

Project Management Suite™



Struggling to reach project goals?

- » Advance Your PM Knowledge and Skills
- » Gain PDUs to Maintain PMP® and PgMP® Credentials
- » Gain Contact Hours for PMI Certifications
- » Work towards Professional Certificate



University of Management & Technology

www.umtweb.edu



ACCREDITED PROGRAM

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Program Description

Project Management Suite™ is composed of more than 30 self-paced online courses that provide up-to-date knowledge on project management best practices. All of the courses are compliant with PMI's PMBOK® Guide. The courses include:

- Course modules containing cutting-edge knowledge developed by renowned experts in project management
- Course textbooks/readings
- Mentors Studio™ online videos featuring UMT instructors (selected courses only)
- Think & Review sections for each module
- Answers to the Think & Review sections
- Final exams
- Certificates of Completion

Project Management Suite™ allows you to:

Get up to speed quickly. Learn the latest project management practices, discover how to set up a project support office, or maintain your PMP® status.

Learn on your own. You can study at your own pace, from the comfort of your home or office. You have a full six months 24x7 access to complete a course. Of course, you can go faster if you choose to do so.

Customize your learning. New to project management? Then focus on the basics. Experienced project managers can select more advanced topics. Choose a single course or as many as you need.

Earn PDU credits. UMT is a PMI Registered Education Provider (provider #1130). This means you can earn Professional Development Unit (PDU) credits for these courses.

Work towards a Professional Certificate. You can also earn credits toward a UMT Professional Certificate.

UMT Accreditation & Credentials



Project Management Institute (PMI)®
Global Accreditation Center for Project Management (GAC)®



Authorized Training Partner (ATP) of
the Project Management Institute
(provider #1130)



Distance Education Accreditation
Commission



State Council of Higher Education for
Virginia



Council for Higher Education
Accreditation (CHEA)



Approved training program by
NevadaWorks.

UMT is approved by ArmyIgnitED and Air Force COOL to provide training courses that lead to the PMP® or CAPM® credential for Army and Air Force personnel.

Approved by the Department of Veterans Affairs under the provisions of Public Law 89-358 to provide education and training to eligible persons.

Praise for Project Management Suite™

"UMT, thank you for having such an EXCELLENT program for working adults!"

"UMT courses are self-paced and well-structured."

"My experience at UMT was a very satisfying and rewarding one."

"I could go on and on about different things I love about my last two courses, but I will just say thank you and I really enjoyed them."

"The flexible teaching methods are a good fit for entrepreneurs and supervisors like me."

"UMT has developed an effective and user-friendly online study system for all students. Studying at UMT is convenient and suitable for me at any place and time."

"With my studies at UMT, I have been able to make my future more secure by upgrading my knowledge and understanding the business world more clearly."

"The flexibility of the program ensured that I could attend tutorials as needed and online information and access to materials was always at hand; as well as UMT staff to assist if ever required."

"For me, distance learning, in a self-paced environment, was ideal and I wouldn't hesitate to recommend UMT to anyone considering studying for further qualifications. Like anything in life, that mechanism isn't for everyone but it is well priced, sensibly delivered and allows one to both work through the material and reflect on the learning."

"I am very proud of my decision to select UMT for pursuing my studies as it has enabled me to learn practical skills and techniques in managing resources and better equip myself to face the challenges ahead."

"In a nutshell I love everything about UMT!!"

UMTeam™: Your Project Management Experts



Dr. J. Davidson Frame



Dr. James P. Lewis



Dr. Yanping Chen



Mr. Thomas Block



Mr. Vijay Verma



Dr. Rudy Watson

Project Management Suite™ was developed by a team led by the late UMT Academic Dean **J. Davidson Frame**, a world-renowned expert in the field of project management. He served as PMI's director of certification for six years and oversaw revision of the Project Management Professional (PMP)® exam. He trained more than 40,000 managers worldwide and written eight books, including *Managing Projects in Organizations*, *The New Project Management*, *Project Management Competence*, and *Managing Risk in Organizations*.

Other members of UMTeam™ include:

Dr. James P. Lewis Three courses in the Project Management Suite™—*Team-based Project Management*, *Mastering Project Management*, and *Project Leadership*—are based on the work of Dr. James P. Lewis. He has conducted project management training for more than 30,000 supervisors and managers around the world. Dr. Lewis has been widely acclaimed for his practical books on project management.

Dr. Yanping Chen Dr. Chen is UMT's president. She has served on PMI's Board of Directors and is PMI's Vice Chair for 2008. She is a leading expert in managing complex technical programs. She is author of *Principles of Contracting for Project Management*.

Mr. Thomas Block Mr. Block is the world's leading authority on establishing and maintaining project offices. He is co-author (with UMT Dean J. Davidson Frame) of *The Project Office: A Key to Managing Projects Effectively*.

Mr. Vijay Verma Mr. Verma is a leading authority on organizations and the human side of managing projects. He has written extensively about people on projects, including *Human Resource Skills for the Project Manager*.

Dr. Rudy Watson Dr. Watson spent thirty years in a variety of management positions at IBM, focusing on solution development, project management, and HR management. He has extensive experience managing major projects in a wide variety of areas: computer installations, software rollouts, implementing a supply chain management, and organizational transformation. In addition to teaching at UMT, he has taught at the

How Project Management Suite™ Can Help You

Project Management Suite™ is designed to meet the needs of a broad range of managers. Below are some examples of how this program can help you.

Maintain your Project Management Professional (PMP)® status

In order to maintain the PMP® status, PMP® certification holders need to obtain 60 PDUs every 3 years. Our courses are *PMBOK® Guide* compliant. You are entitled to 15, 30, or 45 PDUs upon successful completion of the courses.

Learn about the most recent developments in project management

Are you concerned that your knowledge is a bit stale? There's got to be more to project management than PERT and Gantt charts! We offer self-study courses on the most recent developments in the theory and practice of project management, such as: *Iterative and Agile Project Management*, *Managing Multiple Projects*, and *Strategic Management for Project Professionals*.

Earn a UMT Professional Certificate in Project Management or Acquisition Management

Strengthen yourself professionally with a UMT's Professional Certificate in Project Management or Acquisition Management. By signing up for courses in Project Management Suite™, you can obtain a Professional Certificate through self-study.

