

**IMPROVE
YOUR SKILLS.
ACHIEVE
MEASURABLE
SUCCESS.**

**EXECUTIVE AND PROFESSIONAL
DEVELOPMENT**

RELEVANT CLASSES FOR TODAY'S LEADERS

PROJECT MANAGEMENT

is a strategic approach to managing and controlling new initiatives or changes. It takes a delicate balance of scope, budget, and scheduling as well as the discipline to maintain and carry out the techniques. No matter where you are in the Project Management cycle, BW courses help provide everything from foundational knowledge to advanced techniques. Baldwin Wallace is a Registered Education Provider with the Project Management Institute, Inc. (PMI®) and an Education Partner with the Northeast Ohio PMI Chapter.

BUSINESS ANALYSIS

is the practice of enabling change in an organizational, defining needs and recommending valuable solutions to stakeholders. This disciplined approach is used to identify and articulate the need for change and how to facilitate that change. Our Business Analysis courses help define various BA tasks, goals, and requirements for programs and projects. Baldwin Wallace University is an Educational Partner with the Cleveland Chapter of the International Institute of Business Analysis (IIBA™)

PROCESS IMPROVEMENT

One way to differentiate your company from its competitors is to make sure your processes are superior. By reducing unnecessary processes, developing your people, and creating a culture of continuous improvement through out your business you can outshine the competition. Our objective is to provide practical guidance and direction so your organization's investment in process change yields meaningful and lasting returns.

LEADERSHIP DEVELOPMENT

There are many different and valid opinions on what makes a good leader. However, most research points to one common ground... organizations that invest in the development of their leaders outperform those that do not. BW programs in this area offer important skill and behavioral tips and techniques for everyone from the new manager up to the seasoned professional.

Visit www.bw.edu/cpd **NOW** to kick-start your professional development.

2015-16 CALENDAR

PROJECT MANAGEMENT

New! Driving Project Management Maturity
Sept. 11, 2015

New! Project Management for IT & BA's
Sept. 17-18, 2015 & Feb. 4-5, 2016

PM **Foundations of Project Management**
Sept. 29, 2015 & Feb. 9, 2016

APMC **Project Portfolio Management**
Sept. 30, 2015 & Apr. 27, 2016

APMC **Roadmap to PM Leadership**
Oct. 1-2, 2015

PM **MS Project 2013 Fundamentals**
Oct. 6, 2015 & Apr. 7, 2016

MS Project 2013 Capabilities
Oct. 15, 2015 & June 7, 2016

New! Running Collaborative Planning Workshops – A Simulation
Oct. 16, 2015

PM **Planning, Scheduling & Controlling**
Oct. 27-29, 2015 & Mar. 1-3, 2016

APMC **New! Program Management**
Oct. 30, 2015

PM **360 Communication for Project Managers**
Dec. 1, 2015 & May 12, 2016

New! Contract Management for the Project Manager
Dec. 3, 2015 & May 10, 2016

New! Making the Most of Reporting in MS Project 2013
Dec. 4, 2015 & May 19, 2016

New! Managing Innovation & Growth Projects
Apr. 13, 2016

APMC **The Future of Project Management 2.0**
Apr. 13-14, 2016

BUSINESS ANALYSIS

BAC **Business Analysis Success (3.0)**
Sept. 15-16, 2015 & Feb. 2-3, 2016

New! Project Management for IT & BA's
Sept. 17-18, 2015 & Feb. 4-5, 2016

BAC **Eliciting & Documenting Requirements**
Oct. 20-21, 2015 & Mar. 15-16, 2016

BAC **Requirements Analysis & Design Definition**
Nov. 3-4, 2015 & Apr. 5-6, 2016

New! Developing Agile Requirements
Nov. 19-20, 2015 & May 5-6, 2016

BAC **New! Solution Deployment & Evaluation**
Jan. 20-21, 2016 & June 7-8, 2016

PROCESS IMPROVEMENT

PIC **Managing Organizational Change**
Sept. 1-2, 2015 & May 17-18, 2016

PIC **LEAN Six Sigma Yellow Belt Certification**
Sept. 9-10, 2015 & May 24-25, 2016

PIC **Process Mapping & Modeling**
Oct. 22-23, 2015 & Mar. 17-18, 2016

PIC **New! Process Innovation**
Nov. 17-18, 2015 & May 3-4, 2016

LEAN Six Sigma Green Belt Certification
Call for Dates

LEADERSHIP DEVELOPMENT

LDC **Managing Organizational Change**
Sept. 1-2, 2015 & May 17-18, 2016

LDC **Critical Thinking & Problem-Solving**
Sept. 3, 2015 & Apr. 19, 2016

LDC **Meeting Management & Facilitation**
Oct. 7, 2015 & Mar. 8, 2016

LDC **New! Conflict Management**
Dec. 2, 2015 & May 11, 2016

DATA/BUSINESS ANALYTICS

DAC **New! Data/Business Analytics Graduate Certificate**
Aug 26-Nov 11, 2015; Jan 13-Apr 6, 2016; and Jan 12-Apr 7, 2016

CERTIFICATE PROGRAMS

BW Certificate Programs are courses grouped together and specifically designed to offer an enhanced learning experience. Certificates further expand your knowledge of the concepts, processes, and skills in each specific topic area. You can enroll in classes individually, or take the Certificate Series, which offers an added dynamic and provides 15% off the listed investment! Look for the Certificate initials in this brochure for each series grouping.

