

# SKILLCHOICE™ Business



Available  
Now!

**SkillChoice Business helps employees rapidly develop skills across a wide range of subjects. SkillChoice Business content can provide the building blocks for blended learning programs designed to support strategic business initiatives, such as leadership and human resources. It ensures that employees at every level of the organization have access to training to improve key areas such as management, communication and customer service.**

The courses in this catalog are available at no charge to all CSU faculty and staff. The table of contents is fully searchable. Click on the topic heading you are interested in and it will take you to the course listing in the catalog. Click on the course name to get a full course description, target audience, expected course duration, course number and lesson objectives.

## **Systemwide Professional Development**

[spd@calstate.edu](mailto:spd@calstate.edu)

Access this content at  
<https://ds.calstate.edu/?svc=skillsoft>

# Course List

## BUSINESS STRATEGY AND OPERATIONS

6

### Operations Curriculum

6

Six Sigma Black Belt (2007 BOK): Enterprise-Wide Deployment 6

Six Sigma Black Belt (2007 BOK): Organizational Process Management and Measures 6

Six Sigma Black Belt (2007 BOK): Team Management 6

Six Sigma Black Belt (2007 BOK): Define 6

Six Sigma Black Belt (2007 BOK): Measure 6

Six Sigma Black Belt (2007 BOK): Analyze 6

Six Sigma Black Belt (2007 BOK): Improve 6

Six Sigma Black Belt (2007 BOK): Control 6

Six Sigma Black Belt (2007 BOK): Design for Six Sigma (DFSS) Frameworks and Methodologies 6

Fundamentals of Lean for Business Organizations 6

Operations Management 7

Managing Customer-Driven Process Improvement 7

Purchasing and Vendor Management Essentials 7

Six Sigma: Champion Training 7

Certified Manager of Quality/Organizational Excellence 7

Six Sigma Green Belt: Six Sigma and the Organization 7

Six Sigma Green Belt: Define 7

Six Sigma Green Belt: Measure 7

Six Sigma Green Belt: Analyze 7

Six Sigma Green Belt: Improve and Control 7

The Foundations of Six Sigma 7

### Mentoring Asset

8

### Test Preps

8

### Strategic Planning Curriculum

8

Leading and Implementing Sustainable Green Business Strategies 8

### The Fundamentals of Globalization

8

The Fundamentals of Globalization: The Global Context 8

### IT Strategy Essentials

8

IT Strategy Essentials: Business and IT Strategy Alignment 8

Business Law Essentials 8

Developing Strategic Thinking Acumen 8

Risk Management 8

Business Planning Essentials 8

### Marketing Curriculum

8

Marketing Essentials 8

Competitive Marketing Strategies 8

Strategic Brand Management 9

## FINANCE, HUMAN RESOURCES AND ADMINISTRATION

9

### Finance and Accounting Curriculum

9

Finance and Accounting Essentials for Non-financial Professionals 9

Accounting Fundamentals 9

Budgeting Essentials 9

Auditing Essentials 9

Capital Budgeting Essentials 9

---

**Administrative Support Curriculum 9**


---

Essential Skills for Administrative Support Professionals	9
---	---

---



---

**Human Resources Curriculum 9**


---

Recruiting and Retention Strategies	9
Essentials of Interviewing and Hiring	10
The role of HR as a Business Partner	10
Organizational Behavior	10
Human Resources Core Knowledge (HRCI: PHR/SPHR-aligned)	10
Business Management and Strategy (HRCI: PHR/SPHR-aligned)	10
Workforce Planning and Employment (HRCI: PHR/SPHR-aligned)	10
Human Resource Development (HRCI: PHR/SPHR-aligned)	10
Compensation and Benefits (HRCI: PHR/SPHR-aligned)	10
Employee and Labor Relations (HRCI: PHR/SPHR-aligned)	10
Risk Management (HRCI: PHR/SPHR-aligned)	11
Strategic Human Resource Management (HRCI: SPHR-aligned)	11

---

**MANAGEMENT AND LEADERSHIP 11**


---



---

**Management Curriculum 11**


---

The Fundamentals of Business Crises Management	11
Managing Organizational Change	11
Business Coaching Essentials	11
Management Essentials	11
First Time Manager Essentials	11
Performance Appraisal Essentials	11
Talent Management Essentials	11

Essentials of Managing Technical Professionals	11
Workforce Generations	12
Managing Experts	12
Advanced Management Skills	12
Strategies for Successful Employee On-boarding	12
Managing during Difficult Times	12
Dismissing an Employee	12
Delegation Essentials	12
Business Execution	12
Essential Mentoring Techniques	12
Thinking Like a CFO	12
Essentials of Facilitating	12
Effectively Managing Top Performers	12
Managing Problem Performance	13
Difficult Conversations	13
Performance Management	13

---

**Leadership Curriculum 13**


---

Leadership Essentials	13
Employee Engagement	13
Creating a Positive Work Environment	13
Effective Succession Planning	13
Making Cross-Functional Teams Work	13
Setting and Managing Organizational Priorities	13
The Voice of Leadership	13

---

**PROFESSIONAL EFFECTIVENESS 14**


---



---

**Communication Curriculum 14**


---

How to Write an Effective Internal Business Case	14
E-mail Essentials for Business	14

---

Telephone Essentials for Business	14
Business Writing Basics	14
Business Grammar Basics	14
Interpersonal Communication	14
Workplace Conflict	14
Fundamentals of Working with Difficult People	14
Negotiation Essentials	14
Emotional Intelligence Essentials	14
Fundamentals of Cross Cultural Communication	15
Getting Results without Direct Authority	15
Listening Essentials	15
Constructive Feedback and Criticism	15
Anger Management Essentials	15
Communicating Effectively with the 'C' Level	15
Running Effective Business Meetings	15
Basic Presentation Skills	15
Communicate with Diplomacy and Tact	15
Professional Networking Essentials	15
Writing Skills for Technical Professionals	15

### **Foundation Skills Curriculum 15**

Basic Business Math	15
---------------------	----

### **Personal Development Curriculum 15**

Doing Business Professionally	15
Optimizing Your Work/Life Balance	15
Diversity on the Job	16
Telecommuting and the Remote Employee	16
Generating Creative & Innovative Ideas	16
Managing Your Career	16
Effective Time Management	16
Problem Solving and Decision-Making Strategies	16

Dealing with Organizational Change	16
Critical Thinking Essentials	16
Building and Maintaining Trust	16
Personal Productivity Improvement	16
Peer Relationships	17
Business Ethics	17
Living and Working Abroad in the United States	17
Interviewing Strategies for the Interviewee	17
Campus to Corporate	17
Public Speaking Strategies	17
Performance under Pressure	17
Business Etiquette and Professionalism	17
Perseverance and Resilience	17
Decisiveness	17
Writing Under Pressure	17

## **PROJECT EFFECTIVENESS 17**

### **Project Management Curriculum 17**

Project Management for Non-Project Managers	17
Project Management Essentials (PMBOK® Guide—Fifth Edition-aligned)	18
Project Integration Management (PMBOK® Guide—Fifth Edition-aligned)	18
Project Scope Management (PMBOK® Guide—Fifth Edition-aligned)	18
Project Time Management (PMBOK® Guide—Fifth Edition-aligned)	18
Project Cost Management (PMBOK® Guide—Fifth Edition-aligned)	18
Project Quality Management (PMBOK® Guide—Fifth Edition-aligned)	18
Project Human Resource Management (PMBOK® Guide—Fifth Edition-aligned)	18
Project Communications Management (PMBOK® Guide—Fifth Edition-aligned)	18

Project Risk Management (PMBOK® Guide—Fifth Edition-aligned)	18
Project Procurement Management (PMBOK® Guide—Fifth Edition-aligned)	18
Project Stakeholder Management (PMBOK® Guide—Fifth Edition-aligned)	18
Program Management (PMI® Second Edition-aligned)	18
Code of Ethics and Professional Conduct (PMI® Standard-aligned)	18
IT Project Management Essentials	18
Managing Software Project Outsourcing	19
Agile Practitioner—(PMI-ACP & ScrumMaster aligned)	19
PRINCE2®: 2009 Foundation	19