Professional Certificate in Project Management

Take a minimum of five elective courses in the Project Management Suite™ and earn at least 150 PDUs over a two-year period to qualify for a Professional Certificate in Project Management.

Professional Certificate in Acquisition Management

Enroll in and complete a minimum of 150-PDU worth of study at UMT, comprising at least 5 courses, within two years. Three required courses are:

- UMTPM215. Operations, Logistics, and Supply Chain Management
- UMTPM254. Contracts and Procurement
- UMTPM279. Management of Major Programs

How you can obtain an Professional Certificate in Project Management

Example 1		Example 2	
Project Management	30 PDUs	IT Project Management	30 PDUs
Planning and Control	30 PDUs	Management of Major Programs	30 PDUs
Risk Management	30 PDUs	Project Finance and Budgeting	30 PDUs
Contracts and Procurement	30 PDUs	Strategic Management	15 PDUs
Communication and Soft Skills	30 PDUs	Establishing a Project Office	15 PDUs
		Mastering Project Management	15 PDUs
		Work Breakdown Structure	15 PDUs
TOTAL	150 PDUs	TOTAL	150 PDUs

How you can obtain an Professional Certificate in Acquisition Management

Required

- 1. UMTPM215. Operations, Logistics, and Supply Chain Management 30 PDUs
- 2. UMTPM254. Contracts and Procurement 30 PDUs
- 3. UMTPM279. Management of Major Programs 30 PDUs

Electives

60 PDUs

TOTAL

150 PDUs

Earn a graduate certificate, undergraduate or master's degree from UMT

UMT offers associate, bachelor, master, doctorate degree programs and executive certificate and certificate programs. Students who wish to continue their study in UMT academic programs must formally apply for admission to UMT and meet admission requirements. Check our website or contact us for more information.

Associate's Degree Programs

- Associate of Business Administration
- Associate of Science in Computer Science
- Associate of Science in Criminal Justice
- Associate of Science in Engineering Management
- Associate of Science in General Studies
- Associate of Science in Homeland Security
- Associate of Science in Information Technology

Bachelor's Degree Programs

- Bachelor of Business Administration
 - Criminal Justice Administration
 - Engineering Management
 - Health Administration
 - Human Resources Management
 - Information Technology Management
 - International Management
 - Management
 - Marketing Management
- Bachelor of Health Administration
- Bachelor of Science in Homeland Security
- Bachelor of Science in Computer Science
 - Information Systems
 - Information Technology
 - Software Engineering
- Bachelor of Science in Criminal Justice
 - Homeland Security
- Bachelor of Science in Engineering Management
- Bachelor of Science in General Studies
- Bachelor of Science in Information Technology

Master's Degree Programs

- Master of Business Administration
 - General MBA
 - Project Management
- Master of Science in Engineering Management
- Master of Science in Computer Science
 - Computer Science
 - Software Engineering
- Master of Science in Criminal Justice
 - Homeland Security
- Master of Health Administration
- Master of Science in Homeland Security
- Master of Science in Information Technology
 - IT Project Management
 - IT Management
 - Management Information Systems
- Master of Science in Management
 - Acquisition Management
 - Criminal Justice Administration
 - General Management
 - Project Management
- Master of Public Administration
 - Criminal Justice Administration
 - Public Administration
- Graduate Certificate in Project Management

Doctorate Degree Program

- Doctor of Business Administration

Executive Certificate Programs

- Executive Certificate in Acquisition Management
- Executive Certificate in Criminal Justice
- Executive Certificate in Homeland Security
- Executive Certificate in Information Technology
- Executive Certificate in Project Management
- Executive Certificate in Public Administration

Certificate Programs

- Certificate in Business Management
- Certificate in Criminal Justice
- Certificate in Health Administration
- Certificate in Homeland Security
- Certificate in Human Resources Management
- Certificate in Information Technology

➤ Check out our new Engineering Management degree

Course Details

Technological Entrepreneurship and Innovation

UMTPM245
PMI ID: A245030

Course Textbook

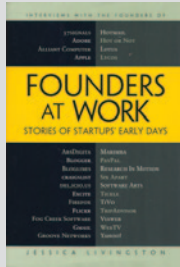
Founders at Work: Stories of Startups' Early Days, by Jessica Livingston

Credits Offered

30 PDUs

Price

\$780



Managing Multiple Projects

UMTPM278
PMI ID: A278030

Course Textbook

Managing Multiple Projects, by Michael Tobis and Irene Tobis

Credits Offered

30 PDUs

Price

\$780



Technological Entrepreneurship and Innovation HOT!

"Innovate or die!" These are the watchwords of forward-thinking enterprises today. Google, iPod, Blue Ray and PayPal each began as an idea that was brought to realization through projects. Each incorporated technological innovations that propelled it forward. But building a better mouse trap is not enough. Break-through products and processes are carried forward by risk-taking entrepreneurs who bring together financial, marketing, technical and organizational resources that collectively contribute to product and process success.

This course looks at how creativity, entrepreneurship, technological innovation and project management work together to enable enterprises to function effectively in today's fast-paced world. It shows how successful innovations rest on satisfying market needs, raising capital, protecting intellectual property, managing projects flexibly, managing risk, and putting together high-performing teams.

After completing this course, students will have a solid understanding of the business foundations of technological innovation. They will see that the most successful innovations require hard-driving sponsors, a willingness to take risks, mastery of business skills, and large doses of creative thinking. They will learn what steps they can take to create an environment that fosters technological innovation and entrepreneurship in their organizations. They will also learn what works and what does not work when managing risky, high tech projects.

What You Will Learn

- How today's high tech companies maintain their innovative edge through effective management of technological projects, coupled with good business practices and an abundance of creative thinking
- What entrepreneurship is and how individuals and companies can acquire entrepreneurial skills
- The role of R&D, science, and technology in leading to invention and innovation
- How to boost enterprise performance through process innovation
- How to manage risky and dynamic technological projects that are market-oriented
- How to create an environment that promotes creativity, innovation and entrepreneurship
- What steps you need to take to protect your intellectual property through patents, trade marks, trade secrets and copyrights

Managing Multiple Projects Aligned with PMI Practice Standards HOT!

As project management becomes a dominant approach employed in managing business and government enterprises, we find that organizations typically handle a number of projects at any given time. This presents them with challenges they do not face when managing only one project. With multiple projects, for example, the scheduling, budgeting, and resource needs of different projects must be balanced. High priority projects may siphon resources from other projects.

