BUILD YOUR FUTURE

SPROTT SCHOOL OF BUSINESS
PROFESSIONAL PROGRAMS

Complete Course Guide for 2019-2020
sprott.carleton.ca/ppd
WHY SPROTT?

- Gain the Sprott Advantage. The Sprott School of Business is part of an elite group of accredited business schools in the world. Only 5% of premier business schools have this recognition of excellence by the Advance Collegiate Schools of Business (AACSB).
- You will learn innovative concepts taught by knowledgeable facilitators and faculty who are experts in their field.
- All programs offer a comprehensive curriculum geared towards private, public and non-profit sector professionals.
- Partnerships with various professional associations enable you to fast-track your certification.

OUR FACILITIES

- Your professional development experience will be enhanced by training in an environment that is conducive to learning, collaborating and networking with your peers.
- Rooms are fully equipped with modern learning facilities and technologies.
- Break-out rooms for group projects and collaboration.

MESSAGE FROM THE DEAN

The Sprott School of Business at Carleton University has been delivering high quality executive and professional training in the nation’s capital since 1994.

Whether you are looking to develop new skills to advance your career, obtain a professional designation or enhance team performance, we offer a wide range of certificate programs, seminars and workshops designed to accommodate busy schedules. We also offer customizable corporate group training that can be delivered on the Carleton campus or in your own offices.

Our professional programs are open to everyone. Whether you work in the public, private or non-profit sector, Sprott has a program to fit your needs. I encourage you to learn more about Sprott Professional Programs and take the next step toward achieving your career goals.

Sincerely,
Dana Brown
Dean, Sprott School of Business
Carleton University
The Nicol Building: Future Home of the Sprott School of Business

A new home for the Sprott School of Business is under construction. Designed by Hariri Pontarini Architects, the spaces and flow of the 115,000-square-foot facility will deliver an inspiring and collaborative learning environment that embodies the creative, connected and caring spirit of the Sprott School.

Located in the heart of campus, the Nicol Building will serve as the front to the university. It will be a place for the Carleton community and the external community to connect, collaborate and, together, make a positive impact.

Key features of the Nicol Building:

- Enhanced learning, networking and collaborative spaces
- Flexible classrooms and innovative learning environments
- Enhanced meeting and event spaces
- Additional space for student experiential initiatives
- Space for the campus-wide venture accelerator and student entrepreneurship
- Sustainable design from core to skin – the project is slated to achieve 4.5 Green Globes
CERTIFICATE PROGRAMS

MASTERS CERTIFICATE PROGRAMS
- Masters Certificate in Project Management
- Masters Certificate in Business Analysis
- Masters Certificate in Public Sector Leadership

PROFESSIONAL CERTIFICATE PROGRAMS
- Management Certificate Program in Human Resources *FAST TRACK
- Professional Certificate in Management Skills
- Professional Certificate in Risk Management
- Digital & Social Media Strategy & Tactics Certificate
- Digital & Social Media Communication, Engagement & Advertising Certificate
- Digital & Social Media Metrics, Measurement & Analytics Certificate
- Digital & Social Media Digital Content Creator Certificate *NEW
- Certificate in Real Estate Development *NEW

SEMINARS & WORKSHOPS

ACCOUNTING AND FINANCE
- Accounting & Finance for the Non-Financial Manager

PROJECT MANAGEMENT
- PMP Exam Preparation Course
- Essentials of Project Management
- PMP Continuing Certification Requirements Course *NEW
- Risk Management for Business & Projects *NEW

COMMUNICATIONS
- Professional Writing Skills for Business
- Communicating Effectively
- Conflict Resolution

MANAGEMENT
- Winning Strategies for Responding to RFP’s
- Leading High Performance Teams

BUSINESS ANALYSIS
- Creativity & Critical Thinking
- Planning, Validating & Managing User Requirements
- Eliciting User Requirements
- Modeling the Business Problem
- Communicating the Solution
- The Business Analyst as a Change Agent

LEADERSHIP
- Strategic Leadership
- Executive Leadership
- Results Leadership

Please visit our website to review our policies and FAQs.

SPROTT SCHOOL OF BUSINESS
CERTIFICATE IN REAL ESTATE DEVELOPMENT

ACQUIRE AN IN-DEPTH UNDERSTANDING OF THE BUSINESS SIDE OF REAL ESTATE DEVELOPMENT

The Certificate in Real Estate Development is a unique partnership between the Sprott School of Business and Azrieli School of Architecture & Urbanism at Carleton University that brings together a range of professionals involved in city building including architects, planners, developers, and investors. Students will acquire the know-how, language, and contacts required to smoothly navigate the complex network of parties involved in real estate development.

