

Professional Project Management Certificate



(PPMC) AMS1021

Management Consultants



Advanced Management Services

Advanced Management Services, Inc.
960 Turnpike Street, Suite 2A
Canton, MA 02021

Phone: (781) 828-8210

Fax: (781) 828-8216

Website: www.amsconsulting.com

Boston, MA • San Francisco, CA • Charlotte, NC
Toronto, Canada • Turin, Italy



Improving

Business

Performance

Table of Contents

PPMC Overview	3
AMS/PMBOK Project Management (PM) Curriculum/Competency/Knowledge Area Alignment Matrix.....	4
Course Descriptions.....	10
Delivery Models	18
Project Management Competency Assessment (PMCA)	20
Case-Based Learning Experience (CBLE)	21
Testimonials.....	24
Program Development Team	25
AMS Advantage.....	27
About PMI Accreditation	28

PPMC Matrix

PPMC Overview

Welcome to the AMS Professional Project Management Certificate (PPMC), the industry's most dynamic, comprehensive, and experiential-based Project Management training track. By leveraging our years of project management consulting experience and intellectual property, we have compiled what organizations and professionals most frequently request for training within the project management practice in one catalog.

The PPMC is comprised of a front-end project management competency assessment (PMCA) and core/elective training programs that are mapped against the Project Management Institute's Project Management Body of Knowledge (PMBOK), The Association for the Advancement of Cost Engineering International's Total Cost Management (TCM) Framework, and the AMS inventory of project management competencies. This comprehensive competency dictionary has been developed over 10 years and represents approximately 1000 interviews with senior program and project: leaders, managers, and team members.

Our knowledge of cross-industry project management best practice, Sr. level consultants/course developers, and practical experience are the primary contributors to the substitutive content and proven results of our project management training and consulting.

We have time-tested programs delivered to a global client base made up of Fortune 50/100/500 organizations, Global 2000 companies and Federal/State/Local Government agencies allowing for continuous improvement, measurable return on training investment and validation of content. The dynamic program model provides clients with the ability to customize content using our Case Based Learning Experience (CBLE), or deliver a compilation of off-the-shelf modules to meet specific needs. Add this to our ability to provide on-site training, distance education or live web training (allowing for a blended model) and you have a robust and flexible approach to delivering results-oriented training.

Whether you are seeking the Project Management Professional's certification (PMP) via the PMI and our Registered Education Provider (REPSM) status, or simply looking to enhance specific project management skills relative to your organization or career path, AMS can help. Our front end project management leadership competency assessment tool will baseline your skill-set against industry standards and then map you across the best training programs in the curriculum to meet your objectives. These tools can be used individually or provided as an organizational roll-up to accommodate corporate goals.

Ultimately, the advantages to the AMS content, development approach, and ancillary training path alignment tools result in a pin-point focus of what is needed, when it is needed. Participants can choose from various courses made up of interchangeable modules and target the areas most relevant to their needs. This helps training managers tailor learning paths and measure results more accurately.

Please explore this program, request more information or contact us to speak with someone on our program development team directly as a way to learn more.

PPMC Matrix

AMS/PMBOK Project Management (PM) Curriculum/Competency/Knowledge Area Alignment Matrix





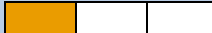


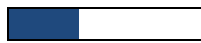
















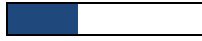
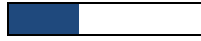



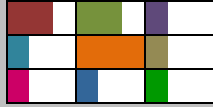
Course Level - Legend	
Introductory Level	
Intermediate Level	
Advanced Level	

Job Roles - Legend	
Project Manager	
Project Administrator	
Technical/Team Lead	

PMBOK® Knowledge Area Coverage - Legend	
• Project Integration Management	
• Project Scope Management	
• Project Time Management	
• Project Cost Management	
• Project Quality Management	
• Project Human Resource Management	
• Project Communications Management	
• Project Risk Management	
• Project Procurement Management	

Courses/Roles ↓	Project Management Competency Areas						PMBOK® Knowledge Areas ↓
	Applying Industry Standards	Initiation/Solution Planning	Leadership/Stakeholder Management	Scope/Schedule/Budget Development	Execution/Control Strategy Development	Results Validation Closeout	
	Core Courses						
	Partial Coverage	Moderate Coverage	Complete Coverage				
AMS100: Project Planning, Scheduling and Control 3 days; 21 PDUs Delivery: Role:							
AMS1020: Distinctions in PM Leadership 2 days; 14 PDUs Delivery: Role:							

PPMC Matrix

Courses / Roles ↓	Project Management Competency Areas						PMBOK® Knowledge Areas ↓
	Applying Industry Standards	Initiation/ Solution Planning	Leadership/ Stakeholder Management	Scope/Schedule/ Budget Development	Execution/ Control Strategy Development	Results Validation Closeout	
	Core Courses						
	 Partial Coverage	 Moderate Coverage	 Complete Coverage				
AMS141: Effective Risk Management Practices 3 days; 21 PDUs Delivery:  Role: 							
AMS113: Achieving Practical Project Control 2 days; 14 PDUs Delivery:  Role: 							
AMS103: Integrating Quality with the PMLC 2 days; 14 PDUs Delivery:  Role: 							

PPMC Matrix

Courses / Roles ↓	Project Management Competency Areas						PMBOK® Knowledge Areas ↓
	Applying Industry Standards	Initiation/ Solution Planning	Leadership/ Stakeholder Management	Scope/Schedule/ Budget Development	Execution/ Control Strategy Development	Results Validation Closeout	
	Core Courses						
	Partial Coverage	Moderate Coverage	Complete Coverage				
AMS1008: Scheduling and Estimation Best Practices 2 days; 14 PDUs Delivery: Role:							
AMS140: Project Procurement and Contract Management 2 days; 14 PDUs Delivery: Role:							
AMS1022: Practical Performance Management 5 days; 35 PDUs Delivery: Role:							

PPMC Matrix

Courses / Roles ↓	Project Management Competency Areas						PMBOK® Knowledge Areas ↓
	Applying Industry Standards	Initiation/Solution Planning	Leadership/Stakeholder Management	Scope/Schedule/Budget Development	Execution/Control Strategy Development	Results Validation Closeout	
	Electives						
	Partial Coverage	Moderate Coverage	Complete Coverage				
AMS118: Consulting Skills for PM's 1 day; 7 PDUs Delivery: Role:							
AMS112: Negotiation and Influencing Skills 2 days; 14 PDUs Delivery: Role:							
AMS1023: PMO Development 2 days; 14 PDUs Delivery: Role:							

PPMC Matrix

Courses / Roles ↓	Project Management Competency Areas						PMBOK® Knowledge Areas ↓
	Applying Industry Standards	Initiation/Solution Planning	Leadership/Stakeholder Management	Scope/Schedule/Budget Development	Execution/Control Strategy Development	Results Validation Closeout	
	Electives						
	Partial Coverage	Moderate Coverage	Complete Coverage				
AMS273: <u>Demystifying the Art of Public Speaking</u> 2 days; 14 PDUs Delivery: Role:							
AMS226: <u>Increasing Focus and Effectiveness</u> 2 days; 14 PDUs Delivery: Role:							
AMS170: <u>Modeling and Understanding Business Process</u> 3 days; 21 PDUs Delivery: Role:							