This course examines what it takes to manage multiple projects. It focuses on two broad approaches: managing project portfolios and managing major programs. When covering portfolio management topics, it looks at the risk and business implications of different portfolio scenarios, shows how to take strategic factors into account when building portfolios (employing gap analysis), and demonstrates how resources can be allocated across projects using basic tools, such as resource histograms and resource Gantt charts. When covering program management, it focuses on how to coordinate the budget, schedule and resource efforts of different projects in order to produce a major deliverable on time, within budget, and according to specifications.

What You Will Learn

- How to differentiate the management requirements of project portfolios vs. major programs
- How to create a balanced project portfolio that reflects the strategic goals of the organization
- How to manage human and material resources across projects
- How to plan and integrate project budgets, schedules and resource requirements for the interrelated projects that comprise a major program
- How to gear project support offices to help manage multiple projects

Iterative and Agile Project Management **HOT!**

Iterative and Agile Project Management looks at current approaches to managing dynamic software development projects. Today, IT projects are increasingly employing what is called iterative and agile approaches to software development. These approaches stand in stark contrast to the traditional waterfall approach for software development, where the software development life cycle (SDLC) is defined in a linear fashion: requirements, analysis, design, implementation, testing. The iterative and agile approaches hold that a basic premise of the waterfall approach is that you are able to define all aspects of a software project at its outset. The iterative and agile approaches maintain that this premise does not hold up in an era of rapid technological and market change. Rather than scope out a whole project at the outset, iterative and agile approaches focus on developing small pieces of the desired system in an iterative fashion. Through this process, project risk is managed more effectively, and software products are more likely to reflect customer needs and wants.

What You Will Learn

- The underlying rationale of iterative and agile software project management, in contrast to the rationale behind the traditional waterfall approach to software development
- The operating premises of three dominant iterative development techniques: time-boxed scheduling, RAD application development, and the rational unified process (RUP)
- The Scrum approach to maintaining control over dynamic projects
- Techniques for capturing customer requirements, including Joint Application Development, process/environment diagrams, context diagrams, flow charts and use-case diagrams

Information Technology Project Management

There are more projects carried out in the information technology arena than all other business areas taken together. Regrettably, studies show that the great majority of IT projects experience some measure of failure. This popular course is geared toward reducing IT project failure by demonstrating how the application of good project management practice to the System Development Life Cycle (SDLC) can help IT projects be delivered more effectively. The course presents standard project management insights into initiating, planning, executing, controlling, and closing-out projects. In addition to reviewing scheduling, budgeting, and resource allocation techniques, it focuses on bridging the business-technology gap. It does this by defining the role of the business analyst and highlighting a range of techniques for capturing customer needs and requirements.

» Note: Students who sign up for IT Project Management should not take *UMTPM250*, Project Management or *UMTPM013*, Managing Needs and Requirements.

What You Will Learn

- How project management can be used to manage the System Development Life Cycle
- How to elicit requirements by using a broad range of techniques, including P/E diagrams, context diagrams, structured English, flow charts, JAD sessions, rapid prototyping, and time-boxed scheduling
- How to use standard project management planning and control techniques, such as Gantt charts, PERT/CPM charts, milestone charts, S-curves, resource histograms, and the earned value method
- How to bridge the technology-business gap
- The roles of project sponsors, project managers, business analysts, and subject matter experts in delivering successful project solutions.

Course Details

Iterative and Agile Project Management

UMTIT281

PMI ID: A281030

Course Textbook

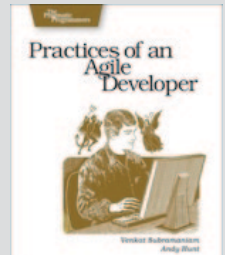
Practices of an Agile Developer: Working in the Real World, by Venkat Subramaniam and Andy Hunt

Credits Offered

30 PDU's

Price

\$780



IT Project Management

UMTIT282

PMI ID: A282030

Course Textbook

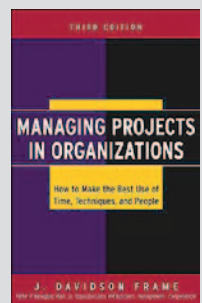
Managing Projects in Organizations, by Dr. J. Davidson Frame

Credits Offered

30 PDU's

Price

\$780



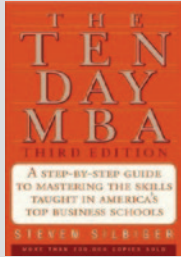
Course Details

Business Basics for Project Professionals

UMTPM200
PMI ID: A200030

Course Textbook

The Ten-Day MBA: A Step-by-Step Guide to Mastering the Skills Taught in America's Top Business Schools, by Steven A. Silbiger



Credits Offered

30 PDUs

Price

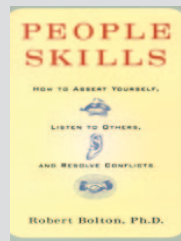
\$780

Communication and Soft Skills

UMTPM201
PMI ID: A201030

Course Textbook

People Skills: How to Assert Yourself, Listen to Others, and Resolve Conflicts, by Robert Bolton



Credits Offered

30 PDUs

Price

\$990

Operations, Logistics, and Supply Chain Management

UMTPM215
PMI ID: A215030

Course Textbook

Operations Management (Barron's Business Review Series), by Drs. Jae K. Shim and Joel G. Siegel



Credits Offered

30 PDUs

Price

\$780

Business Basics for Project Professionals

To a large extent, project management today is business management. Traditionally, project managers were primarily concerned with executing project plans. But today, they are business managers, because managing a project is tantamount to running a business. This course provides project professionals who do not have a business background with an overview of general business skills that they should possess if they are to be effective business managers. It covers all the basic business skills, including finance, accounting, marketing, operations, organizational development, contracting and procurement. Business topics that are covered are illustrated with practical examples. This course is, in a nutshell, a 30-PDU MBA!

