RECOMMENDED (MAND-PR II)	# Universal Training RECOMMENDED (PR III)	+$ Competitive Trng HIGHLY RECOMMENDED	#$ Competitive Trng RECOMMENDED

1/ The ESRC Career Planning Board is considering PPM's request to designate PMP (Project Management Professional) certification of DDE(PPM)s as Mandatory, Priority I within 3-5 years.

PROJECT MANAGEMENT TRAINING COURSE

TITLE	The Complete Poject Manager
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	3 days Local Regional Central Dublin, CA and other locations; or arranged by client 12 times per year; and by special arrangement
SOURCE	Pacific Bell Contact: Tatiana Gay 6377 Clark Ave. Rm 100 Phone: 510/551-3451 Dublin, CA 94568
PRICE	$1,025 per student
ABOUT	Focuses on the people aspects of project management, emphasizing effective project leadership and team management. Uses computer-simulations to challenge students, through timed decision-making exercises, to be responsive to conflicting interests. It is based on the idea that project success is determined more by teamwork than by individuals' technical skills.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-01) WAS UPDATED
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PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Management Workshop
LEVEL	Introduction Preparation Enhancement
SCOPE	Survey Process Focus (if underlined, see Topic, Tasks, etc.)
REALM	Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC	People/Relational Process/Informational
TASKS	Lead Plan Organize Monitor Control
PMBOK (PMI)	Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD	Lecture Seminar Workshop Video
MEDIUM	Cases Simulation (w/ computer) Project
LENGTH	3 days
LOCALE	Local Regional Central
PLACES	Dublin, Ca; Lake Tahoe, CA; Orlando, FL; Baltimore,
OFFERS	MD; New Orleans, LA; and as arranged by client
SERIES	10 times per year; and based on customer demand
SOURCE	Pacific Bell Contact: Tatiana Gay 6377 Clark Ave. Rm 100 Phone: 510/551-3451 Dublin, CA 94568
PRICE	$1,025 per student
ABOUT	How to complete projects on schedule, within budget, and with the desired results. Topics include establishing clear project objectives including time frame and budget; specifying resources; scheduling and assigning responsibility; anticipating and handling potential problems; monitoring and modifying the project; and evaluating the success of the project.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-02) WAS UPDATED
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PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Leadership
LEVEL	Introduction Preparation Enhancement
SCOPE	Survey Process Focus (if underlined, see Topic, Tasks, etc.)
REALM	Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC	People/Relational Process/Informational
TASKS	Lead Plan Organize Monitor Control
PMBOK (PMI)	Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD	Lecture Seminar Workshop Video
MEDIUM	Cases Simulation (w/ computer) Project
LENGTH	4-5 days (customized)
LOCALE	Local Regional Central
PLACES	Arranged with client
OFFERS	Based on demand
SERIES	STC Project Management Curriculum
SOURCE	STC Group, Inc. Contact: Jeff Seward 357 Springfield Avenue Phone: 908/277-2852 Summit, NJ 07901-4603
PRICE	4 days: $13,500 for up to 15 students ($900 per student); $3,00 5th day, $150 each additional student
ABOUT	Goes beyond project management tools and techniques by integrating management tasks (planning, implementing, using tools) and processes (building relationships and teams). Uses computer simulation, video, assessment instruments, discussions. Participants build a project plan, implement the plan using a computer simulation, and make decisions regarding the simulation.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-03) WAS UPDATED
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PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Management Tools and Techniques
LEVEL	Introduction **Preparation** Enhancement
SCOPE	**Survey** Process Focus (if underlined, see Topic, Tasks, etc.)
REALM	**Generic** Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC	People/Relational Process/Informational
TASKS	Lead Plan Organize Monitor Control
PMBOK (PMI)	Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD	**Lecture** Seminar **Workshop** Video
MEDIUM	**Cases** Simulation (w/ computer) Project
LENGTH	3 days
LOCALE	**Local** Regional Central
PLACES	Varies; arranged by client and vendor
OFFERS	Based on demand; offered to groups only
SERIES	STC Project Management Curriculum
SOURCE	STC Group, Inc. Contact: Jeff Seward 357 Springfield Avenue Phone: 908/277-2852 Summit, NJ 07901-4603
PRICE	$7,800 for up to 25 students ($312 per student)
ABOUT	Covers the basic tools and techniques of project management. Includes lectures, case studies, discussions, and individual and group exercises. Topics include project definition; task generation; roles and responsibilities; cost and schedule estimates; critical path analysis; resource scheduling; risk analysis and contingency plans; tracking and managing projects.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-04) WAS UPDATED
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PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Management Workshop
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	3 days Local Regional Central Arranged by client and vendor; Based on-demand; offered to groups
SOURCE	Davis and Dean Contact: Jen Maurice 13110 NE 177th Place, Phone: 800/488-8172 Suite 171 Woddinville, WA 98072
PRICE	$1,595 to attend as indivual; $5,600 for a team of 3 to 4; $27,900 for up to 24 individuals
ABOUT	Participants manage a successful hardware/software development project by computer simulation. Topics include managing by project; organizing and leading the team; using the fundamentals and tools; planning, scheduling and controlling; getting work done on time and budget; computer use; project life cycle; customer viewpoint; business considerations.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-05) WAS UPDATED
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PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Basic Project Management: Planning, Scheduling, and Control
LEVEL	Introduction Preparation Enhancement
SCOPE	Survey Process Focus (if underlined, see Topic, Tasks, etc.)
REALM	Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC	People/Relational Process/Informational
TASKS	Lead Plan Organize Monitor Control
PMBOK (PMI)	Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD	Lecture Seminar Workshop Video
MEDIUM	Cases Simulation (w/ computer) Project
LENGTH	4 days
LOCALE	Local Regional Central
PLACES	30 locations around the U.S.
OFFERS	90 times per year
SERIES	AMA Curriculum for Project Management
SOURCE	American Management Association 135 W. 50th Street New York, NY 10020-1201 Contact: no particular Phone: 800-262-9699
PRICE	$1,550 per student ($1,350 members); $1,320/1,150 for groups
ABOUT	Through seminars, case studies, and workshops, covers everything from scheduling to work in progress. Topics include project organization; team building; schedule, budget, and resources; implementing and managing project plan; earned value; reporting and briefing; and administrative support.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-06) WAS UPDATED
September 1995

PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Technical Project Management
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	2 days Local Regional Central 10 locations around the country 15 times per year AMA Project Management Curriculum
SOURCE	American Management Association 135 W. 50th Street New York, NY 10020-1201 Contact: no particular Phone: 800-262-9699
PRICE	$1,375 per student ($1,195 members); reduced for groups
ABOUT	Designed by engineers for engineers, scientists and other technical people. Topics include building a project team; obtaining commitment to objectives; work breakdown structure; planning and scheduling tools; project control (financial control, earned value, status reports, project review); status reports for management.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-07) WAS UPDATED
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PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Management
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	4 days Local Regional Central Las Vegas, NV; Atlanta, GA; Washington, DC; TBA 6 times per year AGU Program and Project Management Program (Master's)
SOURCE	American Graduate Univ. Contact: Paul McDonald 733 North Dodsworth Ave. Phone: 818/966-4576 Covina, CA 91724
PRICE	$795 per student; $695 for groups of three or more
ABOUT	Provides comprehensive knowledge of project management. Includes in-depth coverage of project management organizations, procedures, and human skills needed for project management success. Covers 27 topics, including the management process, project management principles, project planning, risk management, technical management, quality management, leadership, and conflict management.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-08) WAS UPDATED
September 1995

PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Program Management
LEVEL	Introduction Preparation Enhancement
SCOPE	Survey Process Focus (if underlined, see Topic, Tasks, etc.)
REALM	Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC	People/Relational Process/Informational
TASKS	Lead Plan Organize Monitor Control
PMBOK	Scope Cost Time Human Resource
(PMI)	Quality Risk Contract Communication
METHOD	Lecture Seminar Workshop Video
MEDIUM	Cases Simulation (w/ computer) Project
LENGTH	5 days
LOCALE	Local Regional Central
PLACES	San Francisco, Orlando, Washington DC, TBA
OFFERS	6 times per year
SERIES	AGU Program and Project Management Program (Master's)
SOURCE	American Graduate Univ. Contact: Paul McDonald 733 North Dodsworth Avenue Phone: 818/966-4576 Covina, CA 91724
PRICE	$895 per student; $795 for three or more together
ABOUT	Provides complete knowledge of the program/project management process, based on processes used by the U.S. Government and primary subcontractors. Focuses upon the whole of program management. Illustrates how organizational structure and management systems are integrated into a total system of management.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-09) WAS UPDATED
September 1995

PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Technical Program Management
LEVEL	Introduction Preparation Enhancement
SCOPE	Survey Process Focus (if underlined, see Topic, Tasks, etc.)
REALM	Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC	People/Relational Process/Informational
TASKS	Lead Plan Organize Monitor Control
PMBOK (PMI)	Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD	Lecture Seminar Workshop Video
MEDIUM	Cases Simulation (w/ computer) Project
LENGTH	4 days
LOCALE	Local Regional Central
PLACES	Orlando, Washington DC, TBA
OFFERS	6 times per year
SERIES	AGU Program and Project Management Program (Master's)
SOURCE	American Graduate Univ. Contact: Paul McDonald 733 North Dodsworth Avenue Phone: 818/966-4576 Covina, CA 91724
PRICE	$895 per student; $795 for three or more together
ABOUT	Provides comprehensive knowledge of technical program management. Covers all of the technical management processes in a program or project, including system engineering; concurrent engineering;' integrated product development; technical specialty integration; manufacturing management; and technical program control. Covers 29 technical management topics.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-10) WAS UPDATED
September 1995

PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Effective Project Management
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	4 days Local Regional Central Ft. Lauderdale, FL; San Francisco, CA 2 times per year
SOURCE	Center for Professional Advancement P.O. Box 964 East Brunswick, NJ 08816-0964 Contact: no particular Phone: 908/613-4535
PRICE	$1,340 per student; $1, 280 for groups of 2 or more
ABOUT	Covers essential knowledge and skills required to manage projects. Serves as an introduction to the management of projects. Emphasis is placed on practical approaches and techniques. Participants will learn the project management process; procedures and criteria for applying tools; motivation; communication; and planning and control techniques.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-11) WAS UPDATED
September 1995

PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Managers Bootcamp
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	2 days Local Regional Central Nashville, TN; Phoenix, AZ 4 times per year
SOURCE	Professional Services Contact: Kim Scott Management Phone: 617/965-0055 10 Midland Ave Newton, MA 02158
PRICE	$795 per student
ABOUT	Objectives of the course are to improve personal project management skills and to enhance project achievement. Attendees take home a 200+ page workbook. Topics include: project planning; productivity; contracts and negotiations; team management; quality; scheduling; budgeting; monitoring; finances; troubleshooting; and follow-up.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-12) WAS UPDATED
September 1995

PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Management Skills for Success
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	4 days Local Regional Central Reston, VA; Los Angeles, CA; San Francisco, CA; 20 times per year
SOURCE	The Learning Tree Contact: no particular 1805 Library Street Phone: 703-709-9119 Reston, VA 22090
PRICE	$1,995 per student ($1,945 pre-paid)
ABOUT	Provides participants with concepts and procedures for organizing, planning, monitoring, and controlling projects. In-class workshops use manual and PC-based tools and techniques. Topics include overview; 6-step planning methods; organizing; running the project; leadership. Participants are supplied with ready-to-use guidelines, forms, and checklists.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-13) WAS UPDATED
September 1995

PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Effective Skills for Technical Managers
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	4 days Local Regional Central Washington, DC; Chicago, IL; San Diego, CA; L.A., CA 20 times per year
SOURCE	The Learning Tree Contact: no particular 1805 Library Street Phone: 703-709-9119 Reston, VA 22090
PRICE	$1,995 per student ($1,945 pre-paid)
ABOUT	This course is designed to refine and expand management skills. Course content includes motivating your team(motivators, ownership, teamwork, planning); developing your management style (team building, empowerment); quality techniques that work; effective communication skills and continued growth after the course.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-14) WAS UPDATED
September 1995

PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Management for Engineers and Managers
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local Regional Central Cambridge, MA; or arranged by client 1 time per year (summer), or on client demand
SOURCE	Massachusetts Institute of Technology 77 Massachusetts Ave, E-19-356 Cambridge, MA 02139-4307 Contact: F.J. McGarry Phone: 617/253-2101
PRICE	$2,950 per student
ABOUT	Discusses different project management approaches, from project identification through implementation. Designed for engineers, planners, and economists who desire a firm foundation in modern project management techniques. Topic areas include the project management environment; performance in project management; project management and economics; and project financing.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-15) WAS UPDATED
September 1995

PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Successful Project Management
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	3 days Local Regional Central Pasadena, CA 3 times per year; customized programs available
SOURCE	California Institute for Technology Industrial Relations Center, 1-90 Pasadena, CA 91125 Contact: no particular Phone: 818-395-4041
PRICE	$925 per student
ABOUT	Project definition; roles and responsibilities of project managers and others; how to accomplish tasks. Topics include work breakdown; cost and scheduling; risk management; project team leading; monitoring and reporting progress; changes and replanning; contingency allowance; gaining support and resources; assuring customer satisfaction. Each participant will receive a textbook on project management.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-16) WAS UPDATED
September 1995

PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Design Project Management in Professional Practice
LEVEL	Introduction Preparation Enhancement
SCOPE	Survey Process Focus (if underlined, see Topic, Tasks, etc.)
REALM	Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC	People/Relational Process/Informational
TASKS	Lead Plan Organize Monitor Control
PMBOK	Scope Cost Time Human Resource
(PMI)	Quality Risk Contract Communication
METHOD	Lecture Seminar Workshop Video
MEDIUM	Cases Simulation (w/ computer) Project
LENGTH	1 semester
LOCALE	Local Regional Central
PLACES	Overland Park, KS
OFFERS	1 time per year
SERIES	Engineering Management Graduate Program
SOURCE	Engineering Mngmt Program Contact: David Kraft University of Kansas Phone: 913/897-8560 12600 Quivira Road P.O. Box 25936 Overland Park, KS 66225-5936
PRICE	$411 per course
ABOUT	This course includes planning, organizing, scheduling, staffing, directing, and controlling design projects. Treats those topics from viewpoints of profit, cost control, client satisfaction and project team human relations. Covers scheduling techniques of Gantt charts and PERT; delegation; motivation, team building; performance reviews; conflict resolution and group dynamics.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-17) WAS UPDATED
September 1995

PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Management for the 90's
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	3 or 5 days (customized length available) Local Regional Central Arranged with client Based on demand CES Project Mgmt. Professional Certification Series
SOURCE	Corporate Educational Services One Tower Lane, Suite 1000 Oakbrook Terrace, IL 60181 Contact: Ms. Piazza Phone: 708/574-1994
PRICE	$11,600 or $19,500 (12 to 25 students recommended)
ABOUT	Interactive instruction project management concepts and techniques. Course includes up to 10 modules: introduction; life cycle; mapping; planning; scheduling; resource allocation; budgeting; tracking and control; project management systems; and continuous process improvement. Team training suggested to allow implementation of project plan developed during seminar.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-18) WAS UPDATED
September 1995

PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Using a Project Management Methodology
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	1-4 days (customized in modules) Local Regional Central Arranged with client Based on demand On-Site Plus Results-Driven Training Systems
SOURCE	On-Site Plus Contact: Doyle Young 2001 Salvio Street, St. 1500 Phone: 510-746-7165 Concord, CA 94520
PRICE	$2,500 per day for a group of 35
ABOUT	Summarizes the creation of a project management methodology (PMM), and familiarizes students with what is required from each part of the organization of project success. Topics include program/project/product development process overview; roles and responsibilities; planning; resource estimating; monitoring; control techniques; project completion.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-19) WAS UPDATED
September 1995

PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Basic Project Management
LEVEL	Introduction Preparation Enhancement
SCOPE	Survey Process Focus (if underlined, see Topic, Tasks, etc.)
REALM	Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC	People/Relational Process/Informational
TASKS	Lead Plan Organize Monitor Control
PMBOK (PMI)	Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD	Lecture Seminar Workshop Video
MEDIUM	Cases Simulation (w/ computer) Project
LENGTH	Typically 3 days; can be tailored to 2 or 4.
LOCALE	Local Regional Central
PLACES	Arranged with client
OFFERS	Based on demand
SERIES	
SOURCE	Stanley E. Portney & Assoc. Contact: Donna Portny 44 Dorison Drive Phone: 201/376-8887 Short Hills, NJ 07078
PRICE	$8,640 for up to 20 students for 3 days ($432 per student); cost varies with length
ABOUT	Provides a structured approach for project scheduling and resource planning; schedule and resource control; and keeping a supportive project environment and motivated team. Topics include project life cycle; management process; team management; power and influence; work breakdown; network diagram; scheduling; personnel resources; tracking and control.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-20) WAS UPDATED
September 1995

PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Modern Methods for Managing Multiple Small Projects
LEVEL SCOPE REALM	Introduction Preparation <u>Enhancement</u> <u>Survey</u> Process Focus (if <u>underlined</u>, see Topic, Tasks, etc.) <u>Generic</u> Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	<u>Lecture</u> Seminar <u>Workshop</u> Video <u>Cases</u> Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	4 days <u>Local</u> <u>Regional</u> Central Houston, TX; East Brunswick, NJ; also on location 2 times per year; or as desired on location
SOURCE	Center for Professional Advancement P.O. Box 964 East Brunswick, NJ 08816-0964 Contact: no particular Phone: 908-613-4535
PRICE	$1,205
ABOUT	Presents practical methods to address problems involved in managing multiple small projects: planning, scheduling, performance measurement and control; multi-project resource- and assignment-scheduling; roles and responsibilities; cost and schedule estimates; critical path analysis; resource scheduling; risk analysis and contingency plans.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-21) WAS UPDATED
September 1995

ENHANCEMENT

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Management for Engineers
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	3 days Local Regional Central Troy, MI; or at client site 7 times per year; or based on-demand (for on-site) Project Management Series
SOURCE	GPS Technologies, Inc. Contact: Mo McArthy 580 Kirts Blvd., Suite 310 Phone: 800/346-9533 Troy, MI 48084
PRICE	$660 per student (Troy); $9,500 plus instructor expenses, for up to 24 people ($400 per student)
ABOUT	Participants learn how to plan, implement, and close out projects. Approximately, %30 of time spent on participant projects. Focuses on how to develop an effective project plan. Objectives include balancing technical, schedule, and budget aspects; learning scheduling methods; applying cost controls; develop resource utilization plans; applying communication skills; and assessing project risk.
RATING	Excellent Good Average Fair Poor

THIS FILE (PSG-22) WAS UPDATED
September 1995

PREPARATION

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Civil Works Program Development and Execution (PROSPECT 010)
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	4 days Local Regional Central To be designated 2 times per year
SOURCE	Huntsville Division Contact: Ms. Halbrooks P.O. Box 1600 Phone: 205/722-5886 Huntsville, AL 35807-4301
PRICE	Centrally funded
ABOUT	Provides a comprehensive understanding of Civil Works mission accomplishment, programming concepts and activities, and their interrelationships with mission accomplishment. Includes: 1) relevant Corps, administration, and congressional committee organizations; 2) program development ; 3) program defense; and 4) program execution.
RATING	Excellent Good Average Fair Poor

THIS FILE (PPC-01) WAS UPDATED
September 1995

PREPARATION

PROCESS

CIV WORKS

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Management-Civil Works (PROSPECT 353)
LEVEL	Introduction, **Preparation**, Enhancement
SCOPE	Survey, **Process**, Focus (if underlined, see Topic, Tasks, etc.)
REALM	Generic, **Civil Works**, Military, HTRW/Environment
FIRST	Project Management (PROSPECT 355)
TOPIC	People/Relational, Process/Informational
TASKS	Lead, Plan, Organize, Monitor, Control
PMBOK (PMI)	Scope, Cost, Time, Human Resource, Quality, Risk, Contract, Communication
METHOD	**Lecture**, Seminar, **Workshop**, Video
MEDIUM	**Cases**, Simulation (w/ computer), Project
LENGTH	5 days
LOCALE	Local, **Regional**, Central
PLACES	Central and Northeastern Regions
OFFERS	2 times per year
SERIES	Corps Project Management Series
SOURCE	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301 Contact: Ms. Halbrooks Phone: 205/722-5886
PRICE	$845 per student
ABOUT	Provides the district project manager with management procedures and techniques necessary to deliver a successful civil works project. Through lectures, case studies, and exercises, course covers the entire spectrum, of management of civil works projects. Includes introduction to civil works; problem identification; reconnaissance; feasibility studies; budgeting; and construction management.
RATING	Excellent, Good, Average, Fair, Poor

THIS FILE (PPC-02) WAS UPDATED
September 1995

PREPARATION

PROCESS

CIV WORKS

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Civil Works Planning Program Management (PROSPECT 066)
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	Civil Works Orientation (PROSPECT 086); GS-09 and above.
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	3 days Local Regional Central Central and Northeastern Regions 2 times per year
SOURCE	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301 Contact: Ms. Halbrooks Phone: 205/722-5886
PRICE	$325 per student
ABOUT	Presents an overview of Washington DC level Civil Works planning program management. Geared for field personnel with 1-5 years experience. Topics include agency organization and roles; recent changes; report management in HQUSACE; the budget cycle; budget program development, defense and execution; and the Continuing Authorities Program (CAP).
RATING	Excellent Good Average Fair Poor

THIS FILE (PPC-03) WAS UPDATED
September 1995

PREPARATION

PROCESS

CIV WORKS

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Management-Environmental Restoration (PROSPECT 260)
LEVEL	Introduction Preparation Enhancement
SCOPE	Survey Process Focus (if underlined, see Topic, Tasks, etc.)
REALM	Generic Civil Works Military HTRW/Environment
FIRST	GS-09 or above
TOPIC	People/Relational Process/Informational
TASKS	Lead Plan Organize Monitor Control
PMBOK	Scope Cost Time Human Resource
(PMI)	Quality Risk Contract Communication
METHOD	Lecture Seminar Workshop Video
MEDIUM	Cases Simulation (w/ computer) Project
LENGTH	4 days
LOCALE	Local Regional Central
PLACES	Huntsville
OFFERS	1 time per year
SERIES	Corps Project Management Series
SOURCE	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301 Contact: Ms. Halbrooks Phone: 205/722-5872
PRICE	$1,180
ABOUT	Provides Environmental Restoration Project and technical Managers with USACE organization, mission procedures and techniques for managing projects. Topics include background (restoration, compliance, prevention, conservation); initiation; planning; funding; customer interface; reports; reviews; and both PM and TM execution responsibilities.
RATING	Excellent Good Average Fair Poor

THIS FILE (PPH-01) WAS UPDATED
September 1995

PREPARATION

PROCESS

HTRW ENVIR

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Implementation of Hazardous and Toxic Waste Laws and Regulations (PROSPECT 356)
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	GS-09 or above
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	4 days (also available on 8-hour video) Local Regional Central Huntsville, AL; Seattle, WA; Denver, CO 3 times per year
SOURCE	Huntsville Division Contact: Ms. Halbrooks P.O. Box 1600 Phone: 205/722-5872 Huntsville, AL 35807-4301
PRICE	$800 per student ($200 for video)
ABOUT	Trains USACE personnel involved with hazardous and toxic waste projects on Military and Civil Works projects in proper application of the Comprehensive, Environmental Response, Compensation and Liability Act of 1980 (CERCLA), Superfund (SARA); the Resource Conservation and Recovery Act of 1976 (RCRA); and other relevant environmental laws, regulations, and policies.
RATING	Excellent Good Average Fair Poor

