Project Management 360

Prepare to lead successful large-scale projects by refining both your project leadership and project management skills. As a project leader, you need to think both strategically and tactically to lead high-functioning teams to meet your objectives. Learn how to scope projects effectively, improve time budgeting and resource allocation, and gain the communication skills and emotional intelligence needed to get the project done on time and within budget.

Students who successfully complete all 11 courses in this certificate program receive a Project Management 360 Certificate from Cornell University's College of Engineering.

Cornell University's College of Engineering will also grant .6 Professional Continuing Education Units (CEUs) to each student who successfully completes each course.

Who Should Enroll

- Team leaders, managers, and individual contributors from any functional area who are responsible for the success of projects
- Students with exposure to formal project management efforts or tools, but who don't have formal project management training
- Students from a diverse range of organizations, including for profits, NGOs, and governmental agencies

What You'll Learn

- Develop the emotional intelligence needed to lead a high-performing team
- Communicate more effectively with stakeholders throughout the project's life cycle
- Take on multiple leadership styles as the situation requires
- Develop the tools and skills to manage damaging conflict while fostering healthy conflict
- Identify ways to monitor the critical performance aspects that many project leaders miss
- Examine the project management life cycle and key project characteristics
- Develop a work breakdown structure
- Construct a project network to identify task durations
- Construct a Gantt chart
- Use float information for decision-making
- Identify the critical path
- Recognize shortcomings in computation
- Identify sources of uncertainty in task durations
- Examine PERT computations

Inside the Program

- Courses begin every 2 weeks, so you can start whenever you're ready. You can take the courses back to back or take time off between your courses.
- Students spend approximately 3-5 hours on each course per week.
- Lectures, text transcripts, readings, discussions, and projects are accessible 24 hours a day for three weeks each.
- Courses include multiple choice quizzes and instructor-moderated discussions. A final project is required for each course, allowing you to practice what you've learned in a real-world context.
- Expect plenty of opportunities for collaboration and networking with fellow participants both during and after your courses.

Total Investment

Regular Certificate Pricing: $6850.
Monthly payment plan options also available.
Please contact us for details.

Each course is two weeks long, so you can finish your certificate in as little as 11 months.

To register today, visit:
eCornell.com/ProjectManagement360

Project Management 360

Leverage Emotional Intelligence for Project Results (CEPL501)

In this course, you'll learn how project leaders use concepts of emotional intelligence and practice skills relevant to managing emotions so that they can enjoy better project outcomes. You will focus on five critical aptitudes:

- Communication
- Relationship management
- Decision making
- Conflict management
- Motivation

Communicate Well to Drive Project Outcomes (CEPL502)

Learn to host kick-offs and lead meetings that guide the team toward successful outcomes. You will practice communicating with a fresh, even sometimes unfamiliar, perspective in order to bring about productive and high-functioning working relationships.

- Effectively communicate the project status and outlook, both to team members and stakeholders
- Consider how you might listen better and encourage helpful team communication

Turning Groups Into Teams (CEPL503)

In this course, you'll take a look at how teams tend to progress, what might impact motivation and engagement, and how culture can influence behaviors and results.

- Learn how to better increase team engagement
- Leverage team members' preferred roles to improve performance

Leading Project Teams (CEPL504)

This course will prepare you to identify and employ a number of leadership styles, depending on the situation and desired outcome. Learn how to manage safety concerns, when to be directly coercive, and see how creative collaboration and a shot of inspiration can turn things around for a team.

- Assess the strengths and weaknesses of your default leadership style and consider applying other techniques
- Consider what style will work best for your team in general and what styles apply only to certain situations

Managing Conflict on Project Teams (505)

In this course you'll learn to identify various causes and sources of conflict and learn to foster healthy disagreement within a project team.

- Recognize when conflict is damaging and when it's helpful
- Manage conflict in a way that allows for healthy disagreement within the team

Monitoring and Controlling Projects (CEPL506)

When errors, misses, over-runs and problems occur during projects, a balanced, measured response from the project leader is critical. In this course, you'll learn:

- To balance human elements of project monitoring and control and review common errors that occur on projects
- Learn how to ask the right questions, work toward solutions, and improve team connectedness

Project Management 360

Organizing the Project and Its Components (CEPM501)

This course will provide clear, understandable, and practical methods for achieving better results and teach you to break down a project into pieces that can be scheduled, tracked, and controlled. Equip yourself with the concepts, tools, and language of project management that can be applied to projects of all shapes and sizes.

- Identify work breakdown structures and create a project network
- Use Gantt charts and float information to make decisions
- Identify sources of uncertainty in task durations and examine how PERT computations are done

Planning and Managing Resources (CEPM502)

This course combines a focus on formal project management mechanisms with an emphasis on the human element: what can project managers do to resolve issues brought about in the normal course of working with customers, team members, and stakeholders?

- Use strategies to deal with overly optimistic estimates
- Perform resource leveling
- Make sound decisions as to whether (or not) to crash specific activities or to fast-track them to support schedule compression analysis

Assessing, Managing, and Mitigating Project Risk (CEPM503)

Examine types of project risk and learn to apply specific mitigation strategies. You will analyze a past project you've worked on and assess what the risks might have been and why. Then you'll analyze the outcomes and perform several calculations to compute the probability that a project will finish on time.

- Define project risks and the iterative process for the identification of evolving risks
- Employ tools to assess risk likelihood, evaluate responses, and apply strategies to mitigate risk

Using Earned Value Management for Project Managers (CEPM504)

Leverage Earned Value Management (EVM) concepts to monitor scope and resources invested in a project. Make more accurate forecasts and adjust and apply corrective measures throughout the project lifecycle.

- Identify strategies for computing planned cost, planned value, and earned value
- Examine Schedule Performance Index and Cost Performance Index so that you can use them to your benefit and ensure project success

Agile Project Management Approaches (CEPM505)

This course is designed for seasoned project managers who want to improve team performance by building flexibility and agility into the project plan. Agile approaches can help overcome challenges and ultimately lead to better outcomes.

- Apply lean principles in the project management arena
- Determine how the characteristics of a project dictate the right structure for project planning, management, and control