WHO SHOULD ATTEND:

- Developers who are looking to deepen their understanding of development processes, manage risk, and improve their grasp of roles and responsibilities of the various players involved with land development.

- Architects and other design professionals wishing work more effectively with developer clients and/or to expand their expertise to include real estate development.

- Planners who engage with public/private development negotiations, and who are part of the decision-makers on how new development proposals affect their city.

- Property owners who are looking to gain a better understanding of the benefits and risks of development and redevelopment.

- Investors interested in real estate as a new category of asset and wishing to engage third party developers.

- Professionals in service to the development industry, including legal counsel, accountants, bankers who want to broaden their understanding of their clients’ needs.

- Portfolio Managers, real estate advisors and project managers in the government who wish to better understand the real estate environment that they work in.

<table>
<thead>
<tr>
<th>Module</th>
<th>Topic</th>
<th>Date</th>
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<tbody>
<tr>
<td>1a</td>
<td>City Building by Policy</td>
<td>Oct 1-2, 2019</td>
</tr>
<tr>
<td>1b</td>
<td>Planning and Zoning Dimensions</td>
<td>Oct 2-3, 2019</td>
</tr>
<tr>
<td>2a</td>
<td>Legal Dimensions in Real Estate Development</td>
<td>Nov 26-27, 2019</td>
</tr>
<tr>
<td>2b</td>
<td>Finance Fundamentals</td>
<td>Nov 27-28, 2019</td>
</tr>
<tr>
<td>3a</td>
<td>Real Estate Finance</td>
<td>Jan 21-22, 2020</td>
</tr>
<tr>
<td>3b</td>
<td>Marketing and Transactions</td>
<td>Jan 22-23, 2020</td>
</tr>
<tr>
<td>4a</td>
<td>The Pro Forma</td>
<td>Feb 25-26, 2020</td>
</tr>
<tr>
<td>4b</td>
<td>City Building by Design</td>
<td>Feb 26-27, 2020</td>
</tr>
</tbody>
</table>

Course Code: CRED500
Fees: $8,650 + HST
MASTERS CERTIFICATE IN BUSINESS ANALYSIS

RECEIVE CANADA’S MOST RESPECTED BUSINESS ANALYSIS CERTIFICATE IN JUST 18 DAYS OVER FIVE MONTHS!

The Masters Certificate in Business Analysis equips you with the knowledge and techniques to plan, elicit, communicate, analyze, model, validate and manage user requirements through the project life cycle. The result: projects with cost savings, accurate time to market and, most importantly, solutions that meet the organization’s business needs.

WHO SHOULD ATTEND:

- Business analysts from all industries who are responsible for identifying, analyzing and managing business requirements, business processes and recommending solutions
- Business and systems analysts lacking formal training and looking to close skill gaps

KEY BENEFITS AND WHAT YOU WILL LEARN:

- You will expand and enhance your skill set, with the knowledge and techniques of an effective Business Analyst
- Master communication, analytical and modeling practices throughout the project life cycle
- You will collaborate and network with other business analysts
- Earn 126 CDUs/PDUs from PMI

In partnership with:

[iiba](http://www.iiba.org) International Institute of Business Analysis

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**Modules**

- Program Introduction & Business Analysis Framework
- Creativity & Critical Thinking*
- Planning, Validating & Managing User Requirements*
- Eliciting User Requirements*
- Modeling the Business Problem*
- Communicating the Solution*
- The Business Analyst as a Change Agent*
- Filling in the Gaps and Program Simulation Execution

*These modules qualify for CDU credits from IIBA® and PDU credits from PMI®.

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**Winter 2020**

<table>
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<tr>
<th>Month</th>
<th>Dates</th>
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<tbody>
<tr>
<td>January</td>
<td>16</td>
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<td>January</td>
<td>31-February 1</td>
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<td>February</td>
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<td>April</td>
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<td>May</td>
<td>1-2</td>
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<tr>
<td>May</td>
<td>21-23</td>
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**Course Code:** MBA500  
**Fees:** $9,450 + HST  
*Flexible option or individual modules available.*
MASTERS CERTIFICATE IN PROJECT MANAGEMENT

COMPLETE CANADA’S MOST POPULAR PROJECT MANAGEMENT PROGRAM IN JUST 18 DAYS OVER FIVE MONTHS!

