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Management & Leadership Development

♦ **How to Design and Facilitate Effective Meetings**
Leading meetings that achieve desired outcome is a key skill in today’s ever-changing, time-constrained work environment. Whether you bring people together to generate ideas, assess business alternatives, solve problems, make decisions, plan projects, gain buy-in, or communicate critical information, using meeting time effectively can help achieve business results as well as reinforce other’s confidence in you as a manager and leader. In this course, participants will learn the fundamentals, including techniques for planning, managing and concluding meetings, as well as assessing meeting effectiveness. Tips and tools for agenda design, designating meeting roles, and group facilitation strategies will also be introduced.
Length of course: 3 hours

♦ **iDevelop Essentials for Supervisors**
Come to this hands-on training to learn how to:
• Assign training to your staff
• Review your staff’s learning transcripts
• Run training reports
• Get staff added to your iDevelop user list
Length of course: 1 ½ hours

♦ **Performance Management**
Performance appraisals are not just a requirement for all managers, but an opportunity for managers to explore ways of developing their staff. This course, targeted for managers, maps out steps a manager can take to conduct consistent, effective performance appraisals and reviews. Participants will also learn best practices for the performance appraisal process and ePerformance system. This is a great opportunity to brush up on these skills and ensure consistency across the organization in how we approach this important process.
Length of course: 1 hour

♦ **Using Competencies to Develop and Coach Faculty and Staff**
Research indicates that one of the biggest contributors to employee engagement is the extent to which staff feel they have the opportunity to develop their skills, get regular feedback, and genuinely feel like their supervisor cares about their success. Data collected through various surveys at NYULMC confirms and reinforces this idea. This four-hour workshop (previously two separate sessions) is intended to provide training on how to promote the growth and development of faculty or staff and how to productively address performance issues when they arise. Our goal is to equip managers with the latest "best practices" and practical tools for using the NYULMC competency framework to enable faculty and staff to achieve short and long term goals. The workshop will also provide strategies for coaching and helping to turn around performance issues using the behavioral competencies.
Length of course: 4 hours
Service Excellence

♦ **Handling Customer Complaints**
Learn how to effectively handle complaints, anticipate needs, and turn bad situations into good ones.
Length of course: 2 ½ hours

♦ **Improving Customer Service on the Telephone**
When you're on the phone our reputation is on the line! How you answer, whether you do other things while you’re listening, how you locate other people requested by the caller, and how you say “goodbye”- our reputation is on the line. Enhance your telephone skills to better communicate with customers and colleagues during this 2 ½ workshop.
Length of course: 2 ½ hours

♦ **Making First Impressions Last**
This course provides tools that will help you to always make the customer’s first impression the best. This class is perfect for anyone looking to polish up their customer service skills.
Length of course: 2 ½ hours

♦ **Providing Great Explanations**
Being honest, straightforward and direct is essential for improving communications and increasing both staff and customer satisfaction. Learn how to improve the quality of explanations and communicate more effectively with patients, families, visitors, and colleagues.
Length of course: 2 ½ hours

Business Skills

♦ **Business Writing**
Reports, memos and other documents play a major role in determining the success of a project and in helping build strong, collaborative relationships. This two-hour workshop will be a hands-on, interactive exploration of the main principles of business writing, including structure, tone, clarity, and the appropriate level of detail.
Length of course: 2 hours

♦ **Critical Thinking**
Critical thinking involves asking questions and actively examining and re-examining what we see and hear. In this three hour interactive workshop, participants will have the opportunity to identify the attributes of a critical thinker, develop key skills to help analyze situations from multiple perspectives, practice asking questions to identify root causes of issues and uncover missing pieces. Participants will have the chance to apply new techniques to everyday work and life challenges.
Length of course: 3 hours