PPMC Matrix

Courses / Roles ↓	Project Management Competency Areas						PMBOK® Knowledge Areas ↓
	Applying Industry Standards	Initiation/Solution Planning	Leadership/Stakeholder Management	Scope/Schedule/Budget Development	Execution/Control Strategy Development	Results Validation Closeout	
	Electives						
	Partial Coverage	Moderate Coverage	Complete Coverage				
<u>AMS166: Project Communication and Stakeholder Management</u> 2 days; 14 PDUs Delivery: Role:							
<u>AMS136: Preparing for the PMP Exam</u> 2 days; 14 PDUs Delivery: Role:							

Course Descriptions

AMS100: Project Planning, Scheduling and Control

21 Professional Development Units/ on line 18

21 Education Hours/ on line 18

Format/Duration: 🧑🏫 3 days 🖥️ 18 Hours



The project management practice has come to the corporate forefront in the past 10-15 years. As corporate environments grow more competitive, schedules shrink, and clients become more educated and demanding; the ability to effectively define, manage and measure a project's requirements, scope, and on-time delivery is a critical success factor for both resources and organizations. On scope, on time and on budget are core expectations on which project success is measured. The success of the project manager relies on how these values are perceived by the customer.

This three-day course will provide you with a solid foundation on which to build the skills and expertise for managing projects within your organization's environment; skills that ensure delivery of value to your customers and positive economic impact to the business environment. In this course, you will learn the principles of project management along with industry best practices for applying those principles. The course is designed to transfer project management life-cycle skills with a focus on the customer as an integral project partner.

Learning Objectives

- Explain the PMBOK® knowledge areas
- Define the project and program management practices
- Discuss and explore project manager leadership competencies
- Explain the project management life cycle concept
- Define and utilize the Work Breakdown Structure (WBS)
- Understand the elements of sound "Up-Front" planning
- Approach estimating and scheduling from the vies of professional practitioners
- Understand and utilize the various elements of project execution planning
- Interact with and employ project risk management best practices
- Gain insight to the integration impacts of sound project control tools/strategies
- Understand the practices to formally and successfully close a project

Who Should Attend: Project Managers, Project Administrators, Technical & Team Leads, and other resources within the Project & Program environment would benefit from this course.

[Back to Top>](#)

AMS1020: Distinctions in Project Management Leadership

14 Professional Development Units/ on line 12

14 Education Hours/ on line 12

Format/Duration: 🧑🏫 2 days 🖥️ 12 Hours



This course will emphasize the critical role that the "human relation" side of project management plays in the planning, execution and control of all project efforts. Utilizing insights and critical distinctions based on the facilitator's vast and varied management and executive leadership experience, participants will be brought face-to-face with questions about their own leadership effectiveness. This course requires "real" and substantive participation that will result in the participants being lead through a detailed look at the critical aspects of effective leadership, personal development, coaching/mentoring, managing in a chaotic and interruptive environment, proactive and effective communication, and the distinctions of effective personal development as a leader.

Learning Objectives

- Identify the skill sets that effective project leaders must possess in order to be successful
- Identify the distinctions between leadership and oversight
- Determine what team members look for in an effective project leader
- Foster collaboration by promoting cooperative goals and mutual trust
- Cultivate trusting relationships and in turn, motivate the team toward success
- Utilize power and information in service of others to ensure that individuals feel empowered to take appropriate and timely actions
- Understand the importance of integrity in the leadership model
- Identify the common roadblocks to high-integrity
- Evaluate your ability to foster self-confidence in individual contributions
- Plan and implement a reward system that benefits the team and individual contributors

Who Should Attend: Project/Program Managers, Project Administrators, Technical & Team Leads, and resources in supervisory roles within the Project & Program environment would benefit from this course.

[Back to Top>](#)

Course Descriptions

AMS141: Effective Risk Management Practices

21 Professional Development Units/ on line 18

21 Education Hours/ on line 18

Format/Duration:  3 days   18 Hours



To achieve project success in today's fast-paced, schedule compressed and resource scarce environments, the project manager must possess the ability to assess, manage and interact with inherent and unforeseen project risks. This course introduces the participant to the fundamentals of a life-cycle and the experiential Risk Management approach. Project consulting insights and results-based experiences will be utilized to uncover, communicate and develop successful strategies to identify, mitigate, and successfully manage a wide range of project risk.

Learning Objectives

- Learn the objectives, tools, techniques and strategies of applying a practical approach to project risk management
- Identify and understand the necessary risk management focus throughout the project's life cycle
- Understand the four industry risk "processes" – risk identification, risk quantification, risk response planning and risk monitoring & control
- Understand stakeholder management and the integration of the communications management planning process
- Understand requirements of larger and smaller projects and the project manager as a possible risk to the project
- Identify and utilize statistical modeling methods for effective risk mitigation and control responses

Who Should Attend: Any professional or project manager seeking to enhance their ability to understand and manage risk should take this course.

[Back to Top>](#)

AMS113: Achieving Practical Project Control: Best Practices for Life Cycle Success

14 Professional Development Units/ on line 12

14 Education Hours/ on line 12

Format/Duration:  2 days   12 Hours



Project Control is directly affected by the level of up-front project planning (front-end loading). As with project quality, it does no good to have a stringent monitoring and control plan or system that one cannot actually execute. This "execute-ability" lies in a lack of understanding regarding the set-up of the project's WBS, work packages, cost accounts and baselines, etc. In this session, we will discuss the underlying FEL elements to ensure project control as well as the systematic, process and cultural considerations involved with developing and implementing a "practical" project control system and implementation culture.

Learning Objectives

- Introduce a comprehensive control system methodology (template) that can be applied to any industry situation
- Identify and address the inherent cultural issues of implementing a practical project control system
- Understand the implications of proper planning "set-up" in systematically developing project "control-ability"
- Analyze the benchmark data of effective project control best practices from the PMI and AACE organizations
- Understand the use of Readiness and Peer reviews for project Value Analysis
- Develop performance trending approaches with Burn Rate and Earned Value Management methods
- Understand and implement statistical analysis methods for proactive project control and recovery planning
- Utilize contingency strategies and change management discipline to aid in life cycle project control

Who Should Attend: Project managers, project administrators, team leads, and other professionals would benefit from taking this course.

[Back to Top>](#)

Course Descriptions

AMS103: Integrating Quality with the Project Management Life Cycle

14 Professional Development Units/ on line 12

14 Education Hours/ on line 12

Format/Duration: 🧑🏫 2 days 🖥️ 12 Hours



Regardless of industry, Quality Management must be practically integrated with the overall project life cycle - not just in testing and validation situations. Quality must be present in all project approaches, processes, practices and tools. This course will give the participant a detailed understanding of how quality is infused in all aspects of a project from initiation to closeout and provide practical examples for use in any industry scenario.

