



PLANVIEW TRAINING
COURSE CATALOG
JULY 2018 RELEASE

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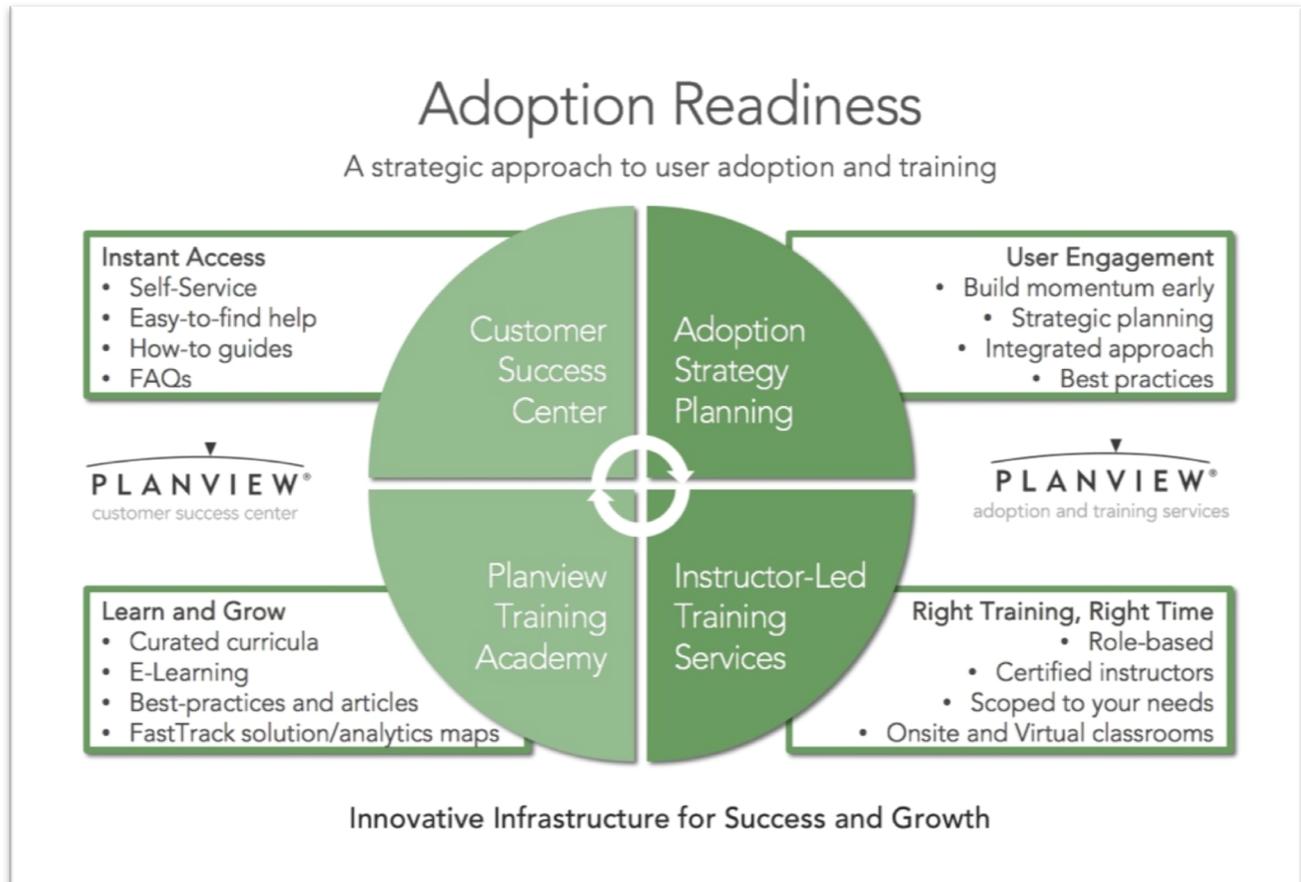
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The Planview Adoption and Training Philosophy

At Planview, customer success is our top priority. We understand that introducing a new software application and refining business processes bring real change to your employees, and change can be difficult. A study analysis from the business strategy firm Sand Hill highlighted the advantages of a user-oriented approach, stating that “user-focused companies start their organizational change efforts early and achieve 300% higher returns on their end-user programs than the tech-focused practice of starting with/after deployment.”



Holistic Approach

Planview Adoption and Training Services encompasses programs, products, and services focus on preparing your employees to adopt Planview quickly. While we believe that training is a critical component to successful adoption of tools and processes, we also know that training must be combined with proactive communication, a ready user base, and opportunities for ongoing and just-in-time learning to sustain your success. Starting from your initial implementation, we work with you to round out your knowledge of adoption best practices, to develop a plan to communicate the changes coming, review strategies to support your users during and after implementation, and ensure the right people get the right training at the right time. As your company’s utilization matures, our expanded offerings provide a diversified range of learning and growth opportunities. The Planview assets work together to provide the most comprehensive and impactful adoption approach in the market.

Planview Adoption and Training Services

Planview Adoption and Training services all focus on one thing – successfully preparing our customers to ensure a successful adoption of their Planview software. A key component is training users on how to use Planview, within the context of their individual roles and processes. All our training options are objective-based in nature, and combine best practices with quality Planview software instruction.

Training Methodology

Timely and relevant training is critical to your success. Planview takes an objective-based approach, ensuring that all training activities center on relevant processes, tasks, and output for each course participant. Our classes are broken into 5 categories designed to build upon each other and provide your users with a comprehensive understanding of Planview.

- Foundational (Level 0) – Introductory learning to familiarize user to basic screens and navigation in tool; most foundational training is available in the online Training Academy
- Beginner (Level 1) – initial class taken in a broad subject area, introduces concepts
- Intermediate (Level 2) – classes focus on broad themes within a subject area
- Advanced (Level 3) – classes focus on specific themes within a subject area
- Master (Level 4) – classes focused on complex themes within a subject area; not all subject areas will have Master classes

Training Services Offerings

Below is a brief description of the Training Services offerings available to Planview customers. The last section of this catalog provides brief course overviews, recommended courses by role, as well as prerequisites and delivery options.

- **On-Site Classroom:** At your offices or ours, you get the benefits of classroom training led by certified Planview Training Consultants. Select classes from the course catalog, or work with your Planview Adoption and Training Manager to develop a training plan specific to your organization's needs. Planview Adoption and Training Services provides digital training materials to each student attending these courses.
- **Virtual Classroom:** When travel costs aren't in the budget, or you have very large or geographically dispersed groups, Virtual Classroom is a scalable, interactive platform on which to receive live course instruction. These courses deliver high quality product training through a web-based platform. Most of the courses we offer through On-site Classroom training can be delivered via our Virtual Classroom platform. These classes are delivered in half-day sessions, and are ideal for students to absorb and practice information in an interactive, web-based environment. Planview Adoption and Training Services provides digital training materials to each student attending these courses.