♦ **Delivering Effective Presentations (Part A & B)**
Do you want to learn how to be a more effective and engaging presenter, or to feel more confident delivering a talk in front of a group of people? We’ve designed a two-day course just for you! Through conversation, lecture, and video coaching (optional) you will not only gain awareness of your own presentation style, have the chance to deliver a presentation and get feedback from the instructors and your peers, but you will also learn about the components of an effective presentation, get tips on public speaking, and the use of visual aids. Enrollment is limited to 12 participants.
Length of course: 6 hours
♦ **Essentials of Project Management**  
In this interactive, performance-based workshop, participants are taken through the five distinct phases of project management: Project Initiation, Project Planning, Project Implementation, Project Control, and Project Close–Out. As a result of this workshop, participants will be able to use basic Project Management skills and tools for your projects, apply project management tools to a current project, adopt a common language among different types of projects and apply established standards and procedures for managing projects.  
Length of course: 2 Days  

♦ **Executive Skills for Administrative Assistants - Part 1**  
Surviving in the 21st century workplace where you are asked to juggle multiple priorities while working for multiple bosses can be both rewarding and challenging. Today’s work environment requires the ability to organize your work load while managing others’ expectations. The key to success with all of these demands is to communicate effectively and organize your workload — which will cut down both on wasted time and added frustration. Learn communication skills, and more, at this full day workshop  
Length of course: 1 Day  

♦ **Executive Skills for Administrative Assistants - Part 2**  
This program takes Part I to the next level where participants recognize that the skills of leadership today rely heavily on personal power and effectively influencing others. The focus of Part II will be on empowering others, motivating others, solving problems, making decisions, as well as the importance of locating and working with a mentor. Lastly, in this fast-paced, interactive program, participants will learn political savvy skills. (No Prerequisite necessary)  
Length of course: 1 Day  

♦ **Exploring your Emotional Intelligence**  
Emotional intelligence is the ability to identify and manage emotions, both in oneself and others. It is no mystery, then, that demonstrating emotional intelligence competencies, such as the ability to handle stress or have a service orientation, is important for one's success in almost any job. This workshop is designed to provide a new way of building self-awareness and managing our own behaviors in response to others.  
Length of course: 3 hours  

♦ **Feedback: The Art of Giving and Receiving Feedback**  
Giving and receiving constructive feedback is a key management skill and is the cornerstone of performance management. Like all skills, it takes practice to build your confidence and improve. When done in the right way and with the right intentions, feedback can be a powerful tool. Feedback is an objective message about behavior or an activity, recognizing and reinforcing something well done or offering suggestions about how to do something better. In this course, you will be provided with skills and techniques on giving and receiving feedback, documenting feedback, and requesting and receiving feedback from others.  
Length of course: 3 hours
♦ **Foundations for Success: Part 1**
In 2011, NYULMC established a competency model/framework that defines behavioral standards for all employees. Foundations for Success levels the playing field and gives each participant a baseline understanding for what it means to demonstrate these competencies by providing essential skills, tools and tips for success at the workplace.

**Part 1** – This course teaches skills to help participants understand key behaviors required for success at NYULMC, improve self-awareness, exhibit increased self-control, communicate more effectively and address and manage conflict effectively and professionally.

Length of course: 3 hours

♦ **Foundations for Success: Part 2**
This course teaches skills to help participants achieve a deeper level of mastery of the skills covered in Part 1, demonstrate active listening skills, deliver feedback to peers and others with more confidence, apply new methods and approaches to thinking critically and solve problems more effectively.

**Prerequisite – Foundations for Success, Part 1**
Length of course: 3 hours

♦ **Influencing without Authority**
Influencing without Authority focuses on making things happen without position power. Having and using influence is key skill in a business world that increasingly involves matrixed teams and cooperation from both internal and external customers. By the end of the session participants will be able to explain the key areas of knowledge, definitions, and processes related to influencing, identify factors crucial to influencing, building cooperation, and encouraging responsiveness, assess their own skills at influencing and create a plan to develop them and choose & use approaches to specific influencing situations.

**Prerequisite - Essentials of Project Management**
Length of course: 8 hours

♦ **Leading a Project Team**
Leadership of a project team is an especially challenging experience. The project leader often has no formal authority over team members. This means they must lead by methods such as their expertise, influence, example, and persuasion. Participants will have an opportunity to analyze their current leadership approach and create their own project leadership model.

**Prerequisite - Essentials of Project Management**
Length of course: 1 Day

♦ **Managing Multiple Projects**
In real life, very few of us participate in one project at a time. The already challenging task of managing a project is compounded by the challenge of switching from one project to another — sometimes, several times a day. This course deals with planning, merging for planning purposes and tracking multiple projects in which you are a leader or participant. This course aims at not only finding ways to be productive when managing multiple projects, but also ways to actually use the multiple project situation to increase your effectiveness.