Learning Objectives

- Define life cycle Quality Management
- Examine the best practices required for various size project management approaches and how quality is integrated as a fundamental requirement
- Analyze effective quality management and decision making tools and their practical applications
- Understand the elements and advantages of different global quality standards
- Develop a life cycle quality implementation plan scaled to the project's objectives
- Discuss and implement effective review, testing and validation methods
- Understand the integration of a quality mindset in communication and customer relationship management

Who Should Attend: Project managers and other project professionals from any industry who are interested in delivering high quality project results that exceed internal and external customer expectations would benefit by taking this course.

[Back to Top>](#)

AMS1008: Scheduling and Estimation Best Practices: A Discipline Based Approach

14 Professional Development Units/ on line 12

14 Education Hours/ on line 12

Format/Duration: 🧑🏫 2 days 🖥️ 12 Hours



For many years, project managers have been expected to develop estimates and schedules that foresee and emulate future performance. As estimation and scheduling are both professional disciplines, project managers have been at a distinct disadvantage. This program is designed to introduce the participants to the best practices of both professions. Upon completion of this course, participants will understand these practices from the perspective of the professional estimator and professional scheduler. Best practices from the Project Management Body of Knowledge (PMBOK) and the Association of the Advancement of Cost Engineering's Total Cost Management (TCM) Framework will be practically applied across multiple industry requirements.

Learning Objectives

- Gain an understanding of the competencies of the professional estimator and scheduler
- Discuss and evaluate the life cycle requirements of effective estimates and schedules
- Understand the interdependencies from estimate and schedule development and effective project control
- Define the various types of estimates, inherent elements and required prerequisite deliverables
- Define the schedule "hierarchy", inherent elements and required prerequisite deliverables for various schedule uses
- Effectively structure the project's scope, milestones, work packages and control accounts to create an effective "flow down" for estimates and schedules
- Analyze and implement industry contingency strategies and management techniques
- Understand the integration requirements of Value Analysis, Quality Management and Risk Management with estimating and scheduling processes

Who Should Attend: Project managers, project administrators, team leads, and other professionals who are interested in developing high quality estimates and schedules would benefit by taking this course.

[Back to Top>](#)

Course Descriptions

AMS140: Project Procurement and Contract Management

14 Professional Development Units/ on line 12

14 Education Hours/ on line 12

Format/Duration: 🧑‍🤝‍🧑 2 days 🖥️🌐 12 Hours



In today's project management landscape, timelines are condensed, qualified resources are slim, and expectations are elevated. Outsourcing, contracting and various "buy" strategies are commonly used to meet these demands. The integration of these strategies with the overall project execution strategy is the subject of this course. Project procurement and contracting management, an element of the overall project plan, has emerged as a critical function within a successful project management approach.

We will utilize a life cycle and best practice approach in discussing and examining this practice. A major focus of this course will be the integrative requirements of project procurement and contracting management within a realistic planning and execution schema. We will touch on certain legal ramifications and requirements of procurement and contracting management, yet the goal of the course is to highlight the processes, tools and strategies to successfully manage project procurements.

Learning Objectives

- Utilizing a life cycle and best practice approach, define project procurement and contract management (P/C) within the project context
- Define and discuss the critical integration points in the project (various planning and execution approaches) and P/C life cycles
- Define the roles, responsibilities and critical success factors for the P/C function in a project environment
- Discuss and work with tools for building and implementing a cohesive P/C plan to integrate with other execution plan elements
- Apply the integrative principles of the PMBOK's Section 12: Project Procurement Management and discuss the "scaling" implications for projects of various size, type and complexity

Who Should Attend: Procurement and/or Contracting Personnel, Project Managers and project resources assisting with or supporting the procurement or project managing functions would benefit from taking this course.

[Back to Top>](#)

AMS1022: Practical Performance Management

35 Professional Development Units/ on line 30

35 Education Hours/ on line 30

Format/Duration: 🧑‍🤝‍🧑 2 days 🖥️🌐 12 Hours



The recent push to utilize Earned Value Management across a wide spectrum of projects has caused confusion in most organizations. Organizations are struggling with how to develop Earned Value practices, how to effectively implement them, understand the results and what we do with these results. This customized and case-study driven course will immerse the participants (team-based) in the application of the tools, mechanics and mind-set necessary to properly manage the performance at the program and contributing project levels. Microsoft Project and Microsoft Excel will be used throughout the course to implement advanced techniques in the following areas:

Learning Objectives

- Program/project Control...what is it really?
- Execution planning: standing in it completed
- Program/project execution plan life cycle development
- WBS, WP & Cost Account development for control purposes
- Advanced Schedule Development Practices: Sometimes it's an art form!
- Baseline Development
- Risk Management: Benefits, Milestones and Risk Interdependencies
- Using Earned Value and Burn Rate Practices for Practical and Proactive Control
 - Trending Analysis
 - Performance Metrics
 - Status Reporting
 - Data Driven Management Decisions

Who Should Attend: Project managers, project administrators, team leads, and other professionals would benefit by taking this course.

[Back to Top>](#)

Course Descriptions

AMS118: Consulting Skills for Project Managers

7 Professional Development Units/ on line 6

7 Education Hours/ on line 6

Format/Duration: 🧑🏫 1 day 🖥️ 6 Hours



Participants will be exposed to concepts and tools that will enable them to facilitate successful interventions. Building a consultant outlook, integrity and interpersonal dynamics comprise the course's cornerstone. The transference of the knowledge will take place in an interactive atmosphere promoting hands-on exercises and insightful discussion. Upon completion, the attendees will have a working knowledge of all of the tools and processes they will need to understand the practice of professional consulting.

Learning Objectives

- Explain the function and role of consultants
- Define the practice of consulting
- Define and explore the personal competencies of the successful professional consultant
- Understand the logical life cycle of a consulting assignment
- Understand how to prepare for each phase in the consulting assignment life cycle
- Discuss and implement strategies for the critical issues associated with each phase in the consulting assignment life cycle
- Understand the integration of consulting best practices with project management requirements
- Understand the steps to closing a consulting project

Who Should Attend: Project managers who wish to enhance their professionalism, relationship building, research-preparation skills, decision making and implementation skills would benefit from taking this course.

[Back to Top>](#)

AMS112: Negotiation and Influencing Skills

14 Professional Development Units/ on line 12

14 Education Hours/ on line 12

Format/Duration: 🧑🏫 2 days 🖥️ 12 Hours



Project Managers are faced with a unique challenge while managing team members and stakeholders – all without positional power or direct authority. In order to be successful, a project manager must skillfully market the ideas that matter and create compelling visions for their team members and stakeholders to adopt. This course will address the nuances of using persuasive communication, building trust and rapport in order to achieve project goals. It is comprised of interactive lecture, small group role-play and case study use. A reflective instrument designed to assess your negotiation and influencing competencies will also be utilized.