PM

PROJECT MANAGEMENT CERTIFICATE (PMC)
Consists of four programs intended for individuals who want to enhance their knowledge of concepts, processes, and communication skills involved in project management. Baldwin Wallace is a Registered Education Provider with the Project Management Institute, Inc. (PMI®) and an Education Partner with the Northeast Ohio PMI Chapter. Register for all four, save 15% = \$2,379.

APMC

ADVANCED PROJECT MANAGEMENT CERTIFICATE (APMC)
A series of four programs developed for experienced project managers who wish to dive deeper into the best practices and leadership skills necessary to manage projects within an organization. Register for all four, save 15% = \$2,549.

BAC

BUSINESS ANALYSIS CERTIFICATE (BAC)
Designed for individuals who want to understand how to bridge the divide between IT departments and the business organizations they support, completing all four classes creates the BAC. Baldwin Wallace University is an Educational Partner with the Cleveland Chapter of the International Institute of Business Analysis (IIBA™). Register for all four, save 15% = \$3,389.

PIC

PROCESS IMPROVEMENT CERTIFICATE (PIC)
These four classes prepare you with practical information and hands-on techniques on the most common tools and best applications for streamlining processes, reducing waste, and encouraging innovation in your organization. Register for all four, save 15% = \$3,179.

LDC

LEADERSHIP DEVELOPMENT CERTIFICATE (LDC)
Programs in this certificate focus on developing important technical and behavioral skills and techniques involved in leading and managing teams or other individuals. These four courses benefit everyone from new managers to seasoned leaders. Register for all four, save 15% = \$1,909.

DAC

DATA/BUSINESS ANALYTICS GRADUATE CERTIFICATE (DAC)
This new Graduate Certificate Series is a combined effort with the BW MBA program. It offers specialized training in a variety of analytical techniques that can be immediately applied in solving business problems and decision making.

Students completing this program will be well equipped to tackle a range of problems in the business world...students may transfer these courses into a future MBA if they choose to apply for admission at a later date. \$1,999 per class. Series \$5,999.

WELCOME!

Whether you are changing positions, positioning yourself to advance in your current position, collecting your professional development/continuing education units, or desire to learn a new skill set, Baldwin Wallace Professional Development has noncredit courses for people of all professional levels.

Project Management, Business Analysis, Process Improvement, Leadership Development...all of our noncredit programs involve hands-on, real-world knowledge, and interactive sessions that develop skills, contain collaborative discussions, and incorporate interactive methods and strategies to learn and implement all course curriculum tips and techniques. Enroll in a course at BW, or call us about bringing a program out *to* your organization, *for* your organization.

“Coming together is a beginning; keeping together is progress; working together is success.” *Henry Ford*

p: (440) 826.2253 • e: bwpd@bw.edu • w: bw.edu/cpd

CUSTOM SOLUTIONS AND SERVICES

By building dynamic partnerships with our clients and creating customized education services, we provide inspiration and a fresh perspective to company leaders, managers, and teams. Our training solutions are real-world, hands-on, interactive learning experiences developed to meet your objectives. Through initial meetings we talk about your needs and challenges, assess the current and future states, and then work together to build a program that truly helps your organization reach its goal(s).

We can work with your company to develop a program specific to its culture and needs, or take one of our existing programs and pair it with a scaled-down customized learning opportunity. Management and leadership, project management, business analysis, and process improvement are just a few areas of our expertise. Every partnership is unique and we will work with you to find the right solution for your organization. **Call us today to talk more about your company's employee development and ROI. (440) 826.2253.**



ENROLLMENT AND PAYMENT PROCESS

Register online and save time!

NEW TO OUR REGISTRATION SYSTEM?

1. Log on to www.bw.edu/cpd.
2. On the left side links click “Log On/Register.”
3. In the New? section, click “Sign Up.”
4. Add all your information on the “Add New Account” page.
5. Click “Add account” and you’re ready to go.

ATTENDED A PREVIOUS BWPD PROGRAM? YOUR ACCOUNT IS ALREADY SET UP!

1. Log on to: www.bw.edu/cpd.
2. On the left side links click “Log On/Register.”
3. In the Returning? section, fill in your email address and password.
4. Click “Log On” and you’re ready to go.
Or call (440) 826.2253 to register by phone.

PROGRAM DISCOUNTS

- 10% Early Registration Discount - When you register 15 business days or more before the start of the program.
- 15% Certificate Discount – When you register for all of the courses within a Certificate Program.
- 20% Alumni Discount – for BW University current students or alumni.

