PROJECT & PROGRAM MANAGEMENT
Post-Graduate Certificate Program

UC SANTA CRUZ SILICON VALLEY CAMPUS
UCSC Silicon Valley extension

in partnership with **ec** *Higher Education*

The PPM Certificate Program at UCSC Extension produces the Bay Area's most skilled, multi–faceted project management professionals, able to create value by focusing on execution and process efficiency, amplifying team members' contributions, and anticipating contingencies. The PPM Certificate will help you gain the knowledge, resources, tools and ideas you need to build and maintain a successful career as a project manager.

Curriculum

Certificate | 2 Quarters | 15 Units

Role of the Project Manager | 1.5 Units
This course is designed to acquaint you with project management and the roles that a project manager plays in the five primary processes involved in managing projects: writing an effective project plan; developing successful project schedules; executing and controlling the project plan; the "triple constraint" and how it affects the project manager; and understanding project phases and project life cycles. You'll learn the life cycle of typical projects and identify the diverse skills needed to successfully play these project manager roles.

Project Integration and Risk Management | 3 Units
Designed for project leaders, team members, engineering and marketing managers, directors and vice presidents, this course provides a proven set of global best practices to achieve fast time to market. It will equip you with project-integration and risk-management tools and techniques to get outstanding results in industries such as systems, software, IT, Web, integrated circuits, hardware, services, medical, biotech, and more. Topics include integrating all aspects of a project, managing project scope, conducting efficient project status-review meetings, eliciting, analyzing, and validating product requirements; and successfully managing project risks.

Project Leadership and Communication | 3 Units
This course covers the soft skills needed to manage projects, including leadership, communications, team organization and development, conflict management, quality management, and negotiating. You'll explore aspects of participative management such as building commitment, leadership styles, organizational cultures and configurations, interpersonal skill development, project staffing, and working with distance-separated teams. You'll learn to establish project goals, overcome communication problems, write performance reports, and manage agreement. Topics include project leadership versus project management, improving project communications, building project commitment, managing conflict, and using the Johari Window to assess your interpersonal skills.

Applied Project Management | 3 Units
In this final course, you'll be given tools to develop a realistic team project. The course emphasizes practical application of PM principles, processes, and techniques affecting control, cost management, project tracking, and outsourcing. You'll learn how to minimize "scope creep." Topics include projectportfolio management techniques, as well as how to estimate project costs and forecast investment returns, apply cybernetic-control techniques to schedules and budgets, use earned-value management (EVM) to track projects, fast-track and crash the project's critical path, and use stochastic techniques to ensure accurate project schedules.

Creating the Successful Project Team | 1.5 Units
Explore the fundamental principles of teams and characteristics of highly effective teams. You'll gain perspective on how people work and why they think differently, how they make decisions and the mindset and behaviors that are conductive to effective team building and team performance. Additional topics include virtual teams, teams and change management, teams and high performance organization. Finally, you'll complete the course with a team tool kit to take home that includes practical techniques for effective team meetings, creative thinking, the decision-making framework, and constructive confrontation.

Lean-Agile Project Management: Achieving Business Value | 1.5 Units
This course is an introduction to anaging development projects and programs at both the team and enterprise levels using Agile and Lean processes, covering agile and lean thinking principles as implemented by the Scrum, Kanban and Scrumban project management frameworks. The course also addresses the business case for agility, lean projects, portfolio management, and becoming a LeanAgile enterprise. You'll also learn about the role of management in Lean-Agile development, the kaizen culture, mapping the value stream and the Kanban method for accelerating the delivery of business value.

Managing International Projects | 1.5 Units
You'll learn critical success factors for international projects, using objective metrics, as well as applicable resources and techniques and lessons learned. The course covers techniques for expanding projects into the international business arena and finding partners in emerging markets.