Why have more than 11,000 leaders chosen The Masters Certificate in Project Management? Graduates of our conveniently scheduled 10-module course not only receive their Masters Certificate in Project Management, but are also prepared to write the Project Management PMP® Professional Exam. Our course framework is founded upon the Project Management Institute’s (PMI®) textbook, A Guide to the Project Management Body of Knowledge (PMBOK®). Please refer to PMI.org for complete application requirements. With both certificates, your career potential in the Project Management community knows no boundaries!

MASTER THE NINE KEY AREAS OF PROJECT MANAGEMENT:

- Integration management
- Risk management
- HR management
- Cost management
- Scope management
- Quality management
- Communications management
- Procurement management
- Time management

THE BEST PART – The Masters Certificate format appreciates the severe time limitations of today’s corporate employees and encourages active learning. The programs run in two or three day modules every second week. It also gives you the chance to apply the teaching in your real life project environment.

WHO SHOULD ATTEND:

- Project managers from any industry, with at least one year of experience and who wish to move up to a higher level in their field
- Mid- and senior-level managers who have completed an introductory project management program
- Anyone wishing to pursue the PMP® designation for career advancement

Join us for a free one-hour online information session from 1:00 p.m. to 2:00 p.m. EST/EDT. Choose from one of these days: 15th of each month of next business day - all year.

Simultaneous website/telephone session. Once you register, you will be sent your login details. RSVP online at: https://ppd.carleton.ca/project-management-professional-certificate-ottawa/webinar/

In partnership with:

Modules

<table>
<thead>
<tr>
<th>Fall 2019</th>
<th>Winter 2020</th>
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<tbody>
<tr>
<td>Program Introduction</td>
<td>Sept 20</td>
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<tr>
<td>Project Planning &amp; Control</td>
<td>Oct 3-5</td>
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<tr>
<td>Leadership, Communication, &amp; Stakeholder Management</td>
<td>Oct 18-19</td>
</tr>
<tr>
<td>Project Quality Management</td>
<td>Nov 1-2</td>
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<tr>
<td>Effective Project Cost Management</td>
<td>Nov 15-16</td>
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<tr>
<td>Assessing and Managing Project Risk</td>
<td>Nov 29-30</td>
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<tr>
<td>Procurement &amp; Contracting Management</td>
<td>Dec 13-14</td>
</tr>
<tr>
<td>Introduction to Agile &amp; Scrum</td>
<td>Jan 9, 2020</td>
</tr>
<tr>
<td>Filling in the Gaps &amp; Final Exam</td>
<td>Jan 10-11, 2020</td>
</tr>
<tr>
<td>Project Simulation</td>
<td>Jan 17, 2020</td>
</tr>
</tbody>
</table>

Fees: $9,450 + HST

Updated for 2019/20 New Content Added!

- 1-Day Introduction to Agile & Scrum Module
- Online PMP Exam Preparation
- Modules Designed Especially for this Program – Including Sample Exams
- Exclusive Access to Online Videos, Interviews & Articles on the Future of Project Management

sprott.carleton.ca/ppd
MASTERS CERTIFICATE IN PUBLIC SECTOR LEADERSHIP

In the new era of global competition, new models of transformational leadership – based on stakeholder participation, stewardship, and shared values – are essential for public sector organizations under pressure to deliver high quality results.

The Masters Certificate in Public Sector Leadership program is designed to equip today’s public sector leaders with the skills and competencies critical to establishing frameworks of governance that will encourage innovation and ensure best practices throughout their organization.

WHO SHOULD ATTEND:

- Senior level leaders in public service who need to prepare for succession planning
- Professionals in private sector management level who interface with the government
- High potential professionals who aspire for senior level leadership in not-for-profit and private sectors
- Participants can be Assistant Deputy Ministers; Directors; senior management in health care organizations, school boards or social service agencies

KEY BENEFITS AND WHAT YOU WILL LEARN:

- Develop innovative thinking for effective leadership in public service
- You will gain insight and understanding of the stewardship model of stakeholder partnerships
- Enable enhanced critical thinking for complex issues
- Learn the portfolio approach to public sector investment
- Gain practical insights from seasoned faculties

In partnership with:

Module

| Strategic Leadership: Understand and Respond Effectively to the Broader Context of Public Management | Feb 24-28 |
| Results Leadership: Deploy Cutting Edge Methods to Achieve Extraordinary Outcomes | June 15-19 |
| Executive Leadership: Transform Your Organization for Sustained Success as Your Leadership Legacy | Nov 23-27 |

Course Code: CPM500
Full Program Fee: $9,850 + HST
Individual Module Fee: $4,150 + HST

Sprott School of Business
MANAGEMENT CERTIFICATE PROGRAM IN HUMAN RESOURCES

The Management Certificate Program (MCP) in Human Resources is a fast-track certificate program for professionals wishing to achieve accreditation as a Certified Human Resources Professional (CHRP® or CHRL®) through the Human Resources Professional Association (HRPA®).