CANCELLATION POLICY

- 100% refund for cancellations made 15 or more business days prior to program’s start.
- 50% refund for cancellations made five to 14 business days prior to program’s start.
- There are no refunds for cancellations made less than five business days prior to program's start.

TRANSFER POLICY

- No additional fee for registration transfer to a future program or individual if made more than five business days before the original program start date.
- 10% transfer fee made five business days or less prior to program's start.

AUGUST						
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NEW! DATA/BUSINESS ANALYTICS GRADUATE CERTIFICATE PROGRAM

As the explosion of “big data” fuels the need for business leaders with an understanding of data science, BW Professional Development is rolling out a new business analytics track in conjunction with the recently enhanced BW MBA program. The Data/Business Analytics Graduate Certificate is a track within the BW MBA curriculum focusing on specialized training in a variety of analytical techniques that can be immediately applied in solving business problems and decision making. Participants completing this track will receive a Data/Business Analytics Graduate Certificate, and be well equipped to tackle a range of problems in the business world. If desired, students who enroll in this Graduate Certificate Program may transfer some of these credits to the MBA program if they choose to apply for admission at a later date and continue his/her graduate work in even more depth. Candidates considering entering the MBA program must be admitted through the appropriate channel, have completed a bachelor’s degree, and pay the cost-difference between this course and credit rate.

See the MBA program website for further admission requirement information: <http://www.bw.edu/academics/bus/programs/mba/admit/>

BUSINESS ANALYTICS I (BUS 626 S01)

Wednesdays, August 26-November 11
7 pm – 10:10 pm; **\$1,999**

This course explores the computer models necessary to deal with the complex relationships making up an integrated system. Linear regression, forecasting/ time series, linear programming, simulation, and probabilistic decision models are studied. The emphasis is on the description of common management problems in terms of these models, the solution of such models, and the analysis of the results for making decisions from a systems perspective.

DAC

MANAGING ORGANIZATIONAL CHANGE

September 1-2

9 am – 4 pm; 12 PDU; **\$849**
Instructor: Improve Consulting

The disciplines of process, project, and change management intersect at many points during the execution of a project or initiative. When change management activities are integrated together with the project or process improvement, only then the organization will realize long-term behavior change that will provide the return on investment. Individuals who have an understanding of the dynamics of the people-side of change, and have the ability to create an integrated plan are better equipped to adopt practical strategies to deal with resistance, either at an individual or organizational level.

PIC

LDC

CRITICAL THINKING & PROBLEM-SOLVING

September 3

9 am – 4:30 pm; 7 PDU; **\$449**
Instructor: Crickett Rastall

This hands-on course takes participants through the process of making better decisions through critical thinking

LDC



“Good insight and voice of experience. I can definitely apply this material at work.”

Managing Organizational Change
Goodyear

and creative problem-solving. Simulations and practical exercises in defining true problems, analyzing causes, creating targeted options, deciding what’s best, and then implementing solutions designed to carry over and immediately help you in your own work environment.

LEAN SIX SIGMA YELLOW BELT

September 9-10

9 am – 4 pm; 12 PDU; **\$899**
Instructor: Improve Consulting

LEAN Six Sigma Yellow Belt will focus on the components of Six Sigma process improvement that are relevant for transactional services industries. The course will provide an understanding of the Six Sigma Define-Measure-Analyze-Improve-Control (DMAIC) methodology, concepts, and basic process improvement tools. Basic LEAN concepts will be integrated into the course content. The course will introduce DMAIC tools. Call us about Green Belt!

PIC

NEW! DRIVING PROJECT MANAGEMENT MATURITY

September 11

9 am – 4 pm; 6 PDU; **\$499**
Instructor: Lynda Carter

Want to make sure that your organization is getting the most out of project management? Project management maturity can be an indication of the organization’s ability to plan and execute projects. This course uses the book “Using the Project Management Maturity Model” to define maturity, measure maturity and identify the behaviors needed to drive project management through the organization. Come spend the day learning about this topic and walk away with a plan to assess your team, department or organization.

BUSINESS ANALYSIS SUCCESS (3.0)

“Creating the strategic context for mission-critical projects”

September 15-16

9 am – 4 pm; 12 PDU; **\$995**
Instructor: Amanda Dietz

(Formerly Enterprise Analysis and Business Requirements) Version 3.0 of the Business Analysis Body of Knowledge® emphasizes the importance of value creation in the role of the Business Analyst. To maximize the positive impact of recommended solutions, the BA must gather accurate requirements from users, and also understand the strategic context for a given project and guide solution design. This seminar delivers specific skills you need to develop system specifications that will impel quality business system results.

BAC



“Interactive group discussion, instructor’s context, and real-world examples and experiences [were all helpful]. Mandy is fantastic!”

Eliciting & Documenting Requirements
Westfield Group

NEW! PROJECT MANAGEMENT FOR IT & BA’s

NEW! PROJECT MANAGEMENT FOR IT & BA’s

September 17-18

9 am – 4 pm; 12 PDU; **\$995**
Instructor: Amanda Dietz

Good project management is an important part of general business management; for information technology projects, it is critical. IT projects typically are more complex, have greater impact on business processes, tighter time lines, and user/business needs are more dynamic. Effective IT project management is essential to meet these challenges and make the most efficient use of scarce resources. This seminar thoroughly covers the BABOK® Requirements Planning & Management knowledge area.

