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.
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Descriptions

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**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

**Six Sigma Black Belt (2007 BOK): Organizational Process Management and Measures**
- 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
Does your Business Really Need Six Sigma?
Identifying Candidates for Key Six Sigma Roles
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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
The Fundamentals of Globalization: Strategies for Globalization
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
- 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
Final Exam: Employee and Labor Relations (HRCI: PHR/SPHR-aligned)

Risk Management (HRCI: PHR/SPHR-aligned)
- Risk Management: Organizational Risk and Safety and Health Legislation
- Risk Management: Workplace Safety, Security, and Privacy
- Final Exam: Risk Management (HRCI: PHR/SPHR-aligned)

Strategic Human Resource Management (HRCI: SPHR-aligned)
- Strategic HR for SPHR Exam Candidates Part I
- Strategic HR for SPHR Exam Candidates Part II
- Final Exam: Strategic Human Resource Management (HRCI: SPHR-aligned)

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

MANAGEMENT AND LEADERSHIP

Management Curriculum

The Fundamentals of Business Crises Management
- Is Your Company Prepared for a Crisis?
- Demonstrating Accountability in a Crisis Situation
- Perseverance and Flexibility in Times of Crisis

Managing Organizational Change
- Managing Change: Understanding Change
- Managing Change: Building Positive Support for Change
- Managing Change: Dealing with Resistance to Change
- Managing Change: Sustaining Organizational Change
- Communicating Properly during Layoffs
- Involving Employees in Corporate Change
- Communicating Organizational Change
- Developing People
- Beyond Change: Working with Agility

Business Coaching Essentials
- Business Coaching: Getting Ready to Coach
- Business Coaching: Conducting Coaching Sessions
- Business Coaching: Building the Coaching Relationship
- Business Coaching: Using Different Coaching Styles
- The Art of Effective Coaching
- Coaching
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

Performance under Pressure
- Developing the Right Attitude for Performing under Pressure
- Taking Action for Performing under Pressure
- Performing with Others under Pressure

Business Etiquette and Professionalism
- Developing Your Reputation of Professionalism with Business Etiquette
- Professionalism, Business Etiquette, and Personal Accountability
- Communicating with Professionalism and Etiquette
- Using Business Etiquette to Build Professional Relationships
- Business Etiquette in Introductions
- Disciplines of Organizational Learning: Personal Mastery
- Safe Small Talk
- Reframing Negative Situations
- Managing Goals
- Broadening Your Learning Horizons
- Targeting Personal Learning

Perseverance and Resilience
- Developing Character for Perseverance and Resilience
- Achieving Goals through Perseverance and Resilience
- Bouncing Back with Perseverance and Resilience
- Perseverance: Flexibility in Action
- Persevering through Setbacks

Decisiveness
- Developing Character for Decisiveness
- Overcoming the Barriers to Decisiveness

Writing Under Pressure
- Writing under Pressure: Preparing for Success
- Writing under Pressure: The Writing Process

PROJECT EFFECTIVENESS

Project Management Curriculum

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?
- 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?

**Sales Management**

- Developing and Leading Your Sales Team
- Planning Direct Mail to Generate Leads for Complex Sales
- Sales Support Roles For Better Customer Interaction

**Essential Selling Skills**

- Essential Selling Skills: Mastering Cold Calling
- Essential Selling Skills: Qualifying Sales Prospects
- Essential Selling Skills: Closing the Sale
- Effective Cold Calling
- Prompting Action Through Focused Communication
- Regaining Your Customer’s Trust
- Getting Organized to Meet Your Sales Goals
- Making Contact: Access Strategies
- Managing a Sales Pipeline
- Demonstrating Business Acumen
- Talking about the Competition
- Responding to Bad News
- Communicating a High-Impact Business Case
- Selling with Trust
- Using Competitive Selling Skills
- Making the Cold Call
- Aligning Your Business Case to Customer Priorities
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