Stanford Advanced Project Management

Learn to successfully manage critical projects and programs

Integrate project management with organizational goals

Prioritize projects with proven methodologies

**Stanford Center for
Professional Development**

STANFORD ADVANCED
PROJECT MANAGEMENT

Advanced Curriculum for a Changing Marketplace

Today's organizations need to develop project managers who can complete projects on time and within budget. Yet even more critically, organizations must develop and leverage project management capabilities into a competitive advantage.

Stanford Advanced Project Management combines Stanford University's academic and research expertise with the proven project management methodologies of IPSolutions, Inc. The result is a dynamic curriculum that provides advanced skills and practical instruction on the processes, organizational structure, and tools that ensure that project work yields the desired business results.

The Stanford Advanced Project Management curriculum will give you the insights and tools to convert challenges into opportunities with powerful approaches to:
✓ Build relationships for top results—with management, team members, customers, partners and vendors.
✓ Maximize resources across multiple projects and programs.
✓ Prioritize projects, turn tasks into strategic advantages, and learn when "no" is the positive response to a project.
✓ Understand and communicate the ongoing value of projects within the corporate economic context.
✓ Reap process, productivity, and profitability improvements across the organization

Participants who complete six courses in the Stanford Advanced Project Management curriculum earn the credential of Stanford Certified Project Manager. Apply today, and join the growing community of managers and executives who are furthering their careers with advanced project management credentials.

Program Benefits
To date, over 5,000 individuals representing over 600 organizations have participated in the Stanford Advanced Project Management program. With Stanford Advanced Project Management, you have the flexibility of taking courses in your areas of interest and even becoming a Stanford Certified Project Manager (SCPM) by earning the mastery certificate.

The program's instructional design ensures that you learn the advanced skills and application of project management principles needed to produce actual business results, rather than just focusing on basic concepts and principles. In each course you will:
✓ See ideas in action through case studies and simulations.
✓ Put those ideas to work in hands-on lab sessions.
✓ Gain practice in using proven tools you can adapt and apply on the job.

CREDIT OPTIONS

You may also earn—
✓ Continuing Education Units (CEUs) from Stanford University
✓ Professional Development Units (PDUs) to maintain certification as a Project Management Professional (PMP®) from the Project Management Institute (PMI®)

Stanford Certified Project Manager (SCPM)
Are you ready to take the next step in project management? Become a Stanford Certified Project Manager (SCPM). SCPM is:
✓ a sought-after credential that represents leading-edge thinking, the latest advances in technology in project management, and skilled application of advanced project management techniques.
✓ a distinguished mark of recognition from a leading academic institution which says you have achieved advanced expertise in the individual and organizational aspects of the project management discipline.

Whether you are a long-time PMP, an executive responsible for the mastery of project management throughout your organization, or a project manager seeking a practical credential, show your management that you're a leader in project management.

Build on the fundamental project management education that you already have. Earn your mastery certificate in project management from the Stanford Advanced Project Management program and put "SCPM" after your name.

Who Should Attend
- ✓ Experienced project and program managers—benchmark your practices against industry leaders and bring enhanced leadership skills to your project environment.
- ✓ Product development, line-of-business, IT managers, and other professionals—acquire an advanced, practical project management education.
- ✓ Senior managers and executives—leverage your organization's technical and managerial expertise through strong portfolio planning and project management.

Flexible and Convenient Study Mode
Online learning is the predominant study mode. You can complete courses anytime, anywhere. All the content of the on-campus course is available according to your own study and review schedule for a 90-day asynchronous access period per course. This cost-effective option also provides e-mail access to an online faculty member.

Access is possible through *Stanford Online*, the award-winning Internet delivery program of the Stanford Center for Professional Development. *Stanford Online's* flexible delivery system makes the curriculum accessible at any time for coursework and review. As with the on-campus courses, participants in SAPM online can take individual courses, or earn a certificate by completing six or more courses. Online participants will also have the opportunity to earn Continuing Education Units (CEUs) from Stanford University and Professional Development Units (PDUs) from PMI.