- **Training Academy** The Training Academy is part of Planview's online Customer Success Center, and has material curated into subject centric curricula. Customers are encouraged to visit the Training Academy before they take a class to learn foundational information. Then again, after classroom learning, they are directed back to the Training Academy to fill in gaps, dive deeper into subjects and more.
- **Blended Training:** A unique approach to learning, Planview's Blended Training combines the benefits of working alongside a Planview-certified Subject Matter Expert (SME) with the ease of web-based learning modules, providing advanced users more targeted outcomes. Exclusive and focused, self-paced learning modules walk you through the core concepts and can be revisited as often as needed. In addition, a set number of hours are included for one-on-one coaching with an SME from Planview. These coaching hours are used incrementally over a set period, thus allowing you the ability to hone and refine the specific skills you require.
- **FastLaunch Training:** Planview offers an accelerated approach to launching a customer's program to their end users. This prescriptive approach will ramp-up the most end users in the shortest amount of time. This pre-packaged training program includes a dedicated Adoption and Training Manager to support and guide you through your training options. Also included are strategy and planning sessions, instructor-led courses, open enrollment classes for administrators, and access to the Planview Training Academy. Planview Adoption and Training Services provides digital training materials to each student attending these courses.
- **Open Enrollment:** Planview offers many open-enrollment courses year-round, and you can register for them directly from the Planview Customer Success Center. Planview Adoption and Training Services provides digital training materials to each student attending these courses.
- **Comprehensive Training Materials:** Planview student training materials are provided as part of our Adoption and Training Services. Complete sets of student training materials are also available for purchase in electronic format – perfect for organizations that would like to modify and electronically distribute training materials.
- **Customized Training Offerings:** Planview recognizes that our customers have diverse requirements, and sometimes that means our standard training offerings may not fit all their needs. Customers may elect to leverage our extensive training materials library, and have Planview customize these materials either as a replacement for, or in addition to, our standard training materials. Additionally, Planview offers recordings of customized training sessions, produced in our professional recording studio, for customers who need their custom training available on-demand to serve a rapidly changing user group.
- **Advanced Training Programs:** For customers who need training beyond the standard offerings, Planview offers a variety of advanced programs designed to develop in-house Planview Super Users, as well as Planview Trained Instructors. These programs consist of participation in a rigorous training process where customers can utilize internal resources to reduce overall training costs and facilitate on-going mentoring services.

- **Ongoing Adoption and Training Support:** We believe that effective education is ongoing and spans beyond your “go-live date.” For customers who need assistance supporting the training needs of their users, whether to answer questions, provide over-the-shoulder learning support, conduct topic-specific learning sessions, or simply to coach your Planview users, on-going adoption and training support may be your solution. Through your consultations with a Planview Adoption and Training Manager, we can help you establish an ongoing Training Plan, and assist in staffing that plan.
- **Training Partner Offerings:** By leveraging our extensive network of third-party training partners, we can provide supplemental courses to enhance your Planview experience. These courses can be added before or after your Planview training to be sure your students have the skills they need to be successful. See the full list of available courses below.

Training Course Catalog

Enterprise One

Foundational

Introduction to Portfolio and Resource Management in Enterprise One

Delivery Options:	Training Academy, On-site Classroom, Virtual Classroom
Class Duration:	1.5 Days On-site, 3 Half-day Segments Virtual
Audience:	All users
Program Level:	Foundational (Level 0)
Prerequisites:	Basic understanding of Project and Resource Management processes/methodology; <i>Concepts and Navigation</i> self-paced course in Planview Training Academy
Professional Credit:	N/A
Preparation Time:	1 Day

This training provides an introduction and orientation to the Enterprise One Portfolio and Resource Management (PRM) application.

At the conclusion of this course, the participants will understand:

- Account settings and grants
- Portfolio Basics
- Governance and Lifecycles
- Portfolio and Resource Management User Interface
- Menus, Ribbons, Tiles, and Column Sets
- Analytics and Reporting Basics

Time Reporting in Enterprise One

Delivery Options:	On-site Classroom, Virtual Classroom
Class Duration:	0.5 Days On-site*, 1 Half-day Segments Virtual
Audience:	Team Members
Program Level:	Foundational (Level 0)
Prerequisites:	Introduction to PRM; <i>Concepts and Navigation</i> and <i>Time Reporting</i> self-paced courses in Planview Training Academy
Professional Credit:	N/A
Preparation Time:	.05 Day

*Planview requires a 2-day minimum for on-site classroom options

This course provides a customer-specific, web-based training module where students review how to navigate Enterprise One PRM as a team member and how to report time using timesheets. This is offered as a stand-alone course for those who would like direct instruction in how to track time.

At the conclusion of this course, the participants will be able to:

- Understand the navigation and overview of timesheets
- Add work items to your timesheet, report effort for the time period, and sign and submit your timesheet
- Use the timesheet columns of Remaining Planned and Your Revised Estimate

Portfolio and Resource Management

Project and Resource Bundle for Enterprise One

Delivery Options:	On-site Classroom
Class Duration:	3 Days On-site
Audience:	Project Managers, Resource Managers, Data Stewards, Portfolio Managers, Program Managers, Product Owners, Finance Managers, Investment Owners, Analysts, Process Architects
Program Level:	Beginner (Level 1)
Prerequisites:	Fundamental understanding of Project and Resource Management processes/methodology, and/or Introduction to PRM; <i>Concepts and Navigation, Projects and Work</i> , and <i>Resource Management</i> self-paced courses in Planview Training Academy
Professional Credit:	8 PMI PDU's
Preparation Time:	2 Days



The bundle consists of the following courses:

- *Managing Projects in Enterprise One* provides the knowledge necessary to manage discrete work initiatives in terms of schedule, effort, and cost.
- *Managing Resources in Enterprise One* provides the understanding to manage resources for a department or function in an organization, though the specifics of how resource management is implemented varies widely among organizations.

The Registered Education Provider logo is a registered mark of the Project Management Institute, Inc.

Managing Projects in Enterprise One

Delivery Options:	On-site Classroom, Virtual Classroom
Class Duration:	2 Days On-site, 4 Half-day Segments Virtual
Audience:	Project Managers, Data Stewards, Portfolio Managers, Program Managers, Product Owners, Finance Managers, Investment Owners, Analysts, Process Architects
Program Level:	Beginner (Level 1)
Prerequisites:	Fundamental understanding of Project and Resource Management processes/methodology and/or Introduction to PRM; <i>Concepts and Navigation</i> and <i>Projects and Work</i> self-paced courses in Planview Training Academy
Professional Credit:	8 PMI PDU's
Preparation Time:	1 Day



This course provides the knowledge necessary to manage discrete work initiatives in terms of schedule, effort, and cost.