You will achieve all nine credits required to write the Comprehensive Knowledge Exam (CKE1/CKE2). Courses run on Saturdays from September to July.

Participants in MCP also receive Carleton library privileges for the duration of enrollment within a course.

KEY BENEFITS AND WHAT YOU WILL LEARN

- Earn all nine credit coursework requirements to write the Comprehensive Knowledge Exam (CKE1/CKE2) through the HRPA to be eligible for the 
  CHRP® and CHRL® Designations
- Receive Carleton library privileges for the duration of your course enrollment
- Network with other HR professionals

In partnership with:

The other management certificate programs I looked at did not have the fast track program that Sprott offered. Taking a class on a Saturday was convenient, especially since I was able to complete the course in under a year.

Art O’Keefe, MCP Student

Schedule

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Dates</th>
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<tbody>
<tr>
<td>MCP787</td>
<td>Human Resources Administration</td>
<td>Sept 7, 14, 21, 28, 2019</td>
</tr>
<tr>
<td>MCP015</td>
<td>Human Resources Planning</td>
<td>Oct 5, 19, 26 &amp; Nov 2, 2019</td>
</tr>
<tr>
<td>MCP012</td>
<td>Training and Development</td>
<td>Nov 9, 16, 23, 30, 2019</td>
</tr>
<tr>
<td>MCP010</td>
<td>Introduction to Accounting &amp; Finance</td>
<td>Dec 7, 14, 2019 &amp; Jan 4, 11, 2020</td>
</tr>
<tr>
<td>MCP166</td>
<td>Organizational Behaviour</td>
<td>Jan 18, 25 &amp; Feb 1, 8, 2020</td>
</tr>
<tr>
<td>MCP013</td>
<td>Labour Relations</td>
<td>Feb 22, 29 &amp; March 7, 14, 2020</td>
</tr>
<tr>
<td>MCP019</td>
<td>Personnel Selection</td>
<td>March 21, 28 &amp; April 5, 18, 2020</td>
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<tr>
<td>MCP016</td>
<td>Compensation Planning</td>
<td>April 25, &amp; May 2, 9, 23, 2020</td>
</tr>
<tr>
<td>MCP014</td>
<td>Occupational Health &amp; Safety</td>
<td>May 30 &amp; June 6, 13, 20, 2020</td>
</tr>
<tr>
<td>MCP211</td>
<td>Interpersonal Communication</td>
<td>June 27 &amp; July 4, 11, 18, 2020</td>
</tr>
</tbody>
</table>

*Participants in the Management Certificate Program must complete MCP211 to earn their Sprott School of Business Certificate, although the course is NOT a CHRP designation requirement.

Course Code: MCP500  Fees: $725 CDN  Per course

In partnership with:
PROFESSIONAL CERTIFICATE IN RISK MANAGEMENT

Upon completion of all three courses, you will be qualified to apply for the Canadian Risk Management (CRM) designation. The CRM is recognized by the Risk and Insurance Management Society (RIMS) and awarded by the Global Risk Management Institute (GRMI). The CRM designation has become a qualification requirement for some federal government jobs. In addition, many private organizations also look for CRMs to manage risk in their organizations.

WHO SHOULD ATTEND:
- Executives and board members who want to have in-depth comprehension to steer the development of organizational risk management policy
- Managers who want to learn how to protect their organization against liability, property, personnel or net income risks
- Supervisors, managers and project officers who are responsible to manage, control and protect an organization’s corporate and financial assets
- Individuals who want to act as an independent risk management consultant

In partnership with:

Courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Dates</th>
</tr>
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<tbody>
<tr>
<td>CRM01</td>
<td>Risk Management: Principles &amp; Practices</td>
<td>Wednesdays, Sept 18 - Dec 18, 2019</td>
</tr>
<tr>
<td>CRM02</td>
<td>Risk Assessment &amp; Treatment</td>
<td>Tuesdays, Feb 18 - May 12, 2020</td>
</tr>
<tr>
<td>CRM03</td>
<td>Risk Financing</td>
<td>Tuesdays, Sept 17 - Dec 17, 2019</td>
</tr>
</tbody>
</table>

Course materials must be purchased by participant.