What You Will Learn

- Traits of today's business environment, including downsizing, flattening, outsourcing, reengineering
- The role of strategy in business operations
- Different legal structures of business: sole proprietorship, LLC, partnership, S- corporation, C-corporation
- Finance and accounting basics
- Marketing and sales basics
- Operations management basics
- Role of information technology in business
- Basics of managing organizations and people

Communication and Soft Skills ^{HOT!}

This course is designed to help project workers develop "soft" skills that will enable them to deal effectively with customers, coworkers, managers, vendors, and anyone else who they encounter during the course of their project efforts. Traditionally, project management has focused on the straight forward scheduling of project work efforts. But experience shows that mastery of traditional techniques will not lead to success unless project professionals are also able to deal effectively with a wide range of players. In the final analysis, project success and failure hinge on people issues, so developing people skills should be a top priority.

What You Will Learn

- Understanding human relations
- Understanding organizations and organizational behavior
- Encouraging and building competence of individuals, teams, and the organization
- Motivating staff in a virtual team environment
- Getting cooperation from regional offices
- Managing conflict (with customers, colleagues, and team members)
- Developing negotiation skills
- Nurturing interpersonal relations skills
- Conducting effective meetings
- Demonstrating leadership abilities
- Managing expectations (of customers, team members, and management)
- Developing a sense of accountability and ownership
- Operating in a political environment
- Building commitment among team members

Operations, Logistics, and Supply Chain Management

Looking for productivity gains? Then you need to strengthen your organization's operations. Effective operations enable organizations to reduce cost, improve quality and increase profit margins. Many of the gains achieved in operations are consequences of business process reengineering efforts coupled with the application of new information technologies.

Operations, Logistics, and Supply Chain Management is an up-to-date course examining all aspects of current practice for improving an organization's operations, enabling it to produce solutions faster, better, cheaper. This course provides participants with current insights into operations management as it is practiced in high-performing organizations today. Special attention is given to examining concepts, tools, and techniques that help organizations carry out their behind-the-scenes business efforts.

What You Will Learn

- The role of operations management in organizations
- Tools and techniques to manage production processes, inventories, and quality
- Supply chain management principles
- Managing human factors in operations
- The role of global sourcing and production to enhance operations
- Engaging in materials requirement planning (MRP)
- Elements of just in time (JIT) procedures
- The link between operations and quality

Project Management

When asked to define their jobs, project managers consistently report: "My job is to get the job done!" This course provides basic knowledge on what it takes to carry out projects effectively. It looks at standard project management tools and techniques and investigates the all-important human dimension of project management. It is a nuts-and-bolts course that presents participants with an overview of "everything you need to know" to manage projects effectively—from selecting projects with a range of prioritization techniques; to planning schedules, budgets, and resource allocations; to controlling projects once they are underway; to conducting periodic sanity checks to see that the project is fundamentally on-target; to closing out projects and assuring customer satisfaction.

The course places a heavy emphasis on the organizational context of project management. It looks at people-related topics such as how to manage tasks when you have responsibility without authority; how to structure project teams most effectively; and how to negotiate political waters.

» Note: Students who sign up for Project Management should not take *UMTIT282*, Information Technology Project Management.

What You Will Learn

- How project management can enable your organization to operate more effectively in today's chaotic business environment
- How to plan projects with tools such as the WBS, Gantt charts, PERT/CPM charts, milestone charts, estimation techniques, cumulative cost curves, resource histograms, and the earned value method
- How to carry out risk assessments that lead to better project planning and execution
- What roles different players fill—project sponsors, project managers, team members, customers
- How to motivate team members who are borrowed resources

Planning and Control

Effective planning and control entails developing skills that go far beyond mastery of *Microsoft® Project!* To begin with, it requires the development of solid cost, duration, and resource estimates, which means that practitioners need to learn the principles of effective estimation. In planning projects, they also need to know how to construct product-oriented and task-oriented work breakdown structures (WBSs), since WBSs form the foundation of schedules and budgets. In the scheduling arena, today's practitioners need to go beyond PERT/CPM and should get up to speed on brand new scheduling techniques, such as critical chain scheduling and time-boxed scheduling. And once the project is underway, they should be able to track actuals-versus-planned in order to keep the project under control. In particular, they should be able to carry out integrated, cost/schedule control with earned value management.

» Note: Students who sign up for Planning and Control should not take *UMTPM009*, Effective Estimation or *UMTPM017*, Critical Chain Project Management.

What You Will Learn

- Elements of effective estimation, including: working with conceptual, preliminary, and definitive estimates; using the PERT Beta distribution to estimate costs, resource requirements, and task durations; and conducting bottom-up and parametric cost estimates
- Developing product-oriented and task-oriented WBSs
- Principles of critical chain scheduling, including: avoiding the Student Syndrome; overcoming Parkinson's Law; and effective use of project, resource, and feeder buffers
- Principles of time-boxed scheduling, including prioritizing business requirements with the Poor Man's Hierarchy and Pareto's Rule; prioritizing technical requirements; and speeding development through parallel execution
- Tracking cost and schedule performance graphically
- Tracking integrated cost and schedule performance with earned value management

Course Details

Project Management

UMTPM250

PMI ID: A250030

Course Textbook

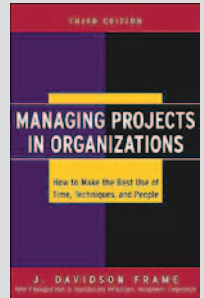
Managing Projects in Organizations, by Dr. J. Davidson Frame

Credits Offered

30 PDUs

Price

\$780



Planning and Control

UMTPM251

PMI ID: A251030

Course Textbook

The New Project Management, by Dr. J. Davidson Frame

Credits Offered

30 PDUs

Price

\$780



Course Details

Project Finance and Budgeting

UMTPM252
PMI ID: A252030

Course Textbook

Project Finance: Tools and Techniques (UMT Series on Project Management Principles and Practices), by Dr. J. Davidson Frame

Credits Offered

30 PDUs

Price

\$780



Project Finance and Budgeting

Project professionals today must function as business people, whether they work in the private sector or government. Before a project is selected, they need to be able to make a business case that weighs benefits against costs. This requires a range of financial and estimation skills. After a project is launched, they must be able to prepare a definitive cost estimate and to build a budget upon it. During project execution, they should be excellent at examining actual vs. budgeted expenditures for the purpose of maintaining cost control. They also need to know how to terminate projects that are not achieving their financial goals.

Project Finance and Budgeting provides insights into managing the financial end of projects. The financial skills effective project professionals need are substantial, ranging from cost estimation, to capital budgeting, to understanding economics basics, to knowing fundamental accounting principles, to engaging in cost control. All these skills are covered in this course. The learning is reinforced with plenty of real world examples and exercises.

