

# Watermark Learning

## Creating Tomorrow's Problem Solvers

Today, employers are looking for more than just job expertise. They're looking for tomorrow's problem solvers—highly-performing professionals who have the practical know-how to solve problems and create enduring results.

Since 1992, Watermark Learning has been cultivating tomorrow's problem solvers through business analysis, project management, and related skill development training.

Watermark Learning is more than just a training company. We provide skill development that enables organizations and individuals to define, analyze, and deliver products and services that solve business problems. We believe that training should be relevant, immediately applicable, and fun. It's our combination of best practices, a practical approach, and an engaging delivery that distinguishes the Watermark Learning portfolio of training services.

Our instructors are authorities and certified in their respective fields, published authors, and distinguished public speakers and, we are an IIBA® Charter Endorsed Education Provider and PMI® Global Registered Education Provider, which assures you the utmost quality training available.

### TRAINING SERVICES

**Live Training:** Our instructor-led courses cover today's most relevant topics to help you keep pace in today's demanding business environment.

**Private Classes:** Minimize scheduling hassles and travel expenses by inviting a Watermark Learning expert to your site. Your project team will benefit from a lower per-student cost and personalized curricula that incorporates your organization's particular methods and corporate culture.

**Public Classes:** When you need to train one or a few people, our open-enrollment classes provide you flexibility. With several classes scheduled throughout the year, you have many choices and can "sample" our training before committing to an onsite class.

**Online Training:** We have select courses available for online access. This option lets you focus on core content, saves money and puts you in complete control.

**Mentoring/Coaching:** Whether for one-on-one or small groups, our mentoring services tackle your unique needs while helping you keep projects on track. Mentoring/Coaching reinforces classroom learning.

**Masters Certificate Program:** Certification takes you to the next level. Whether your focus is Business Analysis or Project Management, you can receive Continuing Education Units (CEUs) when you enroll in a Masters Certificate Program.

"I highly recommend Watermark Learning for anyone who is looking to gain knowledge, advance their career, and earning power. The professionalism, knowledge, superior training tools and genuine interest in students succeeds in setting Watermark above the competition."

ROBIN ANDERSON  
WATERMARK LEARNING STUDENT



# Watermark Learning

ENHANCED PERFORMANCE. ENDURING RESULTS.

7300 Metro Boulevard - Suite 207  
Minneapolis, MN 55439

**800.646.9362**

**[www.watermarklearning.com](http://www.watermarklearning.com)**

CBAP® is a registered certification mark of the International Institute of Business Analysis

IIBA® is a trademark of the International Institute of Business Analysis

PMP® is a registered certification mark of the Project Management Institute, Inc.

PMI® is a registered trademark and service mark of the Project Management Institute, Inc.

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Watermark Learning

# Course Offerings

**BUSINESS ANALYSIS**  
**PROJECT MANAGEMENT**  
**INFLUENCING SKILLS**

**'10**

# Business Requirements Analysis Training

Learn skills to define product requirements completely and correctly, including hidden requirements that can make or break a project.

As a thought leader in achieving project success, Watermark Learning understands the ever-changing challenges business analysts face—getting requirements right is harder today than ever before. Our courses prepare you to be a top business analyst. You'll learn practical techniques to structure, simplify, and succeed with requirements, and how to integrate best practices into all your projects—improving outcomes consistently.