FOUNDATIONS OF PROJECT MANAGEMENT

September 29

9 am – 4 pm; 6 PDU; **\$449**
Instructor: Lynda Carter

PMc

Build an understanding of the principal components of project management concepts, processes and best practices. Receive tips, tools and techniques to implement at the workplace. You will learn to: Understand project management methodology, learn to accurately track and prioritize project components, confidently estimate costs and schedules, and effectively communicate with project team members.

PROJECT PORTFOLIO MANAGEMENT

September 30

9 am – 4 pm; 6 PDU; **\$449**
Instructor: Pete Evangelista

APMc

This class looks at practical methods for selecting and managing a portfolio of projects. Individuals focus on activities that add value to meeting the organization’s mission and how to avoid falling into the common PMO traps of “paper-pushing bureaucrat,” “road-blocking gatekeeper,” “project cop” or “sideline observer.” In addition to discussing best practices as a class and in small groups, hands-on exercises provide reinforcement of each concept’s application.



“Pete was relevant to the industry in which I work. We are implementing PM and this class gave good ideas to help jump start it.”

Kaufman Container

ROADMAP TO PM LEADERSHIP: MAPPING YOUR PERSONAL LEADERSHIP GROWTH PLAN

October 1-2

9 am – 4 pm; 12 PDU; **\$1099**
Instructor: Lynda Carter

APMc

This course looks at global research findings on the behaviors needed for success in both the project and program manager roles. A pre-class assessment is completed by each participant. In class, you will review your leadership assessment results, compare your results to the global research in order to identify your strengths and personal opportunities for development. Learn key leadership behaviors needed for leading large projects and programs, as well as models and methods for creating your personal leadership growth plan.

MS PROJECT 2013 FUNDAMENTALS

October 6

9 am – 4 pm; 6 PDU; **\$449**
Instructor: Pete Evangelista

PMc

This one-day, hands-on course provides an overview of MS Project 2013 and its functionality. Work with the tool in a PC lab while receiving support and direction from an experienced instructor/coach. Learn to: Understand the capabilities of MS Project, enter task information, develop a project schedule by setting task dependencies, work efforts, resource allocations and task assignments, and much more.

MEETING MANAGEMENT & FACILITATION

October 7

9 am – 4 pm; 6 PDUs; **\$449**
Instructor: Improve Consulting

Did you know that the average employee loses nearly ONE DAY per week in unproductive meeting time? Can you imagine what you and your teams could accomplish with an extra day to work each week? This course not only covers the simple need of meeting structure, but involves intervention strategies and facilitation tools, including tactics that will help you use and combine the collective strengths of meeting participants to ensure objectives are met.

OCTOBER						
SUN	MON	TUE	WED	THU	FRI	SAT
	SEE PREVIOUS PAGE FOR EARLIER OCTOBER CLASSES					3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

MS PROJECT 2013 CAPABILITIES

October 15
9 am – 4 pm; 6 PDU; \$449
Instructor: Pete Evangelista

Students work through practical, hands-on exercises and focus on how each MS Project capability is used in everyday project management life. Two-to-three months of experience using MS Project 2013 or completion of MS Project 2013 Fundamentals is recommended. Just a few of the topics covered: Develop project schedules that model current projects, assign multiple, partially-allocated resources per task and track updates, customize views for multiple stakeholders using macros and Gantt chart formatting.

NEW! RUNNING PLANNING COLLABORATIVE WORKSHOPS - A SIMULATION

October 16
9 am – 4 pm; 6 PDU; \$449
Instructor: Lynda Carter

This course takes you through the key components of planning for a collaborative workshop and a simulation of an actual workshop; applying the PMBOK (Project Management Body of Knowledge) areas in the creation of a project plan. You will: Define the components needed to run a planning workshop and provide experience in applying project management planning techniques in a team setting.

ELICITING & DOCUMENTING REQUIREMENTS
“Collaborating to capture the true business needs”

October 20-21
9 am – 4 pm; 12 PDU; \$995
Instructor: Amanda Dietz

For all of the tools and techniques to elicit requirements, nothing is more important than making the most of human contact between IT departments and the business organizations they support. This seminar discusses several useful approaches to gathering requirements, focusing on the facilitation of collaborative sessions and the clear translation of business needs into requirements.

PROCESS MAPPING & MODELING

October 22-23
9 am – 4 pm; 12 PDU; \$995
Instructor: Amanda Dietz

Process mapping enables you to peel away the complexity of your organizational structure (and internal politics) and focus on the processes that are truly the heart of your business. Greatly reduce the cost of your operations by eliminating as much as 50% of the steps in most processes as well as the root causes of systemic quality problems.

