SkillChoice Business helps employees rapidly develop skills across a wide range of subjects. SkillChoice Business content can provide the building blocks for blended learning programs designed to support strategic business initiatives, such as leadership and human resources. It ensures that employees at every level of the organization have access to training to improve key areas such as management, communication and customer service.

The courses in this catalog are available at no charge to all CSU faculty and staff. The table of contents is fully searchable. Click on the topic heading you are interested in and it will take you to the course listing in the catalog. Click on the course name to get a full course description, target audience, expected course duration, course number and lesson objectives.
<table>
<thead>
<tr>
<th>Course List</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BUSINESS STRATEGY AND OPERATIONS</strong></td>
<td>6</td>
</tr>
<tr>
<td><strong>Operations Curriculum</strong></td>
<td>6</td>
</tr>
<tr>
<td>Six Sigma Black Belt (2007 BOK): Enterprise-Wide Deployment</td>
<td>6</td>
</tr>
<tr>
<td>Six Sigma Black Belt (2007 BOK): Team Management</td>
<td>6</td>
</tr>
<tr>
<td>Six Sigma Black Belt (2007 BOK): Define</td>
<td>6</td>
</tr>
<tr>
<td>Six Sigma Black Belt (2007 BOK): Measure</td>
<td>6</td>
</tr>
<tr>
<td>Six Sigma Black Belt (2007 BOK): Analyze</td>
<td>6</td>
</tr>
<tr>
<td>Six Sigma Black Belt (2007 BOK): Improve</td>
<td>6</td>
</tr>
<tr>
<td>Six Sigma Black Belt (2007 BOK): Control</td>
<td>6</td>
</tr>
<tr>
<td>Six Sigma Black Belt (2007 BOK): Design for Six Sigma (DFSS) Frameworks and Methodologies</td>
<td>6</td>
</tr>
<tr>
<td>Fundamentals of Lean for Business Organizations</td>
<td>6</td>
</tr>
<tr>
<td>Operations Management</td>
<td>7</td>
</tr>
<tr>
<td>Managing Customer-Driven Process Improvement</td>
<td>7</td>
</tr>
<tr>
<td>Purchasing and Vendor Management Essentials</td>
<td>7</td>
</tr>
<tr>
<td>Six Sigma: Champion Training</td>
<td>7</td>
</tr>
<tr>
<td>Certified Manager of Quality/Organizational Excellence</td>
<td>7</td>
</tr>
<tr>
<td>Six Sigma Green Belt: Six Sigma and the Organization</td>
<td>7</td>
</tr>
<tr>
<td>Six Sigma Green Belt: Define</td>
<td>7</td>
</tr>
<tr>
<td>Six Sigma Green Belt: Measure</td>
<td>7</td>
</tr>
<tr>
<td>Six Sigma Green Belt: Analyze</td>
<td>7</td>
</tr>
<tr>
<td>Six Sigma Green Belt: Improve and Control</td>
<td>7</td>
</tr>
<tr>
<td>The Foundations of Six Sigma</td>
<td>7</td>
</tr>
</tbody>
</table>

| **Mentoring Asset** | 8 |
| **Test Preps** | 8 |
| **Strategic Planning Curriculum** | 8 |
| Leading and Implementing Sustainable Green Business Strategies | 8 |
| **The Fundamentals of Globalization** | 8 |
| The Fundamentals of Globalization: The Global Context | 8 |
| **IT Strategy Essentials** | 8 |
| IT Strategy Essentials: Business and IT Strategy Alignment | 8 |
| Business Law Essentials | 8 |
| Developing Strategic Thinking Acumen | 8 |
| Risk Management | 8 |
| Business Planning Essentials | 8 |
| **Marketing Curriculum** | 8 |
| Marketing Essentials | 8 |
| Competitive Marketing Strategies | 8 |
| Strategic Brand Management | 9 |
| **FINANCE, HUMAN RESOURCES AND ADMINISTRATION** | 9 |
| **Finance and Accounting Curriculum** | 9 |
| Finance and Accounting Essentials for Non-financial Professionals | 9 |
| Accounting Fundamentals | 9 |
| Budgeting Essentials | 9 |
| Auditing Essentials | 9 |
| Capital Budgeting Essentials | 9 |
### Administrative Support Curriculum 9
- Essential Skills for Administrative Support Professionals 9

### Human Resources Curriculum 9
- Recruiting and Retention Strategies 9
- Essentials of Interviewing and Hiring 10
- The role of HR as a Business Partner 10
- Organizational Behavior 10
- Human Resources Core Knowledge (HRCI: PHR/SPHR-aligned) 10
- Business Management and Strategy (HRCI: PHR/SPHR-aligned) 10
- Workforce Planning and Employment (HRCI: PHR/SPHR-aligned) 10
- Human Resource Development (HRCI: PHR/SPHR-aligned) 10
- Compensation and Benefits (HRCI: PHR/SPHR-aligned) 10
- Employee and Labor Relations (HRCI: PHR/SPHR-aligned) 10
- Risk Management (HRCI: PHR/SPHR-aligned) 11
- Strategic Human Resource Management (HRCI: SPHR-aligned) 11

### Management Curriculum 11
- The Fundamentals of Business Crises Management 11
- Managing Organizational Change 11
- Business Coaching Essentials 11
- Management Essentials 11
- First Time Manager Essentials 11
- Performance Appraisal Essentials 11
- Talent Management Essentials 11
- Essentials of Managing Technical Professionals 11
- Workforce Generations 12
- Managing Experts 12
- Advanced Management Skills 12
- Strategies for Successful Employee On-boarding 12
- Managing during Difficult Times 12
- Dismissing an Employee 12
- Delegation Essentials 12
- Business Execution 12
- Essential Mentoring Techniques 12
- Thinking Like a CFO 12
- Essentials of Facilitating 12
- Effectively Managing Top Performers 12
- Managing Problem Performance 13
- Difficult Conversations 13
- Performance Management 13

### Leadership Curriculum 13
- Leadership Essentials 13
- Employee Engagement 13
- Creating a Positive Work Environment 13
- Effective Succession Planning 13
- Making Cross-Functional Teams Work 13
- Setting and Managing Organizational Priorities 13
- The Voice of Leadership 13

### Professional Effectiveness 14
- Communication Curriculum 14
- How to Write an Effective Internal Business Case 14
- E-mail Essentials for Business 14
Telephone Essentials for Business 14
Business Writing Basics 14
Business Grammar Basics 14
Interpersonal Communication 14
Workplace Conflict 14
Fundamentals of Working with Difficult People 14
Negotiation Essentials 14
Emotional Intelligence Essentials 14
Fundamentals of Cross Cultural Communication 15
Getting Results without Direct Authority 15
Listening Essentials 15
Constructive Feedback and Criticism 15
Anger Management Essentials 15
Communicating Effectively with the ‘C’ Level 15
Running Effective Business Meetings 15
Basic Presentation Skills 15
Communicate with Diplomacy and Tact 15
Professional Networking Essentials 15
Writing Skills for Technical Professionals 15