THIS FILE (PPH-02) WAS UPDATED
September 1995

PREPARATION

PROCESS

HTRW ENVIR

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Management-Military Programs (PROSPECT 088)
LEVEL	Introduction **Preparation** Enhancement
SCOPE	Survey **Process** Focus (if underlined, see Topic, Tasks, etc.)
REALM	Generic Civil Works **Military** HTRW/Environment
FIRST	Project Management (PROSPECT 355)
TOPIC	People/Relational Process/Informational
TASKS	Lead Plan Organize Monitor Control
PMBOK	Scope Cost Time Human Resource
(PMI)	Quality Risk Contract Communication
METHOD	**Lecture** Seminar Workshop Video
MEDIUM	**Cases** Simulation (w/ computer) Project
LENGTH	5 days
LOCALE	Local **Regional** Central
PLACES	Western Region, Huntsville
OFFERS	2 times per year
SERIES	Corps Project Management Series
SOURCE	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301 Contact: Ms. Halbrooks Phone: 205/722-5886
PRICE	$555 per student
ABOUT	Provides management procedures, tools, and techniques for managing military construction (MILCON) projects from design authorization through construction completion. Includes the MILCON budget cycle, regulations, planning and programming, the design process, A-E and in-house design management.
RATING	Excellent Good Average Fair Poor

THIS FILE (PPM-01) WAS UPDATED
September 1995

PREPARATION

PROCESS

MILITARY

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Installation Support (PROSPECT 390)
LEVEL	Introduction Preparation Enhancement
SCOPE	Survey Process Focus (if underlined, see Topic, Tasks, etc.)
REALM	Generic Civil Works Military HTRW/Environment
FIRST	GS-07 and above
TOPIC	People/Relational Process/Informational
TASKS	Lead Plan Organize Monitor Control
PMBOK (PMI)	Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD	Lecture Seminar Workshop Video
MEDIUM	Cases Simulation (w/ computer) Project
LENGTH	5 days
LOCALE	Local Regional Central
PLACES	Savannah, GA
OFFERS	1 time per year; available August 1996
SERIES	
SOURCE	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301 Contact: Ms. Halbrooks Phone: 205/722-5886
PRICE	$820 per student
ABOUT	Provides a working knowledge of the missions, policies, procedures, and organizational structures of both the installation Directorate of Public Works and USACE district. Its purpose is to train DPW and district personnel involved in installation support services. Focuses on fostering a partnering relationship between the installation and district staff.
RATING	Excellent Good Average Fair Poor

THIS FILE (PPM-02) WAS UPDATED
September 1995

PREPARATION

PROCESS

MILITARY

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Interacting and Communicating with the Public (PROSPECT 190)
LEVEL	Introduction Preparation Enhancement
SCOPE	Survey Process Focus (if underlined, see Topic, Tasks, etc.)
REALM	Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC	People/Relational Process/Informational
TASKS	Lead Plan Organize Monitor Control
PMBOK (PMI)	Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD	Lecture Seminar Workshop Video
MEDIUM	Cases Simulation (w/ computer) Project
LENGTH	3 days
LOCALE	Local Regional Central
PLACES	Northeastern Region and Huntsville
OFFERS	3 times per year
SERIES	
SOURCE	Huntsville Division Contact: Ms. Halbrooks P.O. Box 1600 Phone: 205/722-5886 Huntsville, AL 35807-4301
PRICE	$530 per student
ABOUT	Provides hands-on communication skills training for individuals to improve interactions with each other and the public. Increases awareness of different management styles, improves public communications techniques, demonstrates how to identify public attitudes and negotiation/conflict resolution skills. Role play, lectures, exercises, and a personality instrument are used.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFC-01) WAS UPDATED
September 1995

PREPARATION

FOCUS

COMMUNICAT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Effective Writing Skills
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	3 days Local Regional Central Area Service Centers Varies by Center
SOURCE	Office of Personnel Mgmt Contact: no particular Washington DC Training Cntr Phone: 703/312-7300 1400 Wilson Blvd, Suite 1000 Arlington , VA 22209-2312
PRICE	$420 per student
ABOUT	An intensive review of all the skills you need to write well. Reviews basic grammar, punctuation, and sentence structure for clear writing. Objectives include: mastering selected grammar, punctuation, and style skills; writing a clear, informative, compact draft; and revising/rewriting to ensure clarity and conciseness. An intermediate level course in writing with in-class writing assignments.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFC-02) WAS UPDATED
September 1995

PREPARATION

FOCUS

COMMUNICAT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Effective Briefing Techniques
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	4-5 days Local Regional Central Area Service Centers Varies by Center
SOURCE	Office of Personnel Mgmt Contact: no particular Washington DC Training Cntr Phone: 703/312-7300 1400 Wilson Blvd, Suite 1000 Arlington , VA 22209-2312
PRICE	$630 per student
ABOUT	Teaches techniques of effective oral presentations. Makes use of videotape, brief lectures, role playing, films, and group discussions. Participants learn how to identify the purpose and objectives of the briefing; analyze the audience; select materials; deliver briefings; critique briefings; improve listening skills; and handle hostile audiences.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFC-03) WAS UPDATED
September 1995

PREPARATION

FOCUS

COMMUNICAT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Interpersonal Communication
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	3 days Local Regional Central Area Service Centers Varies by Center
SOURCE	Office of Personnel Mgmt Contact: no particular Washington DC Training Cntr Phone: 703/312-7300 1400 Wilson Blvd, Suite 1000 Arlington , VA 22209-2312
PRICE	$420 per student
ABOUT	Helps develop skills to improve working relationships and increase self-acceptance and self-esteem. Topics include: the communication process; human relations problems; problem-solving techniques; human needs and motivation; and job stress. Practical exercises, brief lectures, role playing, films, and group discussions are used.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFC-04) WAS UPDATED
September 1995

PREPARATION

FOCUS

COMMUNICAT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Basic Communication Skills
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local Regional Central Area Service Centers Varies by Center
SOURCE	Office of Personnel Mgmt Contact: no particular Washington DC Training Cntr Phone: 703/312-7300 1400 Wilson Blvd, Suite 1000 Arlington , VA 22209-2312
PRICE	$630 per student (may vary by Center)
ABOUT	Highly interactive workshop to improve speaking, listening, and writing. Practice verbal, nonverbal, and coping skills. Videotape presentations for self-assessment. Key skills include listening and responding to others; giving well-planned oral presentations; developing new approaches; writing effectively. Course includes videotaped replay and evaluation, brief lectures, small and large group activities, and role-playing.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFC-05) WAS UPDATED
September 1995

PREPARATION

FOCUS

COMMUNICAT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Communications I: How to Manage Conflict
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	1 day Local Regional Central Arranged with client Based on demand CES Communications Skills Workshops (3)
SOURCE	Corporate Educatnl Services Contact: Ms Piazza One Tower Lane, Suite 1000 Phone: 708/574-1994 Oakbrook Terrace, IL 60181
PRICE	$5,700-7,500 per course (12-24 students recommended)
ABOUT	Provides practice in skills critical to enhancing teamwork. Objectives are: identifying conflict management strategies; improving listening skills. Topics include: communications dynamics; barriers to listening; causes and effects of conflict; and coping skills.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFC-06) WAS UPDATED
September 1995

PREPARATION

FOCUS

COMMUNICAT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Communications II: How to Connect with Others
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	1 day Local Regional Central Arranged with client Based on demand CES Communications Skills Workshops (3)
SOURCE	Corporate Educatnl Services Contact: Ms Piazza One Tower Lane, Suite 1000 Phone: 708/574-1994 Oakbrook Terrace, IL 60181
PRICE	$5,700-7,500 per course (12-24 students recommended)
ABOUT	Focuses on developing communication skills which build teamwork. Objectives include: identifying communication problems; listening actively; understanding nonverbal signals; problem-solving. Topics include: communications glitches; inner communication; interpersonal interaction. Team training is suggested.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFC-07) WAS UPDATED
September 1995

PREPARATION

FOCUS

COMMUNICAT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Communications III: Leading Project Teams
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	1 day Local Regional Central Arranged with client Based on demand CES Communications Skills Workshops
SOURCE	Corporate Educational Services One Tower Lane, Suite 100 Oakbrook Terrace, IL 60181 Contact: Ms. Piazza Phone: 708/574-1994
PRICE	$5,700-7,500 per course (12 to 14 students recommended)
ABOUT	Provides practice in skills critical to enhanced teamwork, using group discussion, activities, instructional games; and role play. Objectives: understanding groups; observing leaders and power, knowing group stages; sharing leadership and management; vision; group process and communications; power; information sharing; adapting to groups.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFC-08) WAS UPDATED
September 1995

PREPARATION

FOCUS

COMMUNICAT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Human Resource Management I (PROSPECT 301)
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local Regional Central Huntsville, Northeastern, Central, & Western Regions 8 times per year
SOURCE	Huntsville Division Contact: Ms. Halbrooks P.O. Box 1600 Phone: 205/722-5886 Huntsville, AL 35807-4301
PRICE	$370 per student
ABOUT	This course is focused on the development of leadership and communication skills. There is an emphasis on a practical approach to problems supervisors and managers may encounter. Topics include: Corps vision and values; empowering members to excel; diversity; matching people with jobs; and managing stress.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFL-01) WAS UPDATED
September 1995

PREPARATION

FOCUS

LEADERSHIP

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Human Resource Management II (PROSPECT 302)
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local Regional Central Huntsville, Central and Western 5 times per year Human Resource Management Series
SOURCE	Huntsville Division Contact: Ms Halbrooks P.O. Box 1600 Phone: 205/722-5886 Huntsville, AL 35807-4301
PRICE	$400 per student
ABOUT	The major focus is on managing performance, including leadership, developing and appraising performance, team building, and transitions. Special attention is given to the quality movement in the Corps. Students learn how to formulate quality indicators, develop performance measures, prepare effective written communication, perform performance appraisals, and identify basic strategies for team building.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFL-02) WAS UPDATED
September 1995

PREPARATION

FOCUS

LEADERSHIP

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Human Resource Management III (PROSPECT 303)
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local Regional Central Huntsville, Central and Northeastern 4 times per year Human Resource Management Series
SOURCE	Huntsville Division Contact: Ms Halbrooks P.O. Box 1600 Phone: 205/722-5886 Huntsville, AL 35807-4301
PRICE	$420 per student
ABOUT	The major focus is on developing people. Emphasis is placed on the application of successful interviewing techniques, analysis of position requirements and preparation for screening applications, analysis of employees' development needs. Objectives: analyze employee performance, analyze position requirements, design criteria for work group success, build commitment to organizational values, and synthesize strategy for customer service.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFL-03) WAS UPDATED
September 1995

PREPARATION

FOCUS

LEADERSHIP

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Human Resource Management IV (PROSPECT 304)
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local Regional Central Huntsville, Central and Northeastern 4 times per year Human Resource Management Series
SOURCE	Huntsville Division Contact: Ms Halbrooks P.O. Box 1600 Phone: 205/722-5886 Huntsville, AL 35807-4301
PRICE	$420 per student
ABOUT	Discusses current concepts in human resources management among practicing professionals. Interactive exercises and discussions are used. Focus is on leadership, geared to helping the proven manager increase his/her effectiveness. Proceeds from theory to practical application (participatory activities). Topics include: employee performance, organizational output and operations, customer needs, leadership, and risk taking.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFL-04) WAS UPDATED
September 1995