What You Will Learn

- How to develop and manage a project budget, from beginning to end
- How to employ capital budgeting techniques, including net present value, internal rate of return, payback period and benefit cost analyses
- How to factor risk into financial decisions, using such tools as CAPM, expected monetary value analysis, and the real options methodology
- How to link cost and schedule performance data, to engage in integrated cost/schedule control (earned value management)
- How to use important economic concepts—such as marginal returns analysis, elasticity of demand, supply and demand curve analysis, and learning curve theory—to manage projects more effectively
- How to carry out benefit-cost analyses



Mentors Studio™ online videos: *Real Option Approach to Decision Making*

Risk Management

UMTPM253
PMI ID: A253030

Course Textbook

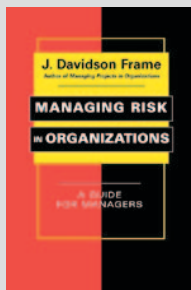
Managing Risk in Organizations, by Dr. J. Davidson Frame

Credits Offered

30 PDUs

Price

\$780



Risk Management

Risk is a pervasive reality in business. It arises because we live in a world of uncertainty.

This course examines the origins of risk and provides insights on how to manage it. It acknowledges that not all risk is bad, that in fact with risks we also encounter opportunities.

The course is structured around the risk management process defined in *A Guide to the Project Management Body of Knowledge (PMBOK®)*, published by the Project Management Institute. Consequently, it addresses the six steps of the *PMBOK® Guide* risk management process: 1) risk planning; 2) risk identification; 3) qualitative risk analysis; 4) quantitative risk analysis; 5) risk response planning; and 6) risk monitoring and control. In dealing with these topics, the course looks both at concepts and tools.

What You Will Learn

- How to identify risks, employing well-established processes that surface potential risk events
- How to assess the quantitative and qualitative impacts of risk events, using a set of well-established risk management tools
- How to handle risk, using well-established risk handling approaches, such as risk mitigation, risk acceptance, risk deflection, and risk avoidance
- How to monitor and control risk
- How to see opportunities in risky situations



Mentors Studio™ online videos: *The Quantitative vs. Qualitative Perspective in Risk Management*

Contracts and Procurement

It seems as if everything is being outsourced on our projects these days! Consequently, smart project professionals recognize that they need to strengthen their contracts and procurement skills to deal with today's outsourcing realities.

This course takes a two-tiered approach to teaching contracting and procurement skills. The first tier focuses on covering basic concepts and techniques that are needed to function effectively in an acquisition environment. This includes learning how to develop and respond to solicitations, evaluate bids, structure contracts to include risk, administer the contract effort and close-out contracts effectively. The second explores hot concepts being promoted today, such as the faster, better, cheaper perspective, performance-based contracting, increased reliance on Statements of Objectives (SOOs), and the various approaches to acquisition streamlining.

What You Will Learn

- How contracting and procurement skills have become key competencies in organizations
- How different contract structures are appropriate in different situations
- How effective contracts are a key risk management tool
- Features of effective proposals
- Key approaches to soliciting bids
- Standard ways of reviewing proposals
- What is needed to manage contracts in the post-award phase
- How to close out contracts
- How to identify acceptable quality limits and performance measures in performance-based contracting



Mentors Studio™ online videos: *Tom Block on Contract Management.*

Quality Management *Aligned with PMI Practice Standards*

Projects are concerned with quality issues. To achieve quality deliverables, organizations must establish processes that lead to consistent performance and deal flexibly with customer needs and wants.

This course offers a comprehensive view of developments in quality management over the past fifty years. It looks at the evolution of perspectives on quality, ranging from the simple view that quality is conformance to specifications to more sophisticated perspectives that see quality as a reflection of customer experiences. It highlights key thinkers, theories, and techniques.

Finally, the course focuses on how the quality perspectives that arose in the production environment can be applied with equal effectiveness in project environments.

What You Will Learn

- Current thinking on what constitutes good quality products and services
- How to employ a quality "outlook" to improve the quality of project processes and deliverables
- How to use quality tools to improve quality performance on your projects

International Project Management *HOT!*

Today, "going global" means that projects are increasingly being carried out using virtual teams with members scattered over the globe. This environment presents special challenges to project enterprises and project professionals: dealing with different cultures and languages; understanding global legal requirements; protecting intellectual property; and understanding basic principles of international economics and trade. UMTPM258 provides a comprehensive introduction to the management of international projects.

What You Will Learn

- Understanding the challenges of managing culturally diverse virtual teams
- Understanding how the customs, laws, and practices of different countries affect the management of global projects
- Identifying the economic drivers that portend the dramatic growth of global projects
- Being aware of international legal issues: patents, trademarks, copyrights, trade secrets, licensing, export controls, import regulations
- The roles of key global players: WTO, World Bank, WHO, ADB, OECD, OAS

Course Details

Contracts and Procurement

UMTPM254
PMI ID: A254030

Course Textbook

Principles of Contracting for Project Management (UMT Series on Project Management Principles and Practices), by Drs. Yanping Chen and J. Davidson Frame

Credits Offered

30 PDUs

Price

\$780



Quality Management

UMTPM255
PMI ID: A255030

Course Textbook

Quality Management Demystified, by Sid Kemp

Credits Offered

30 PDUs

Price

\$780



International Project Management

UMTPM258
PMI ID: A258030

Course Readings

A set of key international project management documents

Credits Offered

30 PDUs

Price

\$780

Course Details

Management of Major Programs

UMTPM279
PMI ID: A279030

Course Readings

A set of key program management documents

Credits Offered

30 PDUs

Price

\$780

Strategic Management for Project Professionals

UMTPM299
PMI ID: A299015

Course Textbook

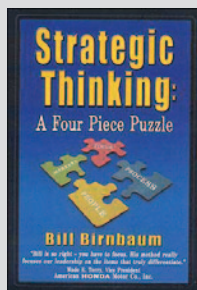
Strategic Thinking: A Four Piece Puzzle, by Bill Birnbaum

Credits Offered

15 PDUs

Price

\$390



Management of Major Programs

One of the great challenges of the 21st century is managing large scale work efforts. Increasingly, managers find themselves in situations where they are responsible for carrying out project implementations that are far larger and more complex than in the past.