---

## Mentoring Assets 19

---

## Test Preps 19

---

## Team Building Curriculum 19

---

Optimizing Your Performance On a Team	19
Leading Teams	19

---

## Business Analysis 20

---

Certified Business Analysis Professional (CBAP™)—BABOK® Guide V2.0 aligned	20
--	----

## SALES AND CUSTOMER FACING SKILLS 20

---

## Sales Curriculum 20

---

Sales Foundations	20
-------------------	----

Sales Negotiations	20
Solution Selling	20
Strategic Account Sales Skills	20
Sales Management	20
Essential Selling Skills	20

---

## Customer Service Curriculum 21

---

Frontline Call Center Skills	21
Inbound Call Center Management	21
ITIL® 2011 Edition Foundation Syllabus	21
ITIL® 2011 Edition Overview	21
ITIL® 2011 Edition Intermediate Level: Operational Support & Analysis (OSA)	21
Customer Service Representative, Professionalism	21
Customer Service Representative, Skills	21
Customer Service Representative, Process	21
Customer Service Fundamentals	22
Customer Focus	22

---

## Industry Foundations 22

---

Industry Overviews	22
--------------------	----

---

## Test Preps 22

---



---

## Mentoring Assets 22

---

Questions?  
Talk to us about e-learning,  
call (562) 951-4403  
or e-mail us at [spd@calstate.edu](mailto:spd@calstate.edu).

# Descriptions

Click on the course name below to get a full course description, target audience, expected course duration, course number and lesson objectives

## BUSINESS STRATEGY AND OPERATIONS

### Operations Curriculum

#### Six Sigma Black Belt (2007 BOK): Enterprise-Wide Deployment

- Lean and Six Sigma
- Six Sigma Projects and the Black Belt Role
- Six Sigma Leadership and Change Management
- Final Exam: Six Sigma Black Belt (2007 BOK): Enterprise-Wide Deployment

#### Six Sigma Black Belt (2007 BOK): Organizational Process Management and Measures

- Critical Requirements and Benchmarking for Six Sigma
- Business Performance and Financial Measures in Six Sigma
- Final Exam: Six Sigma Black Belt (2007 BOK): Organizational Process Management and Measures

#### Six Sigma Black Belt (2007 BOK): Team Management

- Forming Project Teams for Six Sigma
- Motivation and Communication in Six Sigma Teams
- Managing Six Sigma Team Performance
- Final Exam: Six Sigma Black Belt (2007 BOK): Team Management

#### Six Sigma Black Belt (2007 BOK): Define

- Using Voice of the Customer in Six Sigma
- Developing Project Charters and Tracking Six Sigma Projects
- Final Exam: Six Sigma Black Belt (2007 BOK): Define

#### Six Sigma Black Belt (2007 BOK): Measure

- Process Characteristics for Six Sigma
- Data Collection and Measurement in Six Sigma
- Six Sigma Measurement Systems
- Basic Statistics and Graphical Methods for Six Sigma
- Probability for Six Sigma
- Process Capability for Six Sigma
- Final Exam: Six Sigma Black Belt (2007 BOK): Measure

#### Six Sigma Black Belt (2007 BOK): Analyze

- Correlation and Regression Analysis in Six Sigma
- Multivariate Analysis and Attribute Data Analysis in Six Sigma
- Hypothesis Testing Concepts and Tests for Means in Six Sigma
- Tests for Variances and Proportions, ANOVA, and Chi-square Tests in Six Sigma
- Nonparametric Tests in Six Sigma Analysis
- Nonstatistical Analysis Methods in Six Sigma
- Final Exam: Six Sigma Black Belt (2007 BOK): Analyze

#### Six Sigma Black Belt (2007 BOK): Improve

- Designing and Planning Experiments in Six Sigma
- Conducting Experiments and Analyzing Results in Six Sigma
- Improvement Methods and Implementation Issues in Six Sigma
- Final Exam: Six Sigma Black Belt (2007 BOK): Improve

#### Six Sigma Black Belt (2007 BOK): Control

- Statistical Process Control (SPC) in Six Sigma
- Nonstatistical Control Tools and Maintaining Controls in Six Sigma
- Sustaining Improvements and Gains from Six Sigma Projects
- Final Exam: Six Sigma Black Belt (2007 BOK): Control

#### Six Sigma Black Belt (2007 BOK): Design for Six Sigma (DFSS) Frameworks and Methodologies

- Common Design for Six Sigma Methodologies, Design for X, and Robust Design
- Special Design Tools in Design for Six Sigma
- Final Exam: Six Sigma Black Belt (2007 BOK): Design for Six Sigma (DFSS) Frameworks and Methodologies

#### Fundamentals of Lean for Business Organizations

- Introduction to Lean for Service and Manufacturing Organizations
- Using Lean for Perfection and Quality
- Lean Tools and Techniques for Flow and Pull
- Reducing Waste and Streamlining Value Flow Using Lean
- Value Stream Mapping in Lean Business
- Applying Lean in Service and Manufacturing Organizations
- Five Steps to Perfection: Implementing Lean
- Value Stream Maps for Non-manufacturing Processes

---

## Operations Management

---

- Operations Management and the Organization
- Operations Management: Product and Service Management
- Operations and Supply Chain Management
- Operations Management: Inventory Management
- Operations Management: Forecasting and Capacity Planning
- Operations Management: Operations Scheduling
- Operations Management: Management of Quality
- Operations Management: Facilities Planning and Management

---

## Managing Customer-Driven Process Improvement

---

- Customer-driven Process Improvement: Basic Framework
- Customer-driven Process Improvement: Identifying Customer Needs
- Customer-driven Process Improvement: From Customer Needs to Process Requirements
- Customer-Driven Process Improvement: Mapping and Measuring Processes
- Customer-driven Process Improvement: Analyzing Process Problems
- Customer-Driven Process Improvement: Identifying Improvement Ideas and Solutions
- Customer-driven Process Improvement: Implementing and Maintaining Improvements

---

## Purchasing and Vendor Management Essentials

---

- Fundamentals of Purchasing and Vendor Management
- Purchasing: Finding Sources of Supply
- Selecting Suppliers and Administering Contracts
- Evaluating Supplier Performance and Managing Supplier Relationships

---

## Six Sigma: Champion Training

---

- Introduction to Six Sigma for Champions
- Six Sigma Process Improvement
- Six Sigma Projects and Project Teams
- Managing and Deploying Six Sigma

---

## Certified Manager of Quality/Organizational Excellence

---

- Leadership
- Team Dynamics
- Developing and Deploying Strategic Plans
- Managerial Skills and Abilities
- Communication Skills and Project Management
- Quality Systems, Models, and Theories
- Problem-Solving and Process Management Tools
- Measurement: Assessment and Metrics

- Customer-Focused Management
- Supply Chain Management
- Training and Development

---

## Six Sigma Green Belt: Six Sigma and the Organization

---

- Six Sigma and Lean in the Organization
- Design for Six Sigma in the Organization

---

## Six Sigma Green Belt: Define

---

- Processes and Customer Analysis in Six Sigma Projects
- Basics of Six Sigma Projects and Teams
- Tools for Planning and Managing Six Sigma Project Opportunities
- Using Six Sigma Analysis Tools and Metrics for Project Decisions

---

## Six Sigma Green Belt: Measure

---

- Modeling and Analyzing Processes in Six Sigma
- Statistics and Probability in Six Sigma
- Data Classification and Collection in Six Sigma
- Summarizing and Presenting Data in Six Sigma
- Probability Distributions and Measurement Systems Analysis in Six Sigma
- Measuring Process Capability and Performance in Six Sigma

---

## Six Sigma Green Belt: Analyze

---

- Exploratory Data Analysis in Six Sigma
- Introduction to Hypothesis Testing and Testing for Means in Six Sigma
- Hypothesis Tests for Variances, Proportions, ANOVA, and Chi-Square in Six Sigma