At the conclusion of this course, the participants will be able to:

- Understand the Project Management responsibilities
- Become competent in the Work and Resource Management components
- Effectively manage project plans, monitor project execution and closeout
- Manage risks, issues and changes
- Use reports for Project Management

Managing Resources in Enterprise One

Delivery Options:	On-site Classroom, Virtual Classroom
Class Duration:	1 Day On-site*, 2 Half-day Segments Virtual
Audience:	Resource Managers, Data Stewards, Portfolio Managers, Program Managers, Product Owners, Finance Managers, Investment Owners, Analysts, Process Architects
Program Level:	Beginner (Level 1)
Prerequisites:	Fundamental understanding of Project and Resource Management processes/methodology and/or Introduction to PRM; <i>Concepts and Navigation and Resource Management</i> self-paced courses in Planview Training Academy
Professional Credit:	N/A
Preparation Time:	1 Day

*Planview requires a 2-day minimum for on-site classroom options

This course provides the understanding to manage resources for a department or function in an organization, though the specifics of how resource management is implemented varies widely among organizations.

At the conclusion of this course, the participants will be able to:

- Understand the Resource Management responsibilities
- Maintain resource attribute information
- Measure and optimize resource utilization
- Develop a long-range staffing plan
- Make/approve resource assignments while resolving staffing and priority conflicts
- Review and approve timesheets
- Use reports for Resource Management

Investment and Capacity Planning in Enterprise One

Delivery Options:	On-site Classroom, Virtual Classroom
Class Duration:	1 Day On-site*, 2 Half-day Segments Virtual
Audience:	Portfolio Managers, Program Managers, Finance Managers, Investment Owners, Product Owners, Analysts, Process Architects
Program Level:	Intermediate (Level 2)
Prerequisites:	Introduction to PRM and/or Managing Projects in Enterprise One; Fundamental understanding of Investment and Capacity Management planning; <i>Concepts and Navigation and Investment and Capacity Planning</i> self-paced courses in Planview Training Academy
Professional Credit:	N/A
Preparation Time:	1 Day

*Planview requires a 2-day minimum for on-site classroom options

This course provides an in-depth look at creating and managing Investment and Capacity Planning Portfolios. Attendees will create Planning portfolios, rank investments based on user-selected criteria, analyze and balance demand in a portfolio, perform required investment changes, carry out what-if analysis and comparison of multiple scenarios, and publish scenario analysis results back into the investment financial plans.

At the conclusion of this course, the participants will be able to:

- Create Planning portfolios and scenarios
- Define capacity and demand based on resource capacity and financial plans
- Rank Investments
- Analyze and balance demand across investments
- Carry out what-if analysis and comparison of multiple scenarios
- Publish scenario results

Managing Strategies and Programs in Enterprise One

Delivery Options:	On-site Classroom, Virtual Classroom
Class Duration:	1 Day On-site*, 2 Half-day Segments Virtual
Audience:	Portfolio Managers, Program Managers, Finance Managers, Investment Owners, Product Owners, Analysts, Process Architects
Program Level:	Intermediate (Level 2)
Prerequisites:	Introduction to PRM and/or Managing Projects in Enterprise One; Fundamental understanding of Managing Strategies and Programs; <i>Concepts and Navigation and Strategic Program Management</i> self-paced course in Planview Training Academy
Professional Credit:	N/A
Preparation Time:	1 Day

*Planview requires a 2-day minimum for on-site classroom options

This course provides an in-depth look at creating and managing investment portfolios looking specifically at the Strategy menu. Attendees will also learn how to create Strategic portfolios, allocate high-level budgets, set targets, review Strategic portfolios, and align to the Strategic Hierarchy.

At the conclusion of this course, the participants will be able to:

- Create Strategy portfolios
- Allocate Projects to Strategies
- Create, manage and load Strategic financial plans
- Review Strategic data in Rank Investments (from the Strategy menu)

Managing Outcomes in Enterprise One

Delivery Options:	On-site Classroom, Virtual Classroom
Class Duration:	1 Day On-site*, 2 Half-day Segments Virtual
Audience:	Portfolio Managers, Program Managers, Finance Managers, Investment Owners, Product Owners, Analysts, Process Architects
Program Level:	Intermediate (Level 2)
Prerequisites:	Introduction to PRM and/or Managing Projects in Enterprise One; Fundamental understanding of Product Management; <i>Concepts and Navigation and Outcomes Management</i> self-paced courses in Planview Training Academy
Professional Credit:	N/A
Preparation Time:	1 Day

*Planview requires a 2-day minimum for on-site classroom options

This course provides Product Managers with the knowledge necessary to define products, plan products, manage product development, and monitor the product roadmap using Enterprise One PRM.

At the conclusion of this course, the participants will be able to:

- Understand the Product Portfolio Management responsibilities
- Define products
- Effectively manage product plans
- Manage product development
- Monitor product performance

Progressing Engine in Enterprise One**

Delivery Options:	On-site Classroom, Virtual Classroom
Class Duration:	1 Day On-site*, 2 Half-day Segments Virtual
Audience:	Project Managers
Program Level:	Intermediate (Level 2)
Prerequisites:	Introduction to PRM; Managing Projects in Enterprise One and/or Managing Resources in Enterprise One; <i>Concepts and Navigation, Projects and Work</i> , and/or <i>Resource Management</i> self-paced courses in Planview Training Academy
Professional Credit:	N/A
Preparation Time:	1 Day

*Planview requires a 2-day minimum for on-site classroom options

This course highlights the benefit of Project Managers and Resource Managers working together effectively to achieve optimal resource capacity planning, and management of the projects to which the resources are assigned.

At the conclusion of this course, the participants will be able to:

- Know how the data entered integrates into Work and Resource Management
- Understand the progressing engine's impact on resource assignment types and reported time

**** Course coming in early 2019**

Microsoft® Project Add-In for Enterprise One

Delivery Options:	Virtual Classroom, Open Enrollment
Class Duration:	1 Half-day Segment Virtual
Audience:	Project Managers, Resource Managers, Portfolio Managers, Program Managers
Program Level:	Intermediate (Level 2)
Prerequisites:	Introduction to PRM; <i>Concepts and Navigation</i> and <i>Projects and Work</i> self-paced course in Planview Training Academy
Professional Credit:	N/A
Preparation Time:	0.5 Day

This training provides an overview and introduction to Microsoft® Project and how it integrates with Enterprise One.

At the conclusion of this course, the participants will be able to:

- Have a basic understanding of how to move data between Enterprise One and Microsoft Project
- Update project data (for existing Enterprise One Projects) in Microsoft Project and save that data to Enterprise One
- Add resources (Requirements, Reserves, and Allocations) in Microsoft Project and save that data to Enterprise One
- Understand tasks a Project Manager should do following progression
- View actuals (timesheet data) in Microsoft Project
- Understand best practices for using the Microsoft Project Add-In

Advanced Project and Resource Management in Enterprise One**

Delivery Options:	On-site Classroom, Virtual Classroom, Open Enrollment
Class Duration:	1 Day On-site*, 2 Half-day Segments Virtual
Audience:	Project Managers, Resource Managers
Program Level:	Advanced (Level 3)
Prerequisites:	Introduction to PRM; Managing Projects in Enterprise One and/or Managing Resources in Enterprise One
Professional Credit:	N/A
Preparation Time:	1 Day

*Planview requires a 2-day minimum for on-site classroom options

This course highlights the best practices for the Work and Resource Management (WRM) screen through the utilization of action menus, filters, preferences and miscellaneous tips in creating an optimal project plan. Understanding advanced functionality makes it easier for PMs to build and manage an effective project plan.