This course goes beyond standard project management theory and practice to examine what it takes to manage truly major programmatic efforts. Because virtually all of the principal tools of program management emerged in the government sector, the course looks at the government's approach to managing programs, including guidance from *OMB Circular A-109* (Major System Acquisition), *A-11* (Budget Cycle), *ANSI/EIA 649* and *Mil-Hdbk-61A* (Configuration Management), *Mil-Hdbk-881* (WBS construction), *ANSI/EIA 748* (Earned Value Management), and the *Federal Acquisition Regulations (FAR)*. It illustrates principles and practices with real world examples, including: specific military programs, space programs, the Hong Kong airport project, a \$1.3 billion project to develop telecommunications infrastructure in a major company, and programs to revamp computer networking capabilities in global firms.

What You Will Learn

- The management implications of the program life cycle, including the acquisition phase, project phase, and post-project operations and maintenance
- How to manage a portfolio of interrelated projects over time
- How to organize major programs, focusing especially on the role of the program office
- How to manage the contracting process, contractors, and subcontractors
- The central role of documentation for managing complexity
- Key tools as they apply to managing major programs, including: integrated cost/schedule control with earned value management, change control with configuration management, and different approaches to program acquisition management.

Strategic Management for Project Professionals ^{HOT!}

Over the past twenty years, project management has matured dramatically. At the outset, it was primarily concerned with getting a job done under cost and schedule constraints. Today, it is a key component of the business strategies of enterprises, since in today's project-based enterprises, strategic goals are achieved through the execution of projects. Consequently, project professionals need to get up to speed on strategic management principles and practices. They need to understand how to define objectives and goals that dovetail with the enterprise's strategic direction. They need to be familiar with major strategic planning concepts, including gap analysis, core competency, balanced scorecard, and value chain. With insights into the strategic management process, they will be able to select and plan projects so that they match their enterprise's overall strategies.

What You Will Learn

- How to articulate vision and mission statements
- How to derive strategic goals from vision and mission statements
- How to develop objectives and strategies to achieve strategic goals
- How to link an enterprise's internal practices with its external environment
- Using gap analysis to determine what efforts need to be carried out
- How to achieve focus in strategic planning by identifying the enterprise's core competencies
- Using a balanced score card to develop a big picture vision of whether you are touching all your key strategic bases
- How value chain analysis can help enterprises achieve competitive advantage

Team-based Project Management

Successfully managing projects involves a great deal more than being good at scheduling. In fact, more projects fail because the project manager lacks people skills than because of poor use of tools. A particularly significant challenge project managers face is to fashion a high performing team from a group of resources that have been temporarily loaned to the project.

Based on the book by acclaimed project management expert and UMT faculty member Dr. James P. Lewis, this course equips you with the essential skills you need to manage the human side of projects successfully. This course provides the vital methods of leading, motivating, and communicating with members of your project team to achieve critical project outcomes—skills that can be used in any discipline.

What You Will Learn

- Get team members to buy-in to the project mission, vision and objectives
- Create a sense of project ownership and enthusiasm
- Clarify roles of team members so everyone knows exactly what he or she is supposed to be doing
- Determine how to handle decisions in your team
- Understand how different personalities can contribute best to team performance
- Build a team climate that enhances innovation and promotes acceptable risk-taking
- Manage conflicts to promote creativity



Mastering Project Management

Successful project management requires technical, process, and psychological skills. With this course, you learn how to bring these skill areas together to form the arsenal of tools needed to successfully achieve project objectives. Included are methods for making better decisions about projects, handling scheduling uncertainty, improving project management processes, and dealing with power and politics.

Special attention is given in this course to teaching participants to think like project managers—to be active instead of passive, to take responsibility for the project, and to take positive steps to keep it on track. The reason for this emphasis is that we have found that many people learn the tools of project management, yet have no idea what is truly the role of a professional project manager. **HOT!**

Mastering Project Management is based on the work of Dr. James P. Lewis who has conducted project management training for more than 30,000 professionals worldwide.

What You Will Learn

- What the management function really means on projects
- How to identify and resolve problems that arise in project environments
- How to improve decision-making and processes on projects
- How to build accountability among project team members

Course Details

Team-based Project Management

UMTPM011
PMI ID: Ao11015

Course Textbook

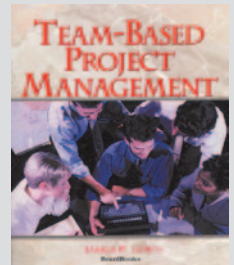
Team-based Project Management, by Dr. James P. Lewis

Credits Offered

15 PDUs

Price

\$390



Mastering Project Management

UMTPM012
PMI ID: Ao12015

Course Textbook

Mastering Project Management, by Dr. James P. Lewis

Credits Offered

15 PDUs

Price

\$390



Course Details

Managing Needs and Requirements

UMTPM013
PMI ID: A013015

Course Textbook

The New Project Management,
by Dr. J.
Davidson
Frame

Credits Offered

15 PDUs

Price

\$390



Project Leadership

UMTPM014
PMI ID: A014030

Course Textbook

Project Leadership, by Dr. James
P. Lewis

Credits Offered

30 PDUs

Price

\$780



Managing Needs and Requirements

All projects arise in response to needs. In theory, the whole project effort should be geared toward addressing these needs. Unfortunately, needs are often incorrectly identified, poorly articulated, or simply ignored. Requirements, in turn, are the physical embodiment of the needs. If needs are poorly defined, then the requirements that address them will be off-target, no matter how brilliantly formulated. Ultimately, many project failures are rooted in the poor development of needs and requirements at the project outset. In this case, project work has not even begun when failure is hardwired into the project.

This course focuses on all aspects of the needs-requirements life-cycle, including needs recognition, needs articulation, development of business requirements, development of functional requirements, and development of specifications. It reviews the pitfalls practitioners face in identifying the full range of customers, sorting through the contending needs of multiple customers, articulating needs so that technical personnel can understand them, and managing changes to requirements (scope creep). It examines significant techniques that help in the elicitation and specification of both needs and requirements.



Note: Students who sign up for Managing Needs and Requirements should not take UMTIT282, Information Technology Project Management.