Benefits of accessing courses online:

Convenience: Course videos and presentation materials are streamed directly to each participant's desktop -- at work, at home, or while traveling. Delivery to the participant saves travel time and expense. Unlike the on-campus sessions which only occur a few times each year, the online courses are available on demand, meaning you can begin the program at any time. Each paid online registrant receives 90 days of asynchronous access per course, allowing participants to control their own viewing schedule and repeat lectures as needed.

Demonstration: Download the MediaPlayer and view online course previews at:
http://apm.stanford.edu/courses/crsePreviews.html

Comments from Past Participants

"After completing the program I was more aware of doing things in a more structured manner. Before I began, my approach was mostly intuition and experience. Now I have a toolbox I can use."

Ines Deschamps, Business Operations Manager,
Customer Advocacy Advanced Services
for the Global Operations Group,
Cisco Systems, Inc.

"This program opens a whole new world to someone in my position. I thought, with my experience, that I knew all about project management. After my first class I said, 'I don't know anything.' I used to look at a project just as a project, without linking to the company. This program is about taking a company's strategic initiatives and implementing them in the course of your work. I started applying what I'd learned to my work from the first class on."

Bradley Anderson, Program Manager
Cholestech Corporation

Participant Profile

Following are partial lists showing representative job titles and organizations of recent participants in the program:

Job Titles
- Director of Application Projects & Technical Services
- Director of Finance
- Director of Program Management
- Director of Public Works
- Director, Office of PM & Engineering Support
- Engineering Project Manager
- Executive Project Manager
- Global Program Manager
- Human Resources Manager
- Manager, Corporate Project Mgmt
- Manager, Project Control
- Practice Leader
- Process Development Manager
- Project Lead
- Senior Manager, MIS Program Office
- Senior Project Manager
- Vice President
- VP, IT and Corporate Planning
- Worldwide Director of Professional Development

Organizations
- Boeing
- Cisco Systems, Inc.
- Clorox
- Compassion International
- Kaiser Permanente
- Los Alamos National Laboratory
- Motorola Asia Pacific Limited
- National Semiconductor
- Procter & Gamble
- Providian Financial
- Siebel Systems, Inc.
- General Motors
- Guidant Corporation
- Hewlett-Packard
- IBM
- St. Jude Medical
- Sun Microsystems
- United States Navy
- US Department of Energy
- Verizon
- WellsFargo Bank

Curriculum

The Stanford Advanced Project Management Program China consists of three core courses plus three electives, as follows:

- **Converting Strategy Into Action:** This foundation course provides the conceptual framework for all of the other courses in the program, introducing proven approaches and emerging concepts for aligning an organization's project and program initiatives with its strategic objectives. You will learn why traditional "project management as usual" practices don't work in today's complex, fast-paced business environments -- then acquire a comprehensive organizational mastery model that does work. You'll emerge with a firm grasp of what it takes for an organization to be focused and successful with projects and programs that consistently execute business strategies.

  Learn how to:
  - ✓ Align project initiatives with strategic objectives.
  - ✓ Select, prioritize, and manage a portfolio of projects in a product development or other fast-paced business environment.
  - ✓ Complete projects faster, with more efficient resource deployment.
  - ✓ Use new tools to support planning and execution, thereby shrinking time to market.
  - ✓ Address "crisis mentality" and use time more effectively.
  - ✓ Champion advanced project management with both co-located and virtual teams.
  - ✓ Close the gap between knowing and doing.
  - ✓ Customize a best-practices-based organizational mastery model for direct application in your organization.
  - ✓ Build a stronger project-based matrix organization that is capable of consistently high performance.

- **Mastering the Integrated Program:** Learn best-practice approaches to meeting the complex challenges of managing programs made up of multiple projects. Recognizing that it is not enough to approach programs simply as big projects, this course develops a unique set of management skills based on a comprehensive five-step process model. You will acquire proven techniques for initiating, defining and organizing, planning, tracking and managing, and closing out programs of any type and size. You'll also learn how to manage the project interfaces that are crucial to program success.