Foundation Skills Curriculum 15
Basic Business Math 15

Personal Development Curriculum 15
Doing Business Professionally 15
Optimizing Your Work/Life Balance 15
Diversity on the Job 16
Telecommuting and the Remote Employee 16
Generating Creative & Innovative Ideas 16
Managing Your Career 16
Effective Time Management 16
Problem Solving and Decision-Making Strategies 16
Dealing with Organizational Change 16
Critical Thinking Essentials 16
Building and Maintaining Trust 16
Personal Productivity Improvement 16
Peer Relationships 17
Business Ethics 17
Living and Working Abroad in the United States 17
Interviewing Strategies for the Interviewee 17
Campus to Corporate 17
Public Speaking Strategies 17
Performance under Pressure 17
Business Etiquette and Professionalism 17
Perseverance and Resilience 17
Decisiveness 17
Writing Under Pressure 17

PROJECT EFFECTIVENESS 17

Project Management Curriculum 17
Project Management Essentials (PMBOK® Guide—Fifth Edition-aligned) 18
Project Integration Management (PMBOK® Guide—Fifth Edition-aligned) 18
Project Scope Management (PMBOK® Guide—Fifth Edition-aligned) 18
Project Time Management (PMBOK® Guide—Fifth Edition-aligned) 18
Project Cost Management (PMBOK® Guide—Fifth Edition-aligned) 18
Project Quality Management (PMBOK® Guide—Fifth Edition-aligned) 18
Project Communications Management (PMBOK® Guide—Fifth Edition-aligned) 18
<table>
<thead>
<tr>
<th>SkillChoice Business Catalog</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Risk Management (PMBOK® Guide—Fifth Edition-aligned)</strong></td>
</tr>
<tr>
<td><strong>Project Procurement Management (PMBOK® Guide—Fifth Edition-aligned)</strong></td>
</tr>
<tr>
<td><strong>Project Stakeholder Management (PMBOK® Guide—Fifth Edition-aligned)</strong></td>
</tr>
<tr>
<td><strong>Program Management (PMI® Second Edition-aligned)</strong></td>
</tr>
<tr>
<td><strong>Code of Ethics and Professional Conduct (PMI® Standard-aligned)</strong></td>
</tr>
<tr>
<td><strong>IT Project Management Essentials</strong></td>
</tr>
<tr>
<td><strong>Managing Software Project Outsourcing</strong></td>
</tr>
<tr>
<td><strong>Agile Practitioner—(PMI-ACP &amp; ScrumMaster aligned)</strong></td>
</tr>
<tr>
<td><strong>PRINCE2®: 2009 Foundation</strong></td>
</tr>
</tbody>
</table>

**Mentoring Assets** | 19

**Test Preps** | 19

**Team Building Curriculum** | 19

- Optimizing Your Performance On a Team | 19
- Leading Teams | 19

**Business Analysis** | 20

- Certified Business Analysis Professional (CBAP™)—BABOK® Guide V2.0 aligned | 20

**SALES AND CUSTOMER FACING SKILLS** | 20

**Special Offer**

<table>
<thead>
<tr>
<th><strong>Sales Curriculum</strong></th>
<th>20</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales Foundations</strong></td>
<td>20</td>
</tr>
</tbody>
</table>

**Customer Service Curriculum** | 21

- Frontline Call Center Skills | 21
- Inbound Call Center Management | 21
- ITIL® 2011 Edition Foundation Syllabus | 21
- ITIL® 2011 Edition Overview | 21
- ITIL® 2011 Edition Intermediate Level: Operational Support & Analysis (OSA) | 21
- Customer Service Representative, Professionalism | 21
- Customer Service Representative, Skills | 21
- Customer Service Representative, Process | 21
- Customer Service Fundamentals | 22
- Customer Focus | 22

**Industry Foundations** | 22

- Industry Overviews | 22

**Test Preps** | 22

**Mentoring Assets** | 22

---

**Questions?**

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Descriptions

Click on the course name below to get a full course description, target audience, expected course duration, course number and lesson objectives

BUSINESS STRATEGY AND OPERATIONS

Operations Curriculum

Six Sigma Black Belt (2007 BOK): Enterprise-Wide Deployment
- Lean and Six Sigma
- Six Sigma Projects and the Black Belt Role
- Six Sigma Leadership and Change Management
- Final Exam: Six Sigma Black Belt (2007 BOK): Enterprise-Wide Deployment

- Critical Requirements and Benchmarking for Six Sigma
- Business Performance and Financial Measures in Six Sigma

Six Sigma Black Belt (2007 BOK): Team Management
- Forming Project Teams for Six Sigma
- Motivation and Communication in Six Sigma Teams
- Managing Six Sigma Team Performance
- Final Exam: Six Sigma Black Belt (2007 BOK): Team Management

Six Sigma Black Belt (2007 BOK): Define
- Using Voice of the Customer in Six Sigma
- Developing Project Charters and Tracking Six Sigma Projects
- Final Exam: Six Sigma Black Belt (2007 BOK): Define

Six Sigma Black Belt (2007 BOK): Measure
- Process Characteristics for Six Sigma
- Data Collection and Measurement in Six Sigma
- Six Sigma Measurement Systems
- Basic Statistics and Graphical Methods for Six Sigma
- Probability for Six Sigma
- Process Capability for Six Sigma
- Final Exam: Six Sigma Black Belt (2007 BOK): Measure

Six Sigma Black Belt (2007 BOK): Analyze
- Correlation and Regression Analysis in Six Sigma
- Multivariate Analysis and Attribute Data Analysis in Six Sigma
- Hypothesis Testing Concepts and Tests for Means in Six Sigma
- Tests for Variances and Proportions, ANOVA, and Chi-square Tests in Six Sigma
- Nonparametric Tests in Six Sigma Analysis
- Nonstatistical Analysis Methods in Six Sigma
- Final Exam: Six Sigma Black Belt (2007 BOK): Analyze

Six Sigma Black Belt (2007 BOK): Improve
- Designing and Planning Experiments in Six Sigma
- Conducting Experiments and Analyzing Results in Six Sigma
- Improvement Methods and Implementation Issues in Six Sigma
- Final Exam: Six Sigma Black Belt (2007 BOK): Improve

Six Sigma Black Belt (2007 BOK): Control
- Statistical Process Control (SPC) in Six Sigma
- Nonstatistical Control Tools and Maintaining Controls in Six Sigma
- Sustaining Improvements and Gains from Six Sigma Projects
- Final Exam: Six Sigma Black Belt (2007 BOK): Control

Six Sigma Black Belt (2007 BOK): Design for Six Sigma (DFSS) Frameworks and Methodologies
- Common Design for Six Sigma Methodologies, Design for X, and Robust Design
- Special Design Tools in Design for Six Sigma
- Final Exam: Six Sigma Black Belt (2007 BOK): Design for Six Sigma (DFSS) Frameworks and Methodologies

Fundamentals of Lean for Business Organizations
- Introduction to Lean for Service and Manufacturing Organizations
- Using Lean for Perfection and Quality
- Lean Tools and Techniques for Flow and Pull
- Reducing Waste and Streamlining Value Flow Using Lean
- Value Stream Mapping in Lean Business
- Applying Lean in Service and Manufacturing Organizations
- Five Steps to Perfection: Implementing Lean
- Value Stream Maps for Non-manufacturing Processes
## Operations Management
- Operations Management and the Organization
- Operations Management: Product and Service Management
- Operations and Supply Chain Management
- Operations Management: Inventory Management
- Operations Management: Forecasting and Capacity Planning
- Operations Management: Operations Scheduling
- Operations Management: Management of Quality
- Operations Management: Facilities Planning and Management