Learning Objectives

- Identify skills to assess the decision makers, stakeholders and the organizational pulse
- Identify areas where we “stop and go” in influencing and negotiation
- Design idea marketing strategies that work
- Understand the elements of persuasive and effective communication
- Ask the right questions, find commonalities and build trust and rapport with the project team
- Build the right presentation to obtain buy-in based on your audience
- Use persuasive methods to sway decisions in the project's favor
- Defining effective negotiation elements for repeatable success
- Understand techniques and strategies for effective negotiation
- Understand the human factors associated with achieving effective and lasting negotiation results

Who Should Attend: Project managers and project team members who wish to enhance their relationship building, influencing and negotiating skills would benefit from taking this course.

[Back to Top>](#)

Course Descriptions

AMS1023: PMO Development

14 Professional Development Units/ on line 12

14 Education Hours/ on line 12

Format/Duration: 🧑‍🤝‍🧑 2 days 🖥️🌐 12 Hours



A survey by Forrester Research, Inc. asked 700+ information technology decision makers to rate the effectiveness of PMOs at improving project delivery within their organization. Varying by industry, many said their PMO was ineffective: chemicals and energy (33%), manufacturing (27%), finance and insurance (29%), distribution (31%), services (22%) and telecomm and technology (16%).

This course, based on actual consulting case study scenarios (AMS PMO development assignments), will provide the participants with a detailed understanding of effective and non-effective practices with PMO design, development, cultural push-back, marketing, implementation and operating standards for successful and service-based Project Management Offices.

Learning Objectives

- Structure PMO development as another project effort and examine a consulting implementation template for PMO development
- Examine and implement strategies for the inherent cultural challenges the PMO faces within the organizational construct
- Understand the distinctions and “survival” rates between compliance and service based PMOs
- Examine and develop key metrics of success for the PMO
- Utilize best practices for consistency and value in Portfolio, Program, and Project management assistance - oversight
- Examine PMO market segmentation strategies
- Understand the need for a clear strategy for PMO public relations and marketing efforts

Who Should Attend: Corporate Executives, Directors, PMO Managers, PMO staff, and Project Managers would benefit from attending this course.

[Back to Top>](#)

AMS273: Demystifying the Art of Public Speaking

14 Professional Development Units/ on line 12

14 Education Hours/ on line 12

Format/Duration: 🧑‍🤝‍🧑 2 days 🖥️🌐 12 Hours



Most people blanch at the thought of standing in front of a group to give a speech. The original *Book of Lists*, first published in the 1970's, includes a list of things people fear the most, and public speaking is rated number one! What is it about this commonly accepted business practice that people find so intimidating? More importantly, how can the average practitioner gain the confidence necessary to present in today's boardrooms, sales meetings, project meetings and business expositions?

Demystifying the Art of Public Speaking was developed to help participants conquer their fears, understand their strengths, minimize their weaknesses, and identify their own personal style of addressing audiences, large and small. This two-day interactive program will explore the basics required of any successful presentation, and allow participants to practice their presentation skills in a safe and supportive environment. Through group discussion and a series of short video-taped presentations, participants get to see first hand, their strengths and potential areas for improvement. Professional, effective public speaking is not a right of birth; it is the end result of a continuous journey of trial and error combined with dedication and a positive belief system. Join us today and start your journey towards a more stress-free and successful business career!

Learning Objectives

- Gain insight into the human characteristics and behaviors that both support and hinder effective public speaking
- Review the traditional components required of any presentation, regardless of the length of the presentation, setting in which the presentation is delivered, or size of the audience
- Practice the time-tested techniques and approach used by professional speakers, including guidelines used by Toastmasters
- Receive tips used by professional speakers that you won't find in other public speaking programs
- Explore techniques dealing with the stress of making a presentation

Who Should Attend: Corporate Executives, Managers & Supervisors, Account Managers, Project Managers, Customer Service Representatives would benefit from attending this course.

[Back to Top>](#)

Course Descriptions

AMS226: Increasing Focus and Effectiveness

14 Professional Development Units/ on line 12

14 Education Hours/ on line 12

Format/Duration: 🧑‍🤝‍🧑 2 days 🖥️🌐 12 Hours



This course is designed to offer managers a different look at the underlying dynamics of focus and energy, and those daily distractions such as stress and conflict that can negatively affect productivity. The discussion moves away from the mechanical tools of time, stress and conflict management and steers the participant to a discussion regarding the mental and humanistic aspects of "fitting it all in" while maintaining perspective and balance. This course is delivered using a combination of short lecture, exercises, and group discussion. The end result is a manager who better understands life/work balance, who can then relate these concepts to his/her team members.

Learning Objectives

- Examine how identifying personal values and a "corporate value match" allow for a more focused and energy efficient choice of priorities
- Discuss how a lack of value identification and prioritization leads to fragmented focus, stress and overwhelm
- Learn how time and energy are ultimately linked and how energy affects time
- Understand the "mental tools" and distinctions that allow us to stay in the moment and consciously direct our focus and energy
- Identify the inherent and consistent factors involved with different types of business and personal conflict
- Understand the causes of the conflict and build an awareness of the psychological drivers
- Handle communication problems and personality clashes effectively and efficiently
- Examine the role of group-think and ego in the establishment of thinking and decision making systems

Who Should Attend: Project managers, managers, project administrators, team leads, and other professionals who want to actively learn how to increase their focus and effectiveness on the job would benefit from taking this course.

[Back to Top>](#)

AMS170: Modeling and Understanding Business Process

21 Professional Development Units/ on line 18

21 Education Hours/ on line 18

Format/Duration: 🧑‍🤝‍🧑 3 days 🖥️🌐 18 Hours



Defining sound requirements early is a foundational element of the Business Analyst's role. In order to be successful in this role, the Business Analyst must be an effective bridge between the business and information technology "camps". Understanding, modeling and communicating business process requirements, expectations and our core expectations of the effective Business Analyst. This course will provide the participant with a "tools-based" training experience in business process modeling best practices and applications.

Learning Objectives

- Define the process improvement and process modeling link
- Define the distinct phases of business process improvement
- Understand the roles of the business analyst in process modeling
- Understand and utilize various modeling and mapping techniques
- Create and communicate process benchmarks and metrics
- Understand and utilize various analysis techniques
- Develop strategies for new process design
- Conducting Cost Benefit Analysis
- Developing and controlling implementation plans

Who Should Attend: Project managers, Business Analysts, technology leads, team leads, team members, and those who wish to gain the understanding of how to develop and model a higher level of business process cognizance.

[Back to Top>](#)

Course Descriptions

AMS166: Project Communication and Stakeholder Management

14 Professional Development Units/ on line 12

14 Education Hours/ on line 12

Format/Duration: 🧑‍🤝‍🧑 2 days 🖥️🌐 12 Hours



As project and program managers are always judged at the end of things: phases, milestones, projects, etc., some of which are long and arduous. The ability to develop and manage productive relationships borders on art form and is a critical success factor for senior project/program managers. As project/program efforts approach the large and complex level, the level of stakeholder and stakeholder interaction increases. We must increase our level of professionalism and preparedness to match this challenge. This course will introduce the participant to tools, mechanics and interpersonal distinctions involved in successful and sustained communication and stakeholder management.

