How does it feel
To be on your own
With no direction home
Like a complete unknown
Like a rolling stone
—Bob Dylan

The Graying of America. The Silver Tsunami. No matter what
catchphrase is used, there's no denying the fact that individuals
born between 1946 and 1964—the Baby Boomers—are
celebrating their 65th birthdays at an unprecedented rate.
The Pew Research Center estimates that on January 1, 2011,
roughly 10,000 Americans turned 65, and an additional 10,000
turned or will turn 65 every day through December 31, 2029.

What does this mean for professional development?
The rapid rate of retirement is leaving a vacuum of talent but
offers immense opportunity for the next generations. If you are
an Xer, a Millennial, or Gen Z, you may hope to advance your
career as the huge Boomer wave rolls across the social and
economic landscape, creating new job possibilities. Employers
are thinking about this, too. They are looking for individuals
who are ready to step into more senior roles. How are you
preparing for these opportunities? What new or enhanced
capabilities will equip you to achieve your goals? You may be
contemplating forging ahead in a new career or looking for
skills that are going to prepare you for the jobs of the future.
As existing systems are continually disrupted and technology
rapidly develops, those who seek growth and development will
be well positioned for continued success.

If you are a Boomer, you may be considering retirement, but
that means something very different for you than what it
meant for your parents and grandparents. According to the
Social Security Administration, those who are 65 years old
today can expect to live at least another 16–22 years. What
will you do with that time? Many Boomers decide to take a
part-time job, begin a second full-time career in another field,
start up a business, or volunteer their time and talent to nonprofit
organizations. You may want (or need) to learn new skills to
pursue your dreams.

My point is simple: Now, more than ever, professional
development is for everyone, rolling stones included. We’d be
pleased to help you find your way.

Sue Borowick
Executive Director
Professional Development and LearningLife Programs

Why should my company pay for me to attend?
Although you might understand the benefits of the course that
interests you, your manager may not. To be most effective in
justifying attending, you need to articulate the connection
between your organization and what you will learn.
Here are some things to consider:
• Focus on what you will specifically bring back to the
organization as return for the investment.
• Link what you will learn to a challenge or need your
organization is experiencing.
• Offer to prepare and deliver a short presentation and Q & A
to your colleagues to share what you learned (that way, others
in your unit will get the benefits of your attendance, too).
• Be ready with a plan that shows who will cover for you while
you are attending the course.

Training Program Funds
All courses approved for dislocated worker funds!
Minnesotans who are unemployed may be able to use federal
funding to gain training and education in preparation to
reenter the workforce. Continuing Professional Education
courses and certificates have been approved as certified
training programs by the Federal Workforce Innovation and
Opportunity Act (WIOA) by meeting or exceeding performance
standards established by Minnesota’s employment and training
community. In addition, dislocated workers
are entitled to a 10 percent discount for
most of our noncredit certificates.

ccaps.umn.edu/WIA-Certified-Programs

Register online today!
Register via the Internet, fax, mail, or phone
Online: ccaps.umn.edu/professionaleducation
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purchase orders only)
Mail to: University of Minnesota
College of Continuing and
Professional Studies Registration
353 Ruttan Hall
1994 Buford Avenue
Saint Paul, MN 55108
Call: 612-624-4000

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### Continuing Education and Conference Center
Most continuing education courses are held at the Continuing Education and Conference Center, located on the Saint Paul campus of the University of Minnesota. Specific details regarding location, parking information, and directions will be included with your registration confirmation. Temperatures in the conference center can vary. To be comfortable, you may want to bring a sweater or jacket.

In addition to hosting professional development programs from the University of Minnesota, the conference center offers meeting and training space for professional associations, government agencies, nonprofit organizations, and businesses. For more information on holding an event at the conference center, please visit ccaps.umn.edu/conferencecenter or call 612-624-3275.
AGILE

The combination of courses offered for the Agile certificate will provide participants the right amount of knowledge to confidently hit the ground running. People who complete this certification will be solid team members on any Agile team.

Agile Coaching
6 hours, 0.6 CEUs Awarded
In this one-day course, attendees receive an overview of the role of “Agile Coach.” The course begins by examining the mindset that a coach must develop in order to be successful, as well as the behaviors that a coach models while serving a team. Using interactive exercises and discussions, the course then discusses how a coach can best serve the key Agile roles and help the team facilitate its chosen Agile method. The course concludes with the competencies that a coach must possess as they train, mentor, and advise the team on their Agile journey.

Following the course you will be able to:
- Define what it means to be an Agile coach
- Understand Agile coaching competencies
- Outline a series of tools and techniques that can be used to grow and develop teams
- Discuss Agile coaching failure, recovery, and success modes
- Identify the common paths to becoming a coach

This course can be applied to the Agile Certificate.

Agile Fundamentals
12 hours, 1.2 CEUs Awarded
It all starts here ... In this two-day course you will put Agile knowledge, skills, tools, and techniques to work. The classroom will consist of simulations providing participants with the opportunity to practice Agile principles and processes working in a team setting. Your instructor will facilitate each team through Agile processes from vision to daily planning and execution.

Following the course you will be able to:
- Define the fundamentals of Agile
- Understand Agile roles and responsibilities
- Know the levels of Agile planning (Vision, Roadmap, Release, Sprint)
- Understand product backlog
- Identify the use of relative estimating

Note: Certified ScrumMaster can be substituted for Agile Fundamentals.

This course can be applied to the Agile Certificate.

Agile Teams and Metrics
6 hours, 0.6 CEUs Awarded
In this one-day course, attendees will learn advanced methods for teams and team dynamics as well as what metrics can be used to help teams understand where they are in their Agile journey. Throughout the course, attendees will be presented with real-world scenarios where they will have an opportunity to develop responses and share and discuss with the group in an effort to build their knowledge.

Following the course you will be able to:
- Explore ScrumMaster and team dynamics
- Understand The Five Dysfunctions of a Team – Patrick Lencioni
- Measure progress
- Determine metrics perspectives
- Use metric definitions: units, types, and usage reminders

This course can be applied to the Agile Certificate.

Agile Testing
6 hours, 0.6 CEUs Awarded
In this one-day course, attendees examine the Agile mantra of “test early and test often.” The classroom will consist of simulations providing participants with the opportunity to learn the shift to testing first and what is needed by teams to move to preventing defects, as opposed to hunting for them at the end.

Following the course you will be able to:
- Define traditional quality assurance vs. Agile quality assurance
- Understand principles of Agile testing and avoiding anti-patterns
- Identify test-driven and behavior-driven development
- Apply Lean software development principles for testing
- Determine acceptance criteria
- Understand continuous integration

This course can be applied to the Agile Certificate.

Agile User Stories
6 hours, 0.6 CEUs Awarded
In this one-day course, attendees receive a deeper dive into how requirements are approached differently in Agile frameworks. The course will consist of simulations providing participants with the opportunity to understand techniques for capturing requirements in Agile (Product Backlog Item, User Story, etc.), learn about emergent and evolutionary details for Agile requirements, and the techniques for identifying user roles, personas, and developing user-story maps.

Following the course you will be able to:
- Identify user roles and personas
- Understand the product vision
- Create a user-story map
- Prepare and participate in release planning
- Prepare for Sprint planning

This course can be applied to the Agile Certificate.
BUSINESS ANALYSIS

As the main liaison between business and IT departments, the business analyst is responsible for gathering and documenting business requirements and translating them into functional design specifications that can be executed by IT development teams. These courses can help you develop the competencies that will ensure your success in this role.

Business Requirements Analysis
12 hours, 1.2 CEUs Awarded
Understand why analysis and modeling is important and the different techniques for modeling and analyzing requirements, including process flows and swimlanes, use cases, business rules, nonfunctional requirements, and data requirements and relationships.

Following the course you will be able to:
• Understand why modeling and analysis is important
• Learn and practice various modeling and analysis techniques like: process flows/swimlanes, use cases, business rules, nonfunctional requirements, and data requirements and relationships
• Learn when to use which techniques
• Learn tips for working with stakeholders when using these models
• Discuss and practice using varying levels of detail in the models for different audiences

This course can be applied to the Business Analysis Certificate.

Introduction to Business Analysis
6 hours, 0.6 CEUs Awarded
This course is a one-day introduction to the business analyst role and responsibilities as well as an overview of the processes, tasks, and techniques business analysts use to perform in their role. This course looks at the role vs. discipline and practices helping identify skills one already has from non-BA experience that carry into the BA role.

Following the course you will be able to:
• Understand the roles and key players of projects
• Understand the mind-set, role, and responsibilities of successful BAs
• Describe what is meant by Business Requirements and why they are needed
• Differentiate between project, system, and business analyst role and responsibilities as used business analysis practices
• Understand and develop awareness of the BABOK—Industry standard of commonly used business analysis practices
• Understand project scope vs. solution scope
• Understand the aspects and practices supporting requirements and maximizing the value the solution brings from requirements through implementation

This course can be applied to the Business Analysis Certificate.

Business Solution Scoping and Eliciting Requirements
12 hours, 1.2 CEUs Awarded
Understand different types of requirements that are important to elicit on projects as well as the various methods and techniques to research the requirements, work with stakeholders to understand requirements, and facilitate group meetings and workshops to work through the requirements process.

Following the course you will be able to:
• Understand what a requirement is and the types of requirements needed for business and technology solutions
• Learn about, discuss, and work with various elicitation techniques
• Learn about requirements workshops and practice elements of them
• Determine which techniques to use in what situations
• Understand the dynamics of groups and teams when using various elicitation techniques

This course can be applied to the Business Analysis Certificate.

Stakeholder Management, Business Analysis Planning, and Estimating
12 hours, 1.2 CEUs Awarded
Understand the initial scoping of the solution, identifying stakeholder, managing stakeholders, determining an approach for BA work, and planning and estimating BA work. This class uses skills learned in previous project management and business analysis courses to effectively plan the business analysis work of projects.

Following the course you will be able to:
• Understand project scope vs. solution scope and document solution scope
• Learn how to identify stakeholders and manage stakeholder relationships
• Learn about common business analysis approaches
• Learn to plan and estimate different approaches to business analysis work
• Learn to communicate and manage the business analysis plan

This course can be applied to the Business Analysis Certificate.

Supporting Requirements – Documenting, Managing Requirements, and Validating the Solution
12 hours, 1.2 CEUs Awarded
Understand the important factors and practices that support requirements: documenting requirements, managing requirements, prioritizing requirements, validating and facilitating user acceptance, and implementing the new solution. This course discovers the practices to supporting requirements and maximizing the value the solution brings from requirements through implementation.

Following the course you will be able to:
• Understand various drivers and methods of documenting and packaging requirements
• Understand the aspects and practices of managing requirements change and traceability
• Understand and practice common requirements prioritization methods
• Understand the BAs role in facilitating UAT and maximizing the UAT process
• Understand the BAs role in implementation of the new solution

This course can be applied to the Business Analysis Certificate.

RELATED COURSES
Technical Writing pg. 8
Leading Change, Transitions, and People pg. 15
Project Management Foundations pg. 18
Successfully Deal with Conflict at Work pg. 8
Successfully Lead Enterprise-Wide Change Management pg. 16
Business Acumen pg. 17
Develop a change management plan,
Define a strategy for preparing, managing, and reinforcing process change
Determine competency and capacity for process change, and who to focus efforts on
Develop a change management plan, including communication, involvement, actions and roles, for the process change

Following this course you will be able to:
• React to and sustain process changes through the implementation and initial phases

This course can be applied to the Business Process Improvement Certificate.

Measuring and Improving Work Processes
12 hours, 1.2 CEUs Awarded
Performance improvements need to start with grasping current process conditions. This requires mapping the process, measuring its performance, identifying gaps, and selecting an improvement methodology.
In order to improve a process, we need to fully understand three things: current process performance, customer-required performance, and project charters that will close the gap. Project charters are designed to address those areas of the process that will most greatly impact the gap while addressing the business concerns of risk and resources.

Following this course you will be able to:
• Identify key process measures and trend performance
• Measure capability, capacity, and variability in your process
• Analyze and translate key customer gaps
• Understand how to select your improvement tactics
• Recognize common pitfalls

This course can be applied to the Business Process Improvement and Supervision Certificates.