## Managing Customer-Driven Process Improvement
- Customer-driven Process Improvement: Basic Framework
- Customer-driven Process Improvement: Identifying Customer Needs
- Customer-driven Process Improvement: From Customer Needs to Process Requirements
- Customer-Driven Process Improvement: Mapping and Measuring Processes
- Customer-driven Process Improvement: Analyzing Process Problems
- Customer-Driven Process Improvement: Identifying Improvement Ideas and Solutions
- Customer-driven Process Improvement: Implementing and Maintaining Improvements

## Purchasing and Vendor Management Essentials
- Fundamentals of Purchasing and Vendor Management
- Purchasing: Finding Sources of Supply
- Selecting Suppliers and Administering Contracts
- Evaluating Supplier Performance and Managing Supplier Relationships

## Six Sigma: Champion Training
- Introduction to Six Sigma for Champions
- Six Sigma Process Improvement
- Six Sigma Projects and Project Teams
- Managing and Deploying Six Sigma

## Certified Manager of Quality/Organizational Excellence
- Leadership
- Team Dynamics
- Developing and Deploying Strategic Plans
- Managerial Skills and Abilities
- Communication Skills and Project Management
- Quality Systems, Models, and Theories
- Problem-Solving and Process Management Tools
- Measurement: Assessment and Metrics

## Customer-Focused Management
- Supply Chain Management
- Training and Development

## Six Sigma Green Belt: Six Sigma and the Organization
- Six Sigma and Lean in the Organization
- Design for Six Sigma in the Organization

## Six Sigma Green Belt: Define
- Processes and Customer Analysis in Six Sigma Projects
- Basics of Six Sigma Projects and Teams
- Tools for Planning and Managing Six Sigma Project Opportunities
- Using Six Sigma Analysis Tools and Metrics for Project Decisions

## Six Sigma Green Belt: Measure
- Modeling and Analyzing Processes in Six Sigma
- Statistics and Probability in Six Sigma
- Data Classification and Collection in Six Sigma
- Summarizing and Presenting Data in Six Sigma
- Probability Distributions and Measurement Systems Analysis in Six Sigma
- Measuring Process Capability and Performance in Six Sigma

## Six Sigma Green Belt: Analyze
- Exploratory Data Analysis in Six Sigma
- Introduction to Hypothesis Testing and Testing for Means in Six Sigma
- Hypothesis Tests for Variances, Proportions, ANOVA, and Chi-Square in Six Sigma

## Six Sigma Green Belt: Improve and Control
- Design of Experiments and Validation of Solutions in Six Sigma
- Statistical Process Control and Control Plans in Six Sigma
- Using Basic Control Charts in Six Sigma

## The Foundations of Six Sigma
- Lean and Six Sigma
- Are You Listening to Your Customers?
- Quick Wins in Six Sigma Implementation
- Six Sigma Versus TQM
- Lean Inbound Transportation
- Promoting Six Sigma in the Workplace
- A Critical-to-quality Tree – What’s That?
- Basic Measurement Concepts in Six Sigma
Mentoring Asset
- Mentoring Six Sigma Green Belt (SSGB)

Test Preps
- TestPrep Six Sigma Green Belt (SSGB)

Strategic Planning Curriculum
- Leading and Implementing Sustainable Green Business Strategies
  - Introduction to Green Business and Sustainability
  - Green Business: Planning Sustainability Strategies
  - Green Business: Implementing Sustainability Strategies

The Fundamentals of Globalization
  - Fundamentals of Globalization: Analyzing the Global Environment
  - Fundamentals of Globalization: Managing in a Global Environment
  - Managing Expatriates’ Career Development
  - The Etiquette of Cross-cultural Gift Giving
  - Evaluating Globalization Opportunities

IT Strategy Essentials
- IT Strategy Essentials: Business and IT Strategy Alignment
  - IT Strategy Essentials: Creating an IT Strategy Plan
  - IT Strategy Essentials: Implementing an IT Strategy

Business Law Essentials
- Business Law Basic Concepts
- Business Law and Ethics
- Business Law and the Manager’s Responsibilities

Developing Strategic Thinking Acumen
- Developing the Capacity to Think Strategically
- Developing the Strategic Thinking Skill of Seeing the Big Picture
- Using Strategic Thinking Skills
- Effective Critical Analysis of Business Reports
- External Consultants Can Help
- Returning to Core Competencies
- Competitive Awareness and Strategy

Risk Management
- Risk Management: Identifying Risk
- Risk Management: Assessing Risk
- Risk Management: Dealing with Risk

Business Planning Essentials
- Business Planning Essentials: Preparing a Business Plan
- Business Planning Essentials: Performing Key Analyses
- Business Planning Essentials: Preparing for Implementation

Marketing Curriculum
Marketing Essentials
- Marketing Essentials: Introduction to Marketing
- Marketing Essentials: Planning and People
- Marketing Essentials: Product and Price
- Marketing Essentials: Place
- Marketing Essentials: Promotion
- Marketing Essentials: Marketing and Ethics
- Using Online Strategies to Accelerate Sales Performance
- Designing Products to Fit the Channel
- Advertising Costs, PR Pays
- Using Blogs to Attract Customers
- Using Web Analytics to Increase Sales
- Trade Show Marketing – Planning Ahead

Competitive Marketing Strategies
- Competitive Marketing Strategies: Conducting an Internal Analysis
- Competitive Marketing Strategies: Analyzing Competitors
- Competitive Marketing Strategies: Selecting and Implementing Strategies
- Increasing Competitiveness through Collaboration
Strategic Brand Management
- Building Lasting Customer-brand Relationships
- Developing a Brand Internally
- Global Brand Management
- Brand Management for Social Media and Wireless Technologies

FINANCE, HUMAN RESOURCES AND ADMINISTRATION

Finance and Accounting Curriculum

Finance and Accounting Essentials for Non-financial Professionals
- Principles of Accounting and Finance for Non-financial Professionals
- Cash Flow Management Essentials for Non-financial Professionals
- The Time Value of Money and Investment Decisions for Non-financial Professionals
- The Essentials of Budgeting for Non-financial Professionals
- Financial Statements for Non-financial Professionals
- Analyzing Financial Statements for Non-financial Professionals
- Increasing Cash Flow in Times of Need
- Attracting New Investors – Keeping Presentations Focused
- What is your Gross Profit Margin Ratio really saying?
- Recognizing The Value of Intangible Assets
- Recession: How it Affects Business
- Assessing Nonrecurring Items in Income Statements
- The Time Value of Money: Possible Pitfalls
- Depreciation Methods
- Using Financial Analysis for Credit Decisions