  Learn how to:
  - ✓ Grow the program team, starting with a small initial team.
  - ✓ Review program background, success measures, and strategic risks; confirm program alignment with business objectives.
  - ✓ Define and plan the program.
  - ✓ Set up program infrastructure, including program processes and a program management office (PMO).
  - ✓ Conduct a simple and effective integration of program scope.
  - ✓ Integrate the program schedule through effective interface management.
  - ✓ Optimize the program plan.
  - ✓ Generate risk management plans.
  - ✓ Promote organization-wide consistency of terminology and methodology.
  - ✓ Set up tracking processes to ensure performance to key measurements.
  - ✓ Develop fact-based data for effective decision making**.**

- **Mastering the Project Portfolio:** In this core course, you will learn an industry-proven approach to the high-challenge, high-stakes, and high-payoff undertaking of ensuring that the organization is investing in the right projects, giving those projects the right resources, and getting them completed at the right time. The course offers a complete, best-practices-based methodology for project selection, prioritization, and oversight -- plus mentoring in how to resolve real-world implementation concerns.

Learn how to:
- ✓ Establish effective governance over a project portfolio or multiple project portfolios.
- ✓ Evaluate the inherent value -- and risk -- of projects in the portfolio.
- ✓ Align projects with strategic objectives.
- ✓ Make trade-offs between several desirable opportunities when faced with insufficient resources to accomplish them all.
- ✓ Customize, implement, and institutionalize a portfolio management process that will work for your organization.
- ✓ Apply good sense in managing the day-to-day details of the portfolio.
- ✓ Reduce the negative impact of organizational politics.
- ✓ Integrate the portfolio management process with other business processes.
- ✓ Promote organization-wide consistency with regard to portfolio management objectives, processes, roles, and responsibilities.
- ✓ Effectively work with clients or customers to help them organize their project portfolios.
- ✓ Evaluate existing projects against new projects while managing a dynamic pipeline in which projects are constantly added, closed out, and rescoped.
- ✓ Effectively estimate resource capacity against resource demand.
- ✓ Better understand project interdependence.
- ✓ Effectively handle the requests of project and functional managers for more time, money, and resources.
- ✓ Promote organization-wide consistency with regard to portfolio management objectives, processes, roles, and responsibilities

- **Leveraging the Customer Relationship:** This course develops skill in managing customer relationships, whether internal or external. You will acquire proven communication and negotiation techniques for handling the challenging dynamics of customer interaction. You'll learn how you can be most effective at diagnosing customer problems, selling ideas internally, managing customers' changing needs and wants, facilitating decision making, ensuring customer satisfaction, and following through on opportunities for business development.

  Learn how to:
  - ✓ Increase customer satisfaction without compromising your organization's values and goals.
  - ✓ Balance competing objectives.
  - ✓ Employ optimal communication techniques when interacting with key project stakeholders.
  - ✓ Facilitate decision making.
  - ✓ Conduct principled negotiations that bring project goals and financial requirements into alignment.
  - ✓ Effectively manage change as you define and negotiate customer needs and wants.
  - ✓ Take gender and cultural differences into consideration when interacting with customers.
  - ✓ Recognize and capitalize on opportunities for business development inside and outside the customer's organization.

- **Designing the Organization for Execution:** An organization's ability to execute strategy in a rapidly changing world is widely acknowledged to be the ultimate differentiator — and the ultimate challenge — in today's dynamic, global business environment. This course will enable you to be an effective contributor in shaping an organization that is ready to stand up to the challenge. You will be prepared to design and implement the structure, culture, processes, and tools that optimally align your project, program, and business unit-level organization with a set of strategic objectives that is continually changing in response to market demands.

  Learn how to:
  - ✓ Design an organization capable of aligning its project and program activities with its business strategy, in real-time.
  - ✓ Successfully resolve the range of "people issues" that can impede responsiveness and flexibility.

- ✓ Develop the capability to respond quickly, fully, and seamlessly to global customers' expectations.
- ✓ Expand your organization's capability to execute by building high-functioning alliances with the right vendors.
- ✓ Identify and create the optimal matrix structure for your organization.
- ✓ Come to grips with the cultural issues that stand in your organization's way.
- ✓ Increase your effectiveness as a change agent within the implementation environment.