Process Innovation
12 hours, 1.2 CEUs Awarded
The speed of change in business is constantly accelerating, and keeping up requires constant improvement. Organizations that improve processes can usually be successful with the low-hanging fruit and then find it more challenging to make breakthrough changes. Moving from incremental change to breakthrough/disruptive change requires a different approach. This course presents tools, techniques, and strategies to innovate processes for higher impact to the business and customers.

Following this course you will be able to:
• Define a strategy for determining appropriate processes to apply innovation and how they impact business strategies
• Utilize various tools and methods to consider disruptive and breakthrough ideas in process design
• Determine leverage points for people, technology, and investments for high-impact returns

This course can be applied to the Business Process Improvement Certificate.

Process Mapping and Analysis
12 hours, 1.2 CEUs Awarded
Many, if not most, public and private organizations are structured and managed as collections of specialized functions, each of which has expertise to contribute to the overall advancement of the enterprise. All enterprises exist to create value for customers and stakeholders, but it is processes, not functions, that are the means by which that value is created.
Only in recent years have we begun to shift our focus from managing people as individuals to the broader arena of managing business processes and people across functions. Process mapping and the analysis of those maps is the first step to managing this way. Process mapping helps people look beyond their own local activities and develop a clear line of sight to customers and their requirements. This “horizontal” perspective often challenges traditional silo thinking and ultimately demands a fresh, global perspective of how the enterprise can better meet customer needs.

Following this course you will be able to:
• Understand how processes interact in a larger system
• Systematically characterize the strengths and weaknesses of any process
• Use a variety of mapping methods to streamline and standardize processes
• Analyze whether processes need improvement or redesign
• Define more clearly the role of IT in Business Process Management

This course can be applied to the Business Process Improvement Certificate.

RELATED COURSES
Communicating Across Cultures pg. 6
Leading Change, Transitions, and People pg. 15
Technical Writing pg. 8
Project Management Foundations pg. 18
COMBINATIONS AND BUSINESS WRITING

Effective communication is a core competency in most, if not all, organizations, including skills such as writing effectively, speaking with confidence, and interacting with others in a professional manner. These courses are designed to help you clearly communicate in a way that avoids misunderstandings, conveys information in an appropriate manner and tone, and gains support for your positions.

Advanced Editing and Proofreading Strategies
6 hours, 0.6 CEUs Awarded
Maximize professionalism and quality by honing your editing and proofreading skills. Are you responsible for writing that thousands of people will see? Or that just one incredibly important reader will see? Has lifting your writing’s impact and eliminating errors become critically important? This course will ensure you can meet those needs.

You will build beyond the routine editing and proofreading approaches you may have learned in other courses. You will create a flexible toolkit you can rely on to make the excellence in your writing stand out, impressing any internal or external competition. Most importantly, readers will find your writing consistently appealing, professional, and persuasive.

Following this course you will be able to:
- Know and effectively use the differences between editing and proofreading
- Edit documents in customized sweeps
- Develop a tailored proofreading approach that works given your varied writing responsibilities
- Update your knowledge of punctuation guidelines
- Review the chief differences comparing MLA, Chicago, AP, APA, and Gregg Reference
- Assess where your strengths and areas for improvements are

This course can be applied to the Business Writing Certificate.

Business Storytelling with Intention
6 hours, 0.6 CEUs Awarded
Use the power of storytelling to influence and inspire.

Whether you need someone to back your organization, invest in your idea, or get excited about following your lead, storytelling can position you to succeed. Stories can bring meaning to an organization’s brand, illustrate core values in action, emphasize the need to change, or reflect an organization’s mission, purpose, and strategy.

This course will help you create engaging stories that inspire your audience. By identifying your key stakeholders, their needs, and your big idea, you will be able to create a powerful story that moves people. You will explore different media for telling your story, learn how to create several versions in order to engage others in the process, and practice playing with tone and style to maximize the impact of storytelling.

Following this course you will be able to:
- Tell stories and use a specific set of storytelling skills so that you connect with the head and hearts of your audience
- Develop, rehearse, and receive feedback on a personal story so that you can build a collection of stories to be used in a variety of situations
- Use a four-step process to integrate story into presentations for change, work, and other situations
- Be self-assured in using stories, especially personal versions, as a part of your communication toolkit
- Understand how to grab attention, create emotion, and inspire action

This course can be applied to the Business Writing Certificate.

Business Grammar Update
6 hours, 0.6 CEUs Awarded
Produce error-free business communications to protect and enhance your professional image. Even if you did well in English classes in the past, you may occasionally have difficulty correcting your own or others’ writing. Are you confused about recent changes in what is considered correct? Do suggestions from your grammar checker sometimes seem unhelpful?

In this course, you will learn how to apply the current guidelines for the most practical correctness rules, the ones that everyone relies on daily. You will learn how to write with far fewer errors, whether writing simple emails or complex reports.

Following this course you will be able to:
- Demonstrate an updated understanding of correct guidelines for grammar and usage, punctuation, capitalization, and spelling
- Capitalize on messages from computers’ grammar checkers
- Note recent changes in acceptable English usage and business style
- Dispel widespread misconceptions about what is considered correct

This course can be applied to the Business Writing Certificate.

Communicating Across Cultures
6 hours, 0.6 CEUs Awarded
In our rapidly changing globalized workplaces, effective intercultural communication is more important than ever. Some challenges include managing multiple languages, national cultures, organizational cultures, time zones, and dispersed employees. This course will help you identify your biggest challenges and explore best practices for communicating better across the different cultures you work with in a variety of settings.

Following this course you will be able to:
- Analyze and apply key issues of intercultural communication, including awareness, self-reflection, cultural assumptions, and cultural intelligence
- Evaluate solutions for effective communication on cross-cultural teams (including virtual or remote teams) that consider language and cultural diversity, technology, trust, and collaboration
- Identify and implement practical strategies to improve your communication across cultures

This course can be applied to the Communications and Project Management Certificates.

Communicating in the Moment
6 hours, 0.6 CEUs Awarded
Professionals who are proficient at communication are able to describe new initiatives, goals, and progress. They can engage in conversations with employees, stakeholders, and senior leaders with clarity. In this course you will learn how to leap into one-on-one conversations with enthusiasm and confidence. By developing an improvisational mindset, you’ll be able to communicate authentically with just about anyone in any circumstance.

This course will help you learn to embrace ambiguity, let go of judgments, and have meaningful interactions with others that are empathetic, vital, and compelling. Through a series of interactive games and exercises, you will discover your natural strengths while cultivating a joyful approach to business and interpersonal communication.

Following this course you will be able to:
- Use the “yes, and” approach to contribute and to build on others’ ideas
- Transform conflict into curiosity
- Embrace your authentic self and use your natural gifts to communicate effectively
- Listen actively to understand stakeholders’ concerns at the operational level to build empathy and collaboration
- Speak comfortably in one-on-one conversations and with groups
- Find opportunities in ambiguity; innovate faster and smarter

This course can be applied to the Communications and Human Resource Generalist Certificates.
Communicating with a Winning Presence
6 hours, 0.6 CEUs Awarded
In today’s business climate, every interaction and presentation counts like never before. Virtually every moment can be a make-or-break opportunity to win over a key audience and get closer to your professional goals. The world becomes a stage that you’re performing on, whether you’re networking, selling, interviewing, leading, or presenting. This course shows you how to present yourself, your ideas, and your organization to help you inspire connections, deliver compelling messages, and elevate your expressiveness.

Following this course you will be able to:
- Speak with clarity, confidence, and conviction
- Deliver compelling messages that speak to what your audience cares about, while leading them where you want to go
- Learn to be authentic and dynamic under pressure
- Tell the right stories
- Make inspiring connections that help you lay the groundwork for meaningful communications

This course can be applied to the Communications Certificate.

Critical Thinking and Problem Solving
6 hours, 0.6 CEUs Awarded
“Most people spend more time and energy going around problems than in trying to solve them.”
— Henry Ford

We face decisions and problems every day of our lives. In today’s increasingly complex work environment, you can’t make progress if you aren’t thinking critically about how to address decisions and problems. In addition, individual and group decision making/problem solving is at the heart of handling conflict well. Whatever challenges you face, this course will provide you with productive techniques and tools for moving forward.

Following this course you will be able to:
- Clarify the problem
- Analyze causes to the problem
- Generate new ideas and innovative methods by thinking creatively
- Develop problem solving strategies and action plans
- Analyze implication and complications of the solution

This course can be applied to the Communications Certificate.

Develop Effective Business Conversation Skills
6 hours, 0.6 CEUs Awarded
In face-to-face communication, it’s not only what you say that matters, but also how you say it—the way you look, sound, and act. This practical course takes the guesswork out of effective communication and demonstrates how to improve face-to-face communication skills. You will learn how to say what you mean, describe feelings, and deal with difficult communication situations, all in a professional manner. Through hands-on participation you will acquire tools and techniques you can apply immediately back at work.

Following this course you will be able to:
- Recognize your own communication strengths and areas for improvement
- Communicate with people who have different styles
- Understand the role of body language, nonverbal messages, and listening
- Overcome barriers to communication
- Build better working relationships

This course can be applied to the Communications Certificate.

Fostering Customer Relationships
6 hours, 0.6 CEUs Awarded
This course provides you with skills to promote excellent customer relations in business settings. You will gain knowledge of customer service and how to meet your company’s customer service expectations. You will learn tools for effective communication, evaluation, and the importance of public relations to promote a positive company image. You also will develop an understanding of the challenges and conflicts that occur while serving both internal and external customers. The emphasis in business and effective communication provides you with a solid background for customer relations positions in the current business environment.

Following this course you will be able to:
- Build a relationship with customers and determine customer needs
- Examine evaluation techniques for assessing strengths and areas to improve
- Review and practice proper telephone techniques
- Deal with crucial conversations and challenging situations
- Manage customers’ perception and understand the essential role customer service plays

This course can be applied to the Communications Certificate.

Foundations in Business Writing
6 hours, 0.6 CEUs Awarded
Writing effectively is a vital business skill. Recognizing that writing can be a time-consuming and stressful task, this course gives you the techniques you need for getting started, meeting the needs of your audience while accomplishing your goals, and evaluating your writing for clarity and style. You will improve your writing by practicing helpful strategies for organizing and formatting letters, memos, reports, email, and specialized written materials such as instructions and minutes. You are encouraged to bring writing samples to work on during class.

Following this course you will be able to:
- Use a proven strategy to overcome writer’s block
- Focus your presentation and tie ideas together
- Reduce clutter in your writing and edit for power and effectiveness
- Use visual elements to enhance written presentations

This course can be applied to the Communications, Business Writing, and Supervision Certificates.

“I was very impressed! Great, informative resources were provided. Class content was well-organized and easy to understand. The instructor encouraged class participation and fostered an open learning environment.”
— Business Writing student
Handle People with Tact and Diplomacy
6 hours, 0.6 CEUs Awarded
Wherever you work and whatever you do, it’s important to know how to deal with people skillfully and sincerely. This course presents skills for building and maintaining those interpersonal relationships that affect job performance. You will learn ways to be diplomatic and positive without compromising your position or diminishing your authority. The course is action-oriented with activities designed to help you renew your enthusiasm for working with people, while doing and saying the right thing.

Following this course you will be able to:
- Manage your attitudes, reactions, and feelings
- Prevent people from pushing your hot buttons
- Recognize when and how to let someone save face
- Defuse volatile situations
- Avoid verbal and nonverbal slip-ups
- Refrain from taking an adversarial position

"This was a great review of many practices I use currently, as well as a new way of looking at how I interact with people I work with. I liked how everything came together."  
Corrine Hodapp, Supervision Certificate student

Powerful Presentations
6 hours, 0.6 CEUs Awarded
You’re there to present a sales pitch, information session, or presentation, but you don’t want it to be all about you. You want to address what your prospects most care about, but sometimes you just don’t know what to say. You want to come across confident, but your body language might tell a different story. This course provides the answers you’re looking for. Showcasing our unique approach as filmmakers who specialize in authentic performance and storytelling, this daylong workshop systematically breaks the challenges down to size and delivers solutions that you can use.