Learning Objectives

- Define the roles (formal & informal) of the stakeholder
- Define the role that transparency and communication play in stakeholder management
- Utilize the stakeholder analysis to develop the elements of the Communications Plan
- Learn how to manage and transform unreasonable requests
- Structure the change management and configuration processes
- Develop the Stakeholder Management Plan and Relationship Milestones
- Understand the challenges of managing politics, protocol and organizational agendas

Who Should Attend: Technology project managers, customer project managers, technology project team members and those who wish to gain the understanding of customer and project team integration would benefit from taking this course.

[Back to Top>](#)

AMS136: Preparing for the PMP Exam

14 Professional Development Units/ on line 12

14 Education Hours/ on line 12

Format/Duration: 🧑‍🤝‍🧑 2 days 🖥️🌐 12 Hours



This two-day course prepares participants for the Project Management Institute's Project Management Professional (PMP) exam, 3rd edition. Attendees will participate in a review course with sample questions and scenarios likely to be encountered during the test.

Learning Objectives

- Review the PMBOK® process areas that the PMP® test is derived from
- Test your knowledge with chapter question exams and a mock exam upon completion of all chapters
- Outline/uncover those areas in which you feel most/least proficient
- Find out what you need and do not need to study and pass the exam

Who Should Attend: Individuals preparing for the PMP exam should take this course.

[Back to Top>](#)

Delivery Models

On-Site Training

AMS On-Site Training events offer businesses the ability to choose from our entire catalog of training programs and then customize the delivery to meet all of their industry vertical needs.

AMS prides itself on the quality of our facilitators and depth of material content. All programs are highly interactive, experience based and will render immediate usable skill enhancements, methods and best practices.

Benefits to AMS On-Site Training:

- Scheduling flexibility to accommodate participant and group schedules
- Baseline pre-class competencies and post program [measurements](#)
- AMS will [host](#) a client portal to track registrations, completions and associated accreditations
- Highly [experienced](#) and trained team of Sr. Consultant facilitators to ensure quality
- Offering the full inventory of [AMS programs](#)
- Detailed desk reference quality materials
- [Customization](#) options via a best practice development methodology
- Programs offering industry and academic [accreditation](#)
- Standardized facilitation methodology to enhance the transfer of knowledge
- Per day, not per head pricing packages to accommodate volume and large groups

On-Demand.eduSM (Self-Paced On-line Training)

AMS On-Demand.eduSM leverages our vast inventory of intellectual property and presents it on a leading technology platform that is easy to use, capable of providing immediate knowledge transfer and has various multimedia options for student/instructor interaction and collaboration, such as, blogs and live instructor chat. Whether you work in the self-paced model or complement the learning path with options from our Blended Learning Suite, you can be assured that the learning experience will be robust.

Benefits to AMS On-Demand.eduSM:

- User friendly interface, powered by the award winning Blackboard ProSiteTM technology
- Java and HTML code to avoid firewall/security issues
- 24/7/365 technical support and on-line user guide
- Standardized learning process to enhance knowledge transfer
- Collaboration tools to promote knowledge cross-pollination
- Personalized content/learning path for each individual user
- Measurable knowledge transfer via the "knowledge challenge" system
- Data collection to interface with all LMS's
- Downloadable material to ensure "walk-away" value
- SME support and accessibility for all programs
- Blended Learning Solutions to enhance corporate programs
- Industry leading AMS content and instructional design
- Multi-course/user license packs
- Always virtual, never alone

Delivery Models

Virtual ClassroomSM (Live On-line Training)

AMS Virtual ClassroomSM events are a convenient way to experience direct interaction with a senior consultant without the costs associated with travel to off-site locations and public training venues. This convenient method of attending training is cost effective while still offering all of the benefits of face-to-face delivery.


AMS has created best practices for delivering virtual training that will set the industry standard through our "bring the classroom on-line" approach, affording participants the ability to interact with the presenter and even network with other students. Through the combination of live blogs, controlled VoIP and live audio/video webcasting within the training portal, we are able to effectively simulate the classroom learning experience.


Benefits to AMS Virtual ClassroomSM:


- User friendly interface, powered by the award winning Microsoft Live MeetingTM technology
- Various delivery lengths, price points and schedules allowing for total participant control (see below)
- At your desk convenience reduces travel cost and down time
- [Customization](#) options for "anchor" companies and internalized programs
- Full [AMS inventory](#) of over 200 programs available for custom delivery
- [Blended](#) learning options available
- Highly [experienced](#) and trained team of senior consultant facilitators to ensure quality
- Programs offering industry and academic [accreditation](#)
- Standardized best practice facilitation methodology to enhance the transfer of knowledge


Blended Learning Solutions (BLS)

AMS Blended Learning Solutions (BLS) allows organizations to take advantage of the most effective means to access knowledge within their individual corporate setting. In response to the fact that companies and individuals are beginning to "learn differently" as well as having a heightened awareness around the costs associated with on-site training, AMS has created BLS to address the challenges associated with today's dynamic work environment. Any one or all of the following delivery vehicles can be combined to create a fully customized learning experience. The AMS Blended Learning Solution suite focuses on the following consists of the following models:

 **On-Site Training:** As the cornerstone of the BLS solution suite, AMS instructor led training programs offer comprehensive study guides, expert facilitators and access to our Case Based Learning Experience (CBLE) which offers a tiered process for customization.

 **Virtual ClassroomSM (Live On-line Training):** AMS Virtual ClassroomSM events are a convenient way to experience direct interaction with a senior consultant without the costs associated with travel to off-site locations and public training venues. This method of attending training is cost effective while still offering all of the benefits of face-to-face delivery. AMS has created best practices for delivering virtual training that will set the industry standard through our "bring the classroom on-line" approach, affording participants the ability to interact with the presenter and even network with other students. Through the combination of live blogs, controlled VoIP and live audio/video webcasting within the training portal, we are able to effectively simulate the classroom experience.

 **On-Demand.eduSM (Self-Paced On-line Training):** AMS On-Demand.eduSM leverages our vast inventory of intellectual property and presents it on a leading technology platform that is easy to use, capable of providing immediate knowledge transfer and has various multimedia options for student/instructor interaction such as blogs and live instructor chat. Whether you work in the self-paced model or complement the learning path with options from our Blended Learning Suite, you can be assured that the learning experience will be robust.

 **PodCast:** AMS offers "learning snippets" derived from selected training programs, article/whitepaper content and other recorded media that our team creates from research. This completely mobile distribution of content is perfect for business travelers, students or anyone seeking "on-the-go" information.

All of the above BLS components can stand independent or mix and match to meet your exact needs. They are all supported by the [AMS Advantage](#) value points and can be guided via the [CBLE customization](#) model.

Project Management Competency Assessment

The PMCA is a web-based instrument that measures critical project manager competencies in business, personal, interpersonal and management areas. It is presented to assist individuals and organizations that are trying to baseline training paths, development plans and strategy with core best practices in project management skill sets. This tool uses the AMS competency guide as well as, other inventoried best practices to create a vertically aligned database. Each result will baseline the participant against specific items noted by their industry classification. Each report is reviewed by an AMS Senior Consultant prior to return, ensuring that the practical aspects of leadership have also been taken into consideration. The assessment is web based and can be completed within 20 minutes. Cost of an individual license is \$50.00 (USD).