PREPARATION

FOCUS

LEADERSHIP

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Negotiating, Bargaining, and Dispute Resolution (PROSPECT 306)
LEVEL	Introduction, <u>Preparation</u>, Enhancement
SCOPE	Survey, Process, <u>Focus</u> (if underlined, see Topic, Tasks, etc.)
REALM	<u>Generic</u>, Civil Works, Military, HTRW/Environment
FIRST	No prerequisites
TOPIC	<u>People/Relational</u>, Process/Informational
TASKS	<u>Lead</u>, Plan, Organize, Monitor, Control
PMBOK (PMI)	Scope, Cost, Time, Human Resource, Quality, Risk, Contract, <u>Communication</u>
METHOD	<u>Lecture</u>, Seminar, Workshop, Video
MEDIUM	<u>Cases</u>, Simulation (w/ computer), Project
LENGTH	5 days
LOCALE	Local, <u>Regional</u>, Central
PLACES	Central and Northeastern
OFFERS	2 times per year
SERIES	
SOURCE	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301 Contact: Ms Halbrooks Phone: 205/722-5886
PRICE	$930 per student
ABOUT	Designed to make dispute resolution part of each Corps manager's tool kit. Enables managers to address conflict encountered in project management, regulatory, local cooperative agreements, operations and finances, base closure, and Superfund/DERP. Includes a variety of Alternative Dispute Resolution techniques and how to avoid/handle disputes.
RATING	Excellent, Good, Average, Fair, Poor

THIS FILE (PFL-05) WAS UPDATED
September 1995

PREPARATION

FOCUS

LEADERSHIP

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Leadership Communication Skills (PROSPECT 362)
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	3 days Local Regional Central Huntsville, Central and Western 4 times per year
SOURCE	Huntsville Division Contact: Ms Halbrooks P.O. Box 1600 Phone: 205/722-5886 Huntsville, AL 35807-4301
PRICE	$450 per student
ABOUT	Provides hands-on communication skills training for problem-solving: negotiating, resolving issues, preparing action plans, and conducting team meetings. Lectures, group exercises, and a personality measure that portrays decision-making and communication styles are used. Lectures include effective group membership, leadership, and problem-solving. Work groups focus on cooperation and communications, leadership style, and negotiating techniques.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFL-06) WAS UPDATED
September 1995

PREPARATION

FOCUS

LEADERSHIP

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Leadership Education and Developmnet (LEAD)
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local Regional Central Arranged by installation instructor Based on need
SOURCE	Center for Army Leadership Contact: John Powell Ft Leavenworth Phone: 913/758-3564 Ft Leavenworth, KS
PRICE	Funded by the Army, no cost to student organization
ABOUT	Designed to develop and hone leadership and management skills. Covers supervision, team performance, and application of leadership competencies. Topics include: defining leadership, motivation, communication, counseling skills, conflict management, group development theory, team building, ethics, systems theory, problem-solving, and decision-making.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFL-07) WAS UPDATED
September 1995

PREPARATION

FOCUS

LEADERSHIP

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Effective Leadership Seminar
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	3 days Local Regional Central Area Service Centers Varies by Center
SOURCE	Office of Personnel Mgmt Contact: no particular Washington DC Training Cntr Phone: 703/312-7300 1400 Wislon Blvd, Suite 1000 Arlington, VA 22209-2312
PRICE	$625 per student
ABOUT	Examines concepts, techniques, and skills of leadership with an emphasis on the practical applications of leadership on the job. Focuses on selecting leadership styles and techniques, developing delegation and conflict management techniques, creating a positive work environment, developing enhanced work groups using team-building concepts.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFL-08) WAS UPDATED
September 1995

PREPARATION

FOCUS

LEADERSHIP

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Techniques of Negotiating
LEVEL	Introduction Preparation Enhancement
SCOPE	Survey Process Focus (if underlined, see Topic, Tasks, etc.)
REALM	Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC	People/Relational Process/Informational
TASKS	Lead Plan Organize Monitor Control
PMBOK	Scope Cost Time Human Resource
(PMI)	Quality Risk Contract Communication
METHOD	Lecture Seminar Workshop Video
MEDIUM	Cases Simulation (w/ computer) Project
LENGTH	3 days
LOCALE	Local Regional Central
PLACES	Area Service Centers
OFFERS	Varies by Center
SERIES	
SOURCE	Office of Personnel Mgmt Contact: no particular Washington DC Training Cntr Phone: 703/312-7300 1400 Wislon Blvd, Suite 1000 Arlington, VA 22209-2312
PRICE	$420 per student
ABOUT	Teaches how to develop skills and strategies for conducting win-win negotiations. Not at course in negotiating procurement or labor-relations contracts. Emphasis on areas like compliance with Federal laws, interagency agreements, and employee performance. Topics include improvement of negotiating skills, negotiation action plans, negotiation philosophy, and non-verbal communication.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFL-09) WAS UPDATED
September 1995

PREPARATION

FOCUS

LEADERSHIP

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Leadership Assessment Program
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	7 days Local Regional Central Lancaster, PA; Denver, CO based on demand OPM's management Development Centers program
SOURCE	Eastern Management Development Center P.O. Box 1579 Lancaster, PA 17608-1579 Contact: no particular Phone: 717/399-0112
PRICE	$4,000 per student (includes tuition, meals and lodging); $3,500 if funds are obligated by 12/31/95
ABOUT	This is an intensive seminar designed to meet the needs of individuals who wish to move into managerial positions, or for individuals who are in the earliest stages of their management career. Topics will include: individual assessment of leadership potential; personalized feedback from specialists; enhance understanding of personal behaviors as they relate to effectively managing the workplace.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFL-10) WAS UPDATED
September 1995

PREPARATION

FOCUS

LEADERSHIP

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Managerial and Team-Building Skills for Project Managers
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	3 days Local Regional Central 11 places around the country 15-20 times per year AMA Project Management Curriculum
SOURCE	American Mgmt Association Contact: no particular 135 West 50th Street Phone: 800/262-9699 New York, NY 10020-1201
PRICE	$1,490 per student, $1,295 if member, groups less
ABOUT	Focuses on working effectively in a team environment. Specifically, stresses the people aspects of project management, emphasizing project and team leadership. Based on the idea that project success is determined more by teamwork than by individual technical skill. Covers team building, responsibility w/o authority, power, conflicting priorities, and organizational issues.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFL-11) WAS UPDATED
September 1995

PREPARATION

FOCUS

LEADERSHIP

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Team Leadership
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	2-4 days, usually 3, customized for client Local Regional Central Arranged with client Based on demend
SOURCE	Stanley E. Portny & Assoc Contact: Donna Portny 44 Dorison Drive Phone: 201/376-8887 Short Hills, NJ 07078
PRICE	$9,640 for up to 20 students for 3 days ($432 per student), varies with course length
ABOUT	Objectives: to define "leadership"; study successful leaders; explore how leadership can lead to project team success; and determine students' leadership style and how to improve it. Topics include: how to lead effectively; leader motives and traits; knowledge requirements; interpersonal relations; communication; motivating others; personal leadership development plans.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFL-12) WAS UPDATED
September 1995

PREPARATION

FOCUS

LEADERSHIP

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Building an Effective Project Team
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	2-4 days, usually 3, customized for client Local Regional Central Arranged with client Based on demend
SOURCE	Stanley E. Portny & Assoc Contact: Donna Portny 44 Dorison Drive Phone: 201/376-8887 Short Hills, NJ 07078
PRICE	$9,640 for up to 20 students for 3 days ($432 per student), varies with course length
ABOUT	Objectives: to explore the elements of a successful project team; define team roles; and learn important team building skills. Topics include: team development; project management overview; member roles and responsibilities; personal operating style; interpersonal relations; communication; conflict management and resolution; and ongoing leadership.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFL-13) WAS UPDATED
September 1995

PREPARATION

FOCUS

LEADERSHIP

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Managers as Facilitators: Enabling Empowerment
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	4 hours Local Regional Central On-site Based on demand
SOURCE	William M. Hayden, Jr. Contact: Mr. Hayden 3063 Hartley Rd, Suite 4 Phone: 904/260-7700 Jacksonville, FL 32257
PRICE	$1,500 per class of up to 30 students
ABOUT	Learn how to link leadership and empowerment with facilitative skills. Focuses on the important role of the "facilitative leader" who must balance content and process while building consensus. Objectives: increasing sensitivity to individual differences; developing skills in resolving conflicts and providing feedback; and learning the skills for managing the meeting process.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFL-14) WAS UPDATED
September 1995