Following this course you will be able to:
- Transform anxiety into performance fuel
- Forge a meaningful connection with everyone in the room
- Design a presentation that speaks to the specific interests of your decision-makers
- Structure your message to inspire the decision you are after
- Answer challenging questions with conviction

Negotiate for Agreement
6 hours, 0.6 CEUs Awarded
Achieve mutually satisfying agreements. Since some form of negotiation takes place whenever people interact, developing good negotiation skills is critical for organizational and personal success. This course helps you apply proven negotiation techniques to everyday situations as you learn about the negotiation process, including planning, pre-negotiation preparation, and strategy development. You receive hands-on practice pre-negotiation preparation, and strategy development. You receive hands-on practice in everyday situations as you learn about the negotiation process, planning, pre-negotiation preparation, and strategy development. You receive hands-on practice and strategy development. You receive hands-on practice on building on your strengths as a negotiator, overcoming your weaknesses, and controlling your emotions. The goal of the course is to achieve mutually satisfying agreements that leave both sides feeling like winners.

Following this course you will be able to:
- Evaluate your own and others’ negotiation styles
- Recognize hidden needs and agendas

Successfully Deal with Conflict at Work
6 hours, 0.6 CEUs Awarded
Conflict is a normal part of everyone’s professional and personal lives. How people handle conflict, anger, and criticism affects their work relationships and productivity. This practical course is designed to help you improve your confidence and effectiveness in managing conflict. Using a self-assessment tool to identify your instinctive approach to conflict, you develop strategies for responding to difficult situations and build valuable skills for positively resolving conflict.

Following this course you will be able to:
- Anticipate, analyze, and diagnose conflict
- Identify factors that influence conflict
- Recognize personal styles and interpersonal needs in conflict situations
- Handle confrontation
- Control your emotions

Technical Writing
6 hours, 0.6 CEUs Awarded
Most business people are called upon to write for a variety of specific purposes and writing effectively is a vital business skill. In fact, studies show that across a broad spectrum of industries, 25 percent of our work week is spent on writing that is aimed at communicating technical detail. This course offers tools and approaches to help you get the process started; meet the needs of your audience; accomplish your goals; and adjust your writing for precision, clarity, and style. Some of the principles discussed include analyzing the situation, distinguishing between style and form, and making the process efficient. Since most of us must communicate in many different situations, the course will identify and provide strategies for dealing with the constraints of audience, purpose, format, formality, and occasion. Form, style, mechanics, and structure will be explored in detail with samples and exercises provided throughout the course to reinforce the concepts presented.

Following this course you will be able to:
- Plan writing projects with a thorough understanding of a target audience
- Format technical documents and avoid common errors of grammar
- Appreciate document structure and the style of strategy
- Improve the use of language precision in order to avoid confusion and ambiguity
- Optimize the combination of words with images in technical documents

Team Communications
6 hours, 0.6 CEUs Awarded
The ability to work as a team member has been identified as one of the top nontechnical job skills by employers. It isn’t enough anymore to be good at your job; working with others has become a critical part of most jobs. The goal of this course is to help you become a top-notch team member who builds strong relationships and engages team members effectively to help your team be more successful and productive.

Following this course you will be able to:
- Work well within the dynamics of a group
- Support and motivate the group to share information and perform at its best
- Accept and provide feedback in a constructive and considerate way
- Develop effective communication strategies to balance group and personal goals
- Build professional relationships

"This course can be applied to the Communications Certificate."
Working Assertively
6 hours, 0.6 CEUs Awarded
Being appropriately assertive and knowing how to use your influence effectively are both critical components in achieving workplace success. Skill in assertiveness leads to better communication, more confidence, and improved interpersonal relationships.
In this course, you will use the Assertiveness Style Profile to reveal which of four distinct assertiveness styles you favor. You also will learn how to make your style work for you in confronting problem behavior, standing up for yourself, and interacting with authority figures. In addition, you will have the opportunity to discuss specific issues you are dealing within your own work life.

Following this course you will be able to:
  • Recognize the impact of your behavior on others
  • Have your ideas and opinions heard and accepted
  • Give clear, direct messages
  • Deal with criticism
  • Make and refuse requests
This course can be applied to the Communications Certificate.

Writing Business Reports and Proposals
6 hours, 0.6 CEUs Awarded
Report writing can play essential roles in your professionalism and success. This course will help you to write better progress reports, feasibility and recommendation reports, research reports, and other types of business reports. You will learn to report objectively on how people or projects are advancing toward goals. Whether you are creating reports for projects, plans, procedures, processes, or problems and solutions, your writing will have stronger impact.

Following this course you will be able to:
  • Clarify the report’s purpose and determine what your reader needs to know to make informed decisions
  • Understand your audience and adopt appropriate writing styles
  • Guide readers by providing appropriate background information
  • Present unbiased facts and data clearly and concisely
  • Structure your analysis and recommendations to produce desired action
  • Develop effective executive summaries
  • Use a systematic approach to review, revise, and edit reports
This course can be applied to the Business Writing, Communications, Management Practices, and Supervision Certificates.

Writing for Social Media
6 hours, 0.6 CEUs Awarded
No other field of professional writing can compare to social media for the rapid pace of its evolution. With new platforms added yearly, it’s hard to keep up. Effective Social Media Writing will focus your time and talents to get the best possible payoffs in terms of winning over your varied audiences. The overall goal of the course is help you upgrade the types and levels of engagement that your social media writing achieves. In addition to previewing the latest social media newcomers, this lecture/discussion/exercise course will cover effectively writing for: Facebook, Twitter, LinkedIn, YouTube, Google+, Instagram, Pinterest, and Tumblr.

Following this course you will be able to:
  • Make sure your social media writing “pops,” making for instant comprehension
  • Keep your writing “verb rich”: more active verbs, fewer nouns and adjectives
  • Take advantage of upcoming trends in writing for the major social media platforms
  • Connect with and blog as one of the best of social media’s “thought leaders”
  • Ensure happy marriage of text and image/video
  • Craft more effective video scripts
  • Make your social media “voice” sound real, at your conversational best
This course can be applied to the Communications and Business Writing Certificates.

Writing for the Web
6 hours, 0.6 CEUs Awarded
When writing for the web, “less is more.” That’s true because most web writing is focused on scanners, not readers. Scanners are extremely selective in what they will read; their attention is short-lived. As a website writer, you will learn in this course the best practices to engage today’s impatient website visitors. The course is loaded with key tips for all web writing, including those needed for effective headings, titles, taglines, calls to action, and graphic interfaces. You will review future trends that will impact what and how you write in the months ahead. You’ll pick up new knowledge specific to web writing, everything from writing verb-rich text to using sound web navigation principles.

Following this course you will be able to:
  • Understand how audiences for websites are evolving
  • Take a marketing approach to web copy writing
  • Plan effectively for what you will write and when
  • Get readers to respond more proactively to your calls to action
This course can be applied to the Business Writing and Human Resource Generalist Certificates.

Writing Policies and Procedures
6 hours, 0.6 CEUs Awarded
Are you responsible for preparing effective procedures of any type? Or writing clear, valuable policies? This course is designed with your needs in mind. Whether you are preparing full-fledged policy and procedure manuals, or simply a one-page sheet of directions, your readers will understand your materials their first time through! Learn how to plan, write, edit, and publish successful policies, procedures, manuals, and other directives. Users will find your writing easy to understand, reference, apply correctly, and care enough to remember and use.

Following this course you will be able to:
  • Assess what belongs in your organization’s policies and procedures
  • Analyze audiences and align policies and procedures with their values
  • Write, update, and purge your policies and procedures efficiently
  • Spot language “landmines,” words that can create legal or organizational troubles
  • Design a highly readable page layout
This course can be applied to the Business Writing and Human Resource Generalist Certificates.

RELATED COURSES
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Business Acumen pg. 17
Build Teamwork and Commitment pg. 14
Coaching for Excellence pg. 14
Management Essentials for Success pg. 16

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HUMAN RESOURCES MANAGEMENT

Whether you have HR experience or just want to build your career, these courses will provide you with a thorough grounding of up-to-date human resource practices at the technical, operational, and strategic management levels.

The Art and Practice of Facilitation
6 hours, 0.6 CEUs Awarded
Create learning experiences with impact. Most learning and development professionals know that adults learn best in social situations where they can make meaning together. But how is this best achieved? When should a trainer teach, and when should they facilitate? In this course, you will understand the differences between teaching and facilitation (they are different), and when to use which method for maximum impact. Through a highly interactive mix of discussion, demonstration, and practice, you will be able to integrate these techniques into your own learning experiences.

Following the course you will be able to:
• Know the difference between training and facilitation (and why both are important in the learning environment)
• Practice techniques that facilitate effective debate, discussion, dialogue, and sense making within an audience
• Know when to use which techniques to create a meaningful learning experience

This course can be applied to the Human Resource Generalist and Professional Train-the-Trainer Certificates.

Assess Training Needs
12 hours, 1.2 CEUs Awarded
Identifying training needs and deciding on solutions are challenges virtually every training professional experiences. Using various assessment tools and best practices enables you to identify the knowledge and skills gaps of your training audiences. This course will focus on uncovering root causes of performance problems and linking needs analysis results to specific performance improvement solutions. You will learn not only what to ask, but also how to ask it.

Following the course you will be able to:
• Ensure success by gaining commitment from senior leadership
• Assess training needs at the individual, group, and organization level
• Develop assessment instruments such as surveys, and conduct focus groups
• Link needs assessment to organization strategy and competency profiles/models
• Determine when training is an appropriate performance improvement solution

This course can be applied to the Professional Train-the-Trainer Certificate.

Deliver High-Impact Training
12 hours, 1.2 CEUs Awarded
Bring your course alive for your learners. Great content can only go so far. By engaging your learners, you can increase how well learning is retained and job performance changes. Whether you are an experienced trainer or just starting out in the field, this course will help you deliver high-impact, engaging training presentations. This learner-focused course explores skill transfer techniques in addition to presentation skills and offers a structured approach to preparing for and delivering training.

Following this course you will be able to:
• Tailor learning activities to specific training audiences
• Prepare for and facilitate learning activities and select appropriate visuals to enhance learning
• Address and manage challenging participants
• Foster a positive and culturally inclusive learning environment
• Discover multiple training methods including alternatives to PowerPoint

This course can be applied to the Professional Train-the-Trainer Certificate.

Design and Develop Training Solutions
12 hours, 1.2 CEUs Awarded
Whether you are creating a new program or redesigning an existing one, using a structured approach ensures course content will meet the needs of your learners and the organization. This course illustrates how to link training design to needs assessment results, create practical lesson plans, and select from a variety of instructional methods. You will explore various training options and alternative performance improvement solutions; recognize different learning styles and identify your personal learning style preferences; and learn how to create engaging learning activities and group exercises for adult learners.

Following the course you will be able to:
• Apply adult learning principles in any training setting
• Identify various types of learning formats including formal, informal, nonformal, and self-directed
• Produce learning materials including participant guides, facilitator guides, and job aids
• Develop criterion-referenced learning assessment questions
• Ensure learning transfer to the workplace

This course can be applied to the Professional Train-the-Trainer Certificate.

Design On-Boarding Programs
6 hours, 0.6 CEUs Awarded
Orientation, or the lack of it, can significantly influence a new employee's performance, attitude, and sense of commitment. This course examines orientation from three perspectives: the organization's, the manager's, and the new employee's. Whether you're starting an orientation program from scratch or revising an existing program, this course will give you valuable tips on what to include in an orientation program, how to present it, and whom to involve in the process. You will tackle typical challenges associated with orientation and receive a variety of orientation samples and checklists.