**Prerequisite - Essentials of Project Management**
Length of course: 1 Day
♦ **Managing Multiple Priorities**

Have you ever been in a position where you had so many things to do but couldn’t decide which to do first? Setting priorities is the first step to improving your productivity and getting the most out of every day. But setting priorities in today’s complex organizations can be difficult. Issues like multiple bosses, greater workloads, and higher expectations have made setting priorities more complicated than ever. Categorizing your tasks in a way that allows you to distinguish those important and urgent tasks that must be dealt with promptly, even if you don’t particularly enjoy doing them, from those tasks that can wait is the first step to managing your time. In this fast-paced, interactive program, you will learn to maximize your “prime time”, manage your multiple priorities, eliminate your time invaders, and take control of your time. The design of this program includes quick self-assessments, small and large group exercises, and hands-on activities.

Length of course: 1 Day

♦ **Managing Project Risk**

Managing risk is crucial to successfully managing projects. There are predictable areas of risk in any project: scope creep and business change are some examples. In addition, there are risks specific to each project. This course will provide the framework and templates for identifying, assessing and responding to both kinds of risk.

**Prerequisite - Essentials of Project Management**

Length of course: 1 Day

♦ **Managing Up: Building Your Relationship with Your Boss**

Management is a two-way street and requires active participation from all parties involved. This course will introduce ways for participants to better understand this crucial relationship, tools for identifying differences in styles and expectations, and strategies for success.

Length of course: 3 hours

♦ **Managing Your Career**

You play a critical role in your own career development. In this interactive workshop participants will have the opportunity to learn key skills in résumé writing, interviewing, networking, and engaging in conversations about career goals with one’s manager. Participants will also be introduced to tools and resources they can leverage to identify both strengths and opportunities for development to promote their growth within the organization.

Length of course: 3 hours

♦ **People Styles at Work - Making Bad Relationships Good and Good Relationships Better**

You’ve spent a lifetime creating personal and professional habits that work well for you. The problem is the people you work with have their own sets of habits--- usually different habits than yours! Behavioral scientists have found that over 75% of the population thinks, decides, uses time, communicates, and handles emotions and stress differently than you. Not better or worse, just differently. This two hour workshop will help you better understand your preferred work style as well as identify some of the general differences between your style and other people’s styles. Participants will learn tips and techniques on how they “flex” their style (behavior) to build better relationships with co-workers and bosses.

Length of course: 3 hours
♦ The Power of Listening
Chances are you probably spend more time using your listening skills than any other kind of skill. Like other skills, listening takes practice. Effective listening is an active rather than a passive activity. This workshop is designed to explore and practice several aspects of listening; including hearing, understanding and judging. Participants will leave the course having developed and committed to an action plan for practicing and applying supportive listening techniques in work situations.
Length of course: 3 hours

♦ Presenting Project Information
Team leaders and members are often asked to present, persuade, and defend. This course will focus on selecting information, packaging it, and presenting it. It will cover use of visuals. Participants will get practice in answering questions. They will learn elements of being persuasive and conveying their competence.
Prerequisite - Essentials of Project Management
Length of course: 1 Day

♦ Productive Conflict
This class will help you explore finding positive ways to turn conflict into a productive experience. Participants will spend time examining their conflict style and how to avoid getting pulled into a negative conflict with challenging people.
Length of course: 3 hours

♦ Time Management
This program teaches participants how to use tested time management techniques to help work at their best. By applying the time management tips and skills, you will be able to optimize your efforts to ensure that you concentrate as much of your time and energy as possible on the high payoff tasks. This will not only enable you to be more effective in your everyday tasks, but will help you experience less of a feeling of being “behind” on everything and allow you to quickly get on top of your job and life.
Length of course: 3 hours

♦ Tips and Techniques for Writing Effective E-mails
Do you ever find that your e-mails cause problems rather than help solve them? It happens more often than you might think. To make sure you are making the best use of this now-indispensable tool, come learn a few simple secrets of what works, what doesn't and why.
Length of course: 2 hours