Single section of assessment preview:

PERSONAL INFORMATION

First Name	<input type="text"/>	required
Last Name	<input type="text"/>	required
Company	<input type="text"/>	required
Title	<input type="text"/>	
Years with Organization	Select one... <input type="button" value="v"/>	required
Department	<input type="text"/>	
Telephone	<input type="text"/>	required
E-mail	<input type="text"/>	required
Direct Supervisor	<input type="text"/>	

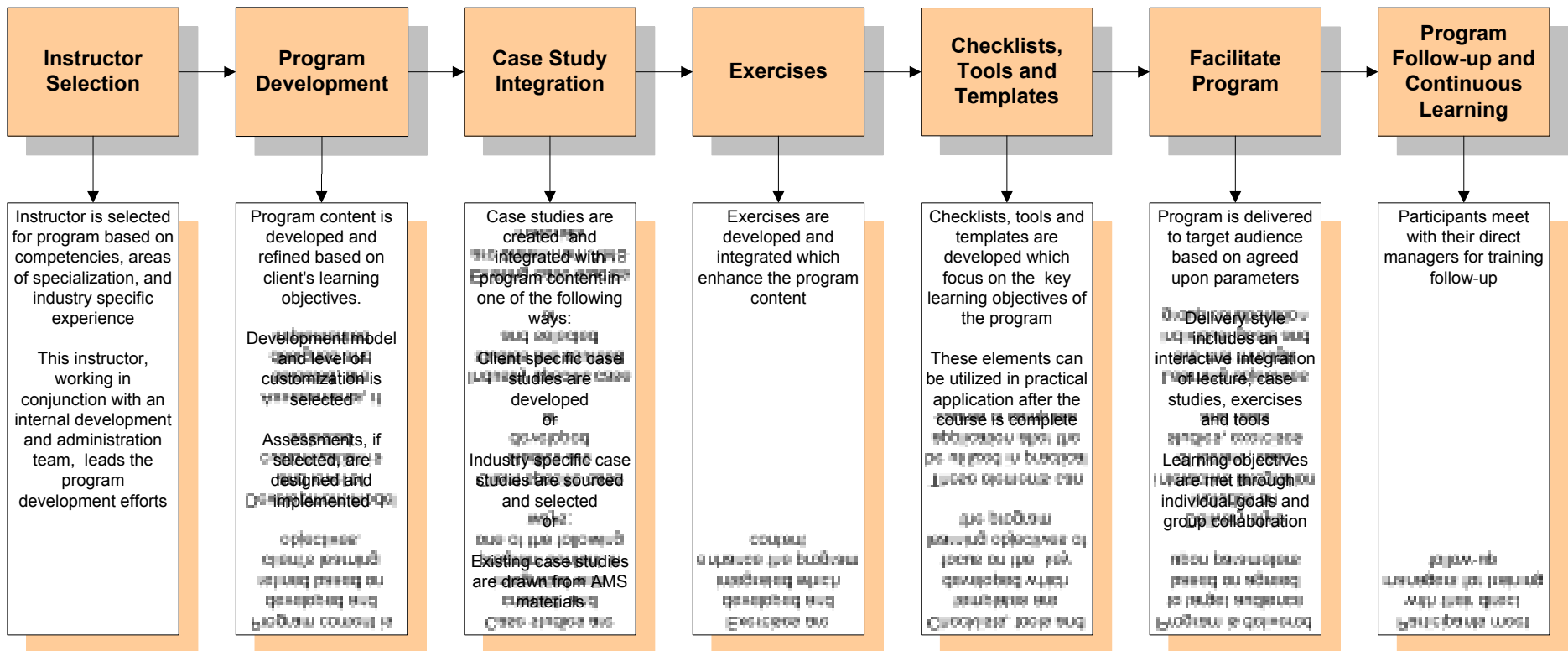
Leadership Excellence

Team Leadership: the ability to take a role as leader of a team or other group, provide routine management and promote team effectiveness.

1. Provides routine management: States agendas and objectives, controls time, makes assignments, keeps people informed, especially about changes or decisions that may affect them.	Select level of understanding... <input type="button" value="v"/>
2. Treats Everyone Equally and Respectfully: In a leadership role, lets people affected by a decision know what is happening, even if they are not required to share such information. Makes a personal effort to treat team members equitably and use his/her authority and power fairly.	Select level of understanding... <input type="button" value="v"/>
3. Promotes Team Effectiveness: As a leader uses complex strategies to promote team morale and productivity (hiring and firing decisions, team assignments, cross-training, etc.)Encourages others and publicly credits them for their contributions.	Select level of understanding... <input type="button" value="v"/>
4. Takes Care of the Team: Protects the group and its reputation. Makes sure the practical needs of the group are met: obtains needed personnel, resources and information for the group.	Select level of understanding... <input type="button" value="v"/>
5. Positions Self as Leader: Ensures that others buy into his/her mission, goals, agenda, climate, tone, and policies. "Sets a good example," models desired behavior. Ensures that group tasks are completed. Is a credible leader?	Select level of understanding... <input type="button" value="v"/>
6. Communicates a Persuasive Vision: Has genuine charisma; communicates a compelling vision that generates excitement, enthusiasm and commitment to the group mission.	Select level of understanding... <input type="button" value="v"/>

Case-Based Learning Experience (CBLE)

Advanced Management Services, Inc. Case-Based Learning Experience (CBLE)



Case-Based Learning Experience (CBLE)

In a typical case-based training course, case studies are designed to thread theory with experience. In bridging the aforementioned gap, utilization of this traditional two-dimensional model usually results in an academic experience. Based on client results, we find that a multi-dimensional model results in a more robust learning environment. In response to client needs, we have developed a fully integrated approach to training design and delivery.

Our enclosed model provides a dynamic blend of learning opportunities through what we call the Case-Based Learning Experience (CBLE). The CBLE model integrates the following elements:

1. Facilitator expertise
2. Program development
3. Case studies
4. Exercises
5. Checklists, tools and templates

These elements are refined once the client deliverables are established, resulting in a precisely focused learning experience. CBLE allows for time optimization and advanced learning opportunities.

The CBLE model draws its strength from the use of company specific data. For example, in a three day Project Planning Scheduling and Control course, the decision may be to focus the learning on the scheduling component of project management. In this example, a case would be built and facilitated to guide the students through a typical scheduling scenario. In a longer, multi-course program, emphasis may be placed on scheduling; influencing skills and risk, so three correlating case studies would be built or sourced. All of the aforementioned approaches would reflect our standard approach to customization defined in this document.

The program delivers on a targeted, optimum learning model based on personalized service and customization provided by Advanced Management Services, Inc. It focuses on individual professional development while pursuing collective accountability as a team. This approach is modeled around a typical MBA program. The design of CBLE will allow you to spread the program further into the organization as it grows. In fact, the case studies and customized materials may be able to be adapted and used in different applications throughout the organization.