Following this course you will be able to:
• Understand the benefits of the orientation process
• Determine what to include in orientation: How much? How soon?
• Explore creative ways to impart information
• Get managers, coworkers, and new hires involved in the process
• Monitor, evaluate, and update the orientation process

This course can be applied to the Human Resource Generalist Certificate.
Employee and Labor Relations
6 hours, 0.6 CEUs Awarded
As the trend of using human resource generalists instead of specialists continues, there is a good possibility that organizations will de-emphasize or devalue the importance of employee relations. If organizations ignore the role of employee advocacy, there will be a spiraling escalation of negative employee relations that will be costly to the organization, and create unnecessary job dissatisfaction and stress for the employee.
That’s why it’s so important we not lose sight of such crucial employee and supervisor/manager relationships, including communication, trust, ethics, fairness, beliefs, expectations, conflict resolution, career development, leadership, and many others. In this program you will gain a thorough overview of employee labor relations as they relate to the legal context and a greater understanding of your role in employee advocacy.

Following this course you will be able to:
- Understand the basics of US labor relations, as well as legal and regulatory factors of employee and labor relations
- Discuss key employment case law
- Explore the impact of employee relations and the organization’s culture
- Understand the motivations for employees to join or not join unions
- Learn how to deal with union organizing campaign activities

This course can be applied to the Human Resource Generalist Certificate.

Employee Benefits Practices and Trends
6 hours, 0.6 CEUs Awarded
With employee benefits becoming more expensive and more complex, you need to equip yourself to respond effectively to concerns and opportunities. This course is designed for the HR generalist or representative who has little or no background in benefits and needs a practical introduction to the subject. It will highlight current benefit practices and trends and help you develop the skills needed to establish an ongoing relationship with employees, benefit experts, and service providers in order to help people understand their health benefits and make the right decisions.

Following this course you will be able to:
- Describe and define benefits terms and concepts (health, retirement, etc.)
- Identify flexible benefits for your organization to consider
- Examine benefits record keeping systems
- Understand benefits communication and administration

This course can be applied to the Human Resource Generalist Certificate.

Fundamentals of Organization Development
12 hours, 1.2 CEUs Awarded
Organization Development (OD) focuses on aspects of organizational life, including culture, values, systems, and behavior. It examines the organization’s culture, processes, and structures and makes use of planned change for improvement. The goal of OD is to define and plan how successful organizations ensure high performance in the workplace. It is a complex educational strategy used to prepare individuals, groups, and organizations to adapt to new technologies, markets, challenges, and change. Many HR and management skills, including team building, coaching, training, and management and leadership development, grow from or are influenced by OD. This course introduces managers, change agents, leaders, and HR professionals to the underpinnings and processes of OD. It will provide a solid foundation in facilitating a change process and supporting those who make change happen.

Following this course you will be able to:
- Understand the skills needed to lead successful change and organization development initiatives
- Gain an overview of what it takes to lead organization development interventions, models, and processes
- Examine organizational behavior as it relates to improving performance, analysis, systems thinking, and measurement techniques
- Learn how to apply a core OD process model and build momentum for change to diagnose and implement opportunities
- Explore key success factors facilitating a change process for individual, group, and large-scale interventions
- Learn how to align, measure, and evaluate OD initiatives to business goals

This course can be applied to the Human Resource Generalist and Organization Development Certificates.

Introduction to Human Resource Practices
6 hours, 0.6 CEUs Awarded
This course is designed to provide you with a broad overview and comprehensive update of the growing field of human resource management. It examines the variety of human resource functions performed in organizations and integrates major human resource management principles and concepts. Topics include the HR function and its operating environment, employee staffing, training and development, compensation and benefits, legalities, and career development. This course is designed for those interested in launching a career in human resources and/or for those seeking a comprehensive update of current HR practices.

Following this course you will be able to:
- Understand key functions of human resource management
- Update current HR workplace practices and handle new challenges
- Apply new HR tools, tactics, and resources
- Gain valuable resources for managing your human resource career

This course can be applied to the Human Resource Generalist Certificate.

Human Resources as a Business Partner
6 hours, 0.6 CEUs Awarded
This course focuses on the necessary skills to be an effective HR Business Partner. Learn how to make this dynamic transition from the traditional HR role to that of a Business Partner and to be recognized as critical partner in the strategic success of the organization. This course will teach you how the business operates, who the competition is, how to build influence, and most importantly, how HR can maximize its value to the organization.

Following this course you will be able to:
- Recognize the attitudes, knowledge and skills required of an HR partner
- Appreciate the business partnering approach and its key drivers
- Identify the key leadership skills for the HR Business Partner
- Understand the financial drivers of company performance
- Devise strategies for influencing stakeholders

This course can be applied to the Human Resource Generalist Certificate.
Investigations and Documentation
6 hours, 0.6 CEUs Awarded
When a serious performance issue or claim of misconduct arises, HR is called on to take appropriate action. A well-conducted investigation, backed up with solid documentation, can significantly reduce legal risk. It takes skill to collect useful information, maintain objectivity, and document situations in a defensible manner. This workshop offers practical techniques for gathering information legally, preparing documentation, and maintaining those records you need to support your actions.

Following this course you will be able to:
- Know when and how to conduct an investigation
- Know why documentation is so important
- Understand the legal issues affecting documentation
- Draft warnings and correction memos
- Know what to keep in the personnel file and for how long

This course can be applied to the Human Resource Generalist Certificate.

Legal Issues for Human Resources
6 hours, 0.6 CEUs Awarded
Among many other responsibilities, HR is charged with keeping the employer out of court. Because employment laws are complex and constantly changing, compliance can be difficult for even the most experienced professionals. To make matters worse, HR employees can be individually sued for their actions and inactions. As a result, it is critical to understand not only what employment laws may apply to your workplace, but also how those laws impact your day-to-day decision making. In this session we’ll cover the employment laws and best practices that HR needs to know.

Following this course you will be able to:
- Understand “at-will” employment and the surprisingly low thresholds for employees to sue
- Learn best practices for employee handbooks and personnel files
- Recognize when you may have affirmative action obligations
- Know how best to manage FMLA and other legally protected absences
- Understand the interactive process for accommodations under the ADA
- Learn how to determine exemption status, and what counts as “hours worked” for overtime purposes
- Understand how work comp works and when claims must be reported
- Learn best practices for discipline and termination

This course can be applied to the Human Resource Generalist Certificate.

Measure Training Results
6 hours, 0.6 CEUs Awarded
Did your participants learn what they needed to? Have they applied it on the job? Evaluation is critical to training success and helps objectively determine where to allocate resources to create the greatest business impact. In this course you will gain a solid understanding of what training-related factors to measure and how to measure them. Explore how to ensure that what is learned in a training environment transfers to on-the-job behaviors. Several evaluation models from industry leaders including Kirkpatrick, Brinkerhoff, and Phillips will be covered.

Following the course you will be able to:
- Create an effective program evaluation that measures participant perceptions through return on investment
- Determine financial benefits of training interventions
- Identify evaluation stakeholders and gain buy-in to participate in evaluation processes
- Decide which evaluation models and levels to use
- Develop evaluation tools, checklists, surveys, and interview questions

This course can be applied to the Professional Train-the-Trainer Certificate.

Principles of Employee Compensation
6 hours, 0.6 CEUs Awarded
Intended to attract, retain, and reward employees, compensation is as much an art as a science. As an HR generalist, you need a clear understanding of the logic behind various strategies to administer compensation plans and explain decisions. This course is designed for an HR generalist or representative who has little or no background in compensation and wants a broad overview of compensation practices and trends.

Following this course you will be able to:
- Understand the role of compensation and laws impacting compensation
- Identify the components of an effective compensation system
- Evaluate salary survey data
- Explore the factors of a successful compensation program

This course can be applied to the Human Resource Generalist Certificate.
Staffing: Recruitment and Selection

6 hours, 0.6 CEUs Awarded

Traditional recruiting strategies once considered satisfactory seem outmoded and ineffective in today’s work environment. This course offers techniques that go beyond merely generating a pool of qualified candidates. Learn the skills you will need to attract, recruit, and select qualified individuals who can meet the growing and changing needs of your organization. Review the importance of cultural fit and the impact on your selection process along with learning about new recruiting methods and practices. Key topics include high-demand skill sets for the future, referral-based recruiting talent messaging, social networking, and dozens of other recruiting ideas that will help you stay ahead of your competition.

Following this course you will be able to:
- Identify and select candidates based on your organization's culture
- Create behavioral-based interview questions to improve selection
- Develop key messages and approaches important to talent today
- Acquire an overview of recruiting sources
- Apply strategies to retain your best employees

This course can be applied to the Human Resource Generalist Certificate.

The Human Resource Audit

6 hours, 0.6 CEUs Awarded

A skillful HR audit can identify the positive HR practices and their impact on productivity. The audit can suggest corrective measures, minimize legal risk, and stimulate constructive thinking. Especially useful for those in newly formed HR functions or those wishing to re-focus their function, this course offers practical guidance in audit techniques, data collection and analysis, and action planning and reporting. Each participant will receive a Human Resource Audit Manual.

Following this course you will be able to:
- Understand the audit process and its components
- Identify the differences between strategic and tactical perspectives in auditing
- Assess an organization's vulnerability to risk
- Learn change management tactics
- Create audit questions for specific HR areas

This course can be applied to the Human Resource Generalist Certificate.

The Internal Consultant

6 hours, 0.6 CEUs Awarded

As an internal consultant you spend a lot of time with people—understanding their problems, reviewing alternatives, persuading them to take ownership, and asking people to commit to action. Your job is to provide expertise in the form of knowledge, experience, processes, and models to help your clients find solutions. To be successful, these technical and business skills must be backed up with sound communication skills and the ability to interact with all levels of your organization. Our goal is to help you become more consultative and to develop trusting relationships with internal partners and clients, especially those who make final decisions.

Following the course you will be able to:
- Learn how to incorporate a structured consulting process, including client identification and contracting
- Develop a partnership relationship by gaining and maintaining client acceptance and trust
- Recognize and work with conflict and resistance
- Flex your personal style using various consulting roles
- Build credibility, influence and manage communication to build internal commitment

This course can be applied to the Human Resource Generalist Certificate.

Workforce Metrics and Analytics

6 hours, 0.6 CEUs Awarded

HR professionals must be comfortable developing a strategy and identifying where to start, what to measure, and how metrics and analytics can support business strategies. Designed for those in HR who wish to enhance their financial and business acumen, this course covers both the fundamentals of financial concepts as well as insights into how HR professionals can leverage metrics and analytics to support their own activities and, ultimately, drive the organization's business strategy.

Following the course you will be able to:
- Gain an overall understanding of financial concepts, metrics, and analytics
- Learn how leveraging data drives business results
- Design and develop human capital dashboards
- Use the framework of data, dialogue, action, and results to achieve goals
- Complete an action plan to implement workforce metrics and analytics

This course can be applied to the Human Resource Generalist Certificate.

Workforce Talent Assessment and Planning

6 hours, 0.6 CEUs Awarded

Workforce planning is the strategic alignment of an organization’s human capital with its business direction. High-performing human resource professionals need to understand how to analyze the current workforce needs, identify the gap between the present and future, and implement solutions so the organization can accomplish its goals. This course will provide you with a complete overview of the key components impacting a workforce plan that articulates a vision for your organization’s workforce and skills needed—present and future—as well as the resource pools that will serve those needs.

Following the course you will be able to:
- Assess talent needs at both individual and organizational level
- Analyze competency gaps critical to your business and examine training/development needs
- Conduct staffing projections and workforce gaps analysis
- Learn how to build a comprehensive workforce plan

This course can be applied to the Human Resource Generalist Certificate.

RELATED COURSES

Writing Policies and Procedures pg. 9
Project Management Foundations pg. 18
Legal Issues for Supervisors and Managers pg. 15
LEADERSHIP AND MANAGEMENT

A leader may oversee the planning, organizing, coordinating, and leading of people and resources in an organization. In today’s competitive workplace, critical thinking, communication skills, and ensuring work is done efficiently and effectively to reach identified goals are key assets.

Build Teamwork and Commitment

6 hours, 0.6 CEUs Awarded

Help your team live up to its potential quickly. Successful managers and supervisors use proven team-building techniques to turn groups of individuals with diverse interests and skills into cohesive, high-performing teams. You can use these same techniques to build and manage your own winning team and work groups. Focusing on team member satisfaction and commitment, you learn specific approaches to align personal and organizational goals, encourage a shared sense of purpose, and help everyone recognize their importance to the team. You’ll also use the Personal Profile System (co-developed by the instructor) to better understand your own behavioral and communication style as well as those of your team members to help you develop more productive team interaction.