---

## Six Sigma Green Belt: Improve and Control

---

- Design of Experiments and Validation of Solutions in Six Sigma
- Statistical Process Control and Control Plans in Six Sigma
- Using Basic Control Charts in Six Sigma

---

## The Foundations of Six Sigma

---

- Lean and Six Sigma
- Are You Listening to Your Customers?
- Quick Wins in Six Sigma Implementation
- Six Sigma Versus TQM
- Lean Inbound Transportation
- Promoting Six Sigma in the Workplace
- A Critical-to-quality Tree – What's That?
- Basic Measurement Concepts in Six Sigma

- Does your Business Really Need Six Sigma?
- Identifying Candidates for Key Six Sigma Roles
- Kaizen Events

---

## Mentoring Asset

---

- Mentoring Six Sigma Green Belt (SSGB)

---

## Test Preps

---

- TestPrep Six Sigma Green Belt (SSGB)

---

## Strategic Planning Curriculum

---

### Leading and Implementing Sustainable Green Business Strategies

---

- Introduction to Green Business and Sustainability
- Green Business: Planning Sustainability Strategies
- Green Business: Implementing Sustainability Strategies

---

## The Fundamentals of Globalization

---

### The Fundamentals of Globalization: The Global Context

---

- Fundamentals of Globalization: Analyzing the Global Environment
- The Fundamentals of Globalization: Strategies for Globalization
- Fundamentals of Globalization: Managing in a Global Environment
- Managing Expatriates' Career Development
- The Etiquette of Cross-cultural Gift Giving
- Evaluating Globalization Opportunities

---

## IT Strategy Essentials

---

### IT Strategy Essentials: Business and IT Strategy Alignment

---

- IT Strategy Essentials: Creating an IT Strategy Plan
- IT Strategy Essentials: Implementing an IT Strategy

### Business Law Essentials

---

- Business Law Basic Concepts
- Business Law and Ethics
- Business Law and the Manager's Responsibilities

---

## Developing Strategic Thinking Acumen

---

- Developing the Capacity to Think Strategically
- Developing the Strategic Thinking Skill of Seeing the Big Picture
- Using Strategic Thinking Skills
- Effective Critical Analysis of Business Reports
- External Consultants Can Help
- Returning to Core Competencies
- Competitive Awareness and Strategy

---

## Risk Management

---

- Risk Management: Identifying Risk
- Risk Management: Assessing Risk
- Risk Management: Dealing with Risk

---

## Business Planning Essentials

---

- Business Planning Essentials: Preparing a Business Plan
- Business Planning Essentials: Performing Key Analyses
- Business Planning Essentials: Preparing for Implementation

---

## Marketing Curriculum

---

### Marketing Essentials

---

- Marketing Essentials: Introduction to Marketing
- Marketing Essentials: Planning and People
- Marketing Essentials: Product and Price
- Marketing Essentials: Place
- Marketing Essentials: Promotion
- Marketing Essentials: Marketing and Ethics
- Using Online Strategies to Accelerate Sales Performance
- Designing Products to Fit the Channel
- Advertising Costs, PR Pays
- Using Blogs to Attract Customers
- Using Web Analytics to Increase Sales
- Trade Show Marketing – Planning Ahead

---

### Competitive Marketing Strategies

---

- Competitive Marketing Strategies: Conducting an Internal Analysis
- Competitive Marketing Strategies: Analyzing Competitors
- Competitive Marketing Strategies: Selecting and Implementing Strategies
- Increasing Competitiveness through Collaboration



---

### Strategic Brand Management

---

- Building Lasting Customer-brand Relationships
- Developing a Brand Internally
- Global Brand Management
- Brand Management for Social Media and Wireless Technologies

## FINANCE, HUMAN RESOURCES AND ADMINISTRATION

---

### Finance and Accounting Curriculum

---

#### Finance and Accounting Essentials for Non-financial Professionals

---

- Principles of Accounting and Finance for Non-financial Professionals
- Cash Flow Management Essentials for Non-financial Professionals
- The Time Value of Money and Investment Decisions for Non-financial Professionals
- The Essentials of Budgeting for Non-financial Professionals
- Financial Statements for Non-financial Professionals
- Analyzing Financial Statements for Non-financial Professionals
- Increasing Cash Flow in Times of Need
- Attracting New Investors – Keeping Presentations Focused
- What is your Gross Profit Margin Ratio really saying?
- Recognizing The Value of Intangible Assets
- Recession: How it Affects Business
- Assessing Nonrecurring Items in Income Statements
- The Time Value of Money: Possible Pitfalls
- Depreciation Methods
- Using Financial Analysis for Credit Decisions

#### Accounting Fundamentals

---

- Basic Accounting Principles and Framework
- The Accounting Equation and Financial Statements
- The Accounting Cycle and Accrual Accounting
- Accounting Transactions and Books of Account
- Trial Balance & Adjusting Entries
- The Income Statement
- The Balance Sheet
- The Cash Flow Statement
- Accounting for Companies' Stock Transactions and Dividends
- Outsourcing Financial Activities
- Accounting for Sales Returns
- Deconstructing the Balance Sheet
- Final Exam: Accounting Fundamentals

---

### Budgeting Essentials

---

- Organizational Budgeting Activities and the Master Budget
- Planning and Preparing an Operating Budget
- Preparing Operating Budgets and the Cash Budget
- Using Budgets for Management and Control
- Final Exam: Budgeting Essentials

---

### Auditing Essentials

---

- Introduction to Auditing
- Auditing for Internal Control and Risk Assessment
- Auditing the Revenue Cycle
- Auditing for Cash and Inventories
- Using Audits to Help Prevent Business Fraud
- Establishing the Role of the Audit Department
- Final Exam: Auditing Essentials

---

### Capital Budgeting Essentials

---

- Capital Budgeting: The Capital Budgeting Process
- Capital Budgeting: Net Present Value and Internal Rate of Return
- Capital Budgeting: Discounted Payback Period and Profitability Index
- Capital Budgeting: Capital Allocation
- Final Exam: Capital Budgeting Essentials

---

### Administrative Support Curriculum

---

#### Essential Skills for Administrative Support Professionals

---

- Administrative Professionals: Common Administrative Support Tasks
- Administrative Professionals: Maximizing Your Relationship with Your Boss
- Administrative Professionals: Interacting with Others
- Administrative Professionals: Putting Your Best Foot Forward
- Essential Skills for Administrative Support Professionals Simulation

---

### Human Resources Curriculum

---

#### Recruiting and Retention Strategies

---

- Recruiting Talent
- Retaining Your Talent Pool
- Creating a High-Retention Organizational Culture Simulation
- Fringe Benefits: Maintaining a Competitive Hiring Advantage
- Aligning Recruitment to Job Requirements

- Employer Branding
- Devising an Effective Corporate Wellness Program
- Preventing High Turnover Rates: How to Keep the Best
- Disciplines of Organizational Learning: Personal Mastery
- Addressing Attrition in High Performance Teams
- Surviving the Talent Crunch

---

### Essentials of Interviewing and Hiring

- Essentials of Interviewing and Hiring: Screening Applicants for Interviewing
- Essentials of Interviewing and Hiring: Preparing to Interview
- Essentials of Interviewing and Hiring: Conducting an Effective Interview
- Essentials of Interviewing and Hiring: Behavioral Interview Techniques
- Essentials of Interviewing and Hiring: Selecting the Right Candidate
- Guarding against Interviewing Biases
- Screening Applicants for Emotional Intelligence
- Conducting Interviews: Asking the Right Questions
- Creating a Compelling Job Description
- Hiring Strategic Thinkers
- Hiring a New Employee

---

### The role of HR as a Business Partner

- HR as Business Partner: From Cost Center to Strategic Partner
- HR as Business Partner: Linking HR Functions with Organizational Goals
- HR as Business Partner: Managing Talent for Organizational Success
- HR as Business Partner: Using Metrics and Designing Strategic Initiatives