Computer Courses

Access Courses

♦ 2010 MS Office Access Part 1
In this course, students will learn how to use Access 2010 to manage your data, including creating a new database, constructing tables, and designing forms. Upon successful completion of this course, students will be able to: - explore the Microsoft Office Access 2010 environment - examine the components of a database - create a simple access database - work with table data - query a database - create advanced queries - generate reports and customize the access environment.
Length of course: 8 hours
♦ **2010 MS Office Access Part 2**
In this course, students will continue to learn Access 2010 skills to manage your data, including designing reports, creating queries to join, filter, and sort data. Upon successful completion of this course, students will be able to: - design a relational database - create table relationships - join tables - organize a database for efficiency - create a junction table - share data across applications and perform advanced reporting.
Length of course: 8 hours

♦ **2010 MS Office Access Part 3**
In this course, students will expand their knowledge of Microsoft® Access® 2010 to include relational database design, writing advanced queries and structuring existing data. Upon successful completion of this course, students will be able to: - restructure data into appropriate tables to ensure data dependency and minimize redundancy - write advanced queries to analyze and summarize data - field, record and form data validation and use macros to improve user interface design.
Length of course: 8 hours

♦ **2010 MS Office Access Part 4**
In this course, students will continue to expand their knowledge of Microsoft® Access® 2010 to include sharing data across applications and customizing reports. Upon successful completion of this course, students will be able to: - use advanced database management tools - determine object dependency - distribute and secure a database - manage switchboards and set startup options.
Length of course: 8 hours

### Excel Courses

♦ **2010 MS Office Excel Part 1**
In this course, students will use Microsoft® Office Excel® 2010 to create spreadsheets and workbooks that they can use to store, manipulate, and share data. Upon successful completion of this course, students will be able to: - create a basic worksheet using Microsoft® Office Excel® 2010 - perform calculations in an Excel worksheet - modify an Excel worksheet - format a worksheet - print Excel workbook contents - manage an Excel workbook.
Length of course: 8 hours

♦ **2010 MS Office Excel Part 2**
This course builds upon the foundational Microsoft® Office Excel® 2010 knowledge and skills you’ve already acquired and sets you on the road to creating advanced workbooks and worksheets that will deepen your firm’s business intelligence. Upon successful completion of this course, students will be able to: - use advanced formulas - organize worksheet and table data using various techniques - create and modify charts - analyze data using PivotTables, Slicers, and PivotCharts - insert and modify graphic objects in a worksheet - customize and enhance workbooks and the Microsoft® Office Excel® environment.
Length of course: 8 hours

♦ **2010 MS Office Excel Part 3**
The students will learn about some of the more advanced features of Excel including automating common tasks, auditing workbooks to avoid errors, sharing data with other people, analyzing data, and using Excel data in other applications. To ensure success, students should have practical, real-world experience creating and analyzing datasets using Excel 2010. Specific tasks students should be able to perform include: creating formulas and using Excel functions; creating, sorting, and filtering datasets and tables; presenting data by using basic charts; creating and working with PivotTables, slicers, and PivotCharts; and customizing the Excel environment.
Length of course: 8 hours
Word Courses

♦ 2010 MS Office Word Part 1
In this course, you'll learn how to use Word 2010 to create and edit simple documents; format documents; add tables and lists; add design elements and layout options; and proof documents. Upon successful completion of this course, students will be able to: - create a basic Word document by using Microsoft Office Word 2010 - edit a document by using Word - format text in a Word document - format paragraphs in a Word document - insert a table in a Word document - insert special characters and graphical objects in a Word document - control the page setup and appearance of a Word document and proofread documents for accuracy.
Length of course: 8 hours

♦ 2010 MS Office Word Part 2
In this course, students will create complex documents and build personalized efficiency tools using Microsoft Office Word 2010. Upon successful completion of this course, students will be able to: - manage lists - customize tables and charts - customize the formatting of a document using styles and themes - modify pictures in a document - create customized graphic elements - insert content using Quick Parts - control text flow - use templates to automate document creation - use the mail merge function and use macros to automate common tasks.
Length of course: 8 hours