Following this course you will be able to:

- Understand the stages of team development
- Develop more productive team interaction
- Promote information sharing and group problem solving
- Provide a self-motivating environment
- Overcome organizational, management, and employee barriers to teamwork

This course can be applied to the Supervision Certificate.

Coaching for Excellence

6 hours, 0.6 CEUs Awarded

Coaching is more than just resolving performance problems; it is an ongoing investment in the growth and development of others. Skilled coaches can foster new levels of commitment and performance by identifying and leveraging their staff’s talents. This course defines the role of the coach, describes communication behaviors critical to the coaching relationship, and explores various approaches to coaching and the appropriateness of each.

Following this course you will be able to:

- Develop a coaching mind-set
- Define what coaching is and the basic skills required for effective coaching

- Understand and apply coaching conversation skills to elicit maximum performance from employees
- Provide a five-step coaching model to assist in structuring coaching relationships over time

This course can be applied to the Supervision Certificate.

Delegate to Enhance Job Performance

6 hours, 0.6 CEUs Awarded

If you are like most managers and supervisors, you can’t do everything that needs to be done yourself. Delegation—transferring authority and responsibility to others—gives you more time to devote to critical job responsibilities while giving your employees a sense of empowerment and allowing them to grow and develop. Plus, managing versus doing makes you and your employees more effective. This course focuses on three major steps of delegation: assessing the work to be delegated, implementing the delegation process, and following through on delegated tasks.

Following this course you will be able to:

- Overcome barriers to delegation
- Analyze the task and the employee so that you can delegate appropriately
- Prepare delegation plans
- Communicate clearly what you want and expect
- Monitor performance, provide feedback, and assess results

This course can be applied to the Supervision Certificate.

Develop Leadership Skills

12 hours, 1.2 CEUs Awarded

Managers and other professionals who get ahead know how to lead as well as manage. This course will help you understand the nature of leadership and the challenges leaders face. You will learn to differentiate between management and leadership, analyze your leadership potential, and improve your relationships with employees by developing your influencing, communication, and coaching skills. You also will receive practical tips and techniques for using a range of leadership styles to expand your leadership ability.

Following this course you will be able to:

- Identify the qualities of effective leadership
- Assess your leadership style and its impact
- Build credibility and support
- Motivate others by understanding their individual differences
- Meet multiple demands and prioritize projects

This course can be applied to the Management Practices Certificate.

In-Depth Coaching: Lead Individual Change Interventions

12 hours, 1.2 CEUs Awarded

Coaching individuals to develop, adapt, and learn is a core competency for leaders and change agents. Organizations are under constant pressure to adapt quickly to changing market conditions. Developing employees and leaders who are able to change and adapt to changing needs is key. In this course you will practice effective coaching strategies and a proven process to become an exceptional change agent.
LEADERSHIP AND MANAGEMENT

Lead Successful Team Intervention Strategies
12 hours, 1.2 CEUs Awarded
This course is designed to teach you how to select, design, and facilitate team interventions. You will be introduced to the major theories of group process and team dynamics as well as gain practical techniques for facilitating team interventions effectively. You will review models and case studies, practice facilitating discussions, and learn how to employ appropriate group interventions. The course is designed for OD and HRD practitioners charged with improving the effectiveness, efficiency, responsiveness, and innovativeness of teams. It requires the active participation of all participants.

Following this course you will be able to:
- Understand the function of team dynamics
- Identify how roles emerge, build consensus, guide decision-making, make observations, and handle difficult situations
- Assess, design, develop, and implement a team intervention
- Lead a team intervention and measure results

This course can be applied to the Organization Development and Management Practices Certificate.

Legal Issues for Supervisors and Managers
6 hours, 0.6 CEUs Awarded
Even with a human resources department to go to for advice, managers and supervisors need to understand and stay abreast of employment laws and regulations. From creating a safe work environment to understanding legal terminations, this course will help you to develop a strong foundation. Topics covered include the do’s and don’ts of employee handbooks, hiring practices, payment of wages and overtime, personnel files, performance evaluation, discipline, and the many legal aspects that impact these employment practices.

Following this course you will be able to:
- Understand the pros and cons of employee handbooks
- Recognize how to identify and prevent sexual harassment
- Identify and define what it means to be an “at-will” employer
- Decide best procedures to maintain personnel files
- Understand the principles and requirements for The Fair Labor Standards Act and The Americans with Disabilities Act
- Understand the legal considerations when dealing with performance appraisals, discipline, termination, COBRA, and unemployment

This course can be applied to the Supervision Certificate.

Manage Performance and Develop Talent
6 hours, 0.6 CEUs Awarded
Knowing how to maximize your employees’ potential is an essential skill you need to thrive in your supervisory role. This course will provide you with a wide variety of tools and techniques to enhance your employees’ talent through orienting, training, and coaching. You will develop both the mind-set and skill set to leverage the strengths of your direct reports through a comprehensive performance management process. The process will help you create a talent profile, set effective performance goals, and build the performance climate that your employees need to achieve stellar results.

Following this course you will be able to:
- Implement a thorough performance management process
- Establish goals, standards, and measurements—and manage performance against them
- Assure that an orientation plan and resources to support professional development plans are provided for your direct reports
- Conduct planning, feedback, coaching, and performance reviews
- Provide regular coaching and on-the-job training to improve performance

This course can be applied to the Supervision Certificate.
Management Essentials for Success
12 hours, 1.2 CEUs Awarded
Managers need a solid foundation in the key functions of management—planning, organizing, leading, and controlling—to meet management challenges. This practical course examines these functions and translates them into the skills needed to perform successfully. You will learn how to take a “situational approach” to leadership—that is, how to choose a leadership style that is appropriate and effective for the situation. Using the Leader Behavior Analysis II (LBAl), you’ll also gain an understanding of how others perceive and experience your style. This course is designed for managers who want to increase their personal effectiveness and the performance of their work groups.

Prerequisite for other courses in the Management Certificate

Following this course you will be able to:
- Understand your role and responsibilities as a manager
- Set goals, establish standards, and measure performance
- Manage time and meetings effectively
- Delegate to achieve results
- Use situational leadership in your work setting
- Develop and coach your staff

This course can be applied to the Management Practices Certificate.

Principles of Supervision
12 hours, 1.2 CEUs Awarded
This course will equip you with core management skills that will help you effectively meet day-to-day challenges and achieve results by bringing out the best in people. Because your style directly impacts motivation and productivity, it is essential that you understand the relationship between style and work environment. The Managerial Style Questionnaire is used to identify which management styles you rely on most, and when they are the most and least effective. Team leaders, supervisors, and managers will all benefit from learning and practicing the management, interpersonal, and communication skills required to succeed in today’s complex and ever-changing environment.

Following this course you will be able to:
- Understand your role and supervisory perspective
- Discover your authentic style and how it affects others
- Develop a productive work environment
- Build essential communication skills
- Develop, motivate, and coach your work group

This course can be applied to the Supervision Certificate.

Strategic Planning and Measurement
12 hours, 1.2 CEUs Awarded
Strategy involves looking up from day-to-day business to look at the future. To make a strategy work, an organization needs managers at all levels who understand the planning process, know what it means to think and act strategically, and can implement the process in their own work units—aligning the work and the workers with the strategic goal. Gain the necessary skills to examine your external environment and driving forces in the near and longer term, and understand how they affect your core business strategy, operational and financial goals, and people-centered processes. Explore measurement systems that provide feedback on internal business processes as well as external outcomes in order to continuously improve strategic performance and results.

Following this course you will be able to:
- Understand strategic planning from both a departmental and organizational perspective
- Use accepted processes to identify and prioritize opportunities to correctly establish a strategic plan
- Develop appropriate measurement frameworks, such as balanced scorecard
- Translate strategic thinking and innovation into implemented plans and programs
- Align action plans with core company processes (strategy, operations, financial, people, and systems)

This course can be applied to the Management Practices Certificate.

Successfully Lead Enterprise-Wide Change Management
12 hours, 1.2 CEUs Awarded
In today’s rapidly changing and highly competitive business environment, business leaders are constantly searching to improve large-scale initiatives that produce results. This course will provide you with methods, tools, and models for effectively managing and leading complex change initiatives. You will engage in dynamic discussions, case study applications, and experiential exercises designed to enhance your understanding of large-scale change initiatives. Learn effective techniques and systems that facilitate change, and explore the dynamic role of today’s change manager.

Following this course you will be able to:
- Use effective techniques to lead large-scale intervention strategies
- Assess, design, develop, implement, and measure change strategies
- Apply models and tools to lead complex change initiatives
- Link the large-scale change to business goals

This course can be applied to the Organization Development and Management Practices Certificate.

RELATED COURSES
Writing Business Reports and Proposals pg. 9
Fundamentals of Organization Development pg. 11
Project Management Foundations pg. 18
Negotiate for Agreement pg. 8
PROJECT MANAGEMENT

Project management is a critical, in-demand skill set. Being a successful project manager requires a combination of process skills and human interaction skills. These courses will provide you with a strong foundation in both the knowledge and the interpersonal aspects of being an effective project manager.

Business Acumen
6 hours, 0.6 CEUs Awarded
How do your everyday actions impact the business? This course offers a view of business acumen from a business leadership perspective. This course will look at and simulate key business decisions and influences that enable strategic alignment and support. The course includes the business case for work efforts, how they are selected, linkage to strategy, culture, marketing, and finance. The course is highly interactive and involves work in small groups completing simulations.

Following this course you will be able to:
- Understand how your work impacts the bottom line of an organization
- Understand how your role and work links to overall strategic direction
- Influence up by describing and applying strategic alignment to business decisions, communications, and everyday interactions with colleagues
- Understand what KPIs (Key Performance Indicators) are and how these link from the very top of the business leadership through to technology and work efforts
- Describe how the work efforts deliver value to the business at the enterprise level
- Discuss and apply methods of evaluating the cost/benefit of work efforts and projects
- Describe how business initiatives are selected and funded

This course can be applied to the Business Analysis and Project Management Certificates.

Introduction to Agile
6 hours, 0.6 CEUs Awarded
Agile approaches have undoubtedly established themselves as a way to respond to change more quickly than traditional project approaches without sacrificing quality. As these processes become more mainstream, many teams, managers, and stakeholders may wonder “Which of the various Agile methods is the right one for our organization?” You will learn the Agile values, principles, and practices in an interactive setting exploring Scrum, eXtreme Programming, Kanban, and Lean Software development at a high level. The classroom will consist of hands-on exercises providing participants with the opportunity to practice Agile principles and processes working in a team setting.

Following the course you will be able to:
- Understand Agile Manifesto Values and Principles
- Understand how Agile methods can assist teams and organizations in achieving desired outcomes and goals
- Understand the difference between popular Agile methods of Scrum, eXtreme Programming (XP), Lean Software Development, and Kanban
- Understand the paradigm shift from project work to working on products
- Understand the move to customer-focused delivery vs. technology-focused delivery

This course can be applied to the Business Analysis and Project Management Certificates.

Managing Complex Projects
6 hours, 0.6 CEUs Awarded
Every effort, large, and small needs the application of fundamental systems engineering methods to support success. Many projects, development efforts, and even business ventures often fail due to a lack of awareness and application of core systems engineering principles. Systems engineering is the framework and glue that integrates multiple aspects of any project. This course provides an awareness of core systems engineering functions in the context of the overall system lifecycle and system development process. The role of systems engineering and project management in these critical project timeframes is defined along with key actions project teams can take to implement sound and necessary systems engineering principles. How projects can integrate the needs and skills of multiple project stakeholders during all project phases is addressed along with skills building exercises in multiple systems engineering functions.

Following this course you will be able to:
- Understand systems, their dimensions, and the role of different system stakeholders
- Identify requirements, alternative solution trades, system level design, requirements allocation, and management of parallel developments
- Understand the system lifecycle and the system development process
- Recognize what systems engineering work must precede any project start
- Apply core systems engineering principles to your projects

This course can be applied to the Project Management Certificate.