---

### Organizational Behavior

- Fundamentals of Organizational Behavior for the Individual
- Fundamentals of Organizations – Groups
- Understanding Organizational Power and Politics
- Organizational Structure and Employee Behavior
- Organizational Behavior: Dynamics of a Positive Organizational Culture

---

### Human Resources Core Knowledge (HRCI: PHR/SPHR-aligned)

- Human Resources Core Knowledge: Skills, Concepts, and Tools
- Human Resources Core Knowledge: Functions and Activities
- Final Exam: Human Resources Core Knowledge (HRCI: PHR/SPHR-aligned)

---

### Business Management and Strategy (HRCI: PHR/SPHR-aligned)

- Business Management and Strategy: The HR Function and Business Environment
- Business Management and Strategy: HR and the Strategic Planning Process
- Business Management and Strategy: HR Functions and Roles
- Final Exam: Business Management and Strategy (HRCI: PHR/SPHR-aligned)

---

### Workforce Planning and Employment (HRCI: PHR/SPHR-aligned)

- Workforce Planning and Employment: Employment Legislation
- Workforce Planning and Employment: Recruitment Strategies
- Workforce Planning and Employment: Sourcing and Selecting Candidates
- Workforce Planning and Employment: Orientation, Onboarding, and Exit Strategies
- Final Exam: Workforce Planning and Employment (HRCI: PHR/SPHR-aligned)

---

### Human Resource Development (HRCI: PHR/SPHR-aligned)

- Human Resource Development: Regulations and Organizational Development
- Human Resource Development: Employee Training
- Human Resource Development: Performance Appraisal and Talent Management
- Final Exam: Human Resource Development (HRCI: PHR/SPHR-aligned)

---

### Compensation and Benefits (HRCI: PHR/SPHR-aligned)

- Compensation and Benefits: Regulations, Strategies, and Needs Assessment
- Compensation and Benefits: Managing Policies, Programs, and Activities
- Compensation and Benefits: Organizational Responsibilities
- Final Exam: Compensation and Benefits (HRCI: PHR/SPHR-aligned)

---

### Employee and Labor Relations (HRCI: PHR/SPHR-aligned)

- Employee and Labor Relations: Employment Regulations and Organizational Programs
- Employee and Labor Relations: Behavioral and Disciplinary Issues and Resolution
- Employee and Labor Relations: Unions and Collective Bargaining

- Final Exam: Employee and Labor Relations (HRCI: PHR/SPHR-aligned)

---

### Risk Management (HRCI: PHR/SPHR-aligned)

- Risk Management: Organizational Risk and Safety and Health Legislation
- Risk Management: Workplace Safety, Security, and Privacy
- Final Exam: Risk Management (HRCI: PHR/SPHR-aligned)

---

### Strategic Human Resource Management (HRCI: SPHR-aligned)

- Strategic HR for SPHR Exam Candidates Part I
- Strategic HR for SPHR Exam Candidates Part II
- Final Exam: Strategic Human Resource Management (HRCI: SPHR-aligned)

## MANAGEMENT AND LEADERSHIP

---

### Management Curriculum

---

#### The Fundamentals of Business Crises Management

- Is Your Company Prepared for a Crisis?
- Demonstrating Accountability in a Crisis Situation
- Perseverance and Flexibility in Times of Crisis

---

#### Managing Organizational Change

- Managing Change: Understanding Change
- Managing Change: Building Positive Support for Change
- Managing Change: Dealing with Resistance to Change
- Managing Change: Sustaining Organizational Change
- Communicating Properly during Layoffs
- Involving Employees in Corporate Change
- Communicating Organizational Change
- Developing People
- Beyond Change: Working with Agility

---

#### Business Coaching Essentials

- Business Coaching: Getting Ready to Coach
- Business Coaching: Conducting Coaching Sessions
- Business Coaching: Building the Coaching Relationship
- Business Coaching: Using Different Coaching Styles
- The Art of Effective Coaching
- Coaching

---

### Management Essentials

- Management Essentials: Directing Others
- Management Essentials: Delegating
- Management Essentials: Developing Your Direct Reports
- Management Essentials: Confronting Difficult Employee Behavior
- Management Essentials: Managing a Diverse Team
- Management Essentials: Treating Your Direct Reports Fairly
- Management Essentials: Caring about Your Direct Reports
- Acting Decisively
- Employee Dismissal
- Managing Fairly

---

### First Time Manager Essentials

- First Time Manager: Understanding a Manager's Role
- First Time Manager: Challenges
- First Time Manager: Meeting Expectations
- Making the Move Into Management
- Adopting the Appropriate Management Style

---

### Performance Appraisal Essentials

- Performance Appraisal Essentials: Planning for Appraisals
- Performance Appraisal Essentials: Conducting Traditional Appraisals
- Performance Appraisal Essentials: 360-degree Appraisals
- Preparing for Your Performance Appraisal
- Selecting the Appropriate Performance-appraisal Method

---

### Talent Management Essentials

- Talent Management: Basics
- Talent Management: Planning
- Talent Management: Acquiring Talent
- Talent Management: Developing and Engaging Talent
- Talent Management: Retaining Talent
- Attracting and Retaining Talent

---

### Essentials of Managing Technical Professionals

- Transitioning from Technical Professional to Management
- Strategies for Transitioning to Technical Management
- Managing Technical Professionals

---

## Workforce Generations

---

- Managing Workforce Generations: Introduction to Cross-generational Employees
  - Managing Workforce Generations: Working with a Multigenerational Team
  - Managing Workforce Generations: Working with the 21st-century Generation Mix
  - Managing an Aging Workforce
  - Developing the Next Generation
  - Understanding the Motives of Millennials
- 

## Managing Experts

---

- Meeting the Needs of Your Experts
  - Overcoming Challenges When Managing Experts
  - Managing Top Performers is Always Easy...Right?
  - Recognizing Natural Leaders
- 

## Advanced Management Skills

---

- Developing a High-performance Organization
  - Cross-functional Strategic Management
  - Managing for Rapid Change and Uncertainty
  - Managing High Performers
  - Managing New Managers
  - Managing Experienced Managers
  - Developing Adaptable Managers
  - Assessing Employees for Cultural Adaptability
  - Considering Key Features of a Policy and Procedure Manual
  - Employee Engagement
  - Delivering Bad News Effectively
  - Building Upward Relationships
- 

## Strategies for Successful Employee On-boarding

---

- Strategies for Successful Employee Onboarding: An Introduction
  - Strategies for Successful Employee Onboarding: Getting Started
  - Strategies for Successful Employee Onboarding: Assessing Program Success
- 

## Managing during Difficult Times

---

- Communicating during Difficult Times
  - Managing Resources during Difficult Times
  - Managing Attitudes during Difficult Times
- 

## Dismissing an Employee

---

- Preparing to Dismiss an Employee
  - Managing the Dismissal of an Employee
- 

---

## Delegation Essentials

---

- Delegation Essentials: An Introduction to Delegating
  - Delegation Essentials: The Delegation Process
  - Delegation Essentials: Overcoming Delegation Problems
  - Delegating Appropriate Tasks
  - Developing Employees through Delegation
- 

## Business Execution

---

- Business Execution: Understanding the Fundamentals
  - Business Execution: Crafting a Business Strategy that Executes
  - Business Execution: Linking Strategy to People and Operations
  - Business Execution: Monitoring and Evaluating Initiatives
  - Fostering a Business Execution Culture
  - Pave your own path
  - Performance Dashboard or Scorecard?
- 

## Essential Mentoring Techniques

---

- Essential Mentoring Techniques: Mentoring Fundamentals
  - Essential Mentoring Techniques: Designing and Initiating Mentoring Programs
  - Essential Mentoring Techniques: Building and Maintaining Mentoring Relationships
  - Essential Mentoring Techniques: Evaluating and Ending the Mentoring Program
- 

## Thinking Like a CFO

---

- Thinking Like a CFO: Mind-set and Financial Priorities
  - Thinking Like a CFO: Making Financial Decisions
  - Thinking Like a CFO: Preparing and Presenting a Business Case
  - Thinking Like a CFO: Managing Risk
- 