The model takes into consideration the following elements:

1. Facilitator Expertise

Our consulting and training programs are developed and delivered by highly qualified individuals with proven expertise and practical experience. Our entire team participates in continuous learning to provide clients with cutting edge information. The Advanced Management Services, Inc. team of project consultants holds various advanced academic and professional accreditations, are published authors, presenters and recognized leaders in their specific area of expertise.

The experience of our facilitators is second to none. Senior consultants bring real world experience to the classroom. Through the evocative use of examples, our facilitators are able to draw references to actual scenarios that the participants have either faced or are likely to encounter in their project management careers. We encourage our students to bring examples of real project challenges they face to class, as our experience has shown that robust discussion around these topics heightens the learning experience.

2. Program Development

Program development/customization is available in three distinct levels. This customization allows us to get to know your organization and target the program delivery to highlight the areas most in need. Also, the ability to facilitate focused discussion among the group regarding company specific project challenges often results in an internal initiative to improve the project management process. Based on your requirements, this course can be customized in one of three ways:

Level One: Advanced Management Services, Inc. will conduct several telephone interviews with management and project managers. The purpose of these interviews will be to gather data on current practices and challenges in your company relevant to the training course content. This information will be translated back into the facilitation of the program by verbal delivery. The instructor will reference your specific company projects and challenges in his/her delivery of the materials. No material will be customized. This level is not conducive to the case study model we describe here.

Case-Based Learning Experience (CBLE)

Level Two: Advanced Management Services, Inc. will meet on-site with several of your managers and participants. The purpose of these meetings will be to gather data on current practices and challenges in your company relevant to the training course content. In addition, we will review documentation on existing practices that are being used internally. This information will be translated back into the facilitation of the program by verbal delivery. Case studies used during the program will be industry related. Any tools or processes used internally can be referenced during facilitation and integrated into the workbook text at your request. The instructor will reference specific company scenarios and challenges in his/her delivery of the materials. The industry specific case study and your company's specific practices, tools/forms will be integrated into the materials.

Level Three: Advanced Management Services, Inc. will meet on-site with several of your managers and project managers. The purpose of these meetings will be to gather data on current practices and challenges in your company relevant to the training course content. In addition, we will review documentation on existing practices that are being used internally. This information will be translated back into the facilitation of the program via the customization of both the delivery and the course materials. Case studies used during the program will be company specific. Any tools or processes used internally can be referenced during facilitation and integrated into the workbook text at your request. The instructor will reference specific projects and challenges in his/her delivery of the materials. The workbook, slides, case study and delivery will be customized and your specific organization's practices, tools/forms will be integrated into the materials.

3. Case Studies

Case studies can be integrated into the program in one of two ways:

Industry Specific Related Cases

Industry specific case studies can be integrated into the program based on different scenarios. These case studies are selected based on the needs stated by the client and the learning objectives of the program. Depending on the level of customization selected, the case(s) utilized may be existing Advanced Management Services, Inc. case studies or industry related cases obtained from leading business/IT publishers such as Harvard Business Review, Wylie & Sons, McGraw Hill, and others. Integration of relevant case studies is

used when appropriate to supplement the learning objectives. We generally use industry specific case studies to review a group of modules and draw parallels to typical challenges which may exist in one particular industry.

Organization Specific Related Cases

Alternatively, some clients choose to have a case study developed based on a real or fictional scenario in their organization. In this case, we will work with you to determine the most relevant situation to highlight. The case study may be based on a particular success story, or failure. The strength in this type of approach lies in the fact that all the participants can relate to it from a language, experience and cultural standpoint.

4. Exercises

Exercises and opportunities for hands-on work are key components of our programs. Depending on the format selected, our courses are usually composed of 50% or less lecture. The remaining course time is comprised of work that allows the students to utilize the concepts presented in the course, share ideas, challenge the content and pose questions to the instructor. We believe this format creates a dynamic learning experience for the student that allows them to learn by doing.

Short exercises interspersed throughout the program to recap the modules help facilitate and reinforce learning by offering the participants an opportunity to practice what they have learned, both individually and in teams. In a typical Project Planning, Scheduling and Control course, participants may create a Project Overview Statement, build a work breakdown structure, estimate time against a given set of tasks, develop a risk mitigation plan and/or create a network diagram and critical path schedule.

5. Checklists, Tools and Templates

We take great pride in the course materials created for clients. These workbooks, often in excess of 100 pages, are designed to be used during the course, and also serve as a reference guide long after the course is complete. Narrative in format, our workbooks contain detailed explanations of the topics covered, as well as forms, checklists, tools and templates that the participant can utilize in practical application. Many of these templates are industry specific, and are included in the workbook based on needs expressed during development/customization interviews. We also include a section on further recommended reading, so the participant has an immediate reference point for continuous learning.

Testimonials

Testimonials

"I would like to thank the AMS team for the high caliber performance in support of implementing our new Program Management Office. The quality of deliverables and knowledge provided by AMS while assisting with the PMO implementation was top notch, and consistently demonstrated that AMS has deep roots in complex, real-world program management."

Dave Hobson
Director of Program Controls and Information Systems
DRS Technologies

"The training has been delivered effectively, comprehensively and with interest to one of the toughest audiences, hardnosed project managers. A measure of this success is reflected in the fact that all students (over 50) who have taken the PMP certification exam have passed with flying colors."

Richard Humphrey
Chairman, PM Steering Committee
Westinghouse Government Services Group

"As you know AMS is nearing completion of the contracted work with Mercury. I wanted to take this opportunity to share with you what an absolutely wonderful experience it has been working with your entire team, particularly Tom Flynn. All aspects of the project, from assessment through deployment, have been handled in a highly professional manner. It is clear that Tom wholeheartedly believes in the philosophies, practices and tools he teaches and utilizes them in his own dealings with your clients. After working extensively with Tom, Mercury now has a flexible Life Cycle Process with ISO documentation to back up the Project Management best practices recommended by AMS. In addition we have implemented a Project Support Office to champion these new practices. I would also like to thank Tom for all the support he provided to us in preparation for our ISO audit. When the scope of our original engagement with AMS increased Tom did everything he could to make sure we were prepared even though the timeline was very tight. Along with developing a best practice process that would work at Mercury and creating the documentation to support it, Tom provided several key training classes for our associates. Tom's dynamic teaching style and his obvious practical experience created truly value added classes.....training attendance and feedback has never been better! I would not hesitate to recommend AMS to any potential client. It has been a pleasure working with your entire team."

Jennifer Brochu
Manager, Project Support Office
Mercury Computer Systems, Inc.

Program Development Team

Tom Flynn, P.E., PMP
VP, Consulting Services /
Principal Consultant



A founding partner and Vice President of Consulting Services at Advanced Management Services, Inc., Tom has initiated and spearheaded the development of the Project and Program Management Division which helped transform AMS into its current position as a leader in the Project Management Consulting and Training industry.

In addition to his technical project management competencies, he also utilizes his extensive training and experience in conflict management-resolution, change management and human development to successfully coach and mentor senior executives, project managers and project team personnel.