Project Execution, Monitoring, and Control
6 hours, 0.6 CEUs Awarded
Once a project has been approved and planned, it must be executed. This involves managing the project team to produce the deliverables specified, within budget and schedule. In addition, potential project risks and changes to the original plan must be carefully monitored and controlled. Stakeholders must be informed of the project progress. At the conclusion of the project or project phase, it must be closed. This course will provide an overview of the tasks needed to monitor a project and manage any changes through the agreed process, keep stakeholders apprised of the project’s progress, and perform appropriate tasks to close the project or phase at its completion.

Following the course you will be able to:
- Use the project plan as a baseline to track progress and identify variance
- Create and use an integrated change control system to manage project changes
- Take timely and effective corrective action to keep the project on track
- Implement quality control measures to assure deliverables match requirements
- Formally close a project or project phase

This course can be applied to the Project Management Certificate.

Project Initiation
6 hours, 0.6 CEUs Awarded
Project managers are constantly challenged by difficult requirements, impossible schedules, and inadequate budgets. However, project managers may not realize that some of the challenges they face may be created by their own inaction early in the project development cycle. Discovering the dynamics of project initiation will help you increase your personal success rate on projects. You will learn how to act in a proactive manner that will enable you to be successful when beginning a project, as well as how to align your projects with corporate goals to enhance your ability to influence others to assist you in their completion.

Following this course you will be able to:
- Define the organizational context for project managers
- Understand what is expected from you
- Learn how to succeed as a project manager and how to get your people to work for you
- Determine team alignment and focus
- Identify how your project fits into the organization's strategy

This course can be applied to the Project Management Certificate.
Project Leadership
6 hours, 0.6 CEUs Awarded
Influencing and motivating others without formal organizational authority is one of the project manager’s biggest leadership challenges. The key to doing so lies in understanding your team members and fostering the idea that everyone is working toward the same goal. This course provides project managers with the initial step in a lifelong process of developing leadership competency. You will discover strategies for effective team building and for solid decision making. In addition, you will learn how to balance representing both the client and your team while working on a project.

Following this course you will be able to:
• Recognize the organizational culture and its influence on project teams
• Use a leadership style that positively influences the project team
• Take appropriate action to influence others
• Build team orientation within a project
• Understand, at a suitable level, all issues associated with a project
• Facilitate solutions across all issues related to the project

This course can be applied to the Project Management Certificate.

Project Management and Chaos Theory
6 hours, 0.6 CEUs Awarded
Many project managers struggle with the complexities of their organization and their lives in general. Often, the individual finds himself or herself working harder and harder, but getting less accomplished towards project objectives. What causes this seemingly “hamster in a wheel”-like behavior? As you will learn in this course, the fundamental cause of this inefficiency is chaos inherent within the organization. This course will introduce the student to chaos theory, complex systems, and the emergent behavior of the organization. You also will develop strategies for managing stress and minimizing risk in a chaotic environment.

Following this course you will be able to:
• Understand complex systems and chaos and how they manifest in your organization
• Recognize emergent behavior in the organization
• Identify where and when chaos is likely to occur
• Develop risk mitigation schemes for your work
• Manage your work and life within the chaotic environment
• Recognize and avoid common problems caused by chaos

This course can be applied to the Project Management Certificate.

Project Management and New Product Development
6 hours, 0.6 CEUs Awarded
New product development is a disciplined and defined set of tasks and steps that describe the normal means by which a company converts embryonic ideas into salable products or services. This course describes the overall process of strategy, organization, concept generation, project, marketing plan creation and evaluation, and commercialization of a new product. In the course, you will learn the key success factors in new product development, and discover ways to bring those factors to bear in your own organization.

Following this course you will be able to:
• Distinguish between innovation and invention
• Recognize and apply a number of techniques used to generate and screen new product ideas
• Develop a clear marketing strategy for a selected new product idea, while taking into account the major factors contributing to success and failure in new product development
• Develop an action plan for improving NPD in your business
• Use success factors in NPD: corporate strategy, strategic management, cultural factors, organizational structure, information, uncertainty management, people and process

This course can be applied to the Project Management Certificate.

Project Management Foundations
6 hours, 0.6 CEUs Awarded
A solid foundation in project management requires a complete understanding of the multiple aspects of managing projects including the role of the project manager, types of projects and organizations, stages of a project, terminology, and the process and interactive skills expected of a good project manager. This course provides a framework for anyone who lacks formal training in the field, but finds themselves involved in a project as a sponsor, manager, or team member. It includes an overview of the Project Management Certificate and how each course contributes to your skill as a project manager.

Following this course you will be able to:
• Be aware of the multiple dimensions of project management
• Understand the role of the project manager
• Understand different types of organizations and how they affect project management
• Understand different types of projects
• Understand the ten knowledge areas in the Project Management Body of Knowledge (PMBOK)

This course can be applied to the Human Resource Generalist and Project Management Certificates.
Project Planning
12 hours, 1.2 CEUs Awarded
A plan for the project is necessary to estimate resources, communicate project details to all stakeholders, assign roles, direct program work, and measure and assess project status. The sections of the plan include the project charter and scope statement, schedule and important milestones, responsibility assignments, and key staffing requirements. Also key are project budgets, risk assessment and management, performance measurement baselines, and management review plans, as well as the project execution plan, and other subsidiary management plans.

Following this course you will be able to:
• Lead your project team to develop a baseline project plan that covers project scope, costs, and time
• Create a detailed plan that defines activities, schedule, communication, solicitation, and procurement
• Prepare a project charter, work breakdown structure, work assignments, and schedule
• Plan stakeholder communications and project reviews, including content, participation, and frequency

This course can be applied to the Project Management Certificate.

Project Risk Management
6 hours, 0.6 CEUs Awarded
All projects have risks and management of these risks is an essential aspect of making any project successful. In this course, participants will learn how to identify risks, distinguish which are critical, conduct risk management planning and understand how to apply qualitative and quantitative risk analysis, create a risk response plan, and monitor and control risk. The course departs from a typical threat-based-only view of risk, and also examines favorable occurrences and opportunities that may happen. Practical risk assessment and management processes, tools, and techniques are introduced and exercised in a context of organizational cultures, attitudes, and behaviors.

Following this course you will be able to:
• Recognize the need for risk and opportunity management
• Lead your team to identify and effectively manage project risks and opportunities
• Use risk management techniques to initiate and manage change requests
• Identify new risks and correct and update the risk response plan
• Integrate risk management with other project management activities

This course can be applied to the Project Management Certificate.
Following this course you will be able to:

- Confidently sit for the SHRM-CP or SHRM-SCP exam
- Apply and reinforce key HR concepts across all functional areas
- Develop strategic thinking skills and strengthen decision making
- Have a comprehensive business overview of the core human resource functions

Meet evenings in a classroom with an experienced instructor for 12 weeks; supplemented by independent reading and online learning resources.

Course fees include:

- The curriculum, designed by subject matter experts, covers the current SHRM Body of Competency and Knowledge
- An experienced instructor to explain concepts and apply them to your industry
- Online resources that include a comprehensive test bank of over 1,600 exam questions, legislative updates, webcasts, downloadable eFlashcards, mobile applications, and more
- An SHRM-SCP supplement which will help you apply information across functional areas, a key factor to success on the SHRM-SCP

This program is designed for individuals who:

- Want to take the SHRM-CP or SHRM-SCP certification exam
- Need credits for SHRM-CP or SHRM-SCP recertification
- Are seeking professional development to advance their careers
- Are experienced managers who are new to the HR field
- Want to pursue a career change or promotion

You’ll learn within a structured classroom or online environment, using application exercises, workbooks, and online resources that develop specific competencies and decision-making skills.

Certified ScrumMaster

14 hours, 1.4 CEUs Awarded

This intensive two-day course will prepare you to take on the ScrumMaster role, and it’s taught by a Scrum Alliance Certified Scrum Trainer. We’ll cover pragmatic, time-tested practices for managing product backlogs, long- and short-range planning, project execution, and progress reporting. We’ll also examine many facets of Scrum, including the project lifecycle, roles, ceremonies, and artifacts. You will participate in exercises, in-depth discussion, case studies, and techniques to help illustrate practices and principles. After completing the course, you will be eligible for ScrumMaster Certification with the Scrum Alliance. You will also receive a two-year membership in the Scrum Alliance, an organization that provides valuable materials and resources exclusively to CSMs.

Following this course you will be able to:

- Identify the basics of what Scrum is and how it fits into an Agile process
- Understand how the ScrumMaster role differs from a traditional project manager
- Apply the process for organizing, planning, and executing a Scrum project
- Use strategies for applying the Scrum framework to your job in the real world
Graduate School Test Preparation

Gain the upper hand on the GRE, GMAT, or LSAT with grad school test prep courses from the University of Minnesota. Test prep courses help you determine your readiness for the actual exam and pinpoint those areas on which you should focus your study.

Test prep courses offer dedicated, motivated graduate school hopefuls a number of key benefits including:
- A university-quality course at a moderate price
- A course format designed to accommodate working adult schedules
- Knowledgeable instructors, averaging more than 10 years of experience teaching test prep courses

GMAT Prep
Learn test-taking strategies geared toward the verbal, quantitative, and analytical sections of the Graduate Management Admissions Test (GMAT). Discuss proven methods for dealing with each of the question types and work with test-simulation exercises. This course is well suited to students who seek a structured learning environment. Available online or on the U of M campus.

GRE Prep
Available online or on the U of M campus. Learn question types, advanced test-taking strategies, common test items, timing, and the most efficient ways to solve problems in a university classroom environment.

LSAT Prep
Prepare for the Law School Admissions Test (LSAT) by learning test-taking strategies and practicing the various types of questions found on the LSAT exam. Learn how to study effectively in the areas most likely to appear on the exam.

GRE and GMAT Math Refresher
Review of math fundamentals, as well as intensive math practice. Material covered includes basics (arithmetic, algebra, and geometry concepts), practice tests, and simple test-taking strategies. This course will help you master the essential skills for the GMAT and GRE.

Online GRE and GMAT Prep
Work at your own pace taking up to four months from the time you register to complete a self-directed, web-based course. After registration you will receive course materials, as well as a password to access the web-based course.

PCAT Prep
Prepare for the Pharmacy College Admissions Test (PCAT) by learning test-taking strategies, proven methods for dealing with questions, and test simulation exercises.

Visit ccaps.umn.edu/testprep to register or to view a current schedule of courses.
TEST PREPARATION

PMP Test Preparation

Position Yourself for Career Growth with a PMP® Certification

- Project Management Professional (PMP) certification is one of the most valued and respected credentials in project management and a proven way to enhance your resume, elevate your career potential, and boost your earnings.
- A projected 15.7 million new project management jobs will be created around the world from 2010 to 2020, according to the PMI 2013 Project Management Talent Gap Report. More than 12 percent rise in demand in the US is expected through 2020.
- Earn a higher salary: according to PMI, PMP credential holders can earn upward of $15,000 more annually than noncredentialed jobholders.
- Build skills and knowledge that are transferable between industries, market segments, and geographic locations.
- Prove your project management knowledge and gain an advantage over noncertified project managers.

Following this course you will:

- Prepare for the exam with The Learning System for PMP Exam Preparation, included in tuition. This interactive study program includes printed study materials, online quizzes, flashcards, PMP exam emulation, and more. You will have access to the online study tools for an entire year.
- Discuss topics and network with peers from a variety of industries.
- Stay on track to complete your PMP studies with our structured learning environment.
- Meet the 35-hour project management education prerequisite.
- Earn 3.5 hours of CEU.

Course fees include:
The Learning System for PMP Exam Preparation.

Course Materials

Three printed books, containing over 650 pages of content, provide an in-depth exploration of the five knowledge domains tested on the PMP exam. These materials are organized into 14 chapters, including:

- Chapters 4–13: Covering each of the Ten Knowledge Areas of the PMBOK Guide (Integration, Scope, Time, Cost, Quality, HR, Communications, Risk, Procurement, and Stakeholder Management)
- Chapter 14: Preparing for the PMP Exam (test-taking tips and strategies)

A glossary of key PMP terminology is included at the end of each chapter, with official PMI definitions. Progress check questions are included at the end of each chapter to help students check their understanding and retention of topics. Topics are presented in a concise, easy-to-understand format to cover the PMP Examination Content Outline, and are organized to follow the PMBOK Guide.