Accounting Fundamentals
- Basic Accounting Principles and Framework
- The Accounting Equation and Financial Statements
- The Accounting Cycle and Accrual Accounting
- Accounting Transactions and Books of Account
- Trial Balance & Adjusting Entries
- The Income Statement
- The Balance Sheet
- The Cash Flow Statement
- Accounting for Companies’ Stock Transactions and Dividends
- Outsourcing Financial Activities
- Accounting for Sales Returns
- Deconstructing the Balance Sheet
- Final Exam: Accounting Fundamentals

Budgeting Essentials
- Organizational Budgeting Activities and the Master Budget
- Planning and Preparing an Operating Budget
- Preparing Operating Budgets and the Cash Budget
- Using Budgets for Management and Control
- Final Exam: Budgeting Essentials

Auditing Essentials
- Introduction to Auditing
- Auditing for Internal Control and Risk Assessment
- Auditing the Revenue Cycle
- Auditing for Cash and Inventories
- Using Audits to Help Prevent Business Fraud
- Establishing the Role of the Audit Department
- Final Exam: Auditing Essentials

Capital Budgeting Essentials
- Capital Budgeting: The Capital Budgeting Process
- Capital Budgeting: Net Present Value and Internal Rate of Return
- Capital Budgeting: Discounted Payback Period and Profitability Index
- Capital Budgeting: Capital Allocation
- Final Exam: Capital Budgeting Essentials

Administrative Support Curriculum

Essential Skills for Administrative Support Professionals
- Administrative Professionals: Common Administrative Support Tasks
- Administrative Professionals: Maximizing Your Relationship with Your Boss
- Administrative Professionals: Interacting with Others
- Administrative Professionals: Putting Your Best Foot Forward
- Essential Skills for Administrative Support Professionals Simulation

Human Resources Curriculum

Recruiting and Retention Strategies
- Recruiting Talent
- Retaining Your Talent Pool
- Creating a High-Retention Organizational Culture Simulation
- Fringe Benefits: Maintaining a Competitive Hiring Advantage
- Aligning Recruitment to Job Requirements
Employer Branding
Devising an Effective Corporate Wellness Program
Preventing High Turnover Rates: How to Keep the Best
Disciplines of Organizational Learning: Personal Mastery
Addressing Attrition in High Performance Teams
Surviving the Talent Crunch

**Essentials of Interviewing and Hiring**
Essentials of Interviewing and Hiring: Screening Applicants for Interviewing
Essentials of Interviewing and Hiring: Preparing to Interview
Essentials of Interviewing and Hiring: Conducting an Effective Interview
Essentials of Interviewing and Hiring: Behavioral Interview Techniques
Essentials of Interviewing and Hiring: Selecting the Right Candidate
Guarding against Interviewing Biases
Screening Applicants for Emotional Intelligence
Conducting Interviews: Asking the Right Questions
Creating a Compelling Job Description
Hiring Strategic Thinkers
Hiring a New Employee

**The role of HR as a Business Partner**
HR as Business Partner: From Cost Center to Strategic Partner
HR as Business Partner: Linking HR Functions with Organizational Goals
HR as Business Partner: Managing Talent for Organizational Success
HR as Business Partner: Using Metrics and Designing Strategic Initiatives

**Organizational Behavior**
Fundamentals of Organizational Behavior for the Individual
Fundamentals of Organizations – Groups
Understanding Organizational Power and Politics
Organizational Structure and Employee Behavior
Organizational Behavior: Dynamics of a Positive Organizational Culture

**Human Resources Core Knowledge (HRCI: PHR/SPHR-aligned)**
Human Resources Core Knowledge: Skills, Concepts, and Tools
Human Resources Core Knowledge: Functions and Activities
Final Exam: Human Resources Core Knowledge (HRCI: PHR/SPHR-aligned)

**Business Management and Strategy (HRCI: PHR/SPHR-aligned)**
Business Management and Strategy: The HR Function and Business Environment
Business Management and Strategy: HR and the Strategic Planning Process
Business Management and Strategy: HR Functions and Roles
Final Exam: Business Management and Strategy (HRCI: PHR/SPHR-aligned)

**Workforce Planning and Employment (HRCI: PHR/SPHR-aligned)**
Workforce Planning and Employment: Employment Legislation
Workforce Planning and Employment: Recruitment Strategies
Workforce Planning and Employment: Sourcing and Selecting Candidates
Workforce Planning and Employment: Orientation, Onboarding, and Exit Strategies
Final Exam: Workforce Planning and Employment (HRCI: PHR/SPHR-aligned)

**Human Resource Development (HRCI: PHR/SPHR-aligned)**
Human Resource Development: Regulations and Organizational Development
Human Resource Development: Employee Training
Human Resource Development: Performance Appraisal and Talent Management
Final Exam: Human Resource Development (HRCI: PHR/SPHR-aligned)

**Compensation and Benefits (HRCI: PHR/SPHR-aligned)**
Compensation and Benefits: Regulations, Strategies, and Needs Assessment
Compensation and Benefits: Managing Policies, Programs, and Activities
Compensation and Benefits: Organizational Responsibilities
Final Exam: Compensation and Benefits (HRCI: PHR/SPHR-aligned)

**Employee and Labor Relations (HRCI: PHR/SPHR-aligned)**
Employee and Labor Relations: Employment Regulations and Organizational Programs
Employee and Labor Relations: Behavioral and Disciplinary Issues and Resolution
Employee and Labor Relations: Unions and Collective Bargaining
Management Essentials
- Management Essentials: Directing Others
- Management Essentials: Delegating
- Management Essentials: Developing Your Direct Reports
- Management Essentials: Confronting Difficult Employee Behavior
- Management Essentials: Managing a Diverse Team
- Management Essentials: Treating Your Direct Reports Fairly
- Management Essentials: Caring about Your Direct Reports
- Acting Decisively
- Employee Dismissal
- Managing Fairly

First Time Manager Essentials
- First Time Manager: Understanding a Manager’s Role
- First Time Manager: Challenges
- First Time Manager: Meeting Expectations
- Making the Move Into Management
- Adopting the Appropriate Management Style

Performance Appraisal Essentials
- Performance Appraisal Essentials: Planning for Appraisals
- Performance Appraisal Essentials: Conducting Traditional Appraisals
- Performance Appraisal Essentials: 360-degree Appraisals
- Preparing for Your Performance Appraisal
- Selecting the Appropriate Performance-appraisal Method

Talent Management Essentials
- Talent Management: Basics
- Talent Management: Planning
- Talent Management: Acquiring Talent
- Talent Management: Developing and Engaging Talent
- Talent Management: Retaining Talent
- Attracting and Retaining Talent

Essentials of Managing Technical Professionals
- Transitioning from Technical Professional to Management
- Strategies for Transitioning to Technical Management
- Managing Technical Professionals
Workforce Generations
- Managing Workforce Generations: Introduction to Cross-generational Employees
- Managing Workforce Generations: Working with a Multigenerational Team
- Managing Workforce Generations: Working with the 21st-century Generation Mix
- Managing an Aging Workforce
- Developing the Next Generation
- Understanding the Motives of Millennials

Managing Experts
- Meeting the Needs of Your Experts
- Overcoming Challenges When Managing Experts
- Managing Top Performers is Always Easy…Right?
- Recognizing Natural Leaders

