

# Advanced Applied Project Management

Free Program Overview

## Advanced Applied Project Management

Learn about the increasing industry demand for trained project managers, and hear about Extension's PPM Certificate, and our new Advanced Applied Project Management Certificate.

You'll get an introduction to the program's practical content through a mini seminar on the top ten challenges faced by project managers today.

There will be an informal question/answer session and you'll see how these programs can advance your career.

Course 13547

### Earn an Accelerated Advanced Certificate

UCSC Extension Silicon Valley offers a full graduate certificate in Advanced Applied Project Management.

Students who complete their PPM Certificate with electives from the Advanced Program can earn the advanced credential by taking only five additional courses.

Our advanced program features the same real-world approach to the curriculum—not the canned courses, consulting-company content and cameo appearances by professors other programs offer.



## BUSINESS AND MANAGEMENT



### Higher Authority, Higher Visibility, More Leverage

In addition to project managers who have mastered the fundamentals, Silicon Valley companies need senior project leaders with breadth, vision and strategic acumen to drive results across multiple initiatives as well as divisional, geographic, and cultural lines. This higher level of responsibility requires:

- Command of the latest management science
- Application of decision support systems
- Facility with competitive scheduling methods
- Delivering business results while increasing productivity
- Achieving operational efficiencies that secure competitive advantage

### The Advanced Applied Project Management Difference

The Advanced Applied Project Management (AAPM) certificate program at UCSC Extension Silicon Valley is designed to deliver precisely these mission-critical skills. You will interact with leading experts in a dynamic environment, while learning:

- Clear-cut advanced applied techniques grounded in research-based theory
- How to set up and run a project management office in multi-dimensional operating environments
- Insights into negotiating the corporate political milieu
- The leverage and limitations of senior-level authority

### World-Class Instruction and Outstanding Educational Value

There are numerous reasons why more students earn project management certificates in our classrooms than elsewhere in Silicon Valley. Here are a few benefits you will experience in our advanced program:

- The ability to interact with some of the nation's best project management educators
- An instructional team that includes one of the profession's most published authorities
- A cadre of Silicon Valley practitioners possessing decades of field experience
- Nearly 150 hours of live instruction at a fraction of the cost of competitive programs
- A curriculum vetted and approved by the Chair of the world-ranked UCSC Economics Department

### Endorsements and Distinctions

We are the South Bay's only PMI Global Registered Education Provider, offering full certificates in the classroom, online and onsite. All courses qualify for recertification PDUs on an hour-for-hour basis.

UCSC Extension Silicon Valley is the Bay Area's only university-based educator awarded full chapter status by the American Academy of Project Management with the unique ability to award our graduates the internationally recognized Master Project Manager™ certification.



## About UCSC Extension Silicon Valley

The vital learning community at UCSC Extension Silicon Valley is well known for its collegial atmosphere and rigorous preparation. Our faculty of expert practitioners teaches state-of-the-art solutions to the everyday problems confronting technology professionals working in Silicon Valley. The professional education programs we offer build expertise, open doors to new opportunity, and deliver tangible value. Our broad portfolio of open-enrollment courses and certificates, affordable pricing, experience-based instruction, and central location in Silicon Valley help turn jobs into careers.

### AAPM Certificate

#### Educational Objectives

For current project, program, portfolio, and product development managers, as well as for senior management and administrators, the content and instruction of the AAPM program are designed to:

- Provide a path for professional growth beyond mastery of fundamentals
- Produce senior leaders with breadth, vision and strategic acumen who can drive results across multiple initiatives
- Convey the skills and processes for resource allocation, risk analysis, fiscal optimization, scheduling and progress monitoring
- Build leadership ability across multi-project, divisional, corporate, geographic, and cultural lines while managing and delivering projects
- Develop systems level strategic thinking abilities and their application to complex project environments
- Prepare you to develop, integrate and implement projects and programs that reflect the vision, goals, and culture of your organization
- Instill methods and models consistent with project management best practices
- Guide you in how to operate effectively within corporate political environments

#### Curriculum

The AAPM program is grounded in our hallmark applied curriculum, with its real-world approach. While all courses are 100% PMP reviewed and approved and PMBOK4 compliant, the content exceeds these guidelines in complexity and intensity.