Interactive Online Study Tools

Participants will have access to interactive online study tools for one year. Over 900 practice questions are included in the following online tools: pretest, SmartStudy®, chapter quizzes, process group quizzes, flashcards, posttest, practice exam, progress reports, and resource center.
AGILE CERTIFICATE

Agile Certificate (36 contact hours)
Businesses are seeking a way to be more responsive to the needs of their customers and have clearly identified Agile and Scrum as way to achieve this goal. This Agile Certificate will help you develop the competencies to confidently join and contribute to a team adopting Agile methods.

Learning Outcomes
• Take a deeper dive into how requirements are approached differently in Agile frameworks
• Examine the Agile mantra of “test early and test often”
• Understand the paradigm shift of project vs. product, individual vs. team approach, and management vs. leading
• Examine the role of “Agile Coach”
• Learn advanced methods for teams, team dynamics, and metrics

Who Should Attend
• Anyone looking to learn the Agile and Scrum basics
• Agile team members, managers, and leaders
• Business analysts, project managers, DEV, QA

Required Courses:
5 Credits:
3.6 CEUs. CPEs, PDUs, or PDHs may also be available; check website for details.

Agile Courses
Complete your certificate by taking the required course below and two elective courses. Agile Fundamentals is the first course taken in the program. All remaining courses can be taken in any order. See course pages for details.

Required courses (36 contact hours)
Agile Fundamentals (12 hours)
Note: Certified ScrumMaster can be substituted for Agile Fundamentals.
Agile User Stories (6 hours)
Agile Testing (6 hours)
Agile Coaching (6 hours)
Agile Teams and Metrics (6 hours)

ccaps.umn.edu/agl
BUSINESS ANALYSIS CERTIFICATE

Business Analysis Certificate (60 contact hours)
As the main liaison between business and IT departments, the business analyst is responsible for gathering and documenting business requirements and translating them into functional design specifications that can be executed by IT development teams. This certificate helps you develop the competencies that will ensure your success in this role.

Learning Outcomes
- Identify business needs and the costs and benefits of addressing them technically
- Develop and manage comprehensive, solution-based requirements
- Formulate business specifications for developing and implementing technical solutions
- Bridge the gap between business and IT with common project definitions and requirements
- Use data modeling techniques to analyze and improve business processes

Who Should Attend
- Business analysts, project managers, IT professionals
- Anyone responsible for eliciting business requirements and aligning IT solutions with business needs
- Anyone serving as a liaison between a business unit and an IT solution provider

Business Analysis Courses
Complete your certificate by taking the required courses below and one elective course. See course pages for details. The required courses are listed in a recommended sequence if applying towards the certificate.

**Required courses (54 contact hours)**
- Introduction to Business Analysis (6 hours)
- Business Solution Scoping and Eliciting Requirements (12 hours)
- Business Requirements Analysis (12 hours)
- Supporting Requirements – Documenting Managing Requirements, and Validating the Solution (12 hours)
- Stakeholder Management, Business Analysis Planning, and Estimating (12 hours)

**Elective courses (Choose 6 contact hours)**
- Introduction to Agile (6 hours)
- Business Acumen (6 hours)
- Technical Writing (6 hours)
- Managing Complex Projects (6 hours)

ccaps.umn.edu/bac
Online Business Analysis Certificate (60 contact hours)
As the main liaison between business and IT departments, the business analyst is responsible for gathering and documenting business requirements and translating them into functional design specifications that can be executed by IT development teams. This certificate helps you develop the competencies that will ensure your success in this role.

Learning Outcomes
• Identify business needs and the costs and benefits of addressing them technically
• Develop and manage comprehensive, solution-based requirements
• Formulate business specifications for developing and implementing technical solutions
• Bridge the gap between business and IT with common project definitions and requirements
• Use data modeling techniques to analyze and improve business processes

Who Should Attend
• Business analysts, project managers, IT professionals
• Anyone responsible for eliciting business requirements and aligning IT solutions with business needs
• Anyone serving as a liaison between a business unit and an IT solution provider

Requirements
You must register yourself online for this course (phone or paper registrations are not accepted). You must have an email account that you have regular access to. This course uses several additional outside free online tools. Students will be asked to create additional login accounts throughout the course.

Online Business Analysis Courses
Instructor-led, 10 weeks consecutively, with student synchronous and asynchronous activities.

Course topics and schedule
Introduction to Business Analysis: week 1
Business Solution Scoping and Eliciting Requirements: weeks 2 and 3
Business Requirement Analysis: weeks 4 and 5
Supporting Requirements – Documenting, Managing Requirements, and Validating the Solution: weeks 6 and 7
Stakeholder Management, Business Analysis Planning, and Estimating: weeks 8 and 9
Technical Writing Elective: week 10

ccaps.umn.edu/bao

HOW TO REGISTER

Online:
ccaps.umn.edu/professionaleducation

Fax to:
612-624-5359
(for credit card payments and purchase orders only)

Mail to:
University of Minnesota
College of Continuing and Professional Studies Registration
353 Ruttan Hall
1994 Buford Avenue
Saint Paul, MN 55108-6039

Call:
612-624-4000

Credits: 6.0 CEU. CPE, PDU, or PDH may also be available; check website for details.
BUSINESS PROCESS IMPROVEMENT CERTIFICATE

Business Process Improvement Certificate (48 contact hours)
Whether your organization called it TQM, Lean, re-engineering, automation, or Six Sigma, the business process has been at the heart of every major performance improvement of the last 25 years. Business process improvement is the key skill set managers and professionals need to reduce costs, shorten service/cycle time, enhance customer value, and maintain high quality.

Learning Outcomes
- Streamline business processes
- Develop results-oriented outcomes
- Measure and improve operations
- Create and deploy breakthrough ideas
- Optimize cross-functional processes
- Understand best practices of Six Sigma, Lean, TGM, and other quality initiatives

Who Should Attend
- Individuals who want to improve business processes
- Process managers, owners, analysts, consultants, facilitators, or engineers
- Supervisors and managers seeking operational excellence
- Members of process, strategic planning, Six Sigma, or organization redesign initiative teams
- Leaders who are champions of process and technology change

Business Process Improvement Courses
Complete your certificate by taking four required courses. See course pages for details. Required courses are listed in a recommended sequence if applying towards the certificate.

Required Courses (48 contact hours)
- Process Mapping and Analysis (12 hours)
- Measuring and Improving Work Processes (12 hours)
- Process Innovation (12 hours)
- Implementing Process Change (12 hours)

ccaps.umn.edu/bpi
Business Writing Certificate (30 contact hours)
Effective written communication is a core competency in most, if not all, organizations. In addition to demonstrating an understanding of the mechanics of good writing, our Business Writing Certificate will help you clearly communicate in a way that avoids misunderstandings, conveys information in an appropriate manner and tone, and gains support for your positions.

Learning Outcomes
- Write clearly, concisely, and persuasively
- Use advanced editing and proofreading strategies
- Write effectively for the web
- Write persuasive business reports and proposals
- Become a more productive, effective communicator
- Gain support for your issues and recommendations

Who Should Attend
- Individuals who want to improve their written communication skills
- Sales and marketing professionals
- Professionals in technical writing field
- Supervisors, managers, and human resource professionals

Business Writing Courses
Complete your certificate by taking five of the courses below. See course pages for details.

Business Writing courses (choose 30 contact hours)
- Advanced Editing and Proofreading Strategies (6 hours)
- Business Grammar Update (6 hours)
- Foundations in Business Writing (6 hours)
- Technical Writing (6 hours)
- Writing Business Reports and Proposals (6 hours)
- Writing for Social Media (6 hours)
- Writing for the Web (6 hours)
- Writing Policies and Procedures (6 hours)

ccaps.umn.edu/bwc
Communications Certificate (60 contact hours)

This certificate is designed to equip you with the top communication skills that employers are seeking. Enhance your skills in writing, speaking, teamwork, customer service, critical thinking, and business communication.

Learning Outcomes
- Develop solutions to complex problems
- Speak with confidence and passion
- Persuade with confidence and authority
- Build relationships with customers
- Contribute to team projects and meetings

Who Should Attend
- Individuals who want to improve their communication skills
- Professionals responsible for reports, letters, and email messages
- Professionals who speak publicly or make presentations
- Executive and administrative assistants
- Team leaders and managers
- Sales professionals

Communications Courses
Complete your certificate by choosing 60 contact hours below. See course pages for details.

Required Courses (choose 48 contact hours)
- Communicating Across Cultures (6 hours)
- Communicating with a Winning Presence (6 hours)
- Critical Thinking and Problem Solving (6 hours)
- Develop Effective Business Conversation Skills (6 hours)
- Fostering Customer Relationships (6 hours)
- Foundations in Business Writing (6 hours)
- Powerful Presentations (6 hours)
- Team Communications (6 hours)

Elective Courses (Choose 12 contact hours)
- Business Storytelling with Intention (6 hours)
- Communicating in the Moment (6 hours)
- Handle People With Tact and Diplomacy (6 hours)
- Negotiate for Agreement (6 hours)
- Successfully Deal With Conflict at Work (6 hours)
- Working Assertively (6 hours)
- Writing Business Proposals and Reports (6 hours)
- Writing for Social Media (6 hours)
- Writing for the Web (6 hours)

ccaps.umn.edu/com
HUMAN RESOURCE GENERALIST CERTIFICATE

HUMAN RESOURCE GENERALIST CERTIFICATE

Human Resource Generalist Certificate (60 contact hours)
This certificate will provide you with a thorough grounding of up-to-date human resource practices at the technical, operational, and strategic management levels. Whether you have HR experience or just want to build your career, our Human Resource Generalist Certificate is designed to prepare you for success.

Learning Outcomes
- Build recruitment, selection, and staffing strategies
- Design and execute on-boarding processes
- Explore benefit practices and trends
- Gain practical skills to lead organization development interventions
- Build positive employee and labor relations
- Develop business acumen skills
- Earn PHR/SPHR recertification credits

Who Should Attend
- Human resource generalists and specialists who need to expand or update their knowledge and expertise
- Individuals seeking positions and growth in HR
- Supervisors and managers who have HR responsibilities

Human Resource Generalist Courses
Complete your certificate by choosing 60 contact hours below. See course pages for details.

Human Resource Generalist Courses (choose 60 contact hours)
- The Art and Practice of Facilitation (6 hours)
- Communicating in the Moment (6 hours)
- Design On-Boarding Programs (6 hours)
- Employee Benefits Practices and Trends (6 hours)
- Employee and Labor Relations (6 hours)
- Fundamentals of Organization Development (12 hours)
- Human Resources as a Business Partner (6 hours)
- Introduction to Human Resource Practices (6 hours)
- Investigations and Documentation (6 hours)
- Legal Issues for Human Resources (6 hours)
- Principles of Employee Compensation (6 hours)
- Staffing: Recruitment and Selection (6 hours)
- The Human Resource Audit (6 hours)
- The Internal Consultant (6 hours)
- Workforce Metrics and Analytics (6 hours)
- Workforce Talent Assessment and Planning (6 hours)
- Writing Policies and Procedures (6 hours)

ccaps.umn.edu/hrg

Earn your SHRM-CP/SHRM-SCP recertification credits!

Required Courses: 9–10

Credits: 6.0 CEUs. CPEs, PDUs, or PDHs may also be available; check website for details.
Management Practices Certificate (60 contact hours)
Managers oversee the planning, organizing, coordinating, and leading of people and resources. In today’s competitive workplace, critical thinking, communication skills, and versatility are taking their place alongside business skills as key managerial assets. This program is ideal for managers who want to achieve team success and drive bottom-line performance.

Learning Outcomes
- Develop leadership skills
- Coach individuals to peak performance
- Facilitate interventions to improve your teams
- Make data-driven decisions
- Be able to take on higher-level job responsibilities and qualify for managerial assignments
- Use managerial skills to accomplish organizational goals

Who Should Attend
- Current, aspiring, and emerging managers who want to build their business and management skills and take their career to the next level

Management Practices Courses
Complete your certificate by taking four required courses and one to two elective courses below. See course pages for details. Required courses are listed below in a recommended sequence if applying towards the certificate.