Advanced Management Skills
- Developing a High-performance Organization
- Cross-functional Strategic Management
- Managing for Rapid Change and Uncertainty
- Managing High Performers
- Managing New Managers
- Managing Experienced Managers
- Developing Adaptable Managers
- Assessing Employees for Cultural Adaptability
- Considering Key Features of a Policy and Procedure Manual
- Employee Engagement
- Delivering Bad News Effectively
- Building Upward Relationships

Strategies for Successful Employee On-boarding
- Strategies for Successful Employee Onboarding: An Introduction
- Strategies for Successful Employee Onboarding: Getting Started
- Strategies for Successful Employee Onboarding: Assessing Program Success

Managing during Difficult Times
- Communicating during Difficult Times
- Managing Resources during Difficult Times
- Managing Attitudes during Difficult Times

Dismissing an Employee
- Preparing to Dismiss an Employee
- Managing the Dismissal of an Employee

Delegation Essentials
- Delegation Essentials: An Introduction to Delegating
- Delegation Essentials: The Delegation Process
- Delegation Essentials: Overcoming Delegation Problems
- Delegating Appropriate Tasks
- Developing Employees through Delegation

Business Execution
- Business Execution: Understanding the Fundamentals
- Business Execution: Crafting a Business Strategy that Executes
- Business Execution: Linking Strategy to People and Operations
- Business Execution: Monitoring and Evaluating Initiatives
- Fostering a Business Execution Culture
- Pave your own path
- Performance Dashboard or Scorecard?

Essential Mentoring Techniques
- Essential Mentoring Techniques: Mentoring Fundamentals
- Essential Mentoring Techniques: Designing and Initiating Mentoring Programs
- Essential Mentoring Techniques: Building and Maintaining Mentoring Relationships
- Essential Mentoring Techniques: Evaluating and Ending the Mentoring Program

Thinking Like a CFO
- Thinking Like a CFO: Mind-set and Financial Priorities
- Thinking Like a CFO: Making Financial Decisions
- Thinking Like a CFO: Preparing and Presenting a Business Case
- Thinking Like a CFO: Managing Risk

Essentials of Facilitating
- Using Facilitation Skills as a Manager
- Facilitating Collaborative Processes
- Challenges of Facilitating

Effectively Managing Top Performers
- Engaging Top Performers
- Retaining Top Performers
- Overcoming Challenges of Managing Top Performers
### Managing Problem Performance
- Recognizing and Diagnosing Problem Performance
- First Steps for Turning Around a Performance Problem
- Using Progressive Discipline to Correct Problem Performance
- Preventing Problem Performance
- Underperforming employee—now what?
- Managing Performance

### Difficult Conversations
- Preparing for a Difficult Conversation
- Having a Difficult Conversation
- Handling Difficult Conversations Effectively

### Performance Management
- Planning for Performance
- Monitoring and Improving Performance
- Reviewing and Rewarding Performance

### Leadership Curriculum
#### Leadership Essentials
- Leadership Essentials: Motivating Employees
- Leadership Essentials: Communicating Vision
- Leadership Essentials: Building Your Influence as a Leader
- Leadership Essentials: Leading with Emotional Intelligence
- Leadership Essentials: Leading Business Execution
- Leadership Essentials: Leading Innovation
- Leadership Essentials: Leading Change
- Leadership Essentials: Creating Your Own Leadership Development Plan
- Motivating Employees and Leading Change Simulation
- Leading Teams through Change
- Leading Outside the Organization
- Knowing When to Take Leadership Risks
- Wanted—Innovation Leaders
- Developing a Business Execution Culture
- Leading Change
- Leader as Motivator
- Leading Innovation
- Crafting an Organizational Vision
- Motivating Human Behavior
- Communicating a Shared Vision
- The Emotionally Intelligent Leader

### Creating a Positive Work Environment
- Creating and Maintaining a Positive Work Environment
- Developing a Culture of Learning
- Fundamentals of Organizational Learning
- Establishing the Conditions for a Learning Culture
- Developing Learning Practices
- Evaluating and Sustaining Organizational Learning

### Effective Succession Planning
- Initiating Succession Planning
- Effective Succession Planning: Determining a Talent Pool for Key Positions
- Implementing and Assessing a Succession Planning Program
- Succession Planning
- Succession Planning and Management Programs

### Making Cross-Functional Teams Work
- Cross-functional Team Fundamentals
- Key Strategies for Managing Cross-functional Teams
- Managing Internal Dynamics in a Cross-functional Team
- Using Conflicts to an Organization’s Advantage
- Mediating Project Team Conflict
- Facilitating Work-related Conflict Discussions

### Setting and Managing Organizational Priorities
- Setting and Managing Priorities within the Organization: Mission and Goals
- Setting and Managing Priorities within the Organization: Deciphering Priorities
- Setting and Managing Priorities within the Organization: Motivation
- Setting and Managing Priorities within the Organization: Communication
- Do You Share Your Organization’s Values?

### The Voice of Leadership
- The Voice of Leadership: Inspirational Leadership
- The Voice of Leadership: Self-assessment and Motivation
- The Voice of Leadership: Effective Leadership Communication Strategies
- The Voice of Leadership: The Power of Leadership Messaging

### Employee Engagement
- The Benefits and Challenges of Engaging Employees
- Maintaining an Engaging Organization
PROFESSIONAL EFFECTIVENESS

Communication Curriculum

How to Write an Effective Internal Business Case
- Preparing a Business Case
- Writing a Business Case
- Presenting Your Case

E-mail Essentials for Business
- Using E-mail and Instant Messaging Effectively
- Addressing and Redistributing E-mail
- Managing Your E-mail
- Final Exam: E-mail Essentials for Business

Telephone Essentials for Business
- Essential Skills for Professional Telephone Calls

Business Writing Basics
- Business Writing: Know Your Readers and Your Purpose
- Business Writing: How to Write Clearly and Concisely
- Business Writing: Editing and Proofreading
- Writing for Business
- Written Communication
- Final Exam: Business Writing Basics

Business Grammar Basics
- Business Grammar: Parts of Speech
- Business Grammar: Working with Words
- Business Grammar: The Mechanics of Writing
- Business Grammar: Punctuation
- Business Grammar: Sentence Construction
- Business Grammar: Common Usage Errors
- Final Exam: Business Grammar Basics

Interpersonal Communication
- Interpersonal Communication: Communicating with Confidence
- Interpersonal Communication: Targeting Your Message
- Interpersonal Communication: Listening Essentials
- Interpersonal Communication: Communicating Assertively
- Interpersonal Communication: Being Approachable
- Effective Interpersonal Communications Simulation
- Making Yourself Approachable
- Asserting Yourself in the Workplace
- Final Exam: Interpersonal Communication

Workplace Conflict
- Workplace Conflict: Recognizing and Responding to Conflict
- Workplace Conflict: Strategies for Resolving Conflicts
- Confrontation: What’s the Best Approach
- Personal Conflict Styles
- Coping with Accusations in the Workplace
- Managing Conflict
- Manager to Manager Conflict
- Managing Conflict

Fundamentals of Working with Difficult People
- Working with Difficult People: Identifying Difficult People
- Working with Difficult People: How to Work with Aggressive People
- Working with Difficult People: How to Work with Negative People
- Working with Difficult People: How to Work with Procrastinators
- Working with Difficult People: How to Work with Manipulative People
- Working with Difficult People: How to Work with Self-serving People
- Working with Difficult People: Dealing with Micromanagers
- Coping with Aggressive Behavior in the Workplace
- Blame Backfires – Conquer Negative Thinking
- Reacting to Co-workers Who Try Taking Advantage

Negotiation Essentials
- Negotiation Essentials: What Is Negotiation?
- Negotiation Essentials: Planning for Negotiation
- Negotiation Essentials: Communicating
- Negotiation Essentials: Persuading
- Negotiation Essentials: Avoiding Pitfalls in Negotiations
- Negotiation Essentials
- Effective Body Language in Negotiations
- Vendor Negotiations: Choosing the Best Approach
- Negotiation: Does Location Matter?