At the conclusion of this course, the participants will be able to:

- Take advantage of short cuts and lessons learned
- Utilize specific pivot views and custom column sets
- Copy and create the best Work Break Down Structure template

**** Course coming in early 2019**

Capability and Technology Management

Capability and Technology Management Bundle for Enterprise One

Delivery Options:	On-site Classroom
Class Duration:	3 Days On-site
Audience:	Data Stewards, Portfolio Managers, Analysts, Business Architects, Enterprise Architects
Program Level:	Beginner (Level 1)
Prerequisites:	Fundamental understanding of Enterprise Architecture processes/methodology; <i>Getting Started</i> self-paced course in Planview Training Academy
Professional Credit:	N/A
Preparation Time:	1 Day

The bundle consists of the following courses:

- *Capability and Technology Management Essentials* provides an overview of using the application for portfolio analysis, reporting, and data management.
- *Managing Capability and Technology Data* teaches the concepts, features, and functions of the application from a best practices perspective. Students will learn methodologies for capability and technology portfolio management, lifecycle management, data quality control, and portfolio optimization and analysis.

Capability and Technology Management Essentials in Enterprise One

Delivery Options:	Training Academy, On-site Classroom, Virtual Classroom
Class Duration:	1 Day On-site, 2 Half-day Segments Virtual
Audience:	All users
Program Level:	Beginner (Level 1)
Prerequisites:	Fundamental understanding of Enterprise Architecture processes/methodology; <i>Getting Started</i> self-paced course in Planview Training Academy
Professional Credit:	N/A
Preparation Time:	1 Day

*Planview requires a 2-day minimum for on-site classroom options

This training provides an introduction and orientation to the Enterprise One Capability and Technology Management (CTM) application.

At the conclusion of this course, the participants will understand:

- Menus, Ribbons, Tiles, and Column Sets
- Metamodel
- Data Management Tasks
- Enterprise Data Framework

Managing Capability and Technology Data in Enterprise One

Delivery Options:	On-site Classroom, Virtual Classroom
Class Duration:	2 Days On-site, 4 Half-day Segments Virtual
Audience:	Data Stewards, Portfolio Managers, Analysts, Business Architects, Enterprise Architects
Program Level:	Beginner (Level 1)
Prerequisites:	CTM Essentials; <i>Getting Started</i> self-paced course in Planview Training Academy
Professional Credit:	N/A
Preparation Time:	1 Day

This hands-on course teaches the concepts, features, and functions of Enterprise One CTM from a best-practices perspective. Data Stewards, Business Architects, Administrators, Portfolio Planners, and Project Planners learn methodologies for portfolio management, lifecycle management, data quality control, and portfolio optimization and analysis.

At the conclusion of this course, the participants will be able to:

- Manage Capability and Technology portfolios
- Upload portfolio data Using MS Excel
- Manage lifecycles
- Analyze portfolios

Customizing the Active Metamodel in Enterprise One

Delivery Options:	On-site Classroom, Virtual Classroom
Class Duration:	2 Days On-site, 4 Half-day Segments Virtual
Audience:	Data Stewards, CTM Administrators
Program Level:	Advanced (Level 3)
Prerequisites:	CTM Essentials; CTM General Administration; Familiarity with XML
Professional Credit:	N/A
Preparation Time:	1 Day

Customizing the Active Metamodel provides a hands-on introduction to best practices for customizing the Trous Internal Read Schema (TIRS).

At the conclusion of this course, the participants will be able to:

- Customize the active metamodel
- Extend the active metamodel for out-of-the-box primary component types
- Extend the active metamodel for new primary component types
- Use calculated properties and advanced customization approaches
- Define a custom lifecycle type

Administration

General Administration in Enterprise One – Portfolio and Resource Management

Delivery Options:	Open Enrollment
Class Duration:	4 Half-day Segments Virtual
Audience:	PRM Administrators, Process Architects, Business Architects
Program Level:	Intermediate (Level 2)
Prerequisites:	Introduction to PRM; <i>Concepts and Navigation</i> self-paced course in Planview Training Academy
Professional Credit:	N/A
Preparation Time:	1 Day

This training provides administrators with the tools and information necessary to successfully support the Enterprise One PRM production environment successfully, an overview of the Enterprise One PRM configuration components, and how to perform administrative activities.

At the conclusion of this course, the participants will be able to:

- Understand Enterprise One PRM configuration components (for Managing Projects, Managing Resources, and Managing Finances)
- Perform Enterprise One PRM administration activities
- Support the Enterprise One PRM production environment

General Administration in Enterprise One – Capability and Technology

Delivery Options:	Open Enrollment
Class Duration:	2 Half-day Segments Virtual
Audience:	CTM Administrators, CTM Developers
Program Level:	Intermediate (Level 2)
Prerequisites:	CTM Essentials; <i>Getting Started</i> and <i>Security</i> self-paced course in Planview Training Academy
Professional Credit:	N/A
Preparation Time:	1 Day

CTM Administration teaches administrators the best-practice methods, skills, and techniques for efficient management of the Enterprise One CTM repository. This course is recommended also to prepare individuals for a developer role.

At the conclusion of this course, the participants will be able to:

- Effectively manage and administer the repository
- Deploy developed extensions and customizations
- Gain a basic knowledge of security and typical users, groups, and roles

Advanced Administration in Enterprise One – Portfolio and Resource Management

Delivery Options:	Open Enrollment
Class Duration:	4 Half-day Segments Virtual
Audience:	PRM Administrators, Process Architects, Business Architects
Program Level:	Advanced (Level 3)
Prerequisites:	PRM General Administration
Professional Credit:	N/A
Preparation Time:	1 Day

This training provides process architects with the information necessary to understand, build, and modify lifecycles, scripted dialogues, configured screens, custom fields, and structures.