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Additional Curriculum
Certificate & OPT | 3 Quarters | 27.5 Units

Effective Negotiations: Principles, Strategies, and Techniques | 1.5 Units
How comfortable are you with the formal give-and-take of business negotiation? Whether you work in sales, marketing, management or business administration, you'll benefit from this course, which is designed for anyone who needs to leverage support from their company or other companies. You'll practice each stage of a business negotiation, from the initial planning to the final "handshake" and the memorandum of agreement. The course presents ten negotiation principles, including how to use the four basic forces in every business negotiation: power, information, timing and approach. The Negotiation Mode Matrix is used to demonstrate how to shift from ineffective negotiating strategies and tactics to more cooperative and mutually beneficial approaches. You'll review case studies and negotiation simulations to learn to translate new knowledge into job-related skills.

Agile Project Management Using Scrum | 1.5 Units
This course is eligible for Project Management Institute--PMP Professional Development Units: 15.0 hours. This course introduces the principles and practices associated with Agile project management using the popular Scrum framework. We will discuss the project management processes of initiating, planning and executing, as well as monitoring, control and closing, all in the context of Scrum. Theory and real life examples will be used to demonstrate the benefits of the Scrum framework in promoting open collaboration and flexibility in adapting to changing market requirements.

Facilitation Skills | 2 Units
This course focuses on how facilitation skills are applied to create and support learning activity designed to improve individual, group, and organizational performance. Participants also learn how these skills can be applied to other organizational needs related to training: effective meetings, team-building efforts, and individual training and development programs. This experiential course gives participants an opportunity to practice facilitation skills and receive feedback on how to improve their performance.

Managing the Development of New Products | 1.5 Units
On average, high-tech projects are late most of the time despite the use of modern-day tools. Learn the winning formula of best practices that project managers are using worldwide to get results in half the time and at half the cost. The instructor addresses the root of the problem and demonstrates proven techniques to create product visions, build effective teams, make wise cost-benefit-risk tradeoffs, and learn the step-by-step development flow in order to achieve fast time to market. This course shows you how to put common sense into practice and get outstanding results in industries such as hardware, software, IT, Web systems, services, medical, biotech, and more.

Principles of Business Analysis | 3 Units
This course provides a sound foundation in business analysis concepts and lays the groundwork for advanced studies. You'll learn the Six Sigma techniques to define value; including the project management skills needed to plan, manage, and communicate; requirements management approaches needed to elicit, analyze, solicit, and verify requirements; and enterprise architecture techniques to promote knowledge retention, reduction of complexity, and reuse. Learn to control your current business processes and derive business requirements for process and automation projects that add value to your organization.

Product Procurement: Outsourcing & Contract Management | 1.5 Units
This course provides you with all the information needed to plan and organize the issuance ofsubcontracts as self-contained projects. Instruction also covers how to develop an effective subcontract management plan and how to prepare a successful request-for-proposal using subcontract management teams.

Agile Product Life Cycle Management | 1.5 Units
This course introduces the fundamentals and practices of Agile Product Life-cycle Management (APLM).The first half of the course focuses on the roles and responsibilities of product owners (PO). Product owners play critical roles on agile projects, connecting the wants and needs of the customer and the business directly to the development teams in a dynamic and responsive way. The course then emphasizes the product delivery model. In this stage, POs help envision the product, define the minimum marketable features, work with the product backlog, and manage requirements at the team, program, and portfolio levels.

Inernships (unpaid) | 3 Units
Minimum 90 Hours Per Quarter
Enrolling in a certificate program allows you to participate in multiple unpaid internships at local companies in your field of study. Internships are available across a variety of sectors, generally at mid-sized companies, such as Agylytyx, Crowdera Inc, Innowest, and YMedia Labs. Good internships are much sought after and highly competitive. To stand the best chance of securing your preferred placement, our Internship Coordinators are on hand with expert support and guidance.

Courses in the certificate programs are subject to change based on schedule availability and/or student aptitude. Equivalent course substitutions will be made to accommodate.