Emotional Intelligence Essentials
- What is Emotional Intelligence?
- Improving Your Emotional Intelligence Skills: Self-awareness and Self-management
- Using Emotional Intelligence on the Job
- Emotional Intelligence at Work
- How High Is Your EQ?
- Emotional Intelligence at Work
### Fundamentals of Cross Cultural Communication
- Culture and Its Effect on Communication
- Communicating Across Cultures
- Improving Communication in Cross-cultural Relationships
- Communicating with a Cross-cultural Audience
- Dispute Resolution in International Contracts

### Getting Results without Direct Authority
- Getting Results without Direct Authority: Building Relationships and Credibility
- Getting Results without Direct Authority: Persuasive Communication
- Getting Results without Direct Authority: Reciprocity
- Getting Results without Direct Authority: Influencing Your Boss
- Influencing Key Decision Makers
- Influence and Persuasion

### Listening Essentials
- Listening Essentials: The Basics of Listening
- Listening Essentials: Improving Your Listening Skills
- Effective Listening
- Listening with Skill
- Final Exam: Listening Essentials

### Constructive Feedback and Criticism
- Giving Feedback
- Giving Constructive Criticism
- Receiving Feedback and Criticism
- Criticism in Context
- Giving Appropriate Feedback
- Giving Feedback to Coworkers

### Anger Management Essentials
- Anger Management Essentials: Understanding Anger
- Anger Management Essentials: Managing and Controlling Anger

### Communicating Effectively with the ‘C’ Level
- Preparing to Communicate Effectively at the ‘C’ Level
- Techniques for Communicating Effectively with Senior Executives

### Running Effective Business Meetings
- Preparing for Effective Business Meetings
- Managing Effective Business Meetings
- Dealing with Common Meeting Problems
- When Too Many Meetings Are Just Too Much
- Making Meetings Work
- Managing Meetings for Productivity and Effectiveness

### Basic Presentation Skills
- Basic Presentation Skills: Planning a Presentation
- Basic Presentation Skills: Creating a Presentation
- Basic Presentation Skills: Delivering a Presentation
- Handling Difficult Questions as a Presenter

### Communicate with Diplomacy and Tact
- The Impact of Situation and Style When Communicating with Diplomacy and Tact
- Strategies for Communicating with Tact and Diplomacy
- Delivering a Difficult Message with Diplomacy and Tact

### Professional Networking Essentials
- Professional Networking Essentials: Finding Opportunities To Make Connections
- Professional Networking Essentials: Developing Confidence

### Writing Skills for Technical Professionals
- Writing for Technical Professionals: Preparation and Planning
- Writing for Technical Professionals: Effective Writing Techniques

### Foundation Skills Curriculum
#### Basic Business Math
- Basic Business Math: Using Whole Numbers and Decimals
- Basic Business Math: Percentages and Ratios
- Basic Business Math: Averages and Equations
- Basic Business Math: Charts and Graphs

### Personal Development Curriculum
#### Doing Business Professionally
- Working for Your Inner Boss: Personal Accountability
- Managing from Within: Self-empowerment
- Goals and Setting Goals
- Creating a Positive Attitude
- Pursuing Successful Lifelong Learning
- Doing Business Professionally Simulation

#### Optimizing Your Work/Life Balance
- Optimizing Your Work/Life Balance: Analyzing Your Life Balance
- Optimizing Your Work/Life Balance: Maintaining Your Life Balance
- Optimizing Your Work/Life Balance: Taking Control of Your Stress
Balancing Your Responsibilities Simulation
Employee Exhaustion: Managing a Well-Balanced Workload
Managing Workplace Stress
Creating Work/Life Balance

Diversity on the Job
Diversity on the Job: The Importance of Diversity and the Changing Workplace
Diversity on the Job: Diversity and You
Developing Workplace Diversity Awareness Simulation
Understanding Workplace Diversity
Instituting a Dress Code
Workplace Diversity: Assessing Your Organization
Managing Diversity

Telecommuting and the Remote Employee
Telecommuting Basics: Maximizing Productivity as a Remote Employee
Telecommuting Basics: Communication Strategies for the Remote Employee

Generating Creative & Innovative Ideas
Generating Creative and Innovative Ideas: Enhancing Your Creativity
Generating Creative and Innovative Ideas: Maximizing Team Creativity
Generating Creative and Innovative Ideas: Verifying and Building on Ideas
Executing Innovation
Getting Ready to Present
Creativity: Developing and Communicating Ideas
Promoting Creative Thinking

Managing Your Career
Managing Your Career: Creating a Plan
Managing Your Career: Getting on the Right Track
Managing Your Career: Professional Networking Essentials
Managing Your Career: You and Your Boss
Managing Your Career: Leveraging the Performance Appraisal
Conquering Career Stagnation
Developing Your Career
Building and Managing Upward Relationships
Planning Your Career
Self Development
Managing Your Relationship with Your Boss Simulation

Effective Time Management
Time Management: Analyzing Your Use of Time
Time Management: Planning and Prioritizing Your Time
Time Management: Avoiding Time Stealers

Coping with Information Overload
Prioritizing Personal and Professional Responsibilities
Planning for Interruptions Helps With Procrastination
Setting and Managing Priorities
Coping with Conflicting Priorities
Setting Goals
Getting Time Under Control

Problem Solving and Decision-Making Strategies
Problem Solving: The Fundamentals
Problem Solving: Determining and Building Your Strengths
Problem Solving: Digging Deeper
Decision Making: The Fundamentals
Decision Making: Tools and Techniques
Decision Making: Making Tough Decisions
Uncovering the Root Problem
Playing the Devil’s Advocate in Decision Making
Turning Problems Around with Reverse Brainstorming
Problem Solving: Process, Tools, and Techniques

Dealing with Organizational Change
Understanding Organizational Change
Preparing for Organizational Change
Embracing Organizational Change
Managing the Stress of Organizational Change
The Importance of Flexibility in the Workplace
Developing Organizational Agility

Critical Thinking Essentials
Critical Thinking Essentials: What Is Critical Thinking?
Critical Thinking Essentials: Applying Critical Thinking Skills
Critical Thinking

Building and Maintaining Trust
Building Trust
Rebuilding Trust
Rebuilding Trust
The Fruits of Integrity: Building Trust at Work