At the conclusion of this course, the participants will be able to:

- Understand Enterprise One PRM lifecycles and their elements
- Create and modify lifecycles and all supporting lifecycle elements
- Create and modify scripted dialogs, configured screens, alternate structures and fields

Advanced Administration in Enterprise One – Capability and Technology Management

Delivery Options:	On-site Classroom, Open Enrollment
Class Duration:	3 Days On-site, 5 Half-day Segments Virtual
Audience:	CTM Administrators, CTM Developers, Data Stewards
Program Level:	Advanced (Level 3)
Prerequisites:	CTM General Administration
Professional Credit:	N/A
Preparation Time:	1 Day

Advanced Administration teaches developers to create programmatic methods of data collection, classification, and automatic relationship assignment using Troux Collection, our automated and agentless Extract/Transform/Load (ETL) framework. The technology is source-agnostic, working within any existing environment. It also prepares developers and administrators to customize the application interface. Through hands-on lab experience, students learn how to configure, manage, and maintain customizations of the user interface and component form layouts. This course focuses on collecting from typical data sources based on SQL-, Access-, and POI-based data sources.

At the conclusion of this course, the participants will be able to:

- Understand Troux Collection
- Build collector models
- Collect data from multiple sources
- Manage collector jobs and advanced data processing
- Utilize the Troux Upload XML (TUX)
- Employ Normalization Engine
- Understand the Enterprise One CTM Portal
- Customize the Enterprise One CTM Portal
- Configure Component Layouts

Maintaining Metamodels in Enterprise One

Delivery Options:	On-site Classroom, Virtual Classroom
Class Duration:	1 Day On-site*, 2 Half-day Segments Virtual
Audience:	Data Stewards, CTM Administrators
Program Level:	Master (Level 4)
Prerequisites:	CTM Advanced Administration
Professional Credit:	N/A
Preparation Time:	1 Day

*Planview requires a 2-day minimum for on-site classroom options

Maintaining Metamodels teaches administrators and developers to design and maintain custom metamodels in Troux Architect for use in their Enterprise One CTM deployment.

At the conclusion of this course, the participants will be able to:

- Maintain the core (Semantics) metamodel
- Design and create custom metamodel extensions
- Metamodel maintenance
- Create new objects, relationships, and properties

Enterprise Architecture

Architect Essentials in Enterprise One

Delivery Options:	On-site Classroom
Class Duration:	3 Days On-site
Audience:	Enterprise Architects, Business Architects, Process Architects
Program Level:	Intermediate (Level 2)
Prerequisites:	CTM Essentials; <i>Getting Started</i> self-paced course in Planview Training Academy
Professional Credit:	N/A
Preparation Time:	1 Day

Architect Essentials provides an introduction to Architect. Enterprise Architects will learn to create interactive models that represent the relationships between people, business processes, and technologies within the enterprise. Students will also learn to model the enterprise from the perspective of both current and future states, and use their models to analyze complex information. This course prepares the student to use and create models in Architect, and is a prerequisite to more advanced courses.

At the conclusion of this course, the participants will be able to:

- Manipulate, and update models
- Develop new models
- Manage model lifecycles
- Manage collaborative work
- Publishing models
- Interact with the Capability and Technology Management Repository

Architecture Management with TOGAF in Enterprise One

Delivery Options:	On-site Classroom, Virtual Classroom
Class Duration:	2 Days On-site, 4 Half-day Segments Virtual
Audience:	Enterprise Architects, Business Architects, Process Architects
Program Level:	Advanced (Level 3)
Prerequisites:	CTM Essentials; Architect Essentials
Professional Credit:	N/A
Preparation Time:	1 Day

Architecture Management with The Open Group Architecture Framework (TOGAF) teaches the concepts, features, and functions of the TOGAF module from a best practices perspective.

At the conclusion of this course, the participants will be able to:

- Create and manage TOGAF models
- Create strategy and transformation plans
- Represent business, information, and technology architectures
- View and analyze TOGAF reports and visualizations

Developing Architect Dashboard Templates in Enterprise One

Delivery Options:	On-site Classroom, Virtual Classroom
Class Duration:	1 Day On-site*, 2 Half-day Segments Virtual
Audience:	Enterprise Architects
Program Level:	Master (Level 4)
Prerequisites:	CTM Essentials; Architect Essentials
Professional Credit:	N/A
Preparation Time:	1 Day

*Planview requires a 2-day minimum for on-site classroom options

Developing Architect Dashboard Templates teaches advanced topics and builds on the Architect Essentials course to give the student additional practical hands-on modeling experience.

At the conclusion of this course, the participants will be able to:

- Use Templates, Metamodels, and Troux Semantics
- Model with the Capability and Technology Management repository
- Add interactivity to models
- Submodeling

Reporting and Analytics

FastTrack Analytics in Enterprise One

Delivery Options:	Open Enrollment
Class Duration:	2 2-Hour Segments Virtual
Audience:	PRM Administrators
Program Level:	Intermediate (Level 2)
Prerequisites:	Introduction to PRM; <i>Concepts and Navigation</i> and <i>Analytics and Reporting</i> self-paced course in Planview Training Academy; Experience in maintaining alternate structures; Experience in creating and maintaining the report tiles
Professional Credit:	N/A
Preparation Time:	N/A

This course will introduce the concepts of FastTrack Analytics report and will explore the FastTrack Analytics Catalog. In the first segment of the course, participants will learn how to configure the out of the box FastTrack Analytics reports to meet the reporting needs of the organization. This will include adjusting the attributes displayed in analytics and reports, managing report parameters and modifying the look and feel of reports. The course will also teach how to expand the reporting Framework to include additional attributes and to create new persona reports based on the FastTrack Analytics. The second course segment will explore the FastTrack Analytics Catalog, focusing on different reporting data themes.

At the conclusion of this course, the participants will be able to:

- Configure the FastTrack Analytics reports, controlling report data points, report parameters and report look and feel
- Create new reports using Persona capability, which allows customers to extend the catalog with new reports tailored to their specific reporting needs
- Enable additional attributes in the reporting Framework (Milestone and Attribute Dates and Lifecycle Step Analysis)
- Understand the FastTrack Analytics Catalog and the scope of data from Planview Enterprise/Enterprise One which is available for display and analysis in the reports

Additional considerations:

- This course does not teach report writing
- This course is not hands-on

Power BI and Excel for Ad-hoc Analysis in Enterprise One

Delivery Options:	Open Enrollment
Class Duration:	2 Half-day Segments Virtual + 1 Hour Private Coaching
Audience:	Project Managers, Resource Managers, Data Stewards, Portfolio Managers, Program Managers, Product Owners, Finance Managers, Investment Owners, Analysts, PRM Administrators
Program Level:	Advanced (Level 3)
Prerequisites:	Introduction to PRM; Experience in report creation
Professional Credit:	N/A
Preparation Time:	1 Day

This course will teach students how organizations can perform dynamic analysis and create interactive reports on projects, resources, and financial data from Enterprise One Portfolio and Resource Management using Ad-hoc Analysis. Additionally, students will schedule time with their Training Consultant for one-on-one coaching after the classroom learning.