#### Program Contact

Business and Management Department,  
(408) 861-3860 or e-mail  
[program@ucsc-extension.edu](mailto:program@ucsc-extension.edu)

### Curriculum

#### Certificate Requirements

You can earn the AAPM certificate by completing the program's five required courses and three out of four advanced electives with an overall GPA of 3.0. Any project management certificate holder from a University of California Extension is eligible for this program. In addition, an accelerated track is available exclusively to PPM students at UCSC Extension Silicon Valley.

#### Required Courses

Course	Units	Course
Analytic Planning for Project Success .....	2.0	3997
Project Business Management and Analysis .....	2.0	22870
Strategic Case Studies in Project Management .....	2.0	6939
Strategic Thinking and Problem Solving .....	2.0	5509
Advanced Project Management Practicum .....	2.0	23233

#### Elective Courses (Choose any three)

Course	Units	Course
Decision Making Tools and Techniques .....	1.5	5990
Extreme/Agile Project Management .....	1.5	20035
Project Management Negotiation Principles and Techniques .....	1.5	1493
Schedule Optimization Techniques for Managers .....	1.5	3492

### Core Courses

#### Analytic Planning for Project Success

This course covers the principles of Analytic Hierarchy Process (AHP) and its application to depict priorities and interrelationships among project needs, success criteria, and planning details, as they relate to cost, schedule and technical performance. Participants learn to use AHP in a project team environment tasked with building a detailed integrated project management plan from market analysis and product conceptualization through design and development.

Course 3997

#### Project Business Management and Analysis

Organizations today need to focus on strategic matters on a more or less continuous basis in the competitive business world. Project business analysts, serving this need, must be well-versed in analyzing the strategic profile of the organization and its environment, advising senior management on suitable policies, and the effects of policy decisions. Course participants will gain expertise in requirements analysis and will learn how to identify the changes to an organization that are required for it to achieve strategic goals by establishing a business analysis center of excellence within the project environment.

Course 22870

#### Advanced Project Management Practicum

In this course, students conduct directed research on a specialized and advancing topic in the field of project management, culminating in a research paper. A study proposal is prepared and submitted to the course instructor for approval. The instructor then oversees and advises the student's work throughout the research process.

Course 0829

#### Enrollment Information

Visit [ucsc-extension.edu/aapm](http://ucsc-extension.edu/aapm), for the most up-to-date information about all our courses and programs, including textbooks, instructors, schedules and locations.

Enroll online at [ucsc-extension.edu](http://ucsc-extension.edu).



# Course Descriptions

## Strategic Case Studies in Project Management

This course analyzes the complex project management issues of documented real-world project scenarios. Participants undertake a critical examination and detailed analysis of actions taken, decisions made and their consequences for the project and its stakeholders. In the process, students identify advantages and disadvantages of various project management methodologies. Emphasis is on identifying best practices, selecting appropriate alternatives and proposing effective implementation plans. Topics include introduction to the case study method, factors significantly influencing project execution, proactive risk and conflict management, and the impact of Agile projects on large organizations with multiple dispersed teams.

Course 6939

## Strategic Thinking and Problem Solving

This course is designed to take participants beyond the basics of project management by addressing advanced tools and techniques for managing projects. The course encompasses systems thinking, dealing with cultural differences, managing uncertainties, and managing innovation in projects. Participants will come away from this course equipped with high-level tools and applications designed to ensure project management success.

Course 5509

## Elective Courses

### Decision-Making Tools and Techniques

This course is for professionals who need leverage across multiple projects. Topics include spreadsheet modeling and decision analysis; decision tools for project schedule management; making multicriteria decisions using the Analytic Hierarchy Process (AHP); making effective project cost decisions; using computer tools to optimize product designs; decision trees and when and how to use them; making decisions when dealing with schedule and cost uncertainties; and selecting the most appropriate decision-making tool.

Course 5990

### Extreme/Agile Project Management

Extreme Project Management (EPM) uses an agile development model to effectively address projects with short increment delivery schedules, high uncertainty, rapidly changing requirements, and high visibility. Participants examine the principles, values, skills, tools and practices of EPM, while exploring both the methodological and interpersonal skills demanded to succeed under EPM conditions. Models covered include the Flexible Project Model, Adaptive Project Framework, and SCRUM. Participants expand and focus their leadership skills, gaining insight into effective stakeholder management, and acquire the ability to exploit the EPM model to rapidly deliver value to the organization.