Personal Productivity Improvement
Personal Productivity Improvement: Managing Your Workspace
Personal Productivity: Self-organization and Overcoming Procrastination
Personal Productivity Improvement: Managing Tasks and Maximizing Productivity
Peer Relationships
- The Value of Peer Relationships
- Developing Strategic Peer Relationships in Your Organization
- Forming Peer Relationships and Alliances at Work
- Peer Political Styles
- Building Better Relationships through Understanding
- Building Peer Relationships

Business Ethics
- Introduction to Workplace Ethics
- Developing a Code of Ethical Conduct
- Ethical Decision-making in the Workplace
- Do You Share Your Organization’s Values?
- Office Politics – What Will You Do?
- Ethical self-Promotion
- Ethics, Integrity and Trust
- The Ethics Enigma

Living and Working Abroad in the United States
- American Work Culture and Values
- Key Aspects of the American Work Environment
- Communicating Successfully in the American Workplace
- Succeeding in the American Workplace

Interviewing Strategies for the Interviewee
- Preparing for an Internal Interview
- Making a Positive Impression in an Internal Interview

Campus to Corporate
- Campus to Corporate: Meeting New Expectations
- Campus to Corporate: Developing a Professional Image

Public Speaking Strategies
- Public Speaking Strategies: Preparing Effective Speeches
- Public Speaking Strategies: Confident Public Speaking

Project Management Curriculum
JP 313 Project Management for Non-Project Managers
- Project Management Fundamentals
- Transitioning into a Project Management Role
- Initiating and Planning a Project
- Managing a Project
- Troubleshooting and Closing the Project
- Project Management for Non-Project Managers
- Managing Projects with No Direct Authority
- Supporting Project Managers
- Ensuring Management Buy-In on a Project
- Managing Conflict in Project Teams
- Handling a Change Request
- Scope Definition Tools and Techniques
- Managing Scope on a Project
- Weighing the Costs of Project Change
- Managing Vendor Relationships
- Anticipating and Solving Problems as a Project Champion
- Addressing Stakeholder Conflicts
- Portfolios, Programs, and Projects: What’s the Difference?
Controlling Project Cost
Mitigating Risks when Improving Processes
Ethics and Risks: Why they Matter in Project Success
Project Management Essentials


Managing Projects within Organizations (PMBOK® Guide Fifth Edition)
Project Management Overview (PMBOK® Guide Fifth Edition)

Project Integration Management (PMBOK® Guide—Fifth Edition-aligned)

Direct, Monitor, and Control Project Work (PMBOK® Guide Fifth Edition)
Controlling Changes and Closing a Project (PMBOK® Guide Fifth Edition)

Project Scope Management (PMBOK® Guide—Fifth Edition-aligned)

Project Requirements and Defining Scope (PMBOK® Guide Fifth Edition)
Monitoring and Controlling Project Scope (PMBOK® Guide Fifth Edition)

Project Time Management (PMBOK® Guide—Fifth Edition-aligned)

Defining and Sequencing Project Activities (PMBOK® Guide Fifth Edition)
Estimating Activity Resources and Durations (PMBOK® Guide Fifth Edition)
Developing and Controlling the Project Schedule (PMBOK® Guide Fifth Edition)

Project Cost Management (PMBOK® Guide—Fifth Edition-aligned)

Planning Project Costs (PMBOK® Guide Fifth Edition)
Controlling Project Costs (PMBOK® Guide Fifth Edition)

Project Quality Management (PMBOK® Guide—Fifth Edition-aligned)

Plan Quality Management (PMBOK® Guide Fifth Edition)
Quality Assurance and Quality Control (PMBOK® Guide Fifth Edition)


Planning Project Human Resources (PMBOK® Guide Fifth Edition)
Managing Project Human Resources (PMBOK® Guide Fifth Edition)

Project Communications Management (PMBOK® Guide—Fifth Edition-aligned)

Plan and Manage Project Communications (PMBOK® Guide Fifth Edition)
Control Project Communications (PMBOK® Guide Fifth Edition)

Project Risk Management (PMBOK® Guide—Fifth Edition-aligned)

Identifying Project Risks (PMBOK® Guide Fifth Edition)
Performing Risk Analysis (PMBOK® Guide Fifth Edition)
Risk Response and Control (PMBOK® Guide Fifth Edition)

Project Procurement Management (PMBOK® Guide—Fifth Edition-aligned)

Planning Project Procurement Management (PMBOK® Guide Fifth Edition)
Managing Procurements (PMBOK® Guide Fifth Edition)

Project Stakeholder Management (PMBOK® Guide—Fifth Edition-aligned)

Project Stakeholder Management (PMBOK® Guide Fifth Edition)

Program Management (PMI® Second Edition-aligned)

Introduction to Program Management
Program Life Cycle and Benefits Management

Code of Ethics and Professional Conduct (PMI® Standard-aligned)

The Role of Ethics in Project Management
Core PMI® Values and Ethical Standards

IT Project Management Essentials

IT Project Management Essentials: Introduction to IT Project Management
IT Project Management Essentials: Initiating and Planning IT Projects
IT Project Management Essentials: Executing IT Projects
IT Project Management Essentials: Monitoring and Controlling IT Projects
IT Project Management Essentials: Managing Risks in an IT Project
IT Project Management Essentials: Testing Deliverables and Closing IT Projects

Managing Software Project Outsourcing
Managing Software Project Outsourcing: Preparing to Manage an Outsourced Project
Managing Software Project Outsourcing: Developing a Vendor Contract
Managing Software Project Outsourcing: Working with the Outsourced Team
Managing Software Project Outsourcing: Dealing with Risks

Agile Practitioner—(PMI-ACP & ScrumMaster aligned)
Agile Project Management Essentials
Adopting an Agile Approach to Project Management
An Overview of Agile Methodologies
Overview of the Scrum Development Process
Agile Planning: Project Initiating and Requirements Gathering
Agile Planning: Doing Estimates and Completing the Release Plan
Planning and Monitoring Iterations on an Agile Project
Leading an Agile Team
Managing Stakeholder Engagement on an Agile Project
Ensuring Delivery of Value and Quality in Agile Projects
Core PMI® Values and Ethical Standards

PRINCE²®: 2009 Foundation
Overview of Project Management (PRINCE²®: 2009-aligned)
Project Organization, Planning and Risk (PRINCE²®: 2009-aligned)
Project Quality, Change and Progress (PRINCE²®: 2009-aligned)
Starting Up, Initiating and Directing a Project (PRINCE²®: 2009-aligned)
Controlling, Managing and Closing a Project (PRINCE²®: 2009-aligned)
Tailoring PRINCE2 to a Project Environment (PRINCE²®: 2009-aligned)

Mentoring Assets
Mentoring PRINCE2: Foundation
Mentoring Certified Associate in Project Management (CAPM) PMBOK Guide 5th Ed.

Test Preps
TestPrep PRINCE2: Foundation
TestPrep Certified Associate in Project Management (CAPM) PMBOK Guide 5th Ed.

