Rutgers Business School Certificate Programs

Certificate Programs in Strategic Project Leadership® and Project Management Professional (PMP) Exam Preparation

Offered by the Center for Supply Chain Management at Rutgers Business School

No organization today can survive without projects. Projects are the drivers of innovation and change, and they make organizations better, faster, and more competitive. However, ironically, many projects today still do not meet their objectives. In spite of extensive investments in project management training, many projects do not fulfill their time and budget goals, and/or their business objectives. It seems that the traditional approach and techniques used by organizations are insufficient to deal with today’s dynamic and business focused project environment. A new approach is needed.

Rutgers Business School is now offering a unique, research-based, industry-proven educational program aimed at industry and individuals who wish to build and update their project management skills and capabilities to deal with modern needs. The Rutgers program is going beyond the traditional tools and techniques, and is delivered by the best faculty and experienced executives offering a blend of knowledge and hands-on experience. Companies that applied our methods reported improvement in their major products' market share of up to 50%.

At this time we offer two workshops:

- Strategic Project Leadership®
- PMP Exam Preparation

Strategic Project Leadership® - Three-Day Workshop

Background and Objective

Most projects today are unpredictable, changing, and involve a great deal of uncertainty and complexity. Many projects are also not achieving their business results. That is why a new approach is needed on top of what we know from the traditional body of knowledge. This course is designed to add this perspective.

Strategic Project Leadership® is a new approach to project management that focuses projects and programs on creating value, competitive advantage, and winning in the marketplace, rather than just meeting time and budget objectives. The course discusses the new role of project managers as leaders, who must look at the global business aspects of their projects and provide vision and inspiration to project teams. The course is also based on the concept that “one size does not fit all” and that different projects must be managed in different ways. The course introduces a comprehensive framework and hierarchy of five components, which need to be applied by project leaders during project planning and execution: strategy, spirit, organization, process, and tools. It then presents twelve practical principles for implementation of the SPL approach in the organization.
Aaron Shenhar, Program Leader
Professor of Supply Chain and
Project Management (cont’d)

With more than 150 publications, including research articles in leading journals, Dr. Shenhar’s writings have influenced project and technology management research and education throughout the world. He developed the concepts of Strategic Project Leadership® and the “Project Diamond” that help corporations focus their projects on business results and dynamically adapt their management practices to the specific project concept.

He served as a consultant to major corporations such as Intel, 3M, Honeywell, AT&T, Trane, Dow Jones & Co., US Army, NASA, NSA, BMG Entertainment, Lockheed Martin, and Israel Aircraft Industry.

In 1993 he led a team of 30 researchers in an industry-wide study involving most defense development programs in Israel, and resulting in recommendations to the defense department on how to overhaul the industry and the department’s acquisition and program management processes. In 2005 he led a large NASA study building a NASA-specific program management framework. Dr. Shenhar has also developed the framework used by the Aerospace Industry Program Excellence Award and has served since 2005 as a member of Aviation Week’s evaluation team.

He is co-author of the recent book, Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation, Harvard Business School Press. The book was selected among the top five best business books of 2007 (http://www.reinventingprojectmanagement.com/).

What Will You Learn in This Course
The course will teach you how to go beyond the traditional approach to project management and plan your project in a flexible and adaptive way, as well as focus your project on achieving business results, and not just meeting time and budget goals. This will enable you to maximize the business results of your project or program. Using the company’s own projects as examples, the course will provide the frameworks and tools to build a strategic project plan for managing and controlling your project’s entire lifecycle process.

Who Should Attend
The course is designed for project managers at all levels who are coping with dynamic and flexible requirements and changes. It is also beneficial to program and portfolio managers who need to make decisions beyond a single project. Finally, the course is also helpful to executives who need to define their project’s and program’s vision and strategy and guide project leaders for best company outcomes.