Course Code: CRM01, CRM02, CRM03
Fees: $795 CDN
PROFESSIONAL CERTIFICATE IN MANAGEMENT SKILLS

Managers work in 360 degrees – up, down, and sideways - and the best ones seem to have eyes in the backs of their heads. Businesses today need managers who can think through problems and work with others to create solutions. The role of manager can be a natural step in career development - one requiring specific skills that are different from individual areas of expertise.

This 12-day certificate program, delivered part-time in two-day modules, provides the knowledge, skills and tools that today’s managers need to confidently manage people and resources. Based on sound principles of adult learning, this lively and interactive learning environment provides you with practical ideas that you can take directly to your workplace.

WHO SHOULD ATTEND:
- New managers and supervisors who want to learn the essential skills of management
- Experienced managers and supervisors who want to hone their management skills and develop a deeper understanding of this topic area
- Team leaders and employees who see management as the next step in their career development

KEY BENEFITS AND WHAT YOU WILL LEARN:
- The meaning and application of different managerial and leader manager styles
- How to create inclusive environments in which employees can understand, value and respect each other’s differences
- The knowledge of the process for getting teams started and for moving them successfully through the task cycle
- You will obtain tools and techniques for managing projects
- Skills to confidently communicate financial information with executives and financial staff

A balanced program for employees in transition from a union to a management environment. Kudos to the Sprott School of Business team for a well-managed program. The teaching is high quality and the professors teach a two-for-one concept, mixing real-life work experience with textbook theory – the best of both worlds!

Joey St. Jacques,
Project Manager, Hydro Ottawa

Module | Fall 2019 | Winter 2020
--- | --- | ---
Essential Skills to Managing People/Managing Differences | Oct 16-17 | Feb 12-13
Communication Skills: Tools for Managers | Nov 6-7 | Mar 4-5
Finding the Right People | Nov 27 | Mar 25
Managing Change | Nov 28 | Mar 26
Managing Performance Effectively | Dec 11-12 | Apr 22-23
Leading High Performance Teams & Projects | Jan 8-9, 2020 | Apr 29-30
Unleashing Creative Leadership | Jan 22, 2020 | May 13
Team Challenges Application/Final Simulation | Jan 23, 2020 | May 14

Course Code: MSC500
Fees: $6,500 + HST
DIGITAL AND SOCIAL MEDIA PROGRAM

The Digital & Social Media Program (DSM Program) is a multi-faceted training system whose mandate is to provide non profit organizations with training and guidance on navigating and optimizing the constantly changing digital and social media landscape.

DIGITAL AND SOCIAL MEDIA STRATEGY & TACTICS

Learn how to develop, refine, and deploy an effective digital and social media strategy for your organization. The Digital & Social Media Strategy and Tactics Seminar focuses on understanding organizational requirements and guiding the development or refinement of your strategic, tactical and audit plans which the participants can implement in the organization. Through a detailed overview of a wide range of the most important current and emerging digital and social media channels, you will be able to identify channels and techniques that will enhance your online presence.

In partnership with:

Course Code: SMM100
Course Dates: May 4-6, 2020
Fees: $1,975 CDN + HST

DIGITAL & SOCIAL MEDIA COMMUNICATION, ENGAGEMENT & ADVERTISING

The Digital Communication, Engagement & Advertising Seminar focuses on ensuring that participants are able to engage their audience. Participants will learn how to improve the perception of digital deployments, and how to use both free and paid digital advertising opportunities to communicate messages effectively to a selected target audience. A number of channels are explored in conjunction with the individual organization’s strategy and target audience, to determine which channels and techniques should be used to optimize communication and provide the highest return-on-investment.

In partnership with:

Course Code: SMM200
Dates: December 9-11, 2019
Fees: $1,975 CDN + HST
This certificate course provides you the opportunity to be around the world by Social Media Marketing Magazine. (No. 6 in Canada) on the top 100 marketing professors on Twitter. Taught by social media expert, Lyle Wetsch, ranked number 91 and social media strategy for your organization.

Learn how to develop, refine, and deploy an effective digital and social media strategy and tactics. Participants can implement in the organization. Through a detailed overview of a wide range of the most important current platforms and be able to target your organization's messages effectively to a selected target audience. Each channel will be explored in conjunction with the individual organization's goals and objectives. Communication channels that best suits their organizations should be used to optimize communication and provide the highest return-on-investment. Individual guidance will be provided to identify channels and techniques that will enhance your online presence.