PLANNING, SCHEDULING & CONTROLLING

October 27-29
9 am – 4 pm; 18 PDU; \$1399
Instructor: Lynda Carter

Through a variety of presentation methods and learning strategies, participants in this course will uncover how to define project scope and acceptance criteria, as well as learn how to use network diagrams, status reporting and appropriate project communication processes to ensure project success.

NEW! PROGRAM MANAGEMENT

October 30
9 am – 4 pm; 6 PDU; \$449
Instructor: Lynda Carter

This course is designed to assist program and project managers in understanding their role in leading large initiatives that will require multiple project teams.

NOVEMBER						
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Participants develop an understanding of program management by using activities to review program stages and key activities. Responsibilities of the program manager, governance and program deliverables are reviewed.

REQUIREMENTS ANALYSIS & DESIGN DEFINITION
“Converting business needs to solutions”

November 3-4
9 am – 4 pm; 12 PDU; \$995
Instructor: Joe Nickrent

(Formerly Analyzing & Validating Business Requirements). The ultimate objective of a business analysis project is to improve business results. This seminar will present proven approaches to analyzing current conditions, business needs and technology enablers. Verification and validation techniques will be used to assure proposed solutions meet the needs of users and customers.

INTERNATIONAL PROJECT MANAGEMENT DAY / KERZNER LECTURE SERIES

“Lessons learned through great projects in history”
November 5
5:30 pm – 8 pm; 1.5 PDU; FREE
Presenter: Chris Wright

Join BW and the PMI Northeast Ohio Chapter to celebrate International Project Management Day, and Dr. Harold Kerzner’s contribution to the field, at this exciting lecture created to recognize and raise awareness to the value of project management. Chris Wright, CPLP®, MPM, PMP® will provide insight into one of the greatest endeavors in history, the Panama Canal, through the lens of modern day project management. Participants will gain knowledge of the historical event, and learn how some of today’s “great” projects are not so great in comparison. Riveting and fascinating alike, this presentation will further promote the importance of integrating key lessons learned in every project.

PROJECT MANAGEMENT BREAKFAST FORUM
“A project management approach to career planning”

November 6
8 am – 12 pm; 3.5 PDU; \$139 (PMI members), \$179 (non-members)
Instructor: Chris Wright

This seminar is designed to help attendees design, craft, and implement a personal career plan and treat it as a project. Participants will be able to better articulate their personal career plan through a clear vision and mission (core doctrine), a well-aligned strategy (scope and objectives), a well-defined action plan (project plan), and regular check-ups and adjustments (monitor and control plan). Better understand the differences between a job and career, define and articulate your professional core purpose, and incorporate key project management techniques into a personal career plan. This seminar is for anyone who wants to be ready to move from the “job” mentality to thinking more about a career – at any age!

NEW! PROCESS INNOVATION
“How to create and deploy breakthrough ideas”

November 17-18
9 am – 4 pm; 12 PDUs; \$995
Instructor: Orion Development Group

Learn to evaluate the business return of process improvement alternatives, think outside the “process box,” devise innovative process designs based on customer needs, leverage process excellence to foster growth, create a Strategy Canvas to assess the impact of processes on strategic position, and plan for the practical and political realities of the process change.

DECEMBER						
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NEW! DEVELOPING AGILE REQUIREMENTS

November 19-20
9 am – 4 pm; 12 PDU; \$995
Instructor: Orion Development Group

A user story is a brief and clear description of system functionality that is of real value to a user. Written from the users’ perspective, good user stories drive effective requirements development, acceptance testing and ultimately the delivery of value to the customer by the system. Learn to: Identify stakeholders and roles on agile projects. Be an effective user representative, write acceptance tests for user stories, identify common story types, prioritize user stories for iterations and releases to name a few.

360 COMMUNICATION FOR PROJECT MANAGERS

December 1
9 am – 4 pm; 6 PDU; \$499
Instructor: Sue Russell

This course is an opportunity to understand your leadership and communication style, analyze your stakeholders and develop effective ways to influence them. It will help you better comprehend the importance of leading your project stakeholders, your sponsors, internal customers, external customers, and cross-functional team members; identify and analyze multiple stakeholders; and develop an effective strategy for influencing.

NEW! CONFLICT MANAGEMENT

December 2
9 am – 4 pm; 6 PDUs; \$499
Instructor: Sue Russell

As more employees are expected to work together in teams, adjust to multiple organizational changes, and focus on higher quality with fewer resources, conflict can become a natural by-product. While unmanaged conflicts and disagreements can harm important working relationships, effectively managed conflict can promote cooperation and build stronger relationships. This session explores the reasons why people sometimes act the way they do, and provides skills and tools for leaders to manage conflict constructively.

NEW! CONTRACT MANAGEMENT FOR THE PROJECT MANAGER

December 3
9 am – Noon; 3 PDU; \$229
Instructor: Pete Evangelista

You are a Project Manager, not a lawyer, but both external and internal contracts have huge impacts in the success of your project. This half-day course will examine some key components to managing contracts for your project: Risk ownership, contract timing, common “gotchas,” your counselor knows what’s legal, but not what’s best for your project. Learn the definition of a contract/basic structures and clauses, spectrum of risk: which party gets what risk and which rewards, examination of sample contracts, and tips for helping your Legal Department/Counsel help you.