What You Will Learn

- The universal pitfalls associated with defining needs and requirements
- How needs evolve into requirements
- How projects always have multiple customers with contending needs and wants, and how to sort through these needs and wants
- How to bridge the requirements gap between business users and the technical team
- How to elicit requirements with techniques such as P/E diagrams, context diagrams, structured English, flow charts, rapid prototyping and JAD sessions

Project Leadership

It is not enough to be a good administrator or good manager. Today, getting things done successfully requires leadership. Project Leadership focuses on the need for leadership on project teams. Leadership is particularly important when running projects, because traditional hierarchy-based command and control skills do not work in project environments: you cannot command team members to plan, execute, and sustain excellence—you must lead them to do what needs to be done.

Project Leadership adopts an innovative learning style. It makes heavy use of real world examples. Students are given scenarios to review and then asked to suggest how a leader would deal with them. In addition, they are guided to learn more about themselves by taking a number of behavioral tests, including the Hermann Brain Dominance Instrument, the Keirsey Temperament Sorter, and the Fundamental Interpersonal Relations Orientation (FIRO) test. The test results are then tied to strategies to strengthen leadership ability.

What You Will Learn

- What leadership is and how it differs from management
- How leadership requires followers: if no one is following you, then you aren't a leader
- How different leadership styles can be employed, including: visionary, coaching, relationship building, democratic, pace setting, and command styles
- How your personality preferences as determined by the Keirsey Temperament Sorter can be used to make you a better leader
- How your interpersonal relationship preferences, as defined by FIRO, can be used to make you a better leader
- How the Hermann Brain Dominance Instrument can be used to make you a better leader



Mentors Studio™ online
videos: *Leadership*

Work Breakdown Structure *Aligned with PMI Practice Standards*

This course offers a detailed examination of what WBSs are, how they provide the basis for planning budgets and schedules, how they can be used to estimate project budgets, how they play a central role in integrated cost/schedule control, and how they can be tailored to meet the needs of individual projects. At the end of the course, students know how to build them for large and small projects alike. The treatment of WBSs in this course is compliant with the following standards: *PMBOK® Guide*, *PMI's Practice Standard for Work Breakdown Structures* (2nd ed., 2006), *IPMA's Competence Baseline*, and *Military Handbook 881A*.

What You Will Learn

- How to build WBSs using a step-by-step process
- How to determine how much detail to put into the WBS
- How to tailor WBSs to fit different circumstances
- How to use the WBS to make definitive, bottom-up cost estimates
- Use of Performance WBSs and Contract WBSs on major programs
- Processes employed in the use and construction of WBSs in the Federal government versus the private sector
- Using WBSs to identify control accounts employed in earned value management
- Strengths and limitations of WBSs

Earned Value Management Systems *Aligned with PMI Practice Standards*

This course examines in depth what some experts have called the single most important innovation in project management since the development of PERT/CPM networks. Earned value management (EVM) enables project staff and customers to keep track of cost and schedule performance on projects. Many people have likened it to a dashboard that provides early warning of incipient problems on projects. While it was originally developed to deal with major programs, it can be used productively on projects as small as \$10,000. The treatment of EVM in this course is compliant with the *PMBOK® Guide*, *PMI's Practice Standard for Earned Value Management*, and *ANSI/EIA-748-A*.

What You Will Learn

- The central role of assessing work performance when engaged in integrated cost/schedule control
- Measuring earned value, using the following techniques: weighted milestones, fixed formulas, and percentage complete
- Setting up EVM systems and tailoring them to your organization's circumstances
- Understanding the five high-level EVM criteria found in both *DODI 7000.2* and *ANSI/EIA-748-A*
- Generating Cost Schedule Status Reports (CSSRs) and analyzing information contained in them
- Using EVM techniques to assess cost and schedule status, and to forecast final project costs (called Estimate at Complete, EAC)
- What needs to be done to evaluate whether your EVM system is compliant with the guidelines provided in *ANSI/EIA-748-A*

Critical Chain Project Management

This course on the critical chain scheduling technique is designed to introduce students to a new approach to scheduling that is leading to the creation of more realistic schedules than we have experienced using traditional scheduling techniques. One theme that will be emphasized is that critical chain scheduling is practical. Many people, when they understand the basic notions of critical chain scheduling, make the comment: "Why, it's just common sense scheduling!" They are correct.

When studying the critical chain method, it is important that students do not approach it as some arcane methodology that requires advanced knowledge of mathematics and operations research. While all scheduling requires discipline, estimating skills, and the ability to handle numbers, it is not rocket science. If you find yourself getting hung up on technique and you ignore common sense and good judgment, then you are doing something wrong. The most advanced scheduling algorithm in the world has little value if it does not accommodate human foibles, inconsistencies, politics, resource bottlenecks, and other "soft" issues of this ilk.



Note: Students who sign up for this course should not take *UMTPM251*, Planning and Control.

What You Will Learn

- Why schedules slip, even when they are heavily padded with extra time
- How to add padding to a schedule in such a way as to reduce project length dramatically
- How to improve schedule performance by identifying and fixing bottlenecks

Course Details

Work Breakdown Structure

UMTPM015
PMI ID: A015015

Course Readings

A set of key Work Breakdown Structure documents

Credits Offered

15 PDUs

Price

\$390

Earned Value Management Systems

UMTPM016
PMI ID: A016015

Course Readings

A set of key Earned Value Management documents

Credits Offered

15 PDUs

Price

\$390

Critical Chain Project Management

UMTPM017
PMI ID: A017015

Course Textbook

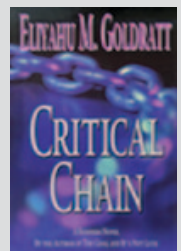
The Critical Chain, by Eliyahu Goldratt

Credits Offered

15 PDUs

Price

\$390



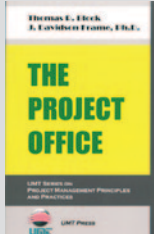
Course Details

Establishing a Project Office

UMTPM007
PMI ID: A007015

Course Textbook

The Project Office, by Thomas R. Block and J. Davidson Frame



Credits Offered

15 PDU's

Price

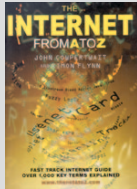
\$390

E-Commerce and Projects

UMTPM008
PMI ID: A008015

Course Textbook

The Internet from A to Z, by John Cowpertwait and Simon Flynn



Credits Offered

15 PDU's

Price

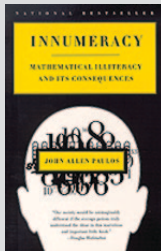
\$390

Effective Estimation

UMTPM009
PMI ID: A009015

Course Textbook

Innumeracy, by John Allen Paulos



Credits Offered

15 PDU's

Price

\$390

Establishing a Project Office ^{HOT!}

One of the hottest developments to hit project management in recent years has been recognition of the central role project support offices play in contributing to project success. These offices are substantially different from traditional program offices used on military and construction projects. Their job is not to run projects, but rather to provide an environment that enables project teams to function more effectively. They do this in a number of ways: providing administrative support, establishing methods and procedures, maintaining standards, offering consulting and mentoring services, and helping in training efforts. *Establishing a Project Office* explores these and other functions of project support offices and examines how such offices can be established and maintained.