## BUSINESS ANALYSIS COURSES

### Agile Fundamentals

3 days—21 CDUs/PDUs | 2.1 CEUs

### Agile Requirements with User Stories

2 days—14 CDUs/PDUs | 1.4 CEUs

### Business Analysis Fundamentals

3 days—21 CDUs/PDUs | 2.1 CEUs

### Business Intelligence Requirements Analysis

2 days—14 CDUs/PDUs | 1.4 CEUs

### Business Process Modeling

2 days—14 CDUs/PDUs | 1.4 CEUs

### CBAP® Certification Preparation

3 days—21 CDUs/PDUs | 2.1 CEUs

### Consulting Skills to Solve Business Problems

2 days—14 CDUs/PDUs | 1.4 CEUs

### Data Modeling

2 days—14 CDUs/PDUs | 1.4 CEUs

### Data Modeling — Advanced

2 days—14 CDUs/PDUs | 1.4 CEUs

### Eliciting Business Requirements: Whose Project is it Anyway?

2 days—14 CDUs/PDUs | 1.4 CEUs

### Facilitation Skills Workshop

2 days—14 CDUs/PDUs | 1.4 CEUs

### Influencing Without Authority

2 days—14 CDUs/PDUs | 1.4 CEUs

### Managing Business Requirements

3 days—21 CDUs/PDUs | 2.1 CEUs

### Organizational Change Management

2 days—14 CDUs/PDUs | 1.4 CEUs

### Planning and Managing Requirements

2 days—14 CDUs/PDUs | 1.4 CEUs

### Project Management Fundamentals

3 days—21 CDUs/PDUs | 2.1 CEUs

### Software Testing Fundamentals

2 days—14 CDUs/PDUs | 1.4 CEUs

### The Hard Truth About Soft Skills—A People Management Guide

3 days—21 CDUs/PDUs | 2.1 CEUs

### Use Case Essentials

1 day—7 CDUs/PDUs | .7 CEUs

### Use Case Modeling

2 days—14 CDUs/PDUs | 1.4 CEUs

## Advance Your Career

### Masters Certificate in Business Analysis

Become a top business analyst with our Masters Certificate Program. Partnering with Auburn University, we've developed a series of courses that emphasize industry best practices and practical techniques that you can apply immediately to current and future business projects.

#### Learn how to:

- Better identify business problems and opportunities to achieve organizational goals and objectives
- Increase your skills and confidence in recommending solutions that positively impact business results
- Analyze and document requirements clearly, consistently, and completely
- Gain practical knowledge that you can apply today, in a dynamic corporate environment

Visit our website: [www.watermarklearning.com](http://www.watermarklearning.com) for more information, required courses, dates, and locations.

“The Business Processing Modeling training for my staff was by far the most well-received training that we have ever had, with the most active participation in class activities by all the staff. The instructor's professionalism and experience aided in making this a true learning experience for all.

JAY A. MASCI, PMP  
PROVALIANT RETIREMENT, LLC

# Influencing Skills Training

Learn how to manage stakeholder relationships positively, define business problems correctly, and influence the right solutions.

Regardless of your job title, you often need to be influential with project stakeholders to be effective. Our courses in this subject develop influencing and problem-solving skills, enabling project professionals to work as valuable “consultants” to their organization.



## INFLUENCING SKILLS COURSES

### Consulting Skills to Solve Business Problems

2 days—14 PDUs/CDUs | 1.4 CEUs

### Eliciting Business Requirements: Whose Project is it Anyway?

2 days—14 PDUs/CDUs | 1.4 CEUs

### Facilitation Skills Workshop

2 days—14 PDUs/CDUs | 1.4 CEUs

### Influencing Without Authority

2 days—14 PDUs/CDUs | 1.4 CEUs

### Intelligent Disobedience: The Difference Between Good and GREAT Project Managers

2 days—14 PDUs/CDUs | 1.4 CEUs

### Organizational Change Management

2 days—14 PDUs/CDUs | 1.4 CEUs

### Recovering Troubled Projects

2 days—14 PDUs/CDUs | 1.4 CEUs

### The Hard Truth About Soft Skills—A People Management Guide for Project Managers

3 days—21 PDUs/CDUs | 2.1 CEUs

“Course materials were clear and concise and exercises were excellent—makes sense in my real world. Instructor was very, very good—shared knowledge and experiences with us without making that the central point. Every minute was valuable.

Thanks!

MICHELLE WEBB  
ALLIANZ LIFE INSURANCE

## Sign up for our FREE eNewsletter

You Get...

- Timely, informative articles covering Project Management, Business Analysis, and Influencing Skills
- Up-to-the-minute industry news and events
- Skill development tips and tricks to help you in your daily projects
- And more...



To join our mailing list, email: [info@watermarklearning.com](mailto:info@watermarklearning.com) today!

## Earn CEUs, CDUs, and PDUs

Make your training count with Continuing Education Units (CEUs), Continuing Development Units (CDUs), and Professional Development Units (PDU).