At the conclusion of this course, the participants will be able to:

- Understand Ad-hoc Analysis Concepts and Data Sources (Tabular Models & Column Set Models)
- Create and Deploy Reports with Power BI
- Perform Ad-hoc Analysis using Microsoft Excel
- Understand the data elements of the Tabular Models

Reporting and Schema Training in Enterprise One

Delivery Options:	Blended Training
Class Duration:	2 Hours Private Coaching
Audience:	Report Builders, Analysts, PRM Administrators
Program Level:	Master (Level 4)
Prerequisites:	Introduction to PRM; Existing knowledge or experience in developing reports in SSRS Report Builder or other reporting tool; Experience in writing and constructing SQL queries
Professional Credit:	N/A
Preparation Time:	N/A

This training will provide information and guidance to aid report designers and query designers to successfully create reporting content designed to be displayed on the report tiles within the Enterprise One PRM application. The web-based training content is divided between report development and understanding of the database core tables and schema. Additionally, students may schedule time with a Planview-certified SME from our Global Report Services team for one-on-one coaching.

At the conclusion of this course, the participants will be able to:

- Have a strong foundation of the core tables in Enterprise One PRM
- Understand the Enterprise One PRM core tables, and how to retrieve information for report development
- Understand how to extract other types of relevant data
- Apply Enterprise One PRM data to defined reports to run successfully in report tiles
- Automatically filter the results based on the current entity or portfolio selected by the user

Additional considerations:

- This course does not teach how to use the Report Builder tool
- This course does not teach how to create queries

PPM Pro

Project and Resource Management

Managing Projects and Resources in PPM Pro

Delivery Options:	On-site Classroom, Virtual Classroom, Open Enrollment
Class Duration:	2 Days On-site, 4 Half-day Segments Virtual
Audience:	Project Managers, Resource Managers, Portfolio Managers, Program Managers, PPM Pro Administrators
Program Level:	Beginner (Level 1)
Prerequisites:	Fundamental understanding of Project and Resource Management processes/methodology; <i>Getting Started</i> self-paced course in Planview Training Academy
Professional Credit:	N/A
Preparation Time:	1 Day

This training provides PPM Pro Project and Resource Managers with the necessary instruction to work with projects and resources in PPM Pro. Attendees will be led through an overview of effectively creating and managing projects for your organization as well as how to manage your resources to efficiently run your project. This course combines the knowledge necessary to manage discrete work initiatives in terms of schedule, effort, and cost, with the understanding to manage resources for an organization.

At the conclusion of this course, the participants will be able to:

- Understand the Project and Resource Manager responsibilities
- Effectively manage project plans, monitor project execution and closeout
- Manage risks, issues, and changes
- Maintain resource attribute information
- Measure and optimize resource utilization
- Make/approve resource assignments while resolving staffing and priority conflicts
- Review and approve timesheets
- Use reports for Project/Resource Managers

Administration

General Administration in PPM Pro

Delivery Options:	Open Enrollment
Class Duration:	2 Days On-site, 4 Half-day Segments Virtual
Audience:	PPM Pro Administrators
Program Level:	Intermediate (Level 2)
Prerequisites:	Fundamental understanding of Project and Resource Management processes/methodology; <i>Getting Started</i> self-paced course in Planview Training Academy
Professional Credit:	N/A
Preparation Time:	1 Day

This training provides PPM Pro administrators with the tools and information necessary to successfully support the PPM Pro production environment. This course provides attendees with an overview of PPM Pro administration and how to perform administrative activities.

At the conclusion of this course, the participants will be able to:

- Understand PPM Pro administration
- Perform PPM Pro administration activities
- Support the PPM Pro production environment

Reporting and Analytics

Reporting and Dashboards in PPM Pro

Delivery Options:	On-site Classroom, Virtual Classroom, Open Enrollment
Class Duration:	1 Days On-site*, 2 Half-day Segments Virtual
Audience:	Report Builders, PPM Pro Administrators
Program Level:	Intermediate (Level 2)
Prerequisites:	Fundamental understanding of Project and Resource Management processes/methodology; <i>Getting Started</i> self-paced course in Planview Training Academy
Professional Credit:	N/A
Preparation Time:	1 Day

*Planview requires a 2-day minimum for on-site classroom options

This training provides PPM Pro report builders and administrators with the necessary instruction to create and work with reports and dashboards in PPM Pro. Attendees will be led through an overview of report types in PPM Pro, followed by a deep dive into building reports and dashboards.

At the conclusion of this course, the participants will be able to:

- Understand the types of reports available in PPM Pro
- Create and work with reports
- Create and work with dashboards

Advanced Reporting and Dashboards in PPM Pro**

Delivery Options:	Open Enrollment
Class Duration:	2 Half-day Segments Virtual
Audience:	Report Builders, PPM Pro Administrators
Program Level:	Advanced (Level 3)
Prerequisites:	General Administration in PPM Pro, Reporting and Dashboards in PPM Pro
Professional Credit:	N/A
Preparation Time:	1 Day

This training provides PPM Pro report builders and administrators with the necessary instruction to create and work with advanced reports and dashboards in PPM Pro. Attendees will be led through advanced report types in PPM Pro, followed by a deep dive into building reports and dashboards.

At the conclusion of this course, the participants will be able to:

- Understand the types of reports available in PPM Pro
- Create and work with reports
- Create and work with dashboards

**** Course coming in early 2019**

LeanKit

Foundational

Introduction to Kanban

Delivery Options:	Open Enrollment
Class Duration:	2 Hour Segment Virtual
Audience:	All users
Program Level:	Foundational (Level 0)
Prerequisites:	Basic understanding of Agile project management
Professional Credit:	N/A
Preparation Time:	N/A

Optimize the way you work, get organized, simplify planning, and visualize your process with Introduction to Kanban. This course provides an introduction to Kanban and how it can be used to improve the flow of value delivery in an organization. Learn how to get started visualizing your work to create full transparency and eliminate waste in your workflow.

At the conclusion of this course, the participants will understand:

- Kanban basics
- Core principles and practices
- Applying practices with Planview LeanKit
- Basic implementation

Agile Project Management

Introduction to LeanKit

Delivery Options:	Open Enrollment
Class Duration:	2 Hour Segment Virtual
Audience:	All users
Program Level:	Beginner (Level 1)
Prerequisites:	Fundamental understanding of Agile project management
Professional Credit:	N/A
Preparation Time:	N/A

Learn how to implement Planview LeanKit like a pro. This course provides a basic introduction on how to use Planview LeanKit. Learn how to build your Kanban board in minutes. Get started on customizing your board, demonstrating your workflow, instilling WIP limits, and easily updating your team on project status.

At the conclusion of this course, the participants will be able to:

- Visually communicate important work information and collaborate in Planview LeanKit
- Customize card design including card types, custom icons and card ID
- Add new work and find and update existing work
- Use board layout editor to map a workflow to LeanKit
- Understand the different board roles and access levels

Scaling Lean with Connections in LeanKit

Delivery Options:	Open Enrollment
Class Duration:	2 Hour Segment Virtual
Audience:	All users
Program Level:	Intermediate (Level 2)
Prerequisites:	Fundamental understanding of Agile project management, Introduction to LeanKit
Professional Credit:	N/A
Preparation Time:	N/A

Coordinate the flow of work across connected projects and teams with connected cards! In this course you'll learn how to use our Connections feature to scale your agile practices and manage and track complex work in Planview LeanKit. Learn common cases for this feature, how to implement Connections effectively and how to use and understand new statistics and icons alongside the feature to fully take advantage of the feature.