Course 20035

### Project Management Negotiation Principles and Techniques

For those acquiring support from within a company and from other companies, this course gives participants hands-on experience in each stage of a business negotiation, from the initial planning to the final "handshake" and the memorandum of agreement. Ten core principles are presented, including how to use the four basic forces of power, information, timing and approach in every business negotiation. Participants learn to use the Negotiation Mode Matrix technique to move people from ineffective negotiating strategies and tactics to mutually beneficial cooperation.

Course 1493

### Schedule Optimization Techniques for Managers

The course presents the latest scheduling techniques and how they can be applied to a variety of project scenarios, including simultaneous projects in a matrix organization. Recent developments in scheduling theory provide managers with new techniques to find the best schedule for each project. These techniques take into account such factors as tasks of varying duration, precedence constraints, resource capabilities, resource loading, and business objectives. Students are shown step-by-step how to select the best scheduling technique for a particular business objective and how to use schedule performance metrics to evaluate the effectiveness of the optimization techniques.

Course 3492





UCSC Extension Silicon Valley is certified by PMI as a Global Registered Education Provider. All courses we offer are 100% PMP reviewed and approved.

### **PMP Examination Preparation (Noncredit)**

Take our PMP Exam prep course for credit towards the PMI contact hours requirement and to prepare for the world's premier Certification Exam in Project Management, based on the ANSI standard developed by PMI's *A Guide to the Project Management Body of Knowledge* (PMBOK Guide®). Students are given all the information they need to pass the exam on the first try. The pass rate of students who take this course is exceptionally high.

Course 0205

#### **The PMP Exam**

The Project Management Institute (PMI) has developed an internationally recognized benchmark for project managers—the PMP Certification—awarded to experienced project managers who pass a qualifying exam.

The exam is based on the Project Management Body of Knowledge (PMBOK), a baseline developed by PMI that details expectations for project managers across industries.

UCSC Extension Silicon Valley has evaluated its PPM Certificate curriculum to ensure that it covers all the elements in the latest edition of the PMBOK and its application to Silicon Valley industries.

To receive the PMP Certification, each candidate must satisfy PMI's qualifications for experience and education and pass the Project Management Professional Certification Examination.

Application to take the exam must be made to PMI. Upon approval, the applicant will be authorized to take the PMP Certification Exam, scheduled regularly in the Bay Area. Go to [pmi.org](http://pmi.org) for more information on the PMP Certification Examination.

**UCSC Extension Silicon Valley is #1 in graduate business enrollment** according to the *San Jose/Silicon Valley Business Journal* (2/2010).

# Silicon Valley's #1 Graduate Business Educator

## Dynamic, Highly Educated Student Body

Nearly 100 percent of the students who enter our programs have Bachelor's degrees—and more than 40 percent already hold graduate degrees. So when studying at UCSC Extension Silicon Valley, you will learn and network with the best and brightest. Working professionals come here to build their careers rather than earn a degree—yet our certificates' quality and recognition have proven instrumental in helping them gain admittance to Master's programs throughout the Bay Area and nationally.

## Wide Variety of Flexible, Competitively Priced Learning Options

We offer highly practical, real-world instruction in dozens of disciplines of high interest and demand in Silicon Valley. Our applied courses provide a theoretical foundation as appropriate to enhance on-the-job performance. In addition, our programs are very competitively priced—often less than half that of comparable training available elsewhere—with many offered both in classrooms and online. You can take individual courses in any program, earn a full certificate, or, in many cases, build a customized certificate program to suit your needs.

## Premier Professional Educator with High Certification Pass Rates

In Business and Management and Engineering and Technology, our programs each enroll more than 4,000 students annually—ranking us Silicon Valley's largest provider of postgraduate professional education. Over time, we have proven exceptionally effective at improving the performance, status and advancement of our graduates. Our training and examination preparation have helped our students perform above national norms on certification exams, prepare for graduate school, and gain entrance to respected degree programs nationwide.

### **How to Get Started**

Go to [ucsc-extension.edu](http://ucsc-extension.edu). There you'll find detailed information about the full range of certificates and courses we offer, including class schedules and online registration. Or call us at (408) 861-3860 for more information. Our program representatives will personally help you plan a schedule that meets your needs.

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### **Program Contact**

Business and Management Department,  
(408) 861-3860 or e-mail  
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