## Essentials of Facilitating

---

- Using Facilitation Skills as a Manager
  - Facilitating Collaborative Processes
  - Challenges of Facilitating
- 

## Effectively Managing Top Performers

---

- Engaging Top Performers
  - Retaining Top Performers
  - Overcoming Challenges of Managing Top Performers
-

---

## Managing Problem Performance

---

- Recognizing and Diagnosing Problem Performance
- First Steps for Turning Around a Performance Problem
- Using Progressive Discipline to Correct Problem Performance
- Preventing Problem Performance
- Underperforming employee-now what?
- Managing Performance

---

## Difficult Conversations

---

- Preparing for a Difficult Conversation
- Having a Difficult Conversation
- Handling Difficult Conversations Effectively

---

## Performance Management

---

- Planning for Performance
- Monitoring and Improving Performance
- Reviewing and Rewarding Performance

---

# Leadership Curriculum

---

## Leadership Essentials

---

- Leadership Essentials: Motivating Employees
- Leadership Essentials: Communicating Vision
- Leadership Essentials: Building Your Influence as a Leader
- Leadership Essentials: Leading with Emotional Intelligence
- Leadership Essentials: Leading Business Execution
- Leadership Essentials: Leading Innovation
- Leadership Essentials: Leading Change
- Leadership Essentials: Creating Your Own Leadership Development Plan
- Motivating Employees and Leading Change Simulation
- Leading Teams through Change
- Leading Outside the Organization
- Knowing When to Take Leadership Risks
- Wanted—Innovation Leaders
- Developing a Business Execution Culture
- Leading Change
- Leader as Motivator
- Leading Innovation
- Crafting an Organizational Vision
- Motivating Human Behavior
- Communicating a Shared Vision
- The Emotionally Intelligent Leader

---

## Employee Engagement

---

- The Benefits and Challenges of Engaging Employees
- Maintaining an Engaging Organization

---

## Creating a Positive Work Environment

---

- Creating and Maintaining a Positive Work Environment
- Developing a Culture of Learning
- Fundamentals of Organizational Learning
- Establishing the Conditions for a Learning Culture
- Developing Learning Practices
- Evaluating and Sustaining Organizational Learning

---

## Effective Succession Planning

---

- Initiating Succession Planning
- Effective Succession Planning: Determining a Talent Pool for Key Positions
- Implementing and Assessing a Succession Planning Program
- Succession Planning
- Succession Planning and Management Programs

---

## Making Cross-Functional Teams Work

---

- Cross-functional Team Fundamentals
- Key Strategies for Managing Cross-functional Teams
- Managing Internal Dynamics in a Cross-functional Team
- Using Conflicts to an Organization's Advantage
- Mediating Project Team Conflict
- Facilitating Work-related Conflict Discussions

---

## Setting and Managing Organizational Priorities

---

- Setting and Managing Priorities within the Organization: Mission and Goals
- Setting and Managing Priorities within the Organization: Deciphering Priorities
- Setting and Managing Priorities within the Organization: Motivation
- Setting and Managing Priorities within the Organization: Communication
- Do You Share Your Organization's Values?

---

## The Voice of Leadership

---

- The Voice of Leadership: Inspirational Leadership
- The Voice of Leadership: Self-assessment and Motivation
- The Voice of Leadership: Effective Leadership Communication Strategies
- The Voice of Leadership: The Power of Leadership Messaging

## PROFESSIONAL EFFECTIVENESS

### Communication Curriculum

#### How to Write an Effective Internal Business Case

- Preparing a Business Case
- Writing a Business Case
- Presenting Your Case

#### E-mail Essentials for Business

- Using E-mail and Instant Messaging Effectively
- Addressing and Redistributing E-mail
- Managing Your E-mail
- Final Exam: E-mail Essentials for Business

#### Telephone Essentials for Business

- Essential Skills for Professional Telephone Calls

#### Business Writing Basics

- Business Writing: Know Your Readers and Your Purpose
- Business Writing: How to Write Clearly and Concisely
- Business Writing: Editing and Proofreading
- Writing for Business
- Written Communication
- Final Exam: Business Writing Basics

#### Business Grammar Basics

- Business Grammar: Parts of Speech
- Business Grammar: Working with Words
- Business Grammar: The Mechanics of Writing
- Business Grammar: Punctuation
- Business Grammar: Sentence Construction
- Business Grammar: Common Usage Errors
- Final Exam: Business Grammar Basics

#### Interpersonal Communication

- Interpersonal Communication: Communicating with Confidence
- Interpersonal Communication: Targeting Your Message
- Interpersonal Communication: Listening Essentials
- Interpersonal Communication: Communicating Assertively
- Interpersonal Communication: Being Approachable
- Effective Interpersonal Communications Simulation
- Making Yourself Approachable
- Asserting Yourself in the Workplace
- Final Exam: Interpersonal Communication

#### Workplace Conflict

- Workplace Conflict: Recognizing and Responding to Conflict
- Workplace Conflict: Strategies for Resolving Conflicts
- Confrontation: What's the Best Approach
- Personal Conflict Styles
- Coping with Accusations in the Workplace
- Managing Conflict
- Manager to Manager Conflict
- Managing Conflict

#### Fundamentals of Working with Difficult People

- Working with Difficult People: Identifying Difficult People
- Working with Difficult People: How to Work with Aggressive People
- Working with Difficult People: How to Work with Negative People
- Working with Difficult People: How to Work with Procrastinators
- Working with Difficult People: How to Work with Manipulative People
- Working with Difficult People: How to Work with Self-serving People
- Working with Difficult People: Dealing with Micromanagers
- Coping with Aggressive Behavior in the Workplace
- Blame Backfires – Conquer Negative Thinking
- Reacting to Co-workers Who Try Taking Advantage

#### Negotiation Essentials

- Negotiation Essentials: What Is Negotiation?
- Negotiation Essentials: Planning for Negotiation
- Negotiation Essentials: Communicating
- Negotiation Essentials: Persuading
- Negotiation Essentials: Avoiding Pitfalls in Negotiations
- Negotiation Essentials
- Effective Body Language in Negotiations
- Vendor Negotiations: Choosing the Best Approach
- Negotiation: Does Location Matter?

#### Emotional Intelligence Essentials

- What is Emotional Intelligence?
- Improving Your Emotional Intelligence Skills: Self-awareness and Self-management
- Using Emotional Intelligence on the Job
- Emotional Intelligence at Work
- How High Is Your EQ?
- Emotional Intelligence at Work

---

### Fundamentals of Cross Cultural Communication

---

- Culture and Its Effect on Communication
- Communicating Across Cultures
- Improving Communication in Cross-cultural Relationships
- Communicating with a Cross-cultural Audience
- Dispute Resolution in International Contracts

---

### Getting Results without Direct Authority

---

- Getting Results without Direct Authority: Building Relationships and Credibility
- Getting Results without Direct Authority: Persuasive Communication
- Getting Results without Direct Authority: Reciprocity
- Getting Results without Direct Authority: Influencing Your Boss
- Influencing Key Decision Makers
- Influence and Persuasion

---

### Listening Essentials

---

- Listening Essentials: The Basics of Listening
- Listening Essentials: Improving Your Listening Skills
- Effective Listening
- Listening with Skill
- Final Exam: Listening Essentials

---

### Constructive Feedback and Criticism

---

- Giving Feedback
- Giving Constructive Criticism
- Receiving Feedback and Criticism
- Criticism in Context
- Giving Appropriate Feedback
- Giving Feedback to Coworkers

---

### Anger Management Essentials

---

- Anger Management Essentials: Understanding Anger
- Anger Management Essentials: Managing and Controlling Anger

---

### Communicating Effectively with the 'C' Level

---

- Preparing to Communicate Effectively at the 'C' Level
- Techniques for Communicating Effectively with Senior Executives