Course Topics and Outline
1. Introduction – The Project Leader Responsibility
   - Traditional project management overview
   - Revolutionizing traditional thinking - operational versus strategic
   - The total responsibility of project leaders
   - How program and portfolio leaders think
   - From project management to Strategic Project Leadership®

2. A Focus on Project Success – Start with the End Result in Mind
   - Project success - a multidimensional, strategic concept
   - Success dimensions for different project types
   - Critical success factors in project implementation

3. Managing Projects, Programs, and Portfolio
   - The difference between projects, programs and portfolio
   - How projects differ, how programs differ
   - Money making projects versus money saving projects
   - Strategic portfolio management

4. The Adaptive Project Management Approach
   - Why you need a flexible approach
   - Managing project uncertainties
   - Risk versus challenge management
   - The “Diamond Approach”
   - Adapting your style – Finding your diamond and managing it

5. Strategic Project Leadership® – Projects as Competitive Weapons
   - A framework for strategic project leadership
   - The 12 principles of SPL
   - Building your project strategy
   - Building your project spirit
   - Project organization

6. The Integrated SPL Plan
   - Implementing a culture for SPL
   - Creating the organizational processes
   - Implementing the system and procedures
   - Submitting and presenting your plan
The Project Management Institute’s PMP Certification is an attractive qualification to many employers, who are looking to hire experienced project managers. Recent surveys found that even in today’s tight economic environment, over 50% of project managers reported getting salary increases during last year. The survey also showed that having a PMP Certification added 11% to the average salary of project managers.

This is not a course for beginners. You should either have previous experience or education in project management. In this workshop you will learn to sharpen your project management skills and knowledge and pass the Project Management Professional (PMP®) examination from the Project Management Institute (PMI®). The workshop will help you integrate the material so you will be able to apply the information to your current projects. Course topics include:

1. PMP Certificate Requirements
2. How to Prepare for the Exam
3. PMBOK Knowledge Areas:
   - Integration Management
   - Scope Management
   - Time Management
   - Cost Management
   - Quality Management
   - Human Resources Management
   - Communication Management
   - Risk Management
   - Procurement Management
4. Project Management Process Groups
   - Initiation
   - Planning
   - Execution
   - Monitoring and Controlling
   - Closure

Program Dates:

**Strategic Project Leadership®**
- 2010: November 17, 18 and 19
- 2011: April 6, 7, and 8
- Tuition fee is $2,700 per 3-day session.
- Please register no later than 2 weeks prior to the session.

**PMP Exam Prep Workshop**
- 2011: January 13 and 14
- 2011: June 23 and 24
- Tuition fee is $1,600 per 2-day session.
- Please register no later than 2 weeks prior to the session.

**Location for all classes:** Rutgers campus, New Brunswick, NJ
Please return this application by fax or mail. You may also register by phone.

By fax:  
(732) 445-5946

By Mail:  
Dept. of Supply Chain Management 
and Marketing Sciences 
Rutgers Business School 
Janice H. Levin building, Room 232 
94 Rockafeller Road 
Piscatway, NJ 08854

By phone or for information  
(732) 445-3516

Our email address:  
cscm@business.rutgers.edu

Cancellation/Substitution Policy
Substitutions by qualified participants may be made without charge at any time. Please notify us as soon as possible. Cancellations (in writing) more than three weeks prior to the start of the program will receive a full refund. Cancellations (in writing) less than three weeks prior to the start of the program will be entitled to a 50% refund.

Program Changes
The Center for Supply Chain Management reserves the right to make changes in the programs if enrollment criteria are not met or when conditions beyond its control prevail. Every effort will be made to contact each enrollee. Our liability is limited to refund of tuition only.

Location
The program will take place on the Rutgers campus in New Brunswick, NJ. Room location and directions to the meeting site will be included in the confirmation letter.

Application
Fax or mail the following form.

Name: _____________________________________________________________

Title: _____________________________________________________________

Company Name: _____________________________________________________

Business Address: ___________________________________________________

Business Telephone: ______________________  Fax:  _____________________

Email: _____________________________________________________________

Payment:

□ Check Enclosed (payable to Rutgers University)

□ Bill my Organization

PO # (required): ________________________________

Remit to address: ___________________________________________________

□ Charge to:  □ Visa     □ Mastercard

Card No.: ________________________________

Your name as it appears on the card: ___________________________________

Amount to be charged: ________________________________

Expiration Date: ________________________________

Signature (required): ___________________________________

Please select course you will attend:

Strategic Project Leadership®

☐ 2010: November 17, 18 and 19  ☐ 2011: April 6, 7, and 8

PMP Exam Prep Workshop

☐ 2011: January 13 and 14  ☐ 2011: June 23 and 24

Easy Application

▪ Apply by fax, mail or phone.
▪ 10% discount for Rutgers Center for SCM Member companies.
▪ Team discounts: 5% discount for teams of 3 or more from one company.

To enroll, complete and submit the application form, accompanied with payment for each applicant, credit card information, or billing instructions. Fee includes all instructional costs, complete program materials package, continental breakfasts and lunches. Fee does not include hotel accommodations.