Required Courses (48 contact hours)
- Management Essentials for Success (12 hours)
- Strategic Planning and Measurement (12 hours)
- Develop Leadership Skills (12 hours)
- In-Depth Coaching: Lead Individual Change Interventions (12 hours)

Elective Courses (choose 12 hours)
- Lead Successful Team Intervention Strategies (12 hours)
- Successfully Lead Enterprise-Wide Change Management (12 hours)
- or
- Business Storytelling with Intention (6 hours)
- Financial Intelligence (6 hours)
- Negotiate for Agreement (6 hours)
- Writing Business Reports and Proposals (6 hours)

ccaps.umn.edu/mgt

Required Courses: 4
Elective Courses: 1–2
Credits: 6.0 CEUs. CPEs, PDUs, or PDHs may also be available; check website for details.

Did you know?
More than 90 percent of students say they have increased confidence at work after taking professional development courses.
Organization Development Certificate (48 contact hours)

Organization Development (OD) is geared toward improving both performance and people in the workplace. The goal of this certificate is to help you understand your role as a leader and change agent and to help you achieve organizational results.

Learning Outcomes

- Develop focused, practical assessments
- Lead individual change and team intervention strategies
- Become skilled at advanced coaching techniques
- Manage enterprise-wide change management
- Learn how to apply processes and tools in your organization
- Earn recertification credits

Who Should Attend

- Leaders and managers who want to learn how to guide change to achieve goals
- Human resource practitioners who want a firm foundation of OD theory, models, and skills for change
- Organization development specialists who want to expand their skills for more impact
- Workplace learning and performance professionals who want to lead change and improve individual, team, and enterprise-wide performance in organizational settings

Organization Development Courses

Complete your certificate by taking all of the courses below. See course pages for details. Required courses are listed in a recommended sequence if applying towards the certificate.

Required Courses (48 contact hours)

- Fundamentals of Organization Development (12 hours)
- In-Depth Coaching: Lead Individual Change Interventions (12 hours)
- Lead Successful Team Intervention Strategies (12 hours)
- Successfully Lead Enterprise-Wide Change Management (12 hours)

ccaps.umn.edu/odc

HOW TO REGISTER

Online:
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Fax to:
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Mail to:
University of Minnesota
College of Continuing and Professional Studies Registration
353 Ruttan Hall
1994 Buford Avenue
Saint Paul, MN 55108-6039

Call:
612-624-4000
Professional Train-the-Trainer Certificate (48 contact hours)

In today’s market, a highly skilled and well-educated workforce is vital for an organization’s economic survival. Your role as a training professional requires a thoughtful analysis of training needs, skill gaps, and goals of the organization to determine the best way to improve performance. Whether you are developing soft skills, leadership, or technical training programs, these courses will help you design, develop, and deliver high-quality training solutions.

Learning Outcomes

- Apply core knowledge, skills, and competencies in the training field
- Use the latest tools and knowledge for needs assessment, curriculum design, delivery, and measurement
- Incorporate instructional design principles to develop engaging training solutions
- Develop technology skills to create an engaging, interactive learning environment in the classroom and online
- Build your confidence and presentation skills
- Develop facilitation skills

Who Should Attend

- Trainers, instructors, consultants, instructional designers, subject matter experts, managers, organizational development practitioners, and human resource professionals who want to gain the knowledge, skills, and confidence necessary to design and deliver first-rate training
- Workplace learning and performance professionals seeking to improve workplace productivity and measure results
- Classroom trainers who want to learn how to use simple tools to produce e-learning that educates a wide range of learners

Professional Train-the-Trainer Courses

Complete your certificate by taking all courses below. See course pages for details.

Required Courses (42 contact hours)
- Assess Training Needs (12 hours)
- Design and Develop Training Solutions (12 hours)
- Deliver High-Impact Training (12 hours)
- Measure Training Results (6 hours)

Elective Courses (6 contact hours)
- The Art and Practice of Facilitation (6 hours)
  or
- The Internal Consultant (6 hours)

ccaps.umn.edu/ptc
PROJECT MANAGEMENT CERTIFICATE

Project Management Certificate (60 contact hours)
Project management is a critical, in-demand skill set. Being a successful project manager requires a combination of process skills (gathering project requirements) and human interaction skills (leading a project team). This certificate will provide you with a strong foundation in both the technical and the interpersonal aspects of being an effective project manager.

Learning Outcomes
- Lead and manage projects
- Negotiate and resolve conflicts
- Manage budget risk and change
- Build and motivate project teams
- Assure project control and successfully close projects
- Understand project management fundamentals

Who Should Attend
- Anyone who wants to assume a project management role
- Current project managers who want to increase their effectiveness in managing projects
- Project team members who wish to be more effective in their own roles

Project Management Courses
Complete your certificate by taking all six required courses and three elective courses below. See course pages for details. Required courses are listed in recommended sequence if applying towards the certificate.

Required Courses (42 contact hours)
- Project Management Foundations (6 hours)
- Project Initiation (6 hours)
- Project Planning (12 hours)
- Project Execution, Monitoring, and Control (6 hours)
- Project Leadership (6 hours)
- Project Risk Management (6 hours)

Elective Courses (choose 18 contact hours)
- Business Acumen (6 hours)
- Communicating Across Cultures (6 hours)
- Introduction to Agile (6 hours)
- Managing Complex Projects (6 hours)
- Negotiate for Agreement (6 hours)
- Project Management and Chaos Theory (6 hours)
- Project Management and New Product Development (6 hours)
- Project Management for IT Professionals (6 hours)
- Technical Writing (6 hours)

ccaps.umn.edu/pmt
SUPERVISION CERTIFICATE

Supervision Certificate (60 contact hours)
A supervisor is responsible for the day-to-day performance of an individual, group, team, or shift. As a supervisor, you oversee the productivity and progress of those who report directly to you, ensure that the group works efficiently and effectively to reach its goals, and resolve problems as they arise.

Learning Outcomes
• Build teamwork and accountability
• Delegate effectively
• Manage job performance
• Lead change
• Develop talent
• Transition into a supervisor role more smoothly
• Create a more supportive and productive workplace

Who Should Attend
• Current, aspiring, and emerging supervisors who want to enhance their supervision skills, increase their effectiveness, and take their career to the next level

Did you know?
Seventy percent of supervision students tell us that professional development courses helped them land a job or promotion.

Supervision Courses
Complete your certificate by taking five required and three elective courses. See course pages for details. Required courses are listed in recommended sequence if applying towards the certificate.

Required Courses (42 contact hours)
- Principles of Supervision (12 hours)
- Delegate to Enhance Job Performance (6 hours)
- Build Teamwork and Commitment (6 hours)
- Measuring and Improving Work Processes (12 hours)
- Coaching for Excellence (6 hours)

Elective Courses (choose 18 contact hours)
- Foundations in Business Writing (6 hours)
- Interviewing and Selection Processes (6 hours)
- Leading Change, Transitions, and People (6 hours)
- Legal Issues for Supervisors and Managers (6 hours)
- Manage Performance and Develop Talent (6 hours)
- Writing Business Reports and Proposals (6 hours)

ccaps.umn.edu/sup
Bring the University to Your Organization
Maximize your training investment

Are you looking for ways to . . .
• Align skills development with the strategic direction of your organization?
• Make smart and cost-effective choices that will develop your people and achieve results?
• Learn to manage with greater profits?
• Develop soft skills to survive in a challenging marketplace?
• Improve your processes and increase productivity?
• Create a stronger organization for the future?

We can help
The University of Minnesota offers a wealth of resources to boost your competitive advantage. We strive to understand your organization’s needs and to provide access to top-notch instructors with practical experience in their field, as well as to a portfolio of courses based on competencies identified for success.

When you partner with us you will:
• Increase productivity, efficiency, and employee engagement
• Maximize your training dollars and minimize travel time
• Focus on applied learning outcomes
• Get external expertise to complement your internal resources
• Receive cost-effective learning through uniquely effective programming

Courses and Programs
Our courses and certificates in communication; leadership, management, and supervision; business process excellence; and human resource specialist and generalist areas help you develop the competencies you need. Our most popular contract courses include:
• Business Analysis
• Project Management
• Organization Development
• Supervision and Leadership

Volume Discount Plan
Professional Development Short Courses and Certificate Programs
Continuing professional education is a critical investment for any organization that wishes to thrive in today’s economy. When planning for training, determine whether you will send employees to a combined total of 25 or more training days in the months ahead. If so, why not take advantage of our volume discount plan and send them to the same high-quality courses at a reduced cost? When you are ready to register employees, call us and we will take care of the details.

By working with us, you can lock in a discounted rate that will apply to all short course registration fees.

The levels of our Volume Discount Plan* are:

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<th>Total registrations per organization</th>
<th>Discount Rate</th>
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*The Volume Discount does not apply to the Successful Manager’s Leadership Program, ScrumMaster, or to test preparation courses.

Please call us at 612-625-4209 and ask about this option. The U of M’s Continuing Professional Education offers convenient courses and dates to help your organization develop your workforce. Take advantage of discounts up to 35 percent off regular short course and certificate program registration fees.

How does a Volume Discount Plan benefit you and your organization?
• Helps employees meet individual and organizational professional development goals
• Expands your training choices with no overhead
• Offers the ultimate in flexibility and convenience
• Provides monthly billing statements
• Creates downloadable reports that track employee course registrations and completions

For course information, please visit ccaps.umn.edu/professionaleducation.

Partial client list includes:
• The Bergquist Company
• Cardiovascular Systems, Inc.
• CIMA Labs
• Enterprise Minnesota
• FSI International
• Goodrich Sensors & Integrated Systems
• Hennepin County
• NEXUS
• Cliffs Natural Resources Inc., Northshore Mining Company
• Pearson VUE Inc.
• University of Vermont
• Virtual Radiologic Corporation

For Employers Only!
Do you wish your employees would take more responsibility for their own professional development? Would you like to give them resources to help them do it?

New 45-minute sessions delivered at your site give employees skills they can use now and information they can use later to create their own development plan.

Popular topics include Saving Projects from Trouble, Flexibility in Times of Change, and Communicating with Impact.

Learn more by contacting us at 612-625-4209 or ccapsbusn@umn.edu.
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- Writing Policies and Procedures 9
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Graduate School Test Prep
Gain the upper hand on the GRE, GMAT, LSAT, or PCAT with grad school test prep courses from the University of Minnesota. Test prep courses help you determine your readiness for the actual exam and pinpoint those areas on which you should focus your study. Our test prep courses offer dedicated, motivated graduate school hopefuls a number of key benefits including:
• A university-quality course at a moderate price
• A course format designed to accommodate working adult schedules
• Knowledgeable instructors, averaging more than 10 years of experience teaching test prep courses

For more information, visit:
ccaps.umn.edu/testprep

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Professional Development Certificates
Advance Professionally with a Focus on Study
In addition to taking them individually, you can combine courses and earn a certificate that focuses on the job skills you need to advance professionally. Certificates vary in length from 30 to 60 hours of courses, and include day, evening, and a selection of online courses.
Completing a certificate offers you:
• Applied knowledge to help you stay current
• Information to help you be an effective manager and leader
• Preparation for a new field or career
• Skills that position you for advancement

Certificates include:
• Agile
• Business Analysis
• Online Business Analysis
• Business Process Improvement
• Business Writing
• Communications
• Human Resource Generalist
• Management Practices
• Organization Development
• Professional Train-the-Trainer
• Project Management
• Supervision

ccaps.umn.edu/professionalcertificate

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On-site Training and Volume Discounts
Help Employees Meet Professional Development Goals
The College of Continuing and Professional Studies can bring any of our programs on-site to your organization and tailor to your needs. If you have multiple employees that want to take a variety of courses, we can provide a discounted rate for them to attend our public courses. Contact us and we will help you assess the best solution for your organization. Our courses will provide your organization with:
• Flexibility of schedule, location, and topics
• Cost-effective solutions based on your training needs
• Instructors with practical experience from various organizations
• An environment to network and learn from fellow students
• Training to improve employee performance and productivity

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