---

### Running Effective Business Meetings

---

- Preparing for Effective Business Meetings
- Managing Effective Business Meetings
- Dealing with Common Meeting Problems
- When Too Many Meetings Are Just Too Much
- Making Meetings Work
- Managing Meetings for Productivity and Effectiveness

---

### Basic Presentation Skills

---

- Basic Presentation Skills: Planning a Presentation
- Basic Presentation Skills: Creating a Presentation
- Basic Presentation Skills: Delivering a Presentation
- Handling Difficult Questions as a Presenter

---

### Communicate with Diplomacy and Tact

---

- The Impact of Situation and Style When Communicating with Diplomacy and Tact
- Strategies for Communicating with Tact and Diplomacy
- Delivering a Difficult Message with Diplomacy and Tact

---

### Professional Networking Essentials

---

- Professional Networking Essentials: Finding Opportunities To Make Connections
- Professional Networking Essentials: Developing Confidence

---

### Writing Skills for Technical Professionals

---

- Writing for Technical Professionals: Preparation and Planning
- Writing for Technical Professionals: Effective Writing Techniques

---

## Foundation Skills Curriculum

---

### Basic Business Math

---

- Basic Business Math: Using Whole Numbers and Decimals
- Basic Business Math: Percentages and Ratios
- Basic Business Math: Averages and Equations
- Basic Business Math: Charts and Graphs

---

## Personal Development Curriculum

---

### Doing Business Professionally

---

- Working for Your Inner Boss: Personal Accountability
- Managing from Within: Self-empowerment
- Goals and Setting Goals
- Creating a Positive Attitude
- Pursuing Successful Lifelong Learning
- Doing Business Professionally Simulation

---

### Optimizing Your Work/Life Balance

---

- Optimizing Your Work/Life Balance: Analyzing Your Life Balance
- Optimizing Your Work/Life Balance: Maintaining Your Life Balance
- Optimizing Your Work/Life Balance: Taking Control of Your Stress

- Balancing Your Responsibilities Simulation
- Employee Exhaustion: Managing a Well-Balanced Workload
- Managing Workplace Stress
- Creating Work/Life Balance

---

### Diversity on the Job

- Diversity on the Job: The Importance of Diversity and the Changing Workplace
- Diversity on the Job: Diversity and You
- Developing Workplace Diversity Awareness Simulation
- Understanding Workplace Diversity
- Instituting a Dress Code
- Workplace Diversity: Assessing Your Organization
- Managing Diversity

---

### Telecommuting and the Remote Employee

- Telecommuting Basics: Maximizing Productivity as a Remote Employee
- Telecommuting Basics: Communication Strategies for the Remote Employee

---

### Generating Creative & Innovative Ideas

- Generating Creative and Innovative Ideas: Enhancing Your Creativity
- Generating Creative and Innovative Ideas: Maximizing Team Creativity
- Generating Creative and Innovative Ideas: Verifying and Building on Ideas
- Executing Innovation
- Getting Ready to Present
- Creativity: Developing and Communicating Ideas
- Promoting Creative Thinking

---

### Managing Your Career

- Managing Your Career: Creating a Plan
- Managing Your Career: Getting on the Right Track
- Managing Your Career: Professional Networking Essentials
- Managing Your Career: You and Your Boss
- Managing Your Career: Leveraging the Performance Appraisal
- Conquering Career Stagnation
- Developing Your Career
- Building and Managing Upward Relationships
- Planning Your Career
- Self Development
- Managing Your Relationship with Your Boss Simulation

---

### Effective Time Management

- Time Management: Analyzing Your Use of Time
- Time Management: Planning and Prioritizing Your Time
- Time Management: Avoiding Time Stealers

- Coping with Information Overload
- Prioritizing Personal and Professional Responsibilities
- Planning for Interruptions Helps With Procrastination
- Setting and Managing Priorities
- Coping with Conflicting Priorities
- Setting Goals
- Getting Time Under Control

---

### Problem Solving and Decision-Making Strategies

- Problem Solving: The Fundamentals
- Problem Solving: Determining and Building Your Strengths
- Problem Solving: Digging Deeper
- Decision Making: The Fundamentals
- Decision Making: Tools and Techniques
- Decision Making: Making Tough Decisions
- Uncovering the Root Problem
- Playing the Devil's Advocate in Decision Making
- Turning Problems Around with Reverse Brainstorming
- Problem Solving: Process, Tools, and Techniques

---

### Dealing with Organizational Change

- Understanding Organizational Change
- Preparing for Organizational Change
- Embracing Organizational Change
- Managing the Stress of Organizational Change
- The Importance of Flexibility in the Workplace
- Developing Organizational Agility

---

### Critical Thinking Essentials

- Critical Thinking Essentials: What Is Critical Thinking?
- Critical Thinking Essentials: Applying Critical Thinking Skills
- Critical Thinking

---

### Building and Maintaining Trust

- Building Trust
- Rebuilding Trust
- Rebuilding Trust
- The Fruits of Integrity: Building Trust at Work

---

### Personal Productivity Improvement

- Personal Productivity Improvement: Managing Your Workspace
- Personal Productivity: Self-organization and Overcoming Procrastination
- Personal Productivity Improvement: Managing Tasks and Maximizing Productivity



---

### Peer Relationships

- The Value of Peer Relationships
- Developing Strategic Peer Relationships in Your Organization
- Forming Peer Relationships and Alliances at Work
- Peer Political Styles
- Building Better Relationships through Understanding
- Building Peer Relationships

---

### Business Ethics

- Introduction to Workplace Ethics
- Developing a Code of Ethical Conduct
- Ethical Decision-making in the Workplace
- Do You Share Your Organization's Values?
- Office Politics – What Will You Do?
- Ethical self- Promotion
- Ethics, Integrity and Trust
- The Ethics Enigma

---

### Living and Working Abroad in the United States

- American Work Culture and Values
- Key Aspects of the American Work Environment
- Communicating Successfully in the American Workplace
- Succeeding in the American Workplace

---

### Interviewing Strategies for the Interviewee

- Preparing for an Internal Interview
- Making a Positive Impression in an Internal Interview

---

### Campus to Corporate

- Campus to Corporate: Meeting New Expectations
- Campus to Corporate: Developing a Professional Image

---

### Public Speaking Strategies

- Public Speaking Strategies: Preparing Effective Speeches
- Public Speaking Strategies: Confident Public Speaking

---

### Performance under Pressure

- Developing the Right Attitude for Performing under Pressure
- Taking Action for Performing under Pressure
- Performing with Others under Pressure

---

### Business Etiquette and Professionalism

- Developing Your Reputation of Professionalism with Business Etiquette
- Professionalism, Business Etiquette, and Personal Accountability

- Communicating with Professionalism and Etiquette
- Using Business Etiquette to Build Professional Relationships
- Business Etiquette in Introductions
- Disciplines of Organizational Learning: Personal Mastery
- Safe Small Talk
- Reframing Negative Situations
- Managing Goals
- Broadening Your Learning Horizons
- Targeting Personal Learning

---

### Perseverance and Resilience

- Developing Character for Perseverance and Resilience
- Achieving Goals through Perseverance and Resilience
- Bouncing Back with Perseverance and Resilience
- Perseverance: Flexibility in Action
- Persevering through Setbacks

---

### Decisiveness

- Developing Character for Decisiveness
- Overcoming the Barriers to Decisiveness

---

### Writing Under Pressure

- Writing under Pressure: Preparing for Success
- Writing under Pressure: The Writing Process

## PROJECT EFFECTIVENESS

---

### Project Management Curriculum

---

#### Project Management for Non-Project Managers

- Project Management Fundamentals
- Transitioning into a Project Management Role
- Initiating and Planning a Project
- Managing a Project
- Troubleshooting and Closing the Project
- Project Management for Non-Project Managers
- Managing Projects with No Direct Authority
- Supporting Project Managers
- Ensuring Management Buy-In on a Project
- Managing Conflict in Project Teams
- Handling a Change Request
- Scope Definition Tools and Techniques
- Managing Scope on a Project
- Weighing the Costs of Project Change
- Managing Vendor Relationships
- Anticipating and Solving Problems as a Project Champion
- Addressing Stakeholder Conflicts
- Portfolios, Programs, and Projects: What's the Difference?