♦ 2010 MS Office Word Part 3
The student will learn to collaborate on complicated documents and manage how the documents are accessed and distributed. Advanced features of Word 2010 enable you to revise, manage, and secure your business documents. Upon successful completion of this course, students will be able to: - use Microsoft Office Word 2010 with other programs - collaborate on documents - manage document versions - add reference marks and notes - make long documents easier to use - secure a document - create forms and use XML in Word.
Length of course: 8 hours

PowerPoint Courses

♦ 2010 MS Office PowerPoint Part 1
This course is designed for students who wish to gain the foundational understanding of Microsoft Office PowerPoint 2010 that is necessary to create and develop engaging multimedia presentations. Upon successful completion of this course, learners will be able to: - explore the PowerPoint 2010 interface and get familiarized using it - create a presentation - format text on slides - add graphical objects to a presentation - modify graphical objects on slides - work with tables in a presentation - import charts to a presentation and prepare to deliver a presentation.
Length of course: 8 hours

♦ 2010 MS Office PowerPoint Part 2
In this course students will enhance their presentation by using features that will transform it into a powerful means of communication. Learners will customize the PowerPoint interface to suit the requirements and use features to create presentations. This course is intended for students who have a foundational working knowledge of PowerPoint 2010, who wish to take advantage of the application's higher-level usability, security, collaboration, and distribution functionality.
Length of course: 8 hours
Outlook Courses

♦ **2010 MS Office Outlook Part 1**
In this course, you will explore the Outlook interface, manage Email communications, Calendar, Contacts, create Tasks and Notes for yourself and customize the Outlook interface to serve your own personal needs. Upon successful completion of this course, students will be able to: - identify the components of the Outlook 2010 environment - compose email messages using Outlook - send and receive email messages using Outlook - organize email messages into folders - manage contacts using Outlook - schedule appointments using Outlook - schedule meetings and manage tasks, notes, and journal entries.
Length of course: 8 hours

Publisher Courses

In these courses, students will create, format, edit, and distribute publications. These courses are intended for persons with a basic understanding of Microsoft Windows and Microsoft Word who need to learn how to use Microsoft® Publisher 2010 to create, layout, and edit publications.

♦ **2010 MS Publisher Level 1**
Identify the Components of the Publisher Interface, Customize the Publisher Interface, Create a Basic Publication, Add Content to a Publication, Modifying the Layout and Structure of a Publication, Import Text into a Publication, Organize Text Boxes and Picture Placeholders in a Layout, Control the Display of Content in Text Boxes, Insert Common Layout Elements, Use Building Blocks, Formatting Text in a Publication, Format Text, Format Paragraphs, Apply Paragraph Styles, and Apply Schemes
Length of course: 3.5 hours

♦ **2010 MS Publisher Level 2**
Edit Text in a Publication, Present Content in Tables, Review Text in a Publication, Insert Symbols and Special Characters, Formatting Graphics in a Publication, Customize the Appearance of Pictures, Add Graphical Objects to a Publication, Preparing a Publication for Distribution, Check the Design of a Publication, Save a Publication for Distribution, Preview and Print a Publication, and Send a Publication by Email
Length of course: 3.5 hours

Project Courses - Please note that 2010 MS Project courses are not run on a regular basis, as the software now has to be purchased through Purchasing by each department (licenses and assurance), but we are aware of several departments that currently have MS project installed on their PCs and are using it. ODL will NOT be responsible for providing software for the participants, as these courses are targeted for participants who already have 2010 MS project installed on their PCs. If you want to purchase 2010 MS Project, click on the MCIT page link for more information. [MCIT page](#).