**CEUs** will be granted through Business and Engineering Continuing Education at Auburn University.



**CDUs** can be used to obtain and maintain IIBA® CBAP® certification.



**PDUs** can be used to obtain and maintain PMI® PMP® certification.

# Project Management Training

Skills to deliver the right products and services that are timely and cost-effective, in a way that will delight your customer.

Our Project Management training gives you the knowledge and skills you need to compete in today's tough business environment. Our practical and dynamic training provides you valuable insights from our instructors who have been in the trenches and know Project Management inside and out. Our courses prepare you to complete projects to increase business value with less frustration and lower costs.



## PROJECT MANAGEMENT COURSES

### Agile Fundamentals

3 days—21 PDU/CDUs | 2.1 CEUs

### Agile Requirements with User Stories

2 days—14 PDU/CDUs | 1.4 CEUs

### Complex IT Project Management

3 days—21 PDU/CDUs | 2.1 CEUs

### Consulting Skills to Solve Business Problems

2 days—14 PDU/CDUs | 1.4 CEUs

### Eliciting Business Requirements:

#### Whose Project is It Anyway?

2 days—14 PDU/CDUs | 1.4 CEUs

### Facilitation Skills Workshop

2 days—14 PDU/CDUs | 1.4 CEUs

### Getting Started in Project Management

1 day—7 PDU/CDUs | .7 CEUs

### Influencing Without Authority

2 days—14 PDU/CDUs | 1.4 CEUs

### Intelligent Disobedience: The Difference

#### Between Good and GREAT Project Managers

2 days—14 PDU/CDUs | 1.4 CEUs

### Managing Business Requirements

3 days—21 PDU/CDUs | 2.1 CEUs

### Managing Small Projects—

#### The Critical Steps

2 days—14 PDU/CDUs | 1.4 CEUs

### Microsoft® Project for Project Managers

2 days—14 PDU/CDUs | 1.4 CEUs

### Organizational Change Management

2 days—14 PDU/CDUs | 1.4 CEUs

### PMP® Certification Preparation

3 days—21 PDU/CDUs | 2.1 CEUs

### Program Management Fundamentals

2 days—14 PDU/CDUs | 1.4 CEUs

### Project Estimating, Planning and Control

2 days—14 PDU/CDUs | 1.4 CEUs

### Project Management Essentials

2 days—14 PDU/CDUs | 1.4 CEUs

### Project Management for Team Members

2 days—14 PDU/CDUs | 1.4 CEUs

### Project Management Fundamentals

3 days—21 PDU/CDUs | 2.1 CEUs

### Project Quality Management

1 day—7 PDU/CDUs | .7 CEUs

### Project Risk Management

2 days—14 PDU/CDUs | 1.4 CEUs

### Project Sponsor Workshop

1 day—7 PDU/CDUs | .7 CEUs

### Recovering Troubled Projects

2 days—14 PDU/CDUs | 1.4 CEUs

### The Hard Truth About Soft Skills—A People Management Guide

3 days—21 PDU/CDUs | 2.1 CEUs

### Software Testing Fundamentals

2 days—14 PDU/CDUs | 1.4 CEUs

## Advance Your Career

### Masters Certificate in Project Management

Become a top project manager with our Masters Certificate Program. Our program applies a practical, hands-on approach to project management with an emphasis on the “what”, “why”, and “how” of the discipline.

#### Learn how to:

- Employ the fundamental skills project managers need to be effective
- Align project goals to business goals to achieve success
- Create project plans that leverage the input, understanding, and support of your stakeholders
- Assemble the most effective team and develop your team players
- Control and manage change (not resist it) to ensure changes are beneficial

Visit our website: [www.watermarklearning.com](http://www.watermarklearning.com) for more information, required courses, dates, and locations.

“The training was very well done, with excellent training materials, case exercises, and an excellent instructor. We now have a high level of confidence in our skills and our processes as we move forward with our project.”

RICHELLE FLEISCHER  
RIVERSIDE HEALTH SYSTEM

For course dates and locations visit: [www.watermarklearning.com](http://www.watermarklearning.com)