A recognized subject matter expert in the field of human development, Tom currently works with a wide range of clients from CEOs to project team resources in formal coaching and mentoring programs. 35+ years in the martial and cultural arts, coupled with his experience with, understanding of, and formal training in the behavioral psychology field, he has developed a keen intuitive sense and a direct and effective approach.

Phil Ventresca, MBA
CEO/Founder



Phil Ventresca is Founder, CEO and President of Advanced Management Services, Inc. (AMS), a full service management consultancy servicing an international client base. Since founding AMS nearly two decades ago Phil has lead the organization to becoming an internationally recognized provider of Consulting, Training and Assessment services. He has personally assisted many of the firms Fortune 50/100/500 clients with the creation of organizational and performance based solutions.

Phil has designed business methodologies, processes and personnel performance plans for organizations such as, AT&T, Fidelity, The Hartford and many more. Phil maintains an active role providing executive coaching and account solution development for the AMS family of clients. As an entrepreneur Phil has founded AMS Aviation and PTV Equity both wholly owned subsidiaries of AMS.

John Slack, MBA, PMP
Principal Consultant



John has over 30 years of experience in business development and project management. For the past decade he has focused his time on a mixture of active project management and the development for project management training.

His projects ranged from retail to high tech sectors including the planning and rollout of business strategy for companies such as Digital Equipment Corp and Intel, to the development and rollout of software applications for companies such as DirectTV, Motorola, and American Airlines.

John's management experience has ranged from large companies such as United Brands and Digital Equipment Corp to small start-ups such as Software International and The Cushing Group. He has published a number of articles as well as one book on business process analysis, "Business Architecture Methodology, an approach to planning and control."

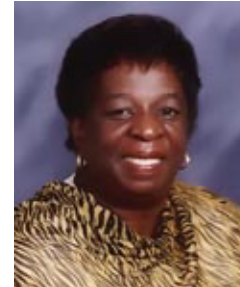
Program Development Team

**Victor Teplitzky, MSOD,
NSPE, Ph.D., PMP**
Principal Consultant



Victor is an Industrial Engineer and Behavioral Scientist (HRD/OD). Since 1974 he has provided training, consulting and research services to a wide variety of organizations in both the public and private sectors. He has developed, conducted and analyzed training needs assessments for various organizations including; the National Guard Bureau, several State National Guard organizations, the US Postal Service, National Institutes of Health and Sara Lee Corporation. He has designed and developed over 100 training workshops including both general programs for “off the shelf” presentations and workshops tailored to meet specific client needs.

Pearl Maxwell, Ph.D.
Principal Consultant



Since 1989, Pearl has developed a successful career as an organizational development practitioner, professional trainer and keynote speaker. She possesses a unique skill that combines adult learning models, personal experiences and humor to engage organizations and create successful improvement efforts and productive learning sessions.

Pearl has extensive experience working with process improvement and reengineering initiatives helping clients, such as SCC, Sprint, Rehab Care, Symphony Health Services, to create functional business models for enhanced organizational productivity.

**Phillip Walker, Ph.D,
Cert OSD**
Principal Consultant



Phillip Walker works skilfully with individuals and teams to stimulate discussion, raise awareness, develop abilities, and turn plans into action. He is an internationally acclaimed organizational psychologist, management consultant and trainer. Dr. Walker is also a leading world authority on organizational trust building. He was mentored by Dr. Jack Gibb, known for his pioneering work in integrating organizational development theory, research, and practice.

Since 1989, Dr. Walker has authored three successful leadership development training programs taught globally and throughout the United States. He has eighteen years teaching experience at numerous universities at all levels. Dr. Walker regularly conducts training programs globally, including the PR China, UK, Sweden, Hong Kong, Canada, and United States.

AMS Advantage

Benefits to our clients are driven by the key value points that make up the AMS Advantage:

- Fully owned copyright allows for flexibility in customization of training programs.
- Executive level consultants with an average of 20 years specific industry and subject matter expertise.
- Licensing of specific training materials to corporate training departments and Universities.
- Learning Management System (LMS) to support curriculum based training solutions.
- Best in Class Implementation Methodology to ensure the highest levels of service.
- Account management structure to support client needs.
- Cross industry experience to promote creative client solutions.
- Priced competitively with a focus on value added solutions.
- Team and client portal to ensure collaboration and communication.
- Client facing Lessons Learned Analysis (LLA) at the close of every project.
- Project communications structure to ensure multiple consultants are briefed on client projects.
- Domestic and international resources to provide the right consultant, at the right time, in the right place.
- Best Practice tools and processes to support our solutions.
- Industry specific accreditations and academic credit for specific programs.
- Articles, published works and benchmark research available for our client family.
- Monthly Newsletter highlighting current trends, new products and industry news.

About PMI Accreditation

As Registered Education Providers we can offer professional development units towards your preparation for the PMP, PgM, and CAPM exams and for maintaining your PMI certification.

Obtaining your PMP

The PMP Role Delineation states that candidates for the PMP credential:

- Perform their duties under general supervision and are responsible for all aspects of the project for the life of the project
- Lead and direct cross-functional teams to deliver projects within the constraints of schedule, budget, and scope
- Demonstrate sufficient knowledge and experience to appropriately apply a methodology to projects that have reasonably well-defined project requirements and deliverables

To be eligible for the PMP credential, you must meet certain educational and professional experience requirements. All project management experience must have been accrued within the last eight consecutive years prior to your application submission.

Educational Background	Project Management Experience	Project Management Education
High school diploma, associate's degree or global equivalent	Minimum five years/60 months unique non-overlapping professional project management experience during which at least 7,500 hours were spent leading and directing project tasks	35 contact hours of formal education
OR		
Bachelor's degree or global equivalent	Minimum three years/36 months unique non-overlapping professional project management experience during which at least 4,500 hours were spent leading and directing project tasks	35 contact hours of formal education

Maintaining your PMP

Once you have attained the PMP credential, you must participate in the Continuing Certification Requirements (CCR) program to maintain an active certification status. The PMP certification cycle lasts three calendar years. During that cycle, you must attain no less than 60 Professional Development Units (PDUs) toward credential maintenance.

Obtaining your CAPM

To be eligible for the CAPM credential, you must meet certain educational and professional experience requirements. At minimum, you need a high school diploma or global equivalent and must meet one of the following eligibility requirements.

Educational Background		Project Management Experience		Project Management Education
High School diploma, associate's degree or global equivalent	AND	1,500 hours of professional experience on a project management team	OR	23 contact hours of formal education

Maintaining your CAPM

Once you pass the CAPM examination, you are certified for a period of five years. Before the end of your five-year certification period, you have the option to renew your CAPM credential or, if eligible, you may apply for the Project Management Professional (PMP®) credential. Credential renewal assures employers, peers, and project team members that you are versed in the most current project management processes and terminology.

Overview of Process to Renew your CAPM Credential

1. Submit the online application for renewal
2. Reaffirm PMI Code of Ethics and Professional Conduct and the PMI Certification Application/Renewal Agreement
3. Submit the appropriate credential renewal fee and PMI will e-mail you a web link to the examination scheduling instructions
4. Schedule, sit for and pass the CAPM examination
5. Receive a new certificate with your original credential number and certification cycle dates