PREPARATION

FOCUS

LEADERSHIP

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Architect-Engineer (A-E) Contracting (PROSPECT 004)
LEVEL	Introduction **Preparation** Enhancement
SCOPE	Survey Process **Focus** (if underlined, see Topic, Tasks, etc.)
REALM	**Generic** Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC	People/Relational **Process/Informational**
TASKS	Lead **Plan** Organize **Monitor** Control
PMBOK	Scope **Cost** **Time** Human Resource
(PMI)	Quality Risk **Contract** Communication
METHOD	**Lecture** Seminar **Workshop** Video
MEDIUM	Cases Simulation (w/ computer) Project
LENGTH	5 days
LOCALE	Local **Regional** Central
PLACES	Huntsville, Northeastern, Central & Western Regions
OFFERS	7 times per year
SERIES	
SOURCE	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301 Contact: Ms. Halbrooks Phone: 205/722-5886
PRICE	$380 per student
ABOUT	For personnel responsible for A-E contract procurement, or the supervision and administration of A-E contracts. A concentrated look at all aspects of A-E contracting from contract authorization to close-out. Covers acquisition laws and regs, selection, cost principles and estimates, negotiation, contract administration, contractor liability, and performance evaluations.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-01) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Network Analysis Systems (PROSPECT 080)
LEVEL	Introduction Preparation Enhancement
SCOPE	Survey Process Focus (if underlined, see Topic, Tasks, etc.)
REALM	Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC	People/Relational Process/Informational
TASKS	Lead Plan Organize Monitor Control
PMBOK (PMI)	Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD	Lecture Seminar Workshop Video
MEDIUM	Cases Simulation (w/ computer) Project
LENGTH	5 days
LOCALE	Local Regional Central
PLACES	Huntsville, Western, Central and Northeastern Regions
OFFERS	5 times per year
SERIES	Corps Project Management Series
SOURCE	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301
	Contact: Ms Halbrooks Phone: 205/722-5886
PRICE	$330 per student
ABOUT	The scheduling technique covered is useful on any complicated project. Provides an introduction to basic network scheduling and manual and computer analysis in both original schedules and progress updates. Examples are oriented toward construction. Covers logic development and basic diagraming techniques; uses of the diagram; determination of payment and progress; effects of stoppages, materials delivery, and revisions.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-02) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Cost Estimating Basics (PROSPECT 181)
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local Regional Central Western, and Northeastern Regions 2 times per year Corps Project Management Series
SOURCE	Huntsville Division Contact: Ms Halbrooks P.O. Box 1600 Phone: 205/722-5886 Huntsville, AL 35807-4301
PRICE	$665 per student
ABOUT	Provides training in cost estimating fundamentals for military, civil works, HTRW, and other projects. A non-computer-based course designed to teach cost estimate preparation and the identification and classification of costs associated with projects. Topics include: organizational structure; regulations; estimating quantities; labor costs; equipment costs; indirect costs; unit pricing; cost escalation and contingencies.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-03) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Budget Training Course for Corps Employees (PROSPECT 254)
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	GS-9
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local Regional Central Huntsville, St Louis, and Baltimore 3 times per year Corps Project Management Series
SOURCE	Huntsville Division Contact: Ms Halbrooks P.O. Box 1600 Phone: 205/722-5886 Huntsville, AL 35807-4301
PRICE	$625 per student
ABOUT	Provides framework and knowledge of the federal budget process with emphasis on the Corps. Describes program and budget activities at all levels, and how they interrelate with Army, DOD, OMB, and Congress. Structured around the Division workload. Topics include: operating budgets; military and civil works programs/budgeting; budget execution; and statutory limitations.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-04) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	AMPRS and PROMIS for Managers (PROSPECT 307)
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	4 days Local Regional Central Huntsville 2 times per year
SOURCE	Huntsville Division Contact: Ms Halbrooks P.O. Box 1600 Phone: 205/722-5886 Huntsville, AL 35807-4301
PRICE	$980 per student
ABOUT	Provides an overview for managers who use or intend to use either PROMIS or AMPRS: how each system is structured and used, and what information is available. Major topics include: structure, data items, upward reporting, and system use for both AMPRS and PROMIS; types of projects and project phases in each system; and what information is available from each system and how it may be used for management.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-05) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	PCA/Finance Plan Development (PROSPECT 315)
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	3 days Local Regional Central St Paul, MN 1 time per year
SOURCE	Huntsville Division Contact: Ms Halbrooks P.O. Box 1600 Phone: 205/722-5886 Huntsville, AL 35807-4301
PRICE	$850 per student
ABOUT	Provides participants with the basic knowledge, skills, and abilities needed to develop PCA packages and to conduct financial analyses. Topics include: policy for new start/local cooperation agreement process; non-federal financing considerations; program management and implementation procedures and applications; budgeting, funding, and construction scheduling.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-06) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Construction Contract Administration (PROSPECT 366)
LEVEL	Introduction **Preparation** Enhancement
SCOPE	Survey Process **Focus** (if underlined, see Topic, Tasks, etc.)
REALM	**Generic** Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC	People/Relational **Process/Informational**
TASKS	Lead **Plan** Organize **Monitor** Control
PMBOK	Scope Cost Time Human Resource
(PMI)	Quality Risk **Contract** Communication
METHOD	**Lecture** Seminar Workshop Video
MEDIUM	**Cases** Simulation (w/ computer) Project
LENGTH	5 days
LOCALE	Local **Regional** Central
PLACES	Huntsville, North- & South-eastern, Central, Western
OFFERS	6 time per year
SERIES	Corps Project Management Series
SOURCE	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301 Contact: Ms Halbrooks Phone: 205/722-5886
PRICE	$495 per student
ABOUT	Provides a basic overview of the DOD acquisition process as it relates to construction contracts. It develops the typical procedures and responsibilities required to administer a fixed-price construction contract -- the FAR acquisition process and construction management functions in a typical field office.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-07) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Quality Service to the Public/Service Excellence
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	1-2 days Local Regional Central Area Service Centers Varies by Center
SOURCE	Office of Personnel Mgmt Contact: no particular Washington DC Training Cntr Phone: 703/312-7300 1400 Wilson Blvd, Suite 1000 Arlington, VA 22209-2312
PRICE	$335 per student
ABOUT	Introduces the cornerstone concepts of service quality. Assists student in developing a professional office image. Activities include: identifying customer needs and expectations; practicing techniques leading to customer satisfaction; analyzing strengths and weaknesses within one's organization.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-08) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Constructive Conflict Resolution/Conflict Management
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	2-3 days Local Regional Central Area Service Centers Varies by Center
SOURCE	Office of Personnel Mgmt Contact: no particular Washington DC Training Cntr Phone: 703/312-7300 1400 Wilson Blvd, Suite 1000 Arlington, VA 22209-2312
PRICE	$420 per student
ABOUT	In general, provides techniques to manage organizational conflict. Topics include: cooperative working relationships; conflict resolution skills; causes of conflict; verbal and non-verbal communication for conflict; and constructive expression of feelings and beliefs.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-09) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Assertiveness Skills for Supervisors and Managers
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	2 days Local Regional Central Area Service Centers Varies by Center
SOURCE	Office of Personnel Mgmt Contact: no particular Washington DC Training Cntr Phone: 703/312-7300 1400 Wilson Blvd, Suite 1000 Arlington, VA 22209-2312
PRICE	$335 per student
ABOUT	Teaches skills that will assist in expressing oneself effectively. Persuasive communication, providing feedback, mediating conflicts, handling daily pressures, maintaining relationships with people. Recognition and practice of assertiveness skills.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-10) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Making Meetings Work/Planning and Managing Meetings
LEVEL	Introduction Preparation Enhancement
SCOPE	Survey Process Focus (if underlined, see Topic, Tasks, etc.)
REALM	Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC	People/Relational Process/Informational
TASKS	Lead Plan Organize Monitor Control
PMBOK	Scope Cost Time Human Resource
(PMI)	Quality Risk Contract Communication
METHOD	Lecture Seminar Workshop Video
MEDIUM	Cases Simulation (w/ computer) Project
LENGTH	2-3 days
LOCALE	Local Regional Central
PLACES	Area Service Centers
OFFERS	Varies by Center
SERIES	
SOURCE	Office of Personnel Mgmt Contact: no particular Washington DC Training Cntr Phone: 703/312-7300 1400 Wilson Blvd, Suite 1000 Arlington, VA 22209-2312
PRICE	$420 per student
ABOUT	Helps plan a practical agenda, keep meetings on time, increase participation, and move the group to consensus. Helps meeting members create a positive atmosphere, make suggestions, and work productively to reach decisions. Skills are developed to overcome hostility and negativity. Participants are video-taped conducting a meeting, for self-evaluation.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-11) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Management: Planning, Scheduling, and Control Techniques
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local Regional Central OPM Area Service Centers/Regional Offices Varies by area
SOURCE	US OPM Contact: no particular Washington Training Center Phone: 703-312-7300 1400 Wilson Blvd. Suite 200 Arlington, VA 22209-2312
PRICE	$360 per student
ABOUT	Teaches how to organize and manage a project. Topics include project cycles; management approaches; scheduling and work breakdown structure; baselines; controlling schedules and costs; reporting; computer software.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-12) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Strategic Project Planning
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	2 days Local Regional Central Houston; New Brunswick, NJ; or arranged with client 4 times per year, or as needed
SOURCE	Center for Professional Advancement P.O. Box 964 East Brunswick, NJ 08816-0964 Contact: no particular Phone: 908/613-4500
PRICE	$825 per student
ABOUT	Presents an effective process for Project Execution Planning. Introduces Project Execution Plan (PEP), their software package. Participants develop PEP elements: Project Charter (goals, objectives, scope), Project Planning Basis (risk, organization, contract, milestones), Strategic Plan for Control (cost, schedule, quality, environment, safety, design, materials, construction/operations, special factors).
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-13) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Risk Analysis and Management
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	3 days Local Regional Central San Diego, Washington, and others as announced 6 times per year AGU Program & Project Mgmt Program (Master's)
SOURCE	American Graduate University Contact: Paul McDonald 733 North Dodsworth Ave Phone: 818/966-4576 Colvina, CA 91724
PRICE	$695 per student
ABOUT	Covers all aspects of risk mgmt: identification, assessment, handling, communication. A series of qualitative and quantitative tools are applied. 21 topics including: introduction to risk and risk management; qualitative and quantitative analysis; risk management implementation; cost, schedule, and technical risk analysis; managing risk; integrated risk analysis; communicating risk; and software tools.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-14) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Performance Management Systems
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	4 days Local Regional Central Orlando, Las Vegas, and others as announced 6 times per year AGU Program & Project Mgmt Program (Master's)
SOURCE	American Graduate University Contact: Paul McDonald 733 North Dodsworth Ave Phone: 818/966-4576 Colvina, CA 91724
PRICE	$795 per student, $695 for groups of 3 or more
ABOUT	Covers all aspects of project performance management, emphasizing increased ability to complete projects on time, at or under budget, in compliance with performance requirements, and to the customer's satisfaction. Integrates performance management into the project management system. Covers 26 topics ranging from a performance measurement overview, to cost/control accounting, to implementing performance measurement.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-15) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Contracting and Procurement for Project and Technical Personnel
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	3 days Local Regional Central Washington, and others as announced 6 times per year AGU Program & Project Mgmt Program (Master's)
SOURCE	American Graduate University Contact: Paul McDonald 733 North Dodsworth Ave Phone: 818/966-4576 Colvina, CA 91724
PRICE	$695 per student
ABOUT	Explains contracting and procurement processes and the roles and responsibilities of people involved. Teaches proven methods for meeting requirements. Provides 1) a contracting overview, 2) review of management problems associated with contracts, 3) relevant laws, regulations and procedures, and 4) training in skills needed to solve contracting problems.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-16) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Scheduling Techniques
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	3 days Local Regional Central San Francisco, Washington, and others as announced 6 times per year AGU Program & Project Mgmt Program (Master's)
SOURCE	American Graduate University Contact: Paul McDonald 733 North Dodsworth Ave Phone: 818/966-4576 Colvina, CA 91724
PRICE	$695 per student
ABOUT	Covers in detail the array of scheduling tools and techniques with emphasis on Network Scheduling Techniques (CPM, PDM, PERT). Techniques such as Gantt charts, line of balance, resource leveling, schedule base lining, schedule risk assessment, and schedule maintenance are covered. Deals with interpreting schedule reports, early warning detection, summarization of schedule performance, and how to avoid unrealistic schedules.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-17) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Scheduling
LEVEL	Introduction Preparation Enhancement
SCOPE	Survey Process Focus (if underlined, see Topic, Tasks, etc.)
REALM	Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC	People/Relational Process/Informational
TASKS	Lead Plan Organize Monitor Control
PMBOK	Scope Cost Time Human Resource
(PMI)	Quality Risk Contract Communication
METHOD	Lecture Seminar Workshop Video
MEDIUM	Cases Simulation (w/ computer) Project
LENGTH	2 days
LOCALE	Local Regional Central
PLACES	Boston, Las Vegas
OFFERS	5-6 times per year, back to back w/ Earned Value
SERIES	Cost and Schedule Performance Management Systems
SOURCE	Performance Mgmt Associates Contact: Jim Wrisley 15 Via Verona Phone: 407/694-1647 Palm Beach Gardens, FL 33418-3720
PRICE	$575 per student, 20% off for groups of 3 or more
ABOUT	Course is organized into 9 modules: introduction; types of schedules; schedule development process; networks and their development; calculating the network; resource application; schedule baseline; schedule reporting and analysis; and current topics.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-18) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Earned Value Management Systems
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	3 days Local Regional Central Boston, Las Vegas 5-6 times per year, back to back w/ Proj Scheduling Cost and Schedule Performance Management Systems
SOURCE	Performance Mgmt Associates Contact: Jim Wrisley 15 Via Verona Phone: 407/694-1647 Palm Beach Gardens, FL 33418-3720
PRICE	$675 per student, 20% off for groups of 3 or more
ABOUT	Course is organized into 9 modules: performance management concepts; organizing project work; planning for performance measurement; accumulating performance data; monitoring project performance; controlling project baselines; assessing project performance; system compliance; and a summary.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-19) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Budgeting Techniques for On-Time, On-Budget Project Performance
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	3 days Local Regional Central Chicago, Washington, Atlanta, New York 1 time per year AMA Project Management Curriculum
SOURCE	American Mgmt Association Contact: no particular 135 West 50th Street Phone: 800/262-9699 New York, NY 10020-1201
PRICE	$1,375 per student, $1,195 if member, groups less
ABOUT	Hands-on experience to increase project success and assure on-time, on-budget performance. Topics include: causes of project failure; project budgeting purposes and concepts; quality, schedule, and budget baselines; estimating approaches; metrics and cost models; schedule and cost management. Participants work in teams to create a budget plan for their own organizations.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-20) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Planning and Tracking
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	1 day Local Regional Central Arranged with client Based on demand CES Project Management Certification Series
SOURCE	Corporate Educatnl Services Contact: Ms Piazza One Tower Lane, Suite 1000 Phone: 708/574-1994 Oakbrook Terrace, IL 60181
PRICE	$5,700-7,500 per course (15-25 participants)
ABOUT	Provides a foundation in the techniques and tools for realistic planning, scheduling, and monitoring projects. Objectives: develop work plan; determine requirements; break down work; plan sequence of activities; assign responsibility; establish milestones; determine required resources; negotiate commitments. Intact team training is recommended to allow implementation of actual project plan developed during seminar.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-21) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Planning, Scheduling and Control
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	3 days Local Regional Central Arranged with client Based on demand
SOURCE	On-Site Plus Contact: Doyle Young 2001 Salvio Street, St. 1500 Phone: 510/746-7165 Concord, CA 94520
PRICE	$2,500 per day (up to 25 students, plus $50 per workbook and instructor travel (customizing extra)
ABOUT	Project planning, scheduling, management, and control tools. Topics include project planning (scope, work plan); project requirements (milestones, needs, constraints); logical design (network analysis); implementation (communicating, assigning tasks); construction (tracking, reporting, controlling; documentation and evaluation (check results against plans, software considerations).
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-22) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