At the conclusion of this course, the participants will be able to:

- Establish Parent-Child associations
- Create same-board and multi-board connections
- Visualize icons and statistics within card and connection gallery
- View a map of your connections

Kanban in Engineering Operations for Manufacture in LeanKit

Delivery Options:	Open Enrollment
Class Duration:	2 Hour Segment Virtual
Audience:	All users
Program Level:	Intermediate (Level 2)
Prerequisites:	Fundamental understanding of Agile project management, Introduction to LeanKit
Professional Credit:	N/A
Preparation Time:	N/A

When you're engineering products that span the gap between the digital and physical space it's imperative to leverage forward-thinking talent and tools. This course covers how Planview Leankit supports Kanban in Engineering Operations for Manufacture (EOM), in particular how to manage the flow of knowledge work between Engineering functions and teams. Learn how to continuously optimize and improve the way you work, easily escalate issues as they arise, and quickly predict and respond to potential causes of delay.

At the conclusion of this course, the participants will be able to:

- Understand the difference between Kanban for physical product and knowledge work
- Support New Product Introduction and Design within EOM
- Learn processes supported by Leankit in the EOM sector
- Optimize collaboration and the flow of work between typical EOM teams and functions

Administration

General Administration in LeanKit **

Delivery Options:	Open Enrollment
Class Duration:	2 Days On-site, 4 Half-day Segments Virtual
Audience:	LeanKit Administrators
Program Level:	Intermediate (Level 2)
Prerequisites:	Fundamental understanding of Agile Project Management; <i>Introduction to LeanKit</i>
Professional Credit:	N/A
Preparation Time:	1 Day

This training provides LeanKit administrators with the tools and information necessary to successfully support the LeanKit production environment. This course provides attendees with an overview of LeanKit administration and how to perform administrative activities.

At the conclusion of this course, the participants will be able to:

- Understand LeanKit administration
- Perform LeanKit administration activities
- Support the LeanKit production environment

****Course coming in early 2019**

Reporting and Analytics

Reporting and Analytics in LeanKit

Delivery Options:	Open Enrollment
Class Duration:	2 Hour Segment Virtual
Audience:	All users
Program Level:	Intermediate (Level 2)
Prerequisites:	Fundamental understanding of Agile project management, Introduction to LeanKit
Professional Credit:	N/A
Preparation Time:	N/A

Measure the effectiveness of your work process using real data. This course covers all the reports available in the Planview LeanKit application. Learn about the powerful reporting and analytics features available and how these metrics can provide insights to benefit your organization. Real, measurable results are only a few clicks away!

At the conclusion of this course, the participants will be able to:

- Use Planview LeanKit analytics reports to measure and monitor the flow of value through their boards
- Understand the relationship between reports and board & card design
- Understand how these relationships influence organizational insights

Advanced Training Programs

Ambassador Program

Delivery Options:	On-site Classroom
Class Duration:	8 Days On-site*
Audience:	Subject Matter Experts
Program Level:	Advanced (Level 3)
Prerequisites:	Project and Resource Management, Agile Project Management and/or Enterprise Architecture experience
Professional Credit:	N/A
Preparation Time:	3 Days

*Minimum duration, consultation required

This program is intended to create Planview Advanced Super Users through a comprehensive deep-dive into designated courses, followed by mentoring workshops designed to solidify the student's understanding of the materials. Consultation with a Planview Adoption and Training Manager is required to review prerequisites and set final duration

Included in this program:

- 4 days deep-dive into designated courses
- 4 days of workshops
- Preparing your Database and Training Guidelines workshop
- Access to in-scope source materials

Train-the-Trainer Program

Delivery Options:	On-site Classroom
Class Duration:	6 Weeks On-site*
Audience:	In-house Trainers, Subject Matter Experts
Program Level:	Master (Level 4)
Prerequisites:	Experienced trainers; Project and Resource Management, Agile Project Management and/or Enterprise Architecture experience
Professional Credit:	N/A
Preparation Time:	5 Days

*Minimum duration, consultation required

This program is intended to create Planview Trained Instructors through a rigorous training process lasting a minimum of 6 weeks. Planview provides a comprehensive deep-dive into designated courses through working sessions, self-study, teach-back sessions, and formal observations. Experienced, professional trainers are selected as candidates, and previous project management experience is strongly recommended. Consultation with a Planview Adoption and Training Manager is required to review prerequisites and set final duration.

Included in this program:

- Deep-dive into designated courses
- Workshops for each subject covered
- Preparing your Database and Training Guidelines workshop
- Access to class delivery recordings
- Weekly activities and homework
- Dedicated Planview Training Consultant
- In-scope course materials' source files
- Teach-back certification process
- Formal class delivery observations

Additional considerations:

- Participation limited to a maximum of 6 students
 - 2 students identified as Planview Trained Instructor candidates
 - 4 students identified as Planview Super Users

Training Partner Offerings



PMI Project Management Fundamentals

Delivery Options:	On-site Classroom, Virtual Classroom, Open Enrollment, Blended Training
Class Duration:	2 Days On-site, 4 Half-Day Segments Virtual
Audience:	Project Managers
Program Level:	Beginner (Level 1)
Prerequisites:	Basic understanding of Project Management processes/methodology
Professional Credit:	14 PMI PDU's
Preparation Time:	1 Day



This interactive workshop introduces individuals to the fundamental principles of project management, such as project strategy, selection, scheduling, risk management, quality assurance, performance measurement, audit and closure. Delivered by **Tulkita** in the Americas, and **Next Level** in Europe, Middle East and Asia.

At the conclusion of this course, the participants will be able to:

- Learn industry norms, best practices and methods for managing all stages of the project life cycle and its related processes
- Acquire a working understanding of the Project Management Body of Knowledge (PMBOK)
- Have a good understanding of how to apply the key PMI knowledge areas within Enterprise One and PPM Pro
- Have successfully internalized the corresponding PM verbiage

IPMA Project Management Fundamentals



Delivery Options:	On-site Classroom, Virtual Classroom
Class Duration:	2 Days On-site, 4 Half-Day Segments Virtual
Audience:	Project Managers
Program Level:	Beginner (Level 1)
Prerequisites:	Basic understanding of Project Management processes/methodology
Professional Credit:	16 IPMA QH's
Preparation Time:	1 Day

This interactive workshop introduces individuals to the fundamental principles of project management, such as project strategy, selection, scheduling, risk management, quality assurance, performance measurement, audit and closure. Delivered by **Next Level** in the Americas, Europe, Middle East and Asia.

