COURSE SYLLABUS

Certified Management & Program Analyst Level III Certificate Program

Apply advanced analytical skills to real-world scenarios, including program evaluation, decision support, and stakeholder management.

> Group classes (Washington, DC) and onsite training are available for this course.
> For more information, email onsite@graduateschool.edu or visit: https://sdfm.graduateschool.edu/certificates/program-and-management-analysis-level-3-certificate-program-2024-may-requirements



CustomerRelations@graduateschool.edu • (888) 744-4723

Course Outline

This package includes these courses

- Introduction to Program Evaluation Course (40 Hours)
- Decision Making and Problem Solving Course (16 Hours)
- Data Analytics: Tools and Techniques Course (8 Hours)
- Stakeholder & Communications Management Course (8 Hours)
- Cost-Benefit Analysis Workshop Course (24 Hours)
- Analyst Applications Course (16 Hours)

Introduction to Program Evaluation Course

This foundational two-day course stands as part of the Program and Management Analysis Certificate and introduces structured approaches for planning, data gathering, and analysis that inform program effectiveness.

- Identify and apply critical elements of the evaluation process.
- Identify the phases of research design.
- Evaluate the strengths and weaknesses of different data-gathering techniques.
- Interpret statistical data.
- Identify the costs and benefits of a program.

Decision Making and Problem Solving Course

Learn strategies to enhance your decision-making and problem-solving abilities in professional settings. This course equips participants with tools to make thorough decisions and resolve issues constructively.

- Understand environmental factors influencing decisions.
- Learn structured processes for decision-making and problem-solving.

- Develop strategies to address challenges effectively.
- Enhance group collaboration in decision-making scenarios.
- Apply practical tools to make impactful and constructive choices.

Data Analytics: Tools and Techniques Course

This concise (3.25-hour) audit training introduces practical techniques for analyzing financial and operational data. Participants gain hands-on exposure to tools supporting risk assessment, data sampling, and visualization for audit insight generation.

- Explain the importance of data analytics in auditing, performance assessment, and financial management.
- Identify patterns and outliers quickly to make decisions on what to analyze.
- Describe the difference between structured and unstructured data.
- Use the Data Analysis Maturity Model and identify your organization's maturity.
- Practice on multiple case studies, analyzing with an audit-specific data analysis tool.
- List common data analysis tools that can be used in auditing.
- Explain various trends in data analysis, data architecture, and data governance, and their implications on auditing.

Stakeholder & Communications Management Course

This course teaches how to analyze stakeholder needs and develop communication strategies that build alignment. Participants learn planning tools, message framing, and delivery techniques suited to professional environments.

- Identify elements of the standard PMI project management framework (process map).
- Describe the relationship between project stakeholders and communications management processes throughout a project lifecycle.
- Create stakeholder and communications management deliverables, including a stakeholder register, communications plan, and stakeholder management strategy.

Cost-Benefit Analysis Workshop Course

Gain a solid foundation in cost-benefit analysis, including key concepts like present value, cost types, and internal rate of return. This workshop equips participants with the skills to perform basic studies and understand complex analyses.

- Understand the purpose and objectives of cost-benefit analysis.
- Learn key concepts such as cost, present value, and discounting.
- Apply cost-benefit analysis techniques effectively.
- Present findings and actionable recommendations.
- Explore frameworks like OMB Circular A-94 and cost-effectiveness comparisons.

Analyst Applications Course

As the final capstone for Level 3 analysts, this immersive two-day workshop requires you to bring together tools, methodologies, and concepts from earlier courses. Through a rigorous, hands-on approach, you'll synthesize information, analyze data, and deliver a study proposal and presentation that supports data-informed decisions.

- Practice critical thinking to integrate research, findings, and context.
- Analyze datasets to support actionable recommendations.
- Develop and present a study plan with research questions, methods, and timelines.
- Translate analytical findings into polished presentation materials for stakeholders.