Team Building Curriculum
Optimizing Your Performance On a Team
Being an Effective Team Member
Establishing Team Goals and Responsibilities
Elements of a Cohesive Team
Effective Team Communication
Using Feedback to Improve Team Performance
Power and Politics in Matrixed Teams

Leading Teams
Leading Teams: Launching a Successful Team
Leading Teams: Establishing Goals, Roles, and Guidelines
Leading Teams: Developing the Team and its Culture
Leading Teams: Building Trust and Commitment
Leading Teams: Fostering Effective Communication and Collaboration
Leading Teams: Motivating and Optimizing Performance
Leading Teams: Dealing with Conflict
Leading Teams: Managing Virtual Teams
Building Trust Incrementally
Inspiring your Team
Support Your Leader
Developing Self-Sufficient Teams
Choosing the Right Team Culture
Managing Communications in a Virtual Team
Building and Leading Teams
Meeting Team Performance Challenges
## Business Analysis

**Certified Business Analysis Professional (CBAP™)—BABOK® Guide V2.0 aligned**

- Introduction to Business Analysis and Essential Competencies
- Introduction to Business Analysis Planning
- Planning Business Analysis Communication and Monitoring
- Business Analysis Requirements Elicitation
- Business Analysis Requirements Management and Communication
- Business Analysis: Enterprise Analysis
- Business Analysis: Introduction to Requirements Analysis
- Business Analysis: Verify and Validate Requirements
- Business Analysis: Solution Assessment and Validation
- Final Exam: Certified Business Analysis Professional (CBAP)—BABOK V2.0 aligned

## SALES AND CUSTOMER FACING SKILLS

### Sales Curriculum

**Sales Foundations**

- Introduction to Sales
- Strategic Sales Planning
- Preparing for Successful Sales
- Developing Strong Customer Relationships
- Working within the Sales Culture of Your Organization
- Developing a Customer-focused Sales Approach
- Don’t Only Go For the Big Fish
- The Ethics of Gift Giving
- Using Persuasion Techniques to Boost Sales
- Get It Together: Organizing Your Sales Approach
- Presentations that Get People Talking
- Initiating Discovery Meetings
- The Proof Is in the Proposal
- Building Momentum in Discovery Meetings
- Using Customer Knowledge to Advance Sales
- Appealing to Prospects
- Getting Your Head Around Pipeline Management
- Prospecting Strategically
- Responding to News of a Lost Sale

### Sales Negotiations

- Negotiation Skills for Sales Professionals: Preparing to Negotiate
- Negotiation Skills for Sales Professionals: Value Exchange
- Negotiation Skills for Sales Professionals: Reaching Agreement
- Talking Value with Your Customers
- Dealing with Questions, Objections, and Resistance
- Dealing with Negotiation Challenges
- Negotiating Contract Terms
- Communicating Your Company’s Value
- Turning Obstacles into Opportunities
- Negotiating with Your Customer

### Solution Selling

- Solution Selling: Mastering the Essentials
- Solution Selling: Meeting an Active Need
- Solution Selling: Creating New Opportunities
- Turning Potential Customers into Allies
- Preparing to Implement Solutions
- Managing Implementation Problems
- Connecting Customers and Solutions

### Strategic Account Sales Skills

- Selling to Key Players
- Selling the Positive First Impression
- Building relationships
- Crafting Sales Strategies
- Pricing Strategy
- Performance Payout Plans
- Sales and Marketing: Two Sides of the Same Coin?
Customer Service Curriculum

Frontline Call Center Skills
- The Importance of Call Tracking and Ticketing
- Creating an Effective On-hold Message
- Aligning Agent Behaviors with Caller Types
- Determining Proper Expectation Management Techniques
- Training Methods for CSRs in the Customer Contact Industry

Inbound Call Center Management
- Converting a Call Center to a Profit Center
- Managing Your Call Center More Efficiently
- Customer Service Training – The Interview and Beyond
- Disaster Recovery – Keeping the Lines Open
- Preventing Agent Absenteeism through Better Working Conditions
- Workforce Management Software—Is It Worth It?
- Prioritizing Rewards and Recognition in Call Centers

ITIL® 2011 Edition Foundation Syllabus
- ITIL® 2011 Edition Foundation: ITIL® and the Service Lifecycle
- ITIL® 2011 Edition Foundation: Introduction to Service Operation
- ITIL® 2011 Edition Foundation: Continual Service Improvement

ITIL® 2011 Edition Overview
- ITIL® 2011 Edition Overview: Creating a Service Culture
- ITIL® 2011 Edition Overview: Introduction to the ITIL® Framework
- ITIL® 2011 Edition Overview: Certification and Benefits

ITIL® 2011 Edition Intermediate Level: Operational Support & Analysis (OSA)
- ITIL® 2011 Edition OSA: Introduction to Operational Support and Analysis
- ITIL® 2011 Edition OSA: Incident Management Interactions
- ITIL® 2011 Edition OSA: Introduction to Request Fulfillment
- ITIL® 2011 Edition OSA: Request Fulfillment Process Interfaces and Challenges
- ITIL® 2011 Edition OSA: Introduction to Functions
- ITIL® 2011 Edition OSA: Function Activities
- ITIL® 2011 Edition OSA: Technology and Implementation Considerations

Customer Service Representative, Professionalism
- The Customer Service Representative (CSR)
- Support Center Services and Work Environment
- Team and Customer Relationships

Customer Service Representative, Skills
- Customer Interactions
- Communication Skills
- Conflict, Stress, and Time Management

Customer Service Representative, Process
- Customer Service Processes and Procedures
- Quality in a Support Center
- Support Center Tools, Technologies and Metrics
- Dealing with Irrational Customers and Escalating Complaints
Customer Service Fundamentals

- Customer Service in the Field
- Customer Service over the Phone
- Internal Customer Service
- Customer Service Confrontation and Conflict
- Shaping the Direction of Customer Service in Your Organization
- Aligning Performance to Key Indicators
- The Angry Caller: What’s Your Plan?

Customer Focus

- Identifying and Managing Customer Expectations
- Creating and Sustaining a Customer-focused Organization
- Customer-focused Interaction
- Listening to your Customers
- Creating a Customer-focused Organization
- Developing Your Customer Focus
- Customer Advocacy
- Customer Advocacy: Communicating to Build Trusting Customer Relationships
- Customer Advocacy: Enhancing the Customer Experience
- Customer Advocacy: Supporting Customer Advocacy

Industry Foundations

Industry Overviews

- The Telecommunications Industry Overview: Version 3
- The Health Care Industry Overview: Version 3
- The Insurance Industry Overview: Version 3
- The Oil and Gas Industry Overview: Version 3
- The Retail Industry Overview: Version 3
- The Manufacturing Industry Overview: Version 3
- The Pharmaceutical Industry Overview: Version 4
- The Information Technology Industry Overview: Version 3
- The Federal Government Industry Overview: Version 3
- The Education Industry Overview: Version 1
- The Utilities Industry Overview: Version 1
- The Chemicals Industry Overview: Version 1
- The Broadcasting & Entertainment Industry Overview: Version 1
- The Capital Markets Industry Overview: Version 1
- The Consumer Electronics Industry Overview: Version 1
- The Aerospace & Defense Industry Overview: Version 1
- The Biotechnology Industry Overview: Version 1
- The Automotive Industry Overview: Version 3
- The Food and Beverage Industry Overview: Version 3
- The Agriculture Industry Overview

Test Preps

- TestPrep ITIL Foundation

Mentoring Assets

- Mentoring ITIL Foundation