At the conclusion of this course, the participants will be able to:

- Learn industry norms, best practices and methods for managing all stages of the project life cycle and its related processes
- Have a good understanding of how to apply the key IPMA knowledge areas within Enterprise One and PPM Pro
- Have successfully internalized the corresponding PM verbiage

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Project Planning and Starting

Delivery Options:	On-site Classroom	 
Class Duration:	3 Days On-site	
Audience:	Project Managers	
Program Level:	Intermediate (Level 2)	
Prerequisites:	Fundamental understanding of Project Management processes/methodology	
Professional Credit:	21 PMI PDU's, 16 IPMA QH's	
Preparation Time:	1 Day	

This training will provide you with the necessary tools, appropriate communication structures, and valuable methods to facilitate the planning and launch of a project. Take advantage of team-oriented project work providing guidance, clarity, and unambiguous responsibilities. Delivered by **Next Level** in the Americas, Europe, Middle East and Asia.

At the conclusion of this course, the participants will be able to:

- Write a clear project charter and establish responsibilities
- Make adequate plans with the team without unnecessary bureaucracy
- Make risks more manageable
- Proceed in a structured way

Agile Project Management

Delivery Options:	On-site Classroom, Virtual Classroom	 
Class Duration:	2 Days On-site, 4 Half-Day Segments Virtual	
Audience:	Project Managers, Agile Project Managers	
Program Level:	Intermediate (Level 2)	
Prerequisites:	Fundamental understanding of Agile Project Management processes/methodology	
Professional Credit:	14 PMI PDU's, 16 IPMA QH's	
Preparation Time:	1 Day	

Agile Project Management is gaining increasing importance in many professional project environments. In this training, we offer you an overview of the most important agile methods and show you how you can combine these alternative concepts and methods with those of "classic" sequential project management. Delivered by **Next Level** in the Americas, Europe, Middle East and Asia.

At the conclusion of this course, the participants will be able to:

- Identify typical projects, where agile methods provide added value
- Choose an appropriate agile process model
- Combine agile and waterfall methods in your next project
- Overcome organizational challenges in combined project teams
- Maintain a good overview with classic project management in agile projects

Portfolio Management Fundamentals

Delivery Options:	On-site Classroom	
Class Duration:	2 Days On-site	
Audience:	Portfolio Managers, Program Managers, Project Managers	
Program Level:	Intermediate (Level 2)	
Prerequisites:	Fundamental understanding of Program Management processes/methodology	
Professional Credit:	14 PMI PDU's	
Preparation Time:	1 Day	

This 2-day workshop focuses on the essential capabilities, processes, tools and practices that enable an organization's Portfolio Management. Understand how Portfolio Management can align to your organization's Strategic Plan and help evaluate your investments and capital spend. Understand first-hand how your processes can be enabled and supported by a Portfolio Management tool such as Planview Enterprise One and PPM Pro. Delivered by **Tulkita** in the Americas, Europe, Middle East and Asia.

At the conclusion of this course, the participants will be able to:

- Support business planning, portfolio views and analysis
- Perform scenario-based forecasting
- Implement cross-organization analysis and reporting
- Conduct program/project rationalization and valuation

PMP Primer and Examination Preparation

Delivery Options:	On-site Classroom	
Class Duration:	5 Days On-site	
Audience:	Project Managers, Program Managers	
Program Level:	Intermediate (Level 2)	
Prerequisites:	Fundamental understanding of Project Management processes/methodology and PMBOK	
Professional Credit:	35 PMI PDU's	
Preparation Time:	2 Day	

Accelerate your career by becoming a Project Management Professional (PMP). What sets us apart from other educators is that our approach to preparing for the PMP examination is practical, efficient and obtains results. 95% of our classroom participants have successfully passed their PMP examination on the first attempt. All Progress Groups and Knowledge Areas will be covered, zeroing on what's important to focus on. Three sample PMP examinations will be completed, evaluated, and debriefed. Delivered by **Tulkita** in the Americas, Europe, Middle East and Asia.

At the conclusion of this course, the participants will be able to:

- Sit for the Project Management Professional (PMP) examination
- Acquire a working understanding of the Project Management Body of Knowledge (PMBOK)

Project Management Advanced Techniques

Delivery Options:	On-site Classroom, Virtual Classroom
Class Duration:	1 Day On-site, 2 Half-day Virtual
Audience:	Project Managers, Program Managers
Program Level:	Advanced (Level 3)
Prerequisites:	Fundamental understanding of Project Management processes/methodology
Professional Credit:	14 PMI PDU's
Preparation Time:	1 Day



“Up Your Game” in Project Management and show your value to Sr. Leaders. This 2-day workshop focuses on advanced project management skills and aptitudes commonly lacking in organizations today however, are viewed as critical by leadership. Delivered by **Tulkita** in the Americas, Europe, Middle East and Asia.

At the conclusion of this course, the participants will be able to:

- Provide value-add leadership metrics & reporting
- Refine estimating
- Facilitate vendor management
- Perform project plan baselining
- Implement advanced KPIs
- Drive results without micromanagement
- Communicate to senior leadership
- Plan for the unknown

Cancellation Policy

On-site and Virtual Course Cancellation Policy

Customer may cancel or reschedule any scheduled training course delivery, with no obligation to Planview, if written cancellation is received at least ten (10) business days prior to the commencement of courses as long as dates are available.

Confirmed Customers who reschedule within the ten (10) business days prior to a class will be charged an administration fee equal to 50% of cost.

Customer reschedule or cancellation of confirmed training course delivery dates within the ten (10) business day window will incur and administration/cancellation fee as follows:

- Between six (6) to ten (10) working days before commencement - 50%
- Within five (5) working days before commencement - 100%

If Customer fails to cancel or reschedule, Planview reserves the right to invoice, or deduct from any prepaid service balance, the entire amount of the canceled service including any non-recoverable expenses. Non-recoverable expenses may include, but are not limited to, airfare, lodging, and rental car.

Open Enrollment Course Cancellation Policy

Open-enrollment registration is on a first-come first-served basis, based on when payment is received. A minimum of three (3) students is required to conduct a class. Classes with fewer than three (3) paid students registered ten (10) business days before the class date will be cancelled. Planview reserves the right to cancel or change any class within a minimum of ten (10) business days' notice to confirmed students.

The student will notify Planview - at least ten (10) business days before the scheduled training date - if a student will be unable to attend. Students may reschedule classes, at no additional charge, up to ten (10) days prior to the commencement of open event courses as long as there are available seats in the requested class.

Confirmed students who cancel or reschedule within the ten (10) business days prior to a class will be charged a fee equal to 50% of tuition. This fee will not apply if a substitute takes the student's place. Confirmed students who fail to attend class (no-show) and do not cancel will be charged full tuition. Student substitutions may be made at any time without penalty.