♦ **2010 MS Project Part 1**
In this course, students will create and manage a project schedule using Microsoft® Project 2010. This course is designed for a person who has an understanding of project management concepts, who is responsible for creating and modifying project plans, and who needs a tool to manage those project plans. Upon successful completion of this course, students will be able to: - Display an Existing Project Plan in Different Views - Create a Project Plan – Add Tasks and Resources to a Project Plan - Manage Tasks in a Project Plan - Manage Resources in a Project Plan, and Finalize a Project Plan.
Length of course: 8 hours
2010 MS Project Part 2
In this course, students will manage and customize project plans during the implementation stage of a project. This course is designed for a person who has an understanding of project management concepts, who has the basic skills to create and modify project plans using Microsoft Project 2010, and who needs to use Microsoft Project 2010 to manage and customize those plans through the implementation stage of a project. Upon successful completion of this course, students will be able to: - Exchange Project Plan Data with Other Applications - Update a Project Plan - Manage Project Costs - Link Documents to a Project Plan – Report Project Data Visually - Create a Master Project, and Reuse Project Plan Information.
Length of course: 8 hours

Windows Courses
Students will log on to Windows 7, explore its interface, identify the different components in the interface, customize the Windows 7 desktop, manage files and folders, use the common tools and programs available in Windows 7, and browse the Internet.

Microsoft Windows 7 Beginners Level 1
Identify Personal Computer Functionality, Log On to Windows 7, Explore the Desktop, Work with Windows, Access the Help and Support Feature, Turn Off the Personal Computer, Customize the Start Menu, Customize the Taskbar, Personalize the Desktop, Add Gadgets to the Desktop, Navigate to Folders Using Windows Explorer, Work with Folders and Files, Secure Folders and Files, Organize Folders and Files, and Search for Folders and Files.
Length of course: 3.5 hours

Microsoft Windows 7 Beginners Level 2
Create a Document in WordPad, Work with the Calculator, Capture Screens Using the Snipping Tool, Customize a Graphic with the Paint Tool, Get Familiar with the Internet, Browse Websites Using Internet Explorer 8, and Download and Install a Gadget.
Length of course: 3.5 hours

In these courses, students will familiarize themselves with the advanced customization techniques and work with applications and programs in Windows® 7. In addition to this, students will also work with Internet Explorer 8. These courses are designed for any knowledge worker or business professional who needs operating system and file management skills.

Microsoft Windows 7 Intermediate
Apply Aero Features, Modify Display Settings Create a User Account, Manage User Accounts, Schedule Tasks, Work with Media Files, Manage Programs, Modify Device Settings, and Configure Removable Devices.
Length of course: 3.5 hours

Microsoft Windows 7 Advanced
An Overview of Networks, Share Files and Folders, Manage Offline Files Back Up Data, Restore Data, Apply Security Settings, Improve Processing Speed, Optimize Power Consumption, Configure Windows, Update Settings, Troubleshoot Problems, Manage Favorites, Manage History Files, Configure Pop-Up Settings, Configure Internet Security and Privacy Settings
Length of course: 3.5 hours
Employee & Labor Relations

♦ **Managers Guide to the Collective Bargaining Agreement**
This program explores the basic tenets of employee rights and obligations under collective bargaining agreements, to help improve the working relationship with the union and facilitate managing its members [particular emphasis will be placed on the 1199 CBA]. The course addresses key contract provisions and revisions; employer rights and obligations; and the role of union delegates and organizers. Through interactive exercises and activities, leaders gain awareness of the impact of their decisions and it also provides a toolkit for leaders to reinforce the skills and strategies related to managing employees covered under a Collective Bargaining Agreement.
Length of course: 2 ½ hours

♦ **Managing Employee Performance**
The single most important factor employees cite in determining their satisfaction on the job and their level of commitment to an organization is the employee-manager relationship. This program presented by Employee & Labor Relations maps out the constructive steps a manager can take to enhance trust, and to build a solid foundation for a high level of employee performance.
Length of course: 2 hours

♦ **Introduction to the Family and Medical Leave Act (FMLA) & Americans with Disabilities Act (ADA)**
In this program, Employee & Labor Relations experts explain exactly which employee rights are mandated by FMLA and ADA, and why. Because complying with these federal regulations is often a complex process, it is especially important to understand the technicalities if one of your staff members is, or might be, affected.
Length of course: 2 hours

♦ **Employee Relations and Employment Law 101 for Leaders**
This course presented by the Employee & Labor Relations Department provides an overview of the critical employee relations laws managers, supervisors and administrators need to know about in effectively managing their staff and ensure positive employee relations. It also provides a comprehensive understanding of their role in identifying and handling employee relations issues and highlights why dealing with and responding to employee relations issues in a timely manner will enhance the Medical Center’s mission.
Length of course: 2 hours