Organizations with training and guidance on navigating and optimizing the constantly changing digital and social media landscape.

Learn how to evaluate the effectiveness of your organization's digital and social media deployments. This seminar is designed to ensure that organizations are measuring the correct items; using the appropriate free and paid tools to provide the actionable information needed and that the appropriate individuals in the organization have access to and the capability to act on the data.

Learn how to create the type of digital content that drives engagement, interest and conversions for your organization.

The Digital & Social Media Digital Content Creator Seminar focuses on generating a wide variety of content with an emphasis on video (recorded, live & 360), but also including images, audio, augmented and virtual reality as well as chatbots. This seminar focuses on hands-on content creation during your training as well as a 1-hour personal consultation following the course to help finalize your content.

**DIGITAL & SOCIAL MEDIA METRICS, MEASUREMENT & ANALYTICS**

Learn how to evaluate the effectiveness of your organization’s digital and social media investments by deploying the correct tools and measurement techniques.

This certificate course focuses on providing participants with the knowledge and skills to allow them to evaluate their organization’s digital and social media deployments. This seminar is designed to ensure that organizations are measuring the correct items; using the appropriate free and paid tools to provide the actionable information needed and that the appropriate individuals in the organization have access to and the capability to act on the data.

**DIGITAL & SOCIAL MEDIA DIGITAL CONTENT CREATOR**

Learn how to create the type of digital content that drives engagement, interest and conversions for your organization.

The Digital & Social Media Digital Content Creator Seminar focuses on generating a wide variety of content with an emphasis on video (recorded, live & 360), but also including images, audio, augmented and virtual reality as well as chatbots. This seminar focuses on hands-on content creation during your training as well as a 1-hour personal consultation following the course to help finalize your content.

In partnership with:

**Gardiner Centre**

Course Code: SMM220
Courses:
Dates: June 15-17, 2020
Fees: $1,975 CDN + HST

**Gardiner Centre**

Course Code: SMM500
Courses:
Dates: Oct 28-30, 2019
Fees: $1,975 CDN + HST

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SEMINARS & WORKSHOPS

Whether you work in the public, private or non-profit sector, Sprott has an open enrollment program to fit your needs and busy schedule.

Project Management, Communications, Marketing, Management, Finance, Exam Preparation, and more!

The seminars and workshops are comprehensive, results driven and brief in length. You are away from the office for only a few days and can begin implementing your new skills your first day back to work.

PMP® EXAM PREPARATION

Intended for anyone preparing to sit for the Project Management Institute’s Project Management Professional (PMP) exam, this course will satisfy the project management training and PMP exam requirements. As well, it will broaden students’ understanding of all the knowledge areas of PMI’s Guide to the Project Management Body of Knowledge (PMBOK) and prepare students to pass the PMI certification exam.

**KEY BENEFITS AND WHAT YOU WILL LEARN:**

- A structured and integrated review of the PMBOK knowledge areas
- Key concepts, terms and principles of project management
- The format and makeup of the PMP exam
- Tips and study methods to help prepare for the exam

You will receive 35 PDUs required for your PMP certification. Also applicable to your CAPM certification.

**Course Code:** SMS704
**Course Dates:** March 5, 6, 9, 10, 11, 2020
**Fees:** $2495 CDN + HST

ESSENTIALS OF PROJECT MANAGEMENT FOR BUSINESS AND GOVERNMENT

This seminar is designed for new project managers and seasoned project managers wishing to update their knowledge base, as well as professionals who manage projects looking to confirm that they are on the right track.

The course provides a full overview of the process and techniques of project management using the latest project management methods, and provides practical experience in the application of these techniques.

**KEY BENEFITS AND WHAT YOU WILL LEARN:**

- Effectively manage each stage of the project life cycle
- Achieve project cost, schedule, and quality objectives
- Satisfy your clients’ needs
- Enhance your project team’s performance
- Hone your problem-solving skills
- How your communication style is helping or hindering your influence goals

**Course Code:** SMS702
**Course Dates:**
- Fall: Nov 27-29, 2019
- Winter: Feb 19-21, 2020
**Fees:** $1,750 CDN + HST
RISK MANAGEMENT FOR BUSINESS AND PROJECTS

This workshop will provide participants with the tools and practical experience to effectively plan, identify, prioritize and respond to risks. The management of risks is best done as a team effort, therefore, one of the primary outcomes of this workshop will be to enable participants to lead and facilitate others in the management of risks. Graduates of this workshop will have and experience in how to identify, analyse and respond to risks and experience and how to facilitate and lead others in these risk management activities.