PROJECT MANAGEMENT TRAINING COURSE

TITLE	The Art of Project Management
LEVEL	Introduction **Preparation** Enhancement
SCOPE	**Survey** Process Focus *(if underlined, see Topic, Tasks, etc.)*
REALM	**Generic** Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC	People/Relational Process/Informational
TASKS	Lead Plan Organize Monitor Control
PMBOK	Scope Cost Time Human Resource
(PMI)	Quality Risk Contract Communication
METHOD	**Lecture** Seminar **Workshop** Video
MEDIUM	**Cases** **Simulation (w/ computer)** Project
LENGTH	2 days
LOCALE	**Local** Regional Central
PLACES	on-site
OFFERS	Based on demand
SERIES	
SOURCE	AGS Management Systems Contact: John Sullivan 880 1st Avenue Phone: 610-265-1550 King of Prussia, PA 19406
PRICE	$180 per student per day (12 students maximum)
ABOUT	Identifies the project process. Topics include project objectives (scope, approach, time frame, cost, success criteria); project plan (work breakdown structure, critical path scheduling, estimating); project schedule (priorities, date constraints); and project control. A case study is used throughout the course, using AGS firstCASE project management software.
RATING	Excellent Good Average Fair Poor

THIS FILE (PFM-23) WAS UPDATED
September 1995

PREPARATION

FOCUS

MANAGEMENT

TAB 3 HELP: TRAINING GUIDE -- PHASE 3 -- ENHANCEMENT OF KEY PROJECT MANAGEMENT SKILLS

WORK ASSIGNMENT TRAINING
(On-Job & Developmental)

Developmental Assignments in Project Management and Technical Management Jobs (same and other echelons)

IPA/Interagency Personnel Agreement Assignment with Other Governmental Agency (or qualifying customer)

1/ Management Functions:
- Planning
- Organizing
- Monitoring
- Controlling

and
- Scope Management
- Cost Management
- Time Management
- Human Resources Mgmt
- Quality Management
- Risk Management
- Contract Management
- Communications Mgmt

2/ Design/Build Function:
- Planning
- Engineering
- Construction
- Operations

3/ Project Management Professional

FORMAL CLASSROOM TRAINING
(Govt & Non-Govt Courses)

ADVANCED SURVEY COURSES
Surveys of Universal PM Concepts, Methods, Tools
- ● PPM Associates Program
- ● PM Beyond Techs [ESG-01]
- ☐ LTT in Degree Programs

GENERIC PROCESS COURSES
Advanced Workshop Courses on PM Concept and Process
- ● PM Applications [EPG-01]

ADVANCED FOCUS: GENERIC
Advanced Courses Focused on PM Techniques and Tools
- ☐ Leadership Qualities
- ☐ Management Functions[1]
- ☐ Communication Skills
- ☐ Computer Application

ADVANCED FOCUS: MISSION
Advanced Courses on Corps Mission PM Concepts/Tools
- ○ CW Prog Execution (TBD)

SELECTED TECHNICAL COURSES
Courses Pertaining to the Worker's Specialty Area(s)
- ☐ University Discipline
- ☐ Design/Build Function[2]

SELF-DEVELOPMENT ACTIVITY
(Courses, Reading, Other)

Academic Extension Courses

Individual Reading and Study

Oral and Written Communication

Participation in Professional Associations

Professional Registration

Participation in Project Management Institute (PMI)

PMI PMP[3] Certification

- ● Actual existing course
- ○ Course to be developed
- ☐ A category of training

See Directory for details.

TAB 3 HELP: CAREER DEVELOPMENT PLAN FOR PM AND DDE/CHIEF PPM--GRADE LEVELS 13/14 & 14/15

Grade Level and PM Position	Formal Classroom All Functions	Formal Classroom PPM Function	On-the-Job Experience (plus prof)	Developmental Assignment FOA	Developmental Assignment Higher HQ
Grades 13/14 Asst PPMD Chief PPM Branch Chief PPM Section Chief Project Manager (Senior PM) ✓ Project Manager (Journeyman PM)	★ *Organizational Leadership for Executives-OLE* + *Personnel Mgmt For Executives* # *Administrative Public Policy* +$ *Army Mgmt Staff College* #$ *Senior Service College*	+ PM: Beyond the Tech [ESG-01] + Project Mgmt Enhancement Courses (see the Directory) +$ University LTT #$ Planning and Project Mgmt Associates Program	+ Certification as PMP[1] + Supervisory Experience: Branch *or* Section Chief (12 months) + Participation Professional Organizations + Computer Literate	+$ Another Function (12 months)	+$ MSC/Division Programs and Project Mgmt (6 months)
Grades 14/15 ✓ DDE(PPM)/ PPMD Chief Asst PPMD Chief PPM Branch Chief	# *Exec Development Seminar* # *Exec Excellence* # *Managing Money & Mat'l Resources* #$ *Federal Exec Institute*	+ Project Mgmt Enhancement Courses (see the Directory) +$ University LTT	+ Certification as PMP[1] + Supervisory Experience: Assistant Division *or* Branch Chief (24 months) + Participation Professional Organizations + Computer Literate	+$ Another Function (12 months)	+$ HQUSACE Programs and Project Mgmt (6 months) #$ Congressional Fellowship (12 months)

Note: The ACTEDS training categories and priorities that appear in the legend below are defined in part 4 of Handbook Table A-2.

✓ Target Position (Development and Training Target)	★ Universal Training MANDATORY (MAND-PR I)	+ Universal Training HIGHLY RECOMMENDED (MAND-PR II)	# Universal Training RECOMMENDED (PR III)	+$ Competitive Trng HIGHLY RECOMMENDED	#$ Competitive Trng RECOMMENDED

1/ The ESRC Career Planning Board is considering PPM's request to designate PMP (Project Management Professional) certification of DDE(PPM)s as Mandatory, Priority I within 3-5 years.

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Management: Beyond the Techniques
LEVEL SCOPE REALM	Introduction Preparation <u>Enhancement</u> <u>Survey</u> Process Focus (if <u>underlined</u>, see Topic, Tasks, etc.) <u>Generic</u> Civil Works Military HTRW/Environment
FIRST	Designed for project managers with several year of experience.
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	<u>Lecture</u> Seminar <u>Workshop</u> Video <u>Cases</u> Simulation (w/ computer) <u>Project</u>
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local Regional <u>Central</u> University of Tennessee, Knoxville 1-3 times per year
SOURCE	Management Development Cntr Contact: Ms Jackson University of Tennessee Phone: 615/974-5001 708 Stokely Management Cntr Knowville, TN 37996-0575
PRICE	$2,900 per student, includes single hotel room, meals and hotel to Center van service (10% off for groups)
ABOUT	Designed to prepare project managers to deal more effectively with the difficult and demanding tasks of managing organizational and personnel problems, which are inherent in project management and have far more influence on project success than do the tools and techniques. Topics include: project organizational alternatives; leadership qualities, skills and style; developing power and influence; conflict resolution and building effective project teams.
RATING	<u>Excellent</u> Good Average Fair Poor

THIS FILE (ESG-01) WAS UPDATED
September 1995

ENHANCEMENT

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Senior Project Management
LEVEL	Introduction Preparation **Enhancement**
SCOPE	**Survey** Process Focus (if underlined, see Topic, Tasks, etc.)
REALM	**Generic** Civil Works Military HTRW/Environment
FIRST	Practicing Project Manager
TOPIC	People/Relational Process/Informational
TASKS	Lead Plan Organize Monitor Control
PMBOK	Scope Cost Time Human Resource
(PMI)	Quality Risk Contract Communication
METHOD	**Lecture** Seminar **Workshop** Video
MEDIUM	**Cases** Simulation (w/ computer) Project
LENGTH	4 days
LOCALE	Local **Regional** Central
PLACES	11 locations around the US
OFFERS	20 times per year
SERIES	AMA Project Management Curriculum
SOURCE	American Mgmt Association Contact: no particular 135 West 50th Street Phone: 800/262-9699 New York, NY 10020-1201
PRICE	$1,720 per student ($1,495 if member), less for group
ABOUT	For experienced project and program managers. Beyond the nuts and bolts of project management into senior level skills. Topics include: human factors; organizing for effective project management' developing project objectives; scheduling; allocation and conflict resolution; project control information and methods; earned value; trend analysis; project manager competencies; and intensive case study.
RATING	Excellent Good Average Fair Poor

THIS FILE (ESG-02) WAS UPDATED
September 1995

ENHANCEMENT

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Advanced Project Management
LEVEL SCOPE REALM	Introduction Preparation <u>Enhancement</u> <u>Survey</u> Process Focus (if <u>underlined</u>, see Topic, Tasks, etc.) <u>Generic</u> Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	<u>Lecture</u> Seminar <u>Workshop</u> Video <u>Cases</u> Simulation (w/ computer) <u>Project</u>
LENGTH LOCALE PLACES OFFERS SERIES	2-4 days, typically 3 days (customized for client) <u>Local</u> Regional Central Arranged with client Based on demend
SOURCE	Stanley Portny & Associates Contact: Donna Portny 44 Dorison Drive Phone: 201/376-8887 Short Hills, NJ 07078
PRICE	$9,640 for up to 20 students for 3 days ($432 per student), varies with length
ABOUT	Objectives: To explore the dynamic project team environment; investigate advanced decision-making techniques, planning, and performance analysis; and discuss information systems. Topics include: team responsibilities; conflict management; interpersonal relations; motivation; benefit-cost analysis; project definition; budgeting; and project reporting.
RATING	Excellent Good Average Fair Poor

THIS FILE (ESG-03) WAS UPDATED
September 1995

ENHANCEMENT

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Management Institute Regional Seminars
LEVEL SCOPE REALM	Introduction Preparation <u>Enhancement</u> <u>Survey</u> Process Focus (if <u>underlined</u>, see Topic, Tasks, etc.) <u>Generic</u> Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture <u>Seminar</u> Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	4 days Local Regional <u>Central</u> Cincinnati, OH 1 time per year
SOURCE	Project Management Institute Contact: no particular 130 South State Road Phone: 800/734-4843 Upper Darby, PA 19082-2902
PRICE	Ranges from $695 to $1,250 depending on the number of days attended
ABOUT	This event is a combination of industry and multi-industry seminars relating to project management. In total five separate seminars are offered: Project Management Basic Skills and PMBOK Introduction; Total Quality and Risk Management for Projects and Programs; Managing the Manufacturing Project; Contract Changes, Construction Delays, Claims Awareness; and Project Leadership and Communication.
RATING	Excellent Good Average Fair Poor

THIS FILE (ESG-04) WAS UPDATED
September 1995

ENHANCEMENT

SURVEY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Project Management Applications
LEVEL SCOPE REALM	Introduction Preparation <u>Enhancement</u> Survey <u>Process</u> Focus (if underlined, see Topic, Tasks, etc.) <u>Generic</u> Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar <u>Workshop</u> Video <u>Cases</u> <u>Simulation</u> (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local <u>Regional</u> Central Washington DC; Dallas, TX; Orlando, FL; San Diego,CA; 9 times per year Master's Certificate in Project Management
SOURCE	Educational Services Institute 2775 S. Quincy Street, Suite 500 Arlington, VA 22206-9910 Contact: no particular Phone: 703/578-8820
PRICE	$950 to $1,000 per student
ABOUT	This course synthesizes and reinforces the knowledge and skills essential to basic project management, teaching advanced approaches. Participants will work in teams where they complete an extensive and realistic simulation in which they propose, plan, and carry out a project under conditions faced on the job. Each team must resolve issues of performance, scheduling, and control and, at the same time, address leadership and management concerns.
RATING	Excellent Good Average Fair Poor