NEW! MAKING THE MOST OF REPORTING IN MS PROJECT 2013

December 4
9 am – Noon; 3 PDU; \$229
Instructor: Pete Evangelista

The Reporting function in MS-Project 2013 is pretty cool. How do you make the most of it? This half-day course will explore the reports that Microsoft provides by default. Through “hands-on” exercises you will get comfortable with modifying both the content and format of key reports and sharing the custom reports with others in your organization. This class will help you: understand the constructs of the reporting function in MSP2013; customize data: selection, filtering, sorting; customize formatting; create custom reports from scratch; utilize reports with other tools (e.g. Office 2013).

PMC

APMC

PROJECT MANAGEMENT

BAC

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PROCESS IMPROVEMENT

DAC

DATA/BUSINESS ANALYTICS

LDC

LEADERSHIP DEVELOPMENT

JANUARY

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FEBRUARY

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MARCH

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APPLIED MARKETING ANALYTICS (BUS 628 S01)

January 12-April 7 (evening TBD)
7 pm – 10:10 pm; **\$1,999**

This course encompasses the collection and analysis of information from the web, including web-based surveys, web analytics, online communities, blog scraping, and web spiders to support marketing strategy and performance. Three areas will be examined: Data visualization of complex data and models for discerning patterns using graphical representations; network analysis of social media and mobile data for actionable strategic insights; and Website Analytics data mining for measurement of offline marketing, channel performance, and return on marketing investment.

DAC

BUSINESS ANALYTICS II (BUS 627 S01)

Wednesdays, January 13-April 6
7 pm – 10:10 pm; **\$1,999**

This course expands the computer models necessary to deal with the complex relationships making up an integrated system. Logistic and non-linear regression, data visualization, K nearest neighbors and the use of specialized software are studied. The emphasis is to perform analyses used in modern decision making.

DAC

NEW! SOLUTION DEPLOYMENT & EVALUATION

“Delivering business value”

January 20-21

9 am – 4 pm; 12 PDU; **\$995**

Instructor: Amanda Dietz

Creating an elegant, business-focused technology or process improvement solution is a worthy accomplishment; assuring that the solution is properly implemented and generates value on an ongoing basis is equally important. Learn to: set the stage for successful solution implementations, assess the organization's readiness for change, identify barriers to realizing full return on investment, identify business-driven performance measures and validate achievement of the desired business value.

BAC

BUSINESS ANALYSIS SUCCESS (3.0)

“Creating the strategic context for mission-critical projects”

February 2-3

9 am – 4 pm; 12 PDU; **\$995**

Instructor: Amanda Dietz

(Formerly Enterprise Analysis and Business Requirements)
Version 3.0 of the Business Analysis Body of Knowledge® emphasizes the importance of value creation in the role of the Business Analyst. To maximize the positive impact of recommended solutions, the BA must gather accurate requirements from users, and also understand the strategic context for a given project and guide solution design. This seminar delivers specific skills you need to develop system specifications that will impel quality business system results.

BAC

“Ms. Dietz is an energizing and knowledgeable instructor. I will recommend this course to others!”

Eliciting & Documenting Requirements

Forest City Enterprises

NEW! PROJECT MANAGEMENT FOR IT & BA's

NEW! PROJECT MANAGEMENT FOR IT & BA's

February 4-5

9 am – 4 pm; 12 PDU; **\$995**

Instructor: Amanda Dietz

Good project management is an important part of general business management; for information technology projects, it is critical. IT projects typically are more complex, have greater impact on business processes, tighter time lines, and user/business needs are more dynamic. Effective IT project management is essential to meet these challenges and make the most efficient use of scarce resources. This seminar thoroughly covers the BABOK® Requirements Planning & Management knowledge area.



“Using real-world scenarios from my workplace in the exercises allowed me to take back techniques and ideas I can immediately apply to my projects.”

Planning, Scheduling & Controlling

Vitamix Corporation

FOUNDATIONS OF PROJECT MANAGEMENT

February 9

9 am – 4 pm; 6 PDU; **\$449**

Instructor: Lynda Carter

Build an understanding of the principal components of project management concepts, processes and best practices. Receive tips, tools and techniques to implement at the workplace. You will learn to: Understand project management methodology, accurately track and prioritize project components, confidently estimate costs and schedules, and effectively communicate with project team members.

PMC



The Baldwin Wallace Professional Development Department helps companies build on the capabilities of their leaders with a tailored curriculum and fresh perspective that can translate to measurable results.



“Bob’s ability to associate the class activities to real-life examples [was most beneficial]. He was very clear and understandable.”

Orion Development Group

Invacare Corporation

PLANNING, SCHEDULING & CONTROLLING

March 1-3

9 am – 4 pm; 18 PDU; **\$1399**

Instructor: Lynda Carter

PMC

Through a variety of presentation methods and learning strategies, participants in this course will uncover how to define project scope and acceptance criteria, and learn how to use network diagrams, status reporting and appropriate project communication processes to ensure project success.