Leadership for Strategic Execution: This course addresses the key leadership challenges facing those with responsibility for executing their company's strategies through organizational change and portfolio, program, and project implementation. The course focuses on the skills and competencies that leaders require for guiding their organizations, in addition to offering innovative tools for engaging others in meaningful collaboration. It includes such critical topics as:

Learn how to:
- ✓ Leading decision-making and communications in strategic execution planning.
- ✓ Ensuring strategic alignment and organizational "fit."
- ✓ Assessing and planning for organizational execution risks.
- ✓ Building collaborative partnerships through sponsorship and alliances.
- ✓ Planning and leading changes induced by new strategies and portfolios.

Program Faculty

The Stanford Advanced Project Management curriculum is shaped and presented by Stanford faculty and IPSolutions experts, incorporating recommendations from the program's advisory council of industry executives.

Learn from Stanford professors with decades of experience consulting in their areas of expertise -- for Cisco, Gap, HP, IBM, NASA, and more. Stanford faculty are globally recognized in their areas, through publications, teaching, and practical application of their research.

Stephen Barley Professor of Management Science and Engineering, Co-Director of the Center for Work, Technology, and Organization, Stanford University, is an expert on the impact of new technologies on work, the organization of technical work, and organizational culture.

Raymond Levitt (Program Academic Director) Professor of Civil and Environmental Engineering, Stanford University, has worked with global companies in the design of project/matrix organization structures, work processes, and IT applications to support project work. His current work focuses on modeling and simulating the significant institutional costs that can arise in global projects.

William Malek (Program Curriculum Director) CEO, IPSolutions, has over 20 years of experience in project, program, and portfolio management, as well as extensive business consulting with a focus on the successful planning and launching of new products and services. Corporate clients have included American Airlines,

Sun Microsystems and Prudential Real Estate Investment.

Mark Morgan Senior Professional, IPSolutions, has 25 years of experience in project and program management, including a 13 year career with IBM spanning both hardware and software initiatives. He has developed processes for the use of collaboration tools in managing distributed teams.

Robert Sutton Professor of Management Science and Engineering, and, by courtesy, the Graduate School of Business, Co-Director of the Center for Work, Technology, and Organization, Stanford University, has consulted to dozens of companies worldwide. He co-authored *The Knowing-Doing Gap* and wrote the award-winning *11 1/2 Weird Ideas That Work*.

Russ Zinser Vice President of Education for IPSolutions, has over 30 years of experience in project, program, and portfolio management, and has created and delivered customized project management courseware for many IPS clients.

About Stanford Center for Professional Development
The Stanford Center for Professional Development collaborates with the School of Engineering faculty and other Stanford University departments to provide academic graduate education and professional education short courses for engineers, scientists, technology professionals, and managers in industry. Courses are delivered via distance learning technologies as well as on campus.

About IPSolutions
IPSolutions enables organizations to build their capabilities in project, program, and project portfolio management. The company works with clients in Fortune 500 and other organizations worldwide, providing a full range of education and consulting solutions including courses, custom workshops, project office and portfolio management services, capability assessments, mentoring, and other support services.

About Stanford University
Recognized as one of the world's leading research and teaching institutions, Stanford has one of the most renowned faculties in the world. Stanford is committed to offering its students an education that is unrivaled among research universities. Stanford University is an incredibly exciting and diverse community that offers remarkable breadth in both academic and extracurricular activities.

The pioneering spirit that inspired Jane and Leland Stanford to start the university more than a century ago is manifested in the many successful corporations in the Silicon Valley. Today Stanford University and the Silicon Valley share strong ties, and those linkages help maintain Stanford's position as a preeminent university.

Application
To apply, please contact me or Tony Hui; Program Director to request and complete the registration form and forward to:

Jomie Leung
International Marketing Consultant
China Education (HK) Ltd.
Suite 3003, Shun Tak Center,
200 Connaught Road, Sheungwan, Hong Kong
Mobile : 852-9133 2382
Tel: 852-25370541
Fax: 852-25370549
Email: stanford@service.chinaedugrp.com

Once you have been admitted to the program, an acknowledgement letter will be sent within one week.

Application does not guarantee admission; an admissions committee will review all complete applications and confirm with the applicant within one week.