- Controlling Project Cost
- Mitigating Risks when Improving Processes
- Ethics and Risks: Why they Matter in Project Success
- Project Management Essentials

---

### **Project Management Essentials (PMBOK® Guide—Fifth Edition-aligned)**

- Managing Projects within Organizations (PMBOK® Guide Fifth Edition)
- Project Management Overview (PMBOK® Guide Fifth Edition)
- Project Management Process Groups (PMBOK® Guide Fifth Edition)

---

### **Project Integration Management (PMBOK® Guide—Fifth Edition-aligned)**

- Integrated Initiation and Planning (PMBOK® Guide Fifth Edition)
- Direct, Monitor, and Control Project Work (PMBOK® Guide Fifth Edition)
- Controlling Changes and Closing a Project (PMBOK® Guide Fifth Edition)

---

### **Project Scope Management (PMBOK® Guide—Fifth Edition-aligned)**

- Project Requirements and Defining Scope (PMBOK® Guide Fifth Edition)
- Creating the Work Breakdown Structure (PMBOK® Guide Fifth Edition)
- Monitoring and Controlling Project Scope (PMBOK® Guide Fifth Edition)

---

### **Project Time Management (PMBOK® Guide—Fifth Edition-aligned)**

- Defining and Sequencing Project Activities (PMBOK® Guide Fifth Edition)
- Estimating Activity Resources and Durations (PMBOK® Guide Fifth Edition)
- Developing and Controlling the Project Schedule (PMBOK® Guide Fifth Edition)

---

### **Project Cost Management (PMBOK® Guide—Fifth Edition-aligned)**

- Planning Project Costs (PMBOK® Guide Fifth Edition)
- Controlling Project Costs (PMBOK® Guide Fifth Edition)

---

### **Project Quality Management (PMBOK® Guide—Fifth Edition-aligned)**

- Plan Quality Management (PMBOK® Guide Fifth Edition)
- Quality Assurance and Quality Control (PMBOK® Guide Fifth Edition)

---

### **Project Human Resource Management (PMBOK® Guide—Fifth Edition-aligned)**

- Planning Project Human Resources (PMBOK® Guide Fifth Edition)
- Managing Project Human Resources (PMBOK® Guide Fifth Edition)

---

### **Project Communications Management (PMBOK® Guide—Fifth Edition-aligned)**

- Plan and Manage Project Communications (PMBOK® Guide Fifth Edition)
- Control Project Communications (PMBOK® Guide Fifth Edition)

---

### **Project Risk Management (PMBOK® Guide—Fifth Edition-aligned)**

- Risk Management Planning (PMBOK® Guide Fifth Edition)
- Identifying Project Risks (PMBOK® Guide Fifth Edition)
- Performing Risk Analysis (PMBOK® Guide Fifth Edition)
- Risk Response and Control (PMBOK® Guide Fifth Edition)

---

### **Project Procurement Management (PMBOK® Guide—Fifth Edition-aligned)**

- Planning Project Procurement Management (PMBOK® Guide Fifth Edition)
- Managing Procurements (PMBOK® Guide Fifth Edition)

---

### **Project Stakeholder Management (PMBOK® Guide—Fifth Edition-aligned)**

- Project Stakeholder Management (PMBOK® Guide Fifth Edition)
- Managing and Controlling Stakeholder Engagement (PMBOK® Guide Fifth Edition)

---

### **Program Management (PMI® Second Edition-aligned)**

- Introduction to Program Management
- Program Life Cycle and Benefits Management

---

### **Code of Ethics and Professional Conduct (PMI® Standard-aligned)**

- The Role of Ethics in Project Management
- Core PMI® Values and Ethical Standards

---

### **IT Project Management Essentials**

- IT Project Management Essentials: Introduction to IT Project Management
- IT Project Management Essentials: Initiating and Planning IT Projects

- IT Project Management Essentials: Executing IT Projects
- IT Project Management Essentials: Monitoring and Controlling IT Projects
- IT Project Management Essentials: Managing Risks in an IT Project
- IT Project Management Essentials: Testing Deliverables and Closing IT Projects

---

### Managing Software Project Outsourcing

- Managing Software Project Outsourcing: Preparing to Manage an Outsourced Project
- Managing Software Project Outsourcing: Developing a Vendor Contract
- Managing Software Project Outsourcing: Working with the Outsourced Team
- Managing Software Project Outsourcing: Dealing with Risks

---

### Agile Practitioner—(PMI-ACP & ScrumMaster aligned)

- Agile Project Management Essentials
- Adopting an Agile Approach to Project Management
- An Overview of Agile Methodologies
- Overview of the Scrum Development Process
- Agile Planning: Project Initiating and Requirements Gathering
- Agile Planning: Doing Estimates and Completing the Release Plan
- Planning and Monitoring Iterations on an Agile Project
- Leading an Agile Team
- Managing Stakeholder Engagement on an Agile Project
- Ensuring Delivery of Value and Quality in Agile Projects
- Core PMI® Values and Ethical Standards

---

### PRINCE2®: 2009 Foundation

- Overview of Project Management (PRINCE2®: 2009-aligned)
- Project Organization, Planning and Risk (PRINCE2®: 2009-aligned)
- Project Quality, Change and Progress (PRINCE2®: 2009-aligned)
- Starting Up, Initiating and Directing a Project (PRINCE2®: 2009-aligned)
- Controlling, Managing and Closing a Project (PRINCE2®: 2009-aligned)
- Tailoring PRINCE2 to a Project Environment (PRINCE2®: 2009-aligned)

---

### Mentoring Assets

- Mentoring PRINCE2: Foundation
- Mentoring Project Management Professional (PMP) PMBOK Guide 5th Edition Aligned
- Mentoring Certified Associate in Project Management (CAPM) PMBOK Guide 5th Ed.

---

### Test Preps

- TestPrep PRINCE2: Foundation
- TestPrep Project Management Professional (PMP) PMBOK Guide 5th Edition Aligned
- TestPrep Certified Associate in Project Management (CAPM) PMBOK Guide 5th Ed.

---

### Team Building Curriculum

---

#### Optimizing Your Performance On a Team

- Being an Effective Team Member
- Establishing Team Goals and Responsibilities
- Elements of a Cohesive Team
- Effective Team Communication
- Using Feedback to Improve Team Performance
- Power and Politics in Matrixed Teams

---

#### Leading Teams

- Leading Teams: Launching a Successful Team
- Leading Teams: Establishing Goals, Roles, and Guidelines
- Leading Teams: Developing the Team and its Culture
- Leading Teams: Building Trust and Commitment
- Leading Teams: Fostering Effective Communication and Collaboration
- Leading Teams: Motivating and Optimizing Performance
- Leading Teams: Dealing with Conflict
- Leading Teams: Managing Virtual Teams
- Building Trust Incrementally
- Inspiring your Team
- Support Your Leader
- Developing Self-Sufficient Teams
- Choosing the Right Team Culture
- Managing Communications in a Virtual Team
- Building and Leading Teams
- Meeting Team Performance Challenges

---

## Business Analysis

---

### Certified Business Analysis Professional (CBAP™)— BABOK® Guide V2.0 aligned

---

- Introduction to Business Analysis and Essential Competencies
- Introduction to Business Analysis Planning
- Planning Business Analysis Communication and Monitoring
- Business Analysis Requirements Elicitation
- Business Analysis Requirements Management and Communication
- Business Analysis: Enterprise Analysis
- Business Analysis: Introduction to Requirements Analysis
- Business Analysis: Verify and Validate Requirements
- Business Analysis: Solution Assessment and Validation
- Final Exam: Certified Business Analysis Professional (CBAP)—BABOK V2.0 aligned