MEETING MANAGEMENT & FACILITATION

March 8

9 am – 4 pm; 6 PDUs; **\$449**

Instructor: Improve Consulting

LDC

Did you know that the average employee loses nearly ONE DAY per week in unproductive meeting time?! Can you imagine what you and your teams could accomplish with an extra day to work each week? This course not only covers the simple need of meeting structure, but involves intervention strategies and facilitation tools, including tactics that will help you use and combine the collective strengths of meeting participants to ensure group objectives are met.

ELICITING & DOCUMENTING REQUIREMENTS

“Collaborating to capture the true business needs”

March 15-16

9 am – 4 pm; 12 PDU; **\$995**

Instructor: Amanda Dietz

BAC

For all of the tools and techniques to elicit requirements, nothing is more important than making the most of human contact between IT departments and the business organizations they support. This seminar discusses several useful approaches to gathering requirements, focusing on the facilitation of collaborative sessions and the clear translation of business needs into requirements.

PROCESS MAPPING & MODELING

March 17-18

9 am – 4 pm; 12 PDU; **\$995**

Instructor: Amanda Dietz

PIC

Process mapping enables you to peel away the complexity of your organizational structure (and internal politics) and focus on the processes that are truly the heart of your business. Greatly reduce the cost of your operations by eliminating as much as 50% of the steps in most processes as well as the root causes of systemic quality problems.



APRIL						
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REQUIREMENTS ANALYSIS & DESIGN DEFINITION

“Converting business needs to solutions”

April 5-6
9 am – 4 pm; 12 PDU; **\$995**
Instructor: Joe Nickrent

(Formerly Analyzing & Validating Business Requirements). The ultimate objective of a business analysis project is to improve business results. This seminar will present proven approaches to analyzing current conditions, business needs and technology enablers. Verification and validation techniques will be used to assure proposed solutions meet the needs of users and customers.

MS PROJECT 2013 FUNDAMENTALS

April 7
9 am – 4 pm; 6 PDU; **\$449**
Instructor: Pete Evangelista

This one-day, hands-on course provides an overview of MS Project 2013 and its functionality. Work with the tool in a PC lab while receiving support and action from an experienced and knowledgeable instructor/coach. Learn to: Understand the capabilities of MS Project, enter task information, develop a project schedule by setting task dependencies, work/efforts, resource allocations and task assignments, and much more.

NEW! MANAGING INNOVATION & GROWTH PROJECTS

April 13
8 am – Networking and Continental Breakfast
9 am – 12 pm seminar
3 PDU; **\$329**
Instructor: Harold Kerzner

The business side of project management is now being used to support innovation and growth strategic initiatives. In this class you will learn to: Use strategic initiatives for innovation and growth, understand the need for effective governance using a portfolio Project Management Office (PMO), use investment life-cycles rather than project life-cycles, learn the reasons for the failure of innovation and growth, comprehend the role of the innovation and growth project manager, establish value-based metrics for innovation and growth project tracking and more.

THE FUTURE OF PROJECT MANAGEMENT: ADVANCED PM CONCEPTS 2.0

April 13-14
Day 1: 1 - 4 pm
Day 2: 8 am – 3 pm; 9 PDU; **\$999**
Instructor: Dr. Harold Kerzner

Project managers must now become experts in stakeholder relations management where topics such as politics, culture, religion, virtual teams, and managing resources with questionable capabilities take on paramount importance. Learn why it has taken several decades for executives to become convinced that project management can and does work well. Discuss how executives have begun delegating more authority to project managers with regard to both project and business decision-making, and have recognized the application of project management to more long-term, complex projects that require the use of virtual teams.

CRITICAL THINKING & PROBLEM-SOLVING

April 19
9 am – 4:30 pm; 7 PDU; **\$449**
Instructor: Crickett Rastall

This hands-on course takes participants through the process of making better decisions through critical thinking and creative problem-solving. Simulations and practical exercises in defining true problems, analyzing causes, creating targeted options, deciding what’s best, and then implementing solutions are designed to carry over and immediately help you in your own work environment.

MAY						
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PROJECT PORTFOLIO MANAGEMENT

April 27
9 am – 4 pm; 6 PDU; **\$449**
Instructor: Pete Evangelista

This class looks at practical methods for selecting and managing a portfolio of projects. Individuals focus on activities that add value to meeting the organization’s mission and how to avoid falling into the common PMO traps of “paper-pushing bureaucrat,” “road-blocking gatekeeper,” “project cop” or “sideline observer.” In addition to discussing best practices as a class and in small groups, hands-on exercises provide reinforcement of each concept’s application.

PROCESS INNOVATION

“How to create and deploy breakthrough ideas”
May 3-4
9 am – 4 pm; 12 PDUs; **\$995**
Instructor: Orion Development Group

Learn to evaluate the business return of process improvement alternatives, think outside the “process box,” devise innovative process designs based on customer needs, leverage process excellence to foster growth, create a Strategy Canvas to assess the impact of processes on strategic position, and plan for the practical and political realities of the process change.