THIS FILE (EPG-01) WAS UPDATED
September 1995

ENHANCEMENT

PROCESS

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Multi-Project Management
LEVEL	Introduction Preparation **Enhancement**
SCOPE	Survey **Process** Focus (if underlined, see Topic, Tasks, etc.)
REALM	**Generic** Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC	People/Relational Process/Informational
TASKS	Lead Plan Organize Monitor Control
PMBOK	Scope Cost Time Human Resource
(PMI)	Quality Risk Contract Communication
METHOD	**Lecture** Seminar **Workshop** Video
MEDIUM	Cases **Simulation (w/ computer)** Project
LENGTH	5 days
LOCALE	**Local** Regional Central
PLACES	Varies, arranged by client and vendor
OFFERS	Based on demand, offered to groups only
SERIES	STC Project Management Curriculum
SOURCE	STC Group, Inc. Contact: Tim Andrews 357 Springfield Ave Phone: 908/277-2852 Summit, NJ 07901-4603
PRICE	$17,500 for up to 15 students ($1,170 per student); and $150 for each additional student
ABOUT	Participants manage multiple projects while they share, negotiate, and compete for resources. It integrates task and process aspects of project and functional manager roles. Uses lectures, computer simulation, assessment, discussion. Student teams implement 6-7 computer-simulated projects.
RATING	Excellent Good Average Fair Poor

THIS FILE (EPG-02) WAS UPDATED
September 1995

ENHANCEMENT

PROCESS

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	The Project Management Forum: Real Solutions for Project Success
LEVEL	Introduction Preparation **Enhancement**
SCOPE	Survey **Process** Focus *(if underlined, see Topic, Tasks, etc.)*
REALM	**Generic** Civil Works Military HTRW/Environment
FIRST	No prerequisites
TOPIC	People/Relational Process/Informational
TASKS	Lead Plan Organize Monitor Control
PMBOK	Scope Cost Time Human Resource
(PMI)	Quality Risk Contract Communication
METHOD	Lecture **Seminar** Workshop Video
MEDIUM	Cases Simulation (w/ computer) Project
LENGTH	4 days
LOCALE	Local **Regional** Central
PLACES	Rosemont, IL; New York; Atlanta; Orlando, San Fran
OFFERS	8 times per year
SERIES	AMA Project Management Series
SOURCE	American Mgmt Association Contact: no particular 135 W. 50th Street Phone: 800/262-9699 New York, NY 10020-1201
PRICE	$1,720 per student ($1,495 if member)
ABOUT	Intensive forum designed to provide seasoned project managers a place to share know-how, solve problems, and map out strategies for success. Students deal with various issues related to four main topics: management, self-directed teams, strategic planning, and integrating project and product management; and, to additional topics selected by the students.
RATING	Excellent Good Average Fair Poor

THIS FILE (EPG-03) WAS UPDATED
September 1995

ENHANCEMENT

PROCESS

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Executive Seminar in Alternative Dispute Resolution (ADR) Procedures (PROSPECT 384)
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	GS-13/14 minimum grade
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	2 days Local Regional Central Northeastern Region 1 time per year
SOURCE	Huntsville Division Contact: Ms. Halbrooks P.O. Box 1600 Phone: 205/722-5886 Huntsville, AL 35807-4301
PRICE	$900 per student
ABOUT	Conflicts, disputes, and litigation can reduce the Corps' effectiveness in accomplishing its mission. Alternative Dispute Resolution procedures offer options for dispute management. Focus on diagnosing disputes, designing management approaches, and applying techniques. Topics include interest-based negotiation/bargaining techniques; conflict analysis; and various techniques.
RATING	Excellent Good Average Fair Poor

THIS FILE (EFL-01) WAS UPDATED
September 1995

ENHANCEMENT

FOCUS

LEADERSHIP

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Organizational Leadership for Executives (OLE)
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	GS 13-15
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	2 weeks Local Regional Central Arranged by installation instructor Based on need Corps Project Management Series
SOURCE	Center for Army Leadership Contact: John Powell Ft. Leavenworth Phone: 913/758-3564 Ft. Leavenworth, KS
PRICE	Funded by the Army, no cost to student organization
ABOUT	Designed to train career program DA civilians in leadership doctrine of the US Army. Emphasis is given to material which leaders can use for improving organizational performance. Topics include: developing strategies for organizational excellence; influencing subordinate performance; managing innovation and change; diagnosing systemic problems; and building excellence into the leadership team.
RATING	Excellent Good Average Fair Poor

THIS FILE (EFL-02) WAS UPDATED
September 1995

ENHANCEMENT

FOCUS

LEADERSHIP

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Management Assessment Program
LEVEL SCOPE REALM	Introduction Preparation <u>Enhancement</u> Survey Process <u>Focus</u> (if underlined, see Topic, Tasks, etc.) <u>Generic</u> Civil Works Military HTRW/Environment
FIRST	This course is designed for experienced managers and executives at GS-14 through SES
TOPIC TASKS PMBOK (PMI)	<u>People/Relational</u> Process/Informational <u>Lead</u> Plan <u>Organize</u> Monitor Control Scope Cost Time <u>Human Resource</u> Quality Risk Contract Communication
METHOD MEDIUM	<u>Lecture</u> <u>Seminar</u> Workshop Video <u>Cases</u> Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	6 days Local <u>Regional</u> Central Lancaster, PA; Denver, CO 3 times per year OPM's Management Development Center programs
SOURCE	Eastern Management Development Center P.O. Box 1579 Lancaster, PA 17608-1579 Contact: no particular Phone: 717/399-0112
PRICE	$3,000 per student (includes tuition, meals and lodging); $2,800 if funds are obligated by 12/31/95.
ABOUT	This is an intensive program that allows experienced managers and executives to gain insight into their strengths and weaknesses. Individuals attending this program receive personalized feedback from several sources. Topics include: understanding personal behaviors and how they impact organizational success; understanding the importance of succession planning in organizational leadership positions.
RATING	Excellent Good Average Fair Poor

THIS FILE (EFL-03) WAS UPDATED
September 1995

ENHANCEMENT

FOCUS

LEADERSHIP

PROJECT MANAGEMENT TRAINING COURSE

TITLE	Management Development Seminar
LEVEL SCOPE REALM	Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment
FIRST	This course is designed for experienced managers and executives at GS-14 through SES
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication
METHOD MEDIUM	Lecture Seminar Workshop Video Cases Simulation (w/ computer) Project
LENGTH LOCALE PLACES OFFERS SERIES	2 weeks (11 days) Local Regional Central Lancaster, PA; Denver, CO 11 times per year OPM's Management Development Center programs
SOURCE	Eastern Management Development Center P.O. Box 1579 Lancaster, PA 17608-1579 Contact: no particular Phone: 717/399-0112
PRICE	$2,775 per student (includes tuition, meals and lodging); $2,575 if funds are obligated by 12/31/95.
ABOUT	This seminar focuses on strengthening organizational excellence through team effectiveness and leadership. Participants will: examine current Administration initiatives and their impact on managers; increase understanding of ethics; identify leadership qualities; gain skills in negotiation and conflict resolution; develop strategy for problem clarification and resolution.
RATING	Excellent Good Average Fair Poor

THIS FILE (EFL-04) WAS UPDATED
September 1995

ENHANCEMENT

FOCUS

LEADERSHIP

INDEX OF PROJECT MANAGEMENT COURSES
Categorical

TITLE	LEVEL	SCOPE	FOCUS	FILE
Project Management Exportable: 1 (PROSPECT 762)	Introdu	Survey	Generic	ISG-01
Project Management Exportable: 2-4 (PROSPECT 762)	Introdu	Survey	Generic	ISG-02
Project Management (PROSPECT 355)	Introdu	Survey	Generic	ISG-03
Civil Works Orientation (PROSPECT 086)	Introdu	Process	Civ Wks	IPC-01
Hazardous/Toxic/Radioactive Waste (PROSPECT 350)	Introdu	Process	HTRW/En	IPH-01
Intern Leadership Development Course	Introdu	Focus	Leader	IFL-01
The Complete Project Manager	Prepare	Survey	Generic	PSG-01
Project Management Workshop	Prepare	Survey	Generic	PSG-02
Project Leadership	Prepare	Survey	Generic	PSG-03
Project Management: Tools & Techniques	Prepare	Survey	Generic	PSG-04
Project Management Workshop	Prepare	Survey	Generic	PSG-05
Basic Project Management: Planning, Scheduling, & Control	Prepare	Survey	Generic	PSG-06
Technical Project Management	Prepare	Survey	Generic	PSG-07
Project Management	Prepare	Survey	Generic	PSG-08
Program Management	Prepare	Survey	Generic	PSG-09
Technical Program Management	Prepare	Survey	Generic	PSG-10
Effective Project Management	Prepare	Survey	Generic	PSG-11
Project Managers Bootcamp	Prepare	Survey	Generic	PSG-12
Project Management Skills for Success	Prepare	Survey	Generic	PSG-13

TITLE	LEVEL	SCOPE	FOCUS	FILE
Effective Skills for Technical Managers	Prepare	Survey	Generic	PSG-14
Project Management for Engineers & Managers	Prepare	Survey	Generic	PSG-15
Successful Project Management	Prepare	Survey	Generic	PSG-16
Design Project Management in Professional Practice	Prepare	Survey	Generic	PSG-17
Project Management for the 90's	Prepare	Survey	Generic	PSG-18
Using a Project Management Methodology	Prepare	Survey	Generic	PSG-19
Basic Project Management	Prepare	Survey	Generic	PSG-20
Modern Methods for Managing Multiple Small Projects	Prepare	Survey	Generic	PSG-21
Project Management for Engineers	Prepare	Survey	Generic	PSG-22
Civil Works Program Development and Execution (PROSPECT 010)	Prepare	Process	Civ Wks	PPC-01
Project Management--Civil Works (PROSPECT 353)	Prepare	Process	Civ Wks	PPC-02
Civil Works Planning Program Management (PROSPECT 066)	Prepare	Process	Civ Wks	PPC-03
Project Management--Environmental Restoration (PROSPECT 260)	Prepare	Process	HTRW/En	PPH-01
Implementation of Hazardous & Toxic Waste Laws (PROSPECT 356)	Prepare	Process	HTRW/En	PPH-02
Project Management--Military Programs (PROSPECT 088)	Prepare	Process	Military	PPM-01
Installation Support (PROSPECT 390)	Prepare	Process	Military	PPM-02
Interacting and Communicating with the Public (PROSPECT 190)	Prepare	Focus	Communi	PFC-01
Effective Writing Skills	Prepare	Focus	Communi	PFC-02

TITLE	LEVEL	SCOPE	FOCUS	FILE
Effective Briefing Techniques	Prepare	Focus	Communi	PFC-03
Interpersonal Communication	Prepare	Focus	Communi	PFC-04
Basic Communication Skills	Prepare	Focus	Communi	PFC-05
Communications I: How to Manage Conflict	Prepare	Focus	Communi	PFC-06
Communications II: How to Connect with Others	Prepare	Focus	Communi	PFC-07
Communications III: Leading Project Team	Prepare	Focus	Communi	PFC-08
Human Resource Management I (PROSPECT 301)	Prepare	Focus	Leader	PFL-01
Human Resource Management II (PROSPECT 302)	Prepare	Focus	Leader	PFL-02
Human Resource Management III (PROSPECT 303)	Prepare	Focus	Leader	PFL-03
Human Resource Management IV (PROSPECT 304)	Prepare	Focus	Leader	PFL-04
Negotiating, Bargaining & Dispute Resolution (PROSPECT 306)	Prepare	Focus	Leader	PFL-05
Leadership Communication Skills (PROSPECT 362)	Prepare	Focus	Leader	PFL-06
Leadership Education and Development (LEAD)	Prepare	Focus	Leader	PFL-07
Effective Leadership Seminar	Prepare	Focus	Leader	PFL-08
Techniques of Negotiating	Prepare	Focus	Leader	PFL-09
Leadership Assessment Program	Prepare	Focus	Leader	PFL-10
Managerial and Team-Building Skills for Project Managers	Prepare	Focus	Leader	PFL-11
Project Team Leadership	Prepare	Focus	Leader	PFL-12
Building an Effective Project Team	Prepare	Focus	Leader	PFL-13
Managers as Facilitators: Enabling Empowerment	Prepare	Focus	Leader	PFL-14