## SALES AND CUSTOMER FACING SKILLS

---

## Sales Curriculum

---

### Sales Foundations

---

- Introduction to Sales
- Strategic Sales Planning
- Preparing for Successful Sales
- Developing Strong Customer Relationships
- Working within the Sales Culture of Your Organization
- Developing a Customer-focused Sales Approach
- Don't Only Go For the Big Fish
- The Ethics of Gift Giving
- Using Persuasion Techniques to Boost Sales
- Get It Together: Organizing Your Sales Approach
- Presentations that Get People Talking
- Initiating Discovery Meetings
- The Proof Is in the Proposal
- Building Momentum in Discovery Meetings
- Using Customer Knowledge to Advance Sales
- Appealing to Prospects
- Getting Your Head Around Pipeline Management
- Prospecting Strategically
- Responding to News of a Lost Sale

### Sales Negotiations

---

- Negotiation Skills for Sales Professionals: Preparing to Negotiate
- Negotiation Skills for Sales Professionals: Value Exchange

- Negotiation Skills for Sales Professionals: Reaching Agreement
- Talking Value with Your Customers
- Dealing with Questions, Objections, and Resistance
- Dealing with Negotiation Challenges
- Negotiating Contract Terms
- Communicating Your Company's Value
- Turning Obstacles into Opportunities
- Negotiating with Your Customer

### Solution Selling

---

- Solution Selling: Mastering the Essentials
- Solution Selling: Meeting an Active Need
- Solution Selling: Creating New Opportunities
- Turning Potential Customers into Allies
- Preparing to Implement Solutions
- Managing Implementation Problems
- Connecting Customers and Solutions

### Strategic Account Sales Skills

---

- Selling to Key Players
- Selling the Positive First Impression
- Building relationships
- Crafting Sales Strategies
- Pricing Strategy
- Performance Payout Plans
- Sales and Marketing: Two Sides of the Same Coin?

### Sales Management

---

- Developing and Leading Your Sales Team
- Planning Direct Mail to Generate Leads for Complex Sales
- Sales Support Roles For Better Customer Interaction

### Essential Selling Skills

---

- Essential Selling Skills: Mastering Cold Calling
- Essential Selling Skills: Qualifying Sales Prospects
- Essential Selling Skills: Closing the Sale
- Effective Cold Calling
- Prompting Action Through Focused Communication
- Regaining Your Customer's Trust
- Getting Organized to Meet Your Sales Goals
- Making Contact: Access Strategies
- Managing a Sales Pipeline
- Demonstrating Business Acumen
- Talking about the Competition
- Responding to Bad News
- Communicating a High-Impact Business Case
- Selling with Trust
- Using Competitive Selling Skills
- Making the Cold Call
- Aligning Your Business Case to Customer Priorities

---

## Customer Service Curriculum

---

### Frontline Call Center Skills

---

- The Importance of Call Tracking and Ticketing
  - Creating an Effective On-hold Message
  - Aligning Agent Behaviors with Caller Types
  - Determining Proper-Expectation-management Techniques
  - Training Methods for CSRs in the Customer Contact Industry
- 

### Inbound Call Center Management

---

- Converting a Call Center to a Profit Center
  - Managing Your Call Center More Efficiently
  - Customer Service Training – The Interview and Beyond
  - Disaster Recovery – Keeping the Lines Open
  - Preventing Agent Absenteeism through Better Working Conditions
  - Workforce Management Software—Is It Worth It?
  - Prioritizing Rewards and Recognition in Call Centers
- 

### ITIL® 2011 Edition Foundation Syllabus

---

- ITIL® 2011 Edition Foundation: ITIL® and the Service Lifecycle
  - ITIL® 2011 Edition Foundation: Service Strategy Fundamentals
  - ITIL® 2011 Edition Foundation: Service Strategy Processes
  - ITIL® 2011 Edition Foundation: Service Design Fundamentals
  - ITIL® 2011 Edition Foundation: Service Design Processes
  - ITIL® 2011 Edition Foundation: Service Transition Processes and Policies
  - ITIL® 2011 Edition Foundation: Introduction to Service Operation
  - ITIL® 2011 Edition Foundation: Service Operation Processes
  - ITIL® 2011 Edition Foundation: Continual Service Improvement
- 

### ITIL® 2011 Edition Overview

---

- ITIL® 2011 Edition Overview: Creating a Service Culture
- ITIL® 2011 Edition Overview: Introduction to the ITIL® Framework
- ITIL® 2011 Edition Overview: Certification and Benefits

---

### ITIL® 2011 Edition Intermediate Level: Operational Support & Analysis (OSA)

---

- ITIL® 2011 Edition OSA: Introduction to Operational Support and Analysis
  - ITIL® 2011 Edition OSA: Introduction to Event Management
  - ITIL® 2011 Edition OSA: Introduction to Incident Management
  - ITIL® 2011 Edition OSA: Incident Management Interactions
  - ITIL® 2011 Edition OSA: Introduction to Request Fulfillment
  - ITIL® 2011 Edition OSA: Request Fulfillment Process Interfaces and Challenges
  - ITIL® 2011 Edition OSA: Introduction to Problem Management
  - ITIL® 2011 Edition OSA: Problem Management Process Interfaces and Challenges
  - ITIL® 2011 Edition OSA: Introduction to Access Management
  - ITIL® 2011 Edition OSA: Introduction to the Service Desk
  - ITIL® 2011 Edition OSA: Service Desk Metrics and Outsourcing
  - ITIL® 2011 Edition OSA: Introduction to Functions
  - ITIL® 2011 Edition OSA: Function Activities
  - ITIL® 2011 Edition OSA: Technology and Implementation Considerations
- 

### Customer Service Representative, Professionalism

---

- The Customer Service Representative (CSR)
  - Support Center Services and Work Environment
  - Team and Customer Relationships
- 

### Customer Service Representative, Skills

---

- Customer Interactions
  - Communication Skills
  - Conflict, Stress, and Time Management
- 

### Customer Service Representative, Process

---

- Customer Service Processes and Procedures
- Quality in a Support Center
- Support Center Tools, Technologies and Metrics
- Dealing with Irrational Customers and Escalating Complaints

---

## Customer Service Fundamentals

---

- Customer Service Fundamentals: Building Rapport in Customer Relationships
  - Customer Service in the Field
  - Customer Service over the Phone
  - Internal Customer Service
  - Customer Service Confrontation and Conflict
  - Shaping the Direction of Customer Service in Your Organization
  - Aligning Performance to Key Indicators
  - The Angry Caller: What's Your Plan?
- 

## Customer Focus

---

- Identifying and Managing Customer Expectations
  - Creating and Sustaining a Customer-focused Organization
  - Customer-focused Interaction
  - Listening to your Customers
  - Creating a Customer-focused Organization
  - Developing Your Customer Focus
  - Customer Advocacy
  - Customer Advocacy: Communicating to Build Trusting Customer Relationships
  - Customer Advocacy: Enhancing the Customer Experience
  - Customer Advocacy: Supporting Customer Advocacy
- 

## Industry Foundations

---

### Industry Overviews

---

- The Telecommunications Industry Overview: Version 3
- The Health Care Industry Overview: Version 3
- The Insurance Industry Overview: Version 3

- The Banking Industry Overview: Version 3
- The Oil and Gas Industry Overview: Version 3
- The Retail Industry Overview: Version 3
- The Manufacturing Industry Overview: Version 3
- The Pharmaceutical Industry Overview: Version 4
- The Information Technology Industry Overview: Version 3
- The Federal Government Industry Overview: Version 3
- The Education Industry Overview: Version 1
- The Utilities Industry Overview: Version 1
- The Chemicals Industry Overview: Version 1
- The Broadcasting & Entertainment Industry Overview: Version 1
- The Capital Markets Industry Overview: Version 1
- The Consumer Electronics Industry Overview: Version 1
- The Aerospace & Defense Industry Overview: Version 1
- The Biotechnology Industry Overview: Version 1
- The Automotive Industry Overview: Version 3
- The Food and Beverage Industry Overview: Version 3
- The Agriculture Industry Overview

---

## Test Preps

---

- TestPrep ITIL Foundation

---

## Mentoring Assets

---

- Mentoring ITIL Foundation