Establishing a Project Office is based on the work of UMT professors Dr. J. Davidson Frame and Mr. Thomas Block. Variations of this course have been taught to some 3,000 participants over the past few years. It provides insights based on Frame and Block's work with project offices in more than 200 companies.



Mentors Studio™ online videos: *Establishing a Project Office*

E-Commerce and Projects

Today's technology is rapidly changing the environment in which projects are carried out. The collapse of the dot-com companies masked the continuing explosive growth of e-commerce. It began with the establishment of strong business-to-business (B2B) links, then migrated to business-to-customer (B2C) links. Today, e-commerce is proving important in project management in the areas of contracting, vendor payments and resource acquisition.

This course is geared to offer project professionals an understanding of one of the most interesting developments that affect them: e-Commerce. It provides participants with insights into the workings of e-Commerce, including an understanding of its technical underpinnings, its emerging role in driving business activity, and its strengths and weaknesses as a business model.

Effective Estimation

Bad estimates are a leading source of project failure: if you promise to do a five-month job in three months—and it really is a five-month job—schedule slippages and cost overruns are hardwired into the project before any work has begun. Clearly, individuals and organizations intent on reducing the levels of project failure they encounter need to focus attention on improving the way they develop estimates of costs, schedules, and resource requirements.

This course balances the "soft" and "hard" dimensions of estimation. On the soft side, it emphasizes that factors such as the optimism of the sales staff, the naivete of the technical team, and political pressures to win a job at any cost, contribute mightily to understating cost, schedule, and resource realities. On the hard side, it describes a series of techniques—including trend extrapolation and Monte Carlo simulation—that enable capable estimators to do a better job of forecasting project requirements.

Effective Estimation was developed by UMT's Dean, Dr. J. Davidson Frame and is based on the course he taught as part of the PMI Project World Seminar series.



Note: Students who sign up for this course should not take *UMTPM251, Planning and Control*.



University of Management and Technology
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Arlington, VA 22209-1609

Self-paced Academic Courses

These courses are the standard UMT academic courses taken by degree and non-degree students alike. They allow students to work towards a degree, certificate or to simply enhance their knowledge while earning the PDUs listed. Each of these academic course entitles students to 45 PDUs and 3 academic credits. Most of these courses include discussion forum, one or more exams, and one or more written assignments to be graded by a UMT instructor. The core contents of these courses is the same as for the self-paced Project Management Suite courses with the same course title. To enroll in these academic courses, start by completing an Online Application (<https://www.umtweb.edu/OnlineApplication.aspx>). For academic courses, textbooks are **not** included. Academic courses are structured for an 11-week study period; but they are self-paced and can be completed sooner.

Courses **Credits Offered (per course)** 45 PDUs **Price (per course)** \$1170

The following academic courses are offered. For course descriptions, visit <https://www.umtweb.edu/PMSuiteCourseList.aspx>.

- COMM 500 Communication and Soft Skills:** Develop practical communication skills for managers, focusing on communication models, overcoming barriers, and mastering presentations.
- CST 550 Information Technology Project Management:** Learn fundamental project management principles for software development, including planning, risk assessment, and effective team building.
- CST 650 Agile and Iterative Project Management:** Explore agile methodologies like Scrum and Kanban, understanding how they complement traditional project management approaches for modern projects.
- EMGT 590 Technological Entrepreneurship and Innovation:** Gain a comprehensive overview of technological entrepreneurship, examining the link between creativity, invention, and innovation in tech businesses.
- MGT 300 Principles of Management:** Build a solid foundation in modern management theory and practice, covering leadership, organizational behavior, and ethical considerations.
- MGT 500 Business Basics:** Acquire a practical understanding of core business principles, including marketing, finance, law, and operational management.
- MGT 530 Leadership and Organization:** Analyze management theories and practices, emphasizing organizational structure, ethical leadership, and strategic decision-making.
- MGT 535 Operations, Logistics, and Supply Chain Management:** Understand the operations function in transforming inputs into outputs, covering logistics and supply chain strategies in various organizations.
- MGT 540 Business Law and Ethics:** Explore the legal environment of business and analyze the ethical implications of business decisions, focusing on regulatory compliance.
- MGT 550 Project Management:** Master the project life-cycle, cost management, scheduling, and resource allocation, learning to effectively manage project requirements.
- MGT 551 Planning and Control:** Develop advanced project planning, estimation, and scheduling techniques, mastering tools for effective project control and execution.
- MGT 552 Project Finance and Budgeting:** Explore the financial aspects of project management, including budgeting, performance evaluation, and project selection techniques.
- MGT 553 Risk and Quality Management:** Learn to identify, assess, and mitigate risks, and understand quality management principles from a customer-centric perspective.
- MGT 554 Contracts and Procurement:** Review the acquisition life cycle, covering contract modalities, proposal development, and effective procurement processes.
- MGT 565 International Project Management:** Examine project management in a global context, addressing cultural, regulatory, and logistical challenges in international projects.
- MGT 571 e-Commerce:** Gain insights into the business and technical aspects of e-Commerce, understanding its evolution and impact on modern business.
- MGT 611 Decision Making:** Analyze decision-making processes, considering human factors, ethical dimensions, and strategic implications in complex scenarios.
- MGT 650 Management of Major Programs:** Learn to manage large, complex programs, covering program life-cycle, contracting, and strategic alignment.
- MKT 500 Marketing and Sales:** Focus on key marketing functions, including pricing, promotion, distribution, and market research, with an emphasis on sales strategies.

HOW TO REGISTER

Online Registration:

<https://www.umtweb.edu/pmsuiteregister.aspx>

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