KEY BENEFITS AND WHAT YOU WILL LEARN:

- Develop a risk management plan;
- Effectively use and lead others in the use of 15 risk identification tools and methods;
- Realistically score, classify, triage and prioritize all identified risks;
- Identify and define applicable risk response strategies and plans;
- Implement the identified risk response strategies and plans;
- Create and prepare a Risk Register to document and report on identified risks and their responses.

PMP CONTINUING CERTIFICATION REQUIREMENTS COURSE

The purpose of this course is to enable PMP certified individuals to fully satisfy PMI’s minimum mandatory education requirements of 8 PDUs for each PMI Triangle Category (24 PDUs in total) in one course and eliminate the need to take multiple, separate courses to satisfy these requirements.

Each day of this course will cover one of the three PMI Talent Triangle categories. With the completion of this course, participants will be able to satisfy their remaining “Education” and “Giving Back to the Profession” PDUs however they prefer.

Professional Develop in Units (PDUs)

This course qualifies you for the following PMI, Project Management Professional (PMP), PDUs:

- Technical Project Management = 8 PDUs
- Leadership = 8 PDUs
- Strategic and Business Management = 8 PDUs

Total PDUs = 24 PDUs

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Course Code: SMS706
Course Dates: Fall: September 19, 20, 23, 2019
             Winter: March 17-19, 2020
Fees: $1,750 CDN + HST

Course Code: SMS705
Course Dates: Fall: November 20-22, 2019
             Winter: March 12,13,16, 2020
Fees: $1,750 CDN + HST
WINNING STRATEGIES FOR RESPONDING TO RFP’S
Gain an understanding of how to prepare a response to various competitive procurement bid instruments such as an RFP, RFI, and Invitation to Tender. During this seminar, time is allocated for what-if scenarios supplied by participants from actual experiences.

KEY BENEFITS AND WHAT YOU WILL LEARN:

- You will understand the complexity of the bid process, the importance of positive responses, and the evaluators’ viewpoint
- How to analyze the bid for completeness and clarity
- Be able to determine whether you should bid or pass

LEADING HIGH PERFORMANCE TEAMS
Effective team leaders view leadership as a role, not a position. They see their role as serving team members who, in turn, work towards achieving the team’s objective. High performance teams are central to the effectiveness, productivity and competitiveness of the entire organization.

KEY BENEFITS AND WHAT YOU WILL LEARN:

- You will be able to identify the key characteristics of an effective team leader
- How to recognize the role and influence of leadership in promoting team success
- Adapting your leadership style to reflect the specific stage of team development

ACCOUNTING & FINANCE FOR NON-FINANCIAL MANAGERS
For many managers, the company’s financial statements remain a mystery. A basic understanding of financial statements and project evaluation tools allow for rational decisions and intelligent discussions.

KEY BENEFITS AND WHAT YOU WILL LEARN:

- How to talk to financial people
- How to evaluate financial reports
- How to make sound project decisions.
- How to assess the financial viability of capital investments

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<tr>
<th>Course Code: SMS746</th>
<th>Dates: December 2-3, 2019</th>
<th>Fees: $1,295 CDN + HST</th>
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<tr>
<td>Course Code: MSP607</td>
<td>Dates: April 20-21, 2020</td>
<td>Fees: $1,295 CDN + HST</td>
</tr>
<tr>
<td>Course Code: NSN309</td>
<td>Course Dates: Fall October 23-25, 2019</td>
<td>Fees: $1,595 CDN + HST</td>
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PROFESSIONAL WRITING SKILLS FOR BUSINESS
Effective writing boosts your image, makes decision-making easier, and portrays your organization as professional and efficient. Upon completion of this workshop, you will be better able to prepare meaningful business documents and approach difficult communications with confidence.

**KEY BENEFITS AND WHAT YOU WILL LEARN:**
- How to plan and prioritize business communications
- You will get the response you want from your reader
- Maintain goodwill and trust even in difficult situations
- Write clearly and directly

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<tr>
<th>Course Code:</th>
<th>BCS102</th>
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<tr>
<td>Course Dates:</td>
<td>May 11-12, 2020</td>
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<tr>
<td>Fees:</td>
<td>$1,495 CDN + HST</td>
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</table>

COMMUNICATING EFFECTIVELY
Active listening and assertive communication enable you to effectively influence others, provide clear feedback and engage in meaningful dialogue. This program emphasizes self-awareness by building on participant’s work and personal experiences, making it both practical and relevant.