NEW! DEVELOPING AGILE REQUIREMENTS

May 5-6
9 am – 4 pm; 12 PDU; **\$995**
Instructor: Orion Development Group

A user story is a brief and clear description of system functionality that is of real value to a user. Written from the users’ perspective, good user stories drive effective requirements development, acceptance testing and ultimately the delivery of value to the customer by the system. Learn to: Identify stakeholders and roles on agile projects, be an effective user representative, write acceptance tests for user stories, identify common story types, prioritize user stories for iterations and releases to name a few.

NEW! CONTRACT MANAGEMENT FOR THE PROJECT MANAGER

May 10
9 am – Noon; 3 PDU; **\$229**
Instructor: Pete Evangelista

You are a Project Manager, not a lawyer, but both external and internal contracts have huge impacts in the success of your project. This half-day course will examine some key components to managing contracts for your project: Risk ownership, contract timing, common “gotchas,” your counselor knows what’s legal, but not what’s best for your project. Learn the definition of a contract/basic structures and clauses, spectrum of risk: which party gets what risk and which rewards, examination of sample contracts, and tips for helping your Legal Department/Counsel help you.

NEW! CONFLICT MANAGEMENT

May 11
9 am – 4 pm; 6 PDUs; **\$499**
Instructor: Sue Russell

As more employees are expected to work together in teams, adjust to multiple organizational changes, and focus on higher quality with fewer resources, conflict can become a natural by-product. While unmanaged conflicts and disagreements can harm important working relationships, effectively managed conflict can promote cooperation and build stronger relationships. This session explores the reasons why people sometimes act the way they do, and provides skills and tools for leaders to manage conflict constructively.

JUNE						
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360 COMMUNICATION FOR PROJECT MANAGERS

May 12. 9 am – 4 pm; 6 PDU; **\$499**
Instructor: Sue Russell

This course is an opportunity to understand your leadership and communication style, analyze your stakeholders and develop effective ways to influence them. It will help you better comprehend the importance of leading your project stakeholders, your sponsors, internal customers, external customers, and cross-functional team members; identify and analyze multiple stakeholders; and develop an effective strategy for influencing.

MANAGING ORGANIZATIONAL CHANGE

MANAGING ORGANIZATIONAL CHANGE

May 17-18. 9 am – 4 pm; 12 PDU; **\$849**
Instructor: Improve Consulting

The disciplines of process, project, and change management intersect at many points during the execution of a project or initiative. When the change management activities are integrated together with the project or process improvement only then the organization will realize long term behavior change that will provide the return on investment. Individuals who have an understanding of the dynamics of the people-side of change, and have the ability to create an integrated plan are better equipped to adopt practical strategies to deal with resistance, either at an individual or organizational level.

NEW! MAKING THE MOST OF REPORTING IN MS PROJECT 2013

May 19. 9 am – Noon; 3 PDU; **\$229**
Instructor: Pete Evangelista

The reporting function in MS-Project 2013 is pretty cool. How do you make the most of it? This half-day course will explore the reports that Microsoft provides by default. Through “hands-on” exercises you will get comfortable with modifying both the content and format of key reports and sharing the custom reports with others in your organization. Learn the constructs of the reporting function; customize data: selection, filtering, sorting; customize formatting; create custom reports from scratch; utilize reports with other tools.

LEAN SIX SIGMA YELLOW BELT

May 24-25. 9 am – 4 pm; 12 PDU; **\$899**
Instructor: Improve Consulting

LEAN Six Sigma Yellow Belt will focus on the components of Six Sigma process improvement that are relevant for transactional services industries. The course will provide an understanding of the Six Sigma Define-Measure-Analyze-Improve-Control (DMAIC) methodology, concepts, and basic process improvement tools. Basic LEAN concepts will be integrated into the course content. The course will introduce DMAIC tools. Call us about Green Belt!

MS PROJECT 2013 CAPABILITIES

June 7. 9 am – 4 pm; 6 PDU; **\$449**
Instructor: Pete Evangelista

Students work through practical, hands-on exercises and focus on how each MS Project capability is used in everyday project management life. Two-to-three months of experience using MS Project 2013 or completion of MS Project 2013 Fundamentals is recommended. Just a few of the topics covered: Develop project schedules that model current projects, assign multiple, partially-allocated resources per task and track updates, customize views for multiple stakeholders using macros and Gantt chart formatting.

NEW! SOLUTION DEPLOYMENT & EVALUATION

“Delivering business value”

June 7-8. 9 am – 4 pm; 12 PDU; **\$995**
Instructor: Amanda Dietz

Creating an elegant, business-focused technology or process improvement solution is a worthy accomplishment; assuring that the solution is properly implemented and generates value on an ongoing basis is equally important. Learn to: set the stage for successful solution implementations, assess the organization’s readiness for change, identify barriers to realizing full return on investment, identify business-driven performance measures and validate achievement of the desired business value.