TITLE	LEVEL	SCOPE	FOCUS	FILE
Architect Engineer Contracting (PROSPECT 004)	Prepare	Focus	Manage	PFM-01
Network Analysis System (PROSPECT 080)	Prepare	Focus	Manage	PFM-02
Cost Estimating Basics (PROSPECT 181)	Prepare	Focus	Manage	PFM-03
Budget Training Course for Corps Employees (PROSPECT 254)	Prepare	Focus	Manage	PFM-04
AMPRS and PROMIS for Managers (PROSPECT 307)	Prepare	Focus	Manage	PFM-05
PCA/Finance Plan Development (PROSPECT 315)	Prepare	Focus	Manage	PFM-06
Construction Contract Administration (PROSPECT 366)	Prepare	Focus	Manage	PFM-07
Quality Service to the Public/Service Excellence	Prepare	Focus	Manage	PFM-08
Constructive Conflict Resolution	Prepare	Focus	Manage	PFM-09
Assertiveness Skills (For Supervisors & Managers)	Prepare	Focus	Manage	PFM-10
Making Meetings Work, Planning and Managing Meetings	Prepare	Focus	Manage	PFM-11
Project Management: Planning, Scheduling, & Control Techniques	Prepare	Focus	Manage	PFM-12
Strategic Project Planning	Prepare	Focus	Manage	PFM-13
Risk Analysis and Management	Prepare	Focus	Manage	PFM-14
Project Performance Management Systems	Prepare	Focus	Manage	PFM-15
Contracting & Procurement for Project Managers & Technical Personnel	Prepare	Focus	Manage	PFM-16
Project Scheduling Techniques	Prepare	Focus	Manage	PFM-17
Project Scheduling	Prepare	Focus	Manage	PFM-18

TITLE	LEVEL	SCOPE	FOCUS	FILE
Earned Value Management Systems	Prepare	Focus	Manage	PFM-19
Budgeting Techniques for On-Time, On-Budget Project Performance	Prepare	Focus	Manage	PFM-20
Project Planning and Tracking	Prepare	Focus	Manage	PFM-21
Project Planning, Scheduling and Control	Prepare	Focus	Manage	PFM-22
The Art of Project Management	Prepare	Focus	Manage	PFM-23
Project Management: Beyond the Techniques	Enhance	Survey	Generic	ESG-01
Senior Project Management	Enhance	Survey	Generic	ESG-02
Advanced Project Management	Enhance	Survey	Generic	ESG-03
Project Management Institute Regional Seminars	Enhance	Survey	Generic	ESG-04
Project Management Forum: Real Solutions for Project Success	Enhance	Process	Generic	EPG-01
Project Management Applications	Enhance	Process	Generic	EPG-02
Multi-Project Management	Enhance	Process	Generic	EPG-03
Executive Seminar in ADR Procedures (PROSPECT 384)	Enhance	Focus	Leader	EFL-01
Organizational Leadership for Executives (OLE)	Enhance	Focus	Leader	EFL-02
Management Assessment Program	Enhance	Focus	Leader	EFL-03
Management Development Seminar	Enhance	Focus	Leader	EFL-04

INDEX OF PROJECT MANAGEMENT COURSES
Alphabetical

TITLE	LEVEL	SCOPE	FOCUS	FILE
Advanced Project Management	Enhance	Survey	Generic	ESG-03
AMPRS and PROMIS for Managers (PROSPECT 307)	Prepare	Focus	Manage	PFM-05
Architect Engineer Contracting (PROSPECT 004)	Prepare	Focus	Manage	PFM-01
Assertiveness Skills (For Supervisors & Managers)	Prepare	Focus	Manage	PFM-10
Basic Communication Skills	Prepare	Focus	Communi	PFC-05
Basic Project Management	Prepare	Survey	Generic	PSG-20
Basic Project Management: Planning, Scheduling, & Control	Prepare	Survey	Generic	PSG-06
Budget Training Course for Corps Employees (PROSPECT 254)	Prepare	Focus	Manage	PFM-04
Budgeting Techniques for On-Time, On-Budget Project Performance	Prepare	Focus	Manage	PFM-20
Building an Effective Project Team	Prepare	Focus	Leader	PFL-13
Civil Works Orientation (PROSPECT 086)	Introdu	Process	Civ Wks	IPC-01
Civil Works Planning Program Management (PROSPECT 066)	Prepare	Process	Civ Wks	PPC-03
Civil Works Program Development and Execution (PROSPECT 010)	Prepare	Process	Civ Wks	PPC-01
Communications I: How to Manage Conflict	Prepare	Focus	Communi	PFC-06
Communications II: How to Connect with Others	Prepare	Focus	Communi	PFC-07
Communications III: Leading Project Team	Prepare	Focus	Communi	PFC-08

TITLE	LEVEL	SCOPE	FOCUS	FILE
Construction Contract Administration (PROSPECT 366)	Prepare	Focus	Manage	PFM-07
Constructive Conflict Resolution	Prepare	Focus	Manage	PFM-09
Contracting & Procurement for Project Managers & Technical Personnel	Prepare	Focus	Manage	PFM-16
Cost Estimating Basics (PROSPECT 181)	Prepare	Focus	Manage	PFM-03
Design Project Management in Professional Practice	Prepare	Survey	Generic	PSG-17
Earned Value Management Systems	Prepare	Focus	Manage	PFM-19
Effective Briefing Techniques	Prepare	Focus	Communi	PFC-03
Effective Leadership Seminar	Prepare	Focus	Leader	PFL-08
Effective Project Management	Prepare	Survey	Generic	PSG-11
Effective Skills for Technical Managers	Prepare	Survey	Generic	PSG-14
Effective Writing Skills	Prepare	Focus	Communi	PFC-02
Executive Seminar in ADR Procedures (PROSPECT 384)	Enhance	Focus	Leader	EFL-01
Hazardous/Toxic/Radioactive Waste (PROSPECT 350)	Introdu	Process	HTRW/En	IPH-01
Human Resource Management I (PROSPECT 301)	Prepare	Focus	Leader	PFL-01
Human Resource Management II (PROSPECT 302)	Prepare	Focus	Leader	PFL-02
Human Resource Management III (PROSPECT 303)	Prepare	Focus	Leader	PFL-03
Human Resource Management IV (PROSPECT 304)	Prepare	Focus	Leader	PFL-04
Implementation of Hazardous & Toxic Waste Laws (PROSPECT 356)	Prepare	Process	HTRW/En	PPH-02
Installation Support (PROSPECT 390)	Prepare	Process	Military	PPM-02

TITLE	LEVEL	SCOPE	FOCUS	FILE
Interacting and Communicating with the Public (PROSPECT 190)	Prepare	Focus	Communi	PFC-01
Intern Leadership Development Course	Introdu	Focus	Leader	IFL-01
Interpersonal Communication	Prepare	Focus	Communi	PFC-04
Leadership Assessment Program	Prepare	Focus	Leader	PFL-10
Leadership Communication Skills (PROSPECT 362)	Prepare	Focus	Leader	PFL-06
Leadership Education and Development (LEAD)	Prepare	Focus	Leader	PFL-07
Making Meetings Work, Planning and Managing Meetings	Prepare	Focus	Manage	PFM-11
Management Assessment Program	Enhance	Focus	Leader	EFL-03
Management Development Seminar	Enhance	Focus	Leader	EFL-04
Managerial and Team-Building Skills for Project Managers	Prepare	Focus	Leader	PFL-11
Managers as Facilitators: Enabling Empowerment	Prepare	Focus	Leader	PFL-14
Modern Methods for Managing Multiple Small Projects	Prepare	Survey	Generic	PSG-21
Multi-Project Management	Enhance	Process	Generic	EPG-03
Negotiating, Bargaining & Dispute Resolution (PROSPECT 306)	Prepare	Focus	Leader	PFL-05
Network Analysis System (PROSPECT 080)	Prepare	Focus	Manage	PFM-02
Organizational Leadership for Executives (OLE)	Enhance	Focus	Leader	EFL-02
PCA/Finance Plan Development (PROSPECT 315)	Prepare	Focus	Manage	PFM-06
Program Management	Prepare	Survey	Generic	PSG-09
Project Leadership	Prepare	Survey	Generic	PSG-03

TITLE	LEVEL	SCOPE	FOCUS	FILE
Project Management	Prepare	Survey	Generic	PSG-08
Project Management (PROSPECT 355)	Introdu	Survey	Generic	ISG-03
Project Management Applications	Enhance	Process	Generic	EPG-02
Project Management: Beyond the Techniques	Enhance	Survey	Generic	ESG-01
Project Management: Civil Works (PROSPECT 353)	Prepare	Process	Civ Wks	PPC-02
Project Management: Environmental Restoration (PROSPECT 260)	Prepare	Process	HTRW/En	PPH-01
Project Management Exportable: 1 (PROSPECT 762)	Introdu	Survey	Generic	ISG-01
Project Management Exportable: 2-4 (PROSPECT 762)	Introdu	Survey	Generic	ISG-02
Project Management: Military Programs (PROSPECT 088)	Prepare	Process	Military	PPM-01
Project Management: Planning, Scheduling, & Control Techniques	Prepare	Focus	Manage	PFM-12
Project Management for the 90's	Prepare	Survey	Generic	PSG-18
Project Management for Engineers	Prepare	Survey	Generic	PSG-22
Project Management for Engineers & Managers	Prepare	Survey	Generic	PSG-15
Project Management Forum: Real Solutions for Project Success	Enhance	Process	Generic	EPG-01
Project Management Institute Regional Seminars	Enhance	Survey	Generic	ESG-04
Project Management Skills for Success	Prepare	Survey	Generic	PSG-13
Project Management: Tools & Techniques	Prepare	Survey	Generic	PSG-04
Project Management Workshop	Prepare	Survey	Generic	PSG-02

TITLE	LEVEL	SCOPE	FOCUS	FILE
Project Management Workshop	Prepare	Survey	Generic	PSG-05
Project Managers Bootcamp	Prepare	Survey	Generic	PSG-12
Project Performance Management Systems	Prepare	Focus	Manage	PFM-15
Project Planning and Tracking	Prepare	Focus	Manage	PFM-21
Project Planning, Scheduling and Control	Prepare	Focus	Manage	PFM-22
Project Scheduling	Prepare	Focus	Manage	PFM-18
Project Scheduling Techniques	Prepare	Focus	Manage	PFM-17
Project Team Leadership	Prepare	Focus	Leader	PFL-12
Quality Service to the Public/Service Excellence	Prepare	Focus	Manage	PFM-08
Risk Analysis and Management	Prepare	Focus	Manage	PFM-14
Senior Project Management	Enhance	Survey	Generic	ESG-02
Strategic Project Planning	Prepare	Focus	Manage	PFM-13
Successful Project Management	Prepare	Survey	Generic	PSG-16
Technical Program Management	Prepare	Survey	Generic	PSG-10
Technical Project Management	Prepare	Survey	Generic	PSG-07
Techniques of Negotiating	Prepare	Focus	Leader	PFL-09
The Art of Project Management	Prepare	Focus	Manage	PFM-23
The Complete Project Manager	Prepare	Survey	Generic	PSG-01
Using a Project Management Methodology	Prepare	Survey	Generic	PSG-19

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6. AUTHOR(S)
John Singley
John Brill
Karla Allred

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This directory contains basic information on formal classroom training courses in project management for aspiring and practicing project managers in the Corps to use for making their Individual Developoment Plans and selecting their (annual) career development and training activities.

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