**KEY BENEFITS AND WHAT YOU WILL LEARN:**
- Develop five key skills for effective listening
- How to decode and listen to non-verbal communication
- Understand how to distinguish relevant facts and feelings in order to proceed with common understanding
- You will be able to plan and initiate dialogue about issues important to you

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<tr>
<th>Course Code:</th>
<th>MSP604</th>
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<tr>
<td>Course Dates:</td>
<td>March 18 2020</td>
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<tr>
<td>Fees:</td>
<td>$695 CDN + HST</td>
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</tbody>
</table>

CONFLICT RESOLUTION
The ability to successfully navigate one’s way through conflict is a skill no one should be without. This course will take the participant through all of the essential skills, techniques and tools necessary to conflict resolution. Whether you yourself are in a conflict with someone, or you have to facilitate a conflict between two or more people, this course will be an indispensable component of your professional development. Participants will come out of this course with an increased awareness of how to prevent conflict, and will develop abilities that will enable them to resolve conflict with much greater comfort, ease and effectiveness.

**KEY BENEFITS AND WHAT YOU WILL LEARN:**
- How to use communication to prevent and resolve conflict
- How to implement skills, techniques and tools for conflict resolution
- How to handle difficult or intense emotions
- How to deal with power imbalances and impasse
- How to minimize the recurrence of conflict
- How to use a conflict resolution process

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<tr>
<th>Course Code:</th>
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<tr>
<td>Course Dates:</td>
<td>January 27-28, 2020</td>
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<td>Fees:</td>
<td>$1295 CDN + HST</td>
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ACCELERATE PERFORMANCE WITH CONVENIENT AND CUSTOM GROUP TRAINING.

A variety of Sprott professional programs and courses can be delivered privately to groups of 10 or more, in your own offices or at the university. For highly-focused training, we’ll work with you one-on-one to develop and deliver a program tailored to the specific needs of your organization. In-House & Custom Programs are an asset to any group seeking to enhance productivity and morale.

- Cost-effective training and development - save employee and company time, and travel expenses by bringing us to you.
- Align training to your organization’s business priorities, training needs and schedules.
- Use organizational language and discuss organizational issues in a confidential environment.

Let us help you with custom training for your organization.

Calvin Tong
Director, Sprott Professional Programs
Tel: 613-520-2102
Email: customprograms@sprott.carleton.ca
AVAILABLE IN-HOUSE & CUSTOM PROGRAMS

BUSINESS COMMUNICATION
- Business Grammar
- Public Sector Writing & Grammar
- Internal Communication
- Presentation Skills
- Strategic Communication Planning
- Business Meetings

MANAGEMENT SKILLS
- Interview and Selection Skills
- Time Management
- High-Performance Coaching
- Effective Listening
- Influence and Persuasion
- Performance Appraisal and Feedback
- Difficult Conversations

NICHE SEMINARS
- Budget Management and Control
- Creating Your Message and Taking it to Market
- Facilitation for Results
- Is Management for Me?
- Managing and Sustaining Media Relations
- Balancing Priorities
- Building Total Cost of Services Framework
- Internal Audit Series
- External Audit Series
- Lean Six Sigma Certification
- Supply Chain Management
- Certified Internal Auditor (CIA) Exam Preparation Program

STRATEGY AND LEADERSHIP
- Enterprise Architecture and Business Process Modeling
- Managing Things and Leading People
- Organizational Treasury Policy
- Principled Negotiation
- Quality Management
- Strategic Brand Management Development
- Situational Leadership
- Alternative Dispute Resolution Processes
- Blue Ocean Strategy
- Essential Skills for Internal Consultants
- Innovation Leadership

BUSINESS DEVELOPMENT
- Closing the Sale
- Effective Strategies and Planning
- Effective Use of Technology in Sales
- Leveraging Your Customer Service Team
- Major Account Selling
- Sales Calls - From Handshake to Proposal
- Building Winning Client Relationships
- Caring for Customers - A Customers Service Strategy
- Direct Marketing
- Proposal Management

AND MANY MORE!

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CERTIFICATE OF ACHIEVEMENT

Upon program completion, you will receive a Sprott School of Business Professional Programs Certificate of Achievement – a widely recognized symbol of excellence in executive education.

PROFESSIONAL PROGRAMS DIVISION

Sprott School of Business
Carleton University
310 Dunton Tower, 1125 Colonel By Drive
Ottawa, ON K1S 5B6

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Email: profdev@sprott.carleton.ca
sprott.carleton.ca/ppd

Please visit our website to review our policies and FAQs.