



IPMA Advanced Courses 2014

For project executives, senior project managers and consultants – and for preparation for IPMA® Certification Level B and A

Make your choice between seven parallel modules:

Course A	Proactive preparation and start-up of projects <small>NEW VERSION</small>
Course C	Managing opportunity and risk in new ways
Course D	Develop your charismatic project leadership <small>NEW MODULE</small>
Course E	Survival kit for leading projects from a distance <small>NEW VERSION</small>
Course F	Advancing project management in organisations <small>NEW MODULE</small>
Course G	Programme management for effective innovation
Course H	Managing corporate project portfolios

New Course B: Handling relationships between interested parties – *Under development for 2015*

6-8 March 2014 in Copenhagen, Denmark

IPMA»
international
project
management
association



Picture from previous Advanced Course

Welcome to the IPMA Advanced Courses® 2014

The IPMA Advanced Courses® offer you a unique opportunity to expand your project, programme and portfolio management competencies, whether you seek more experience or want to improve your applied methods or behavioural skills. Our training courses are highly relevant for senior project managers, programme managers, portfolio managers, project management office (PMO) managers, project management consultants, and project management trainers alike.

The Advanced Courses are also appropriate for the training needs of candidates for IPMA® Certification of project managers at Level B and Level A.

Reputation for superior quality

As recognised leaders in project management training, our courses offer intensive in-depth training provided by eminent project managers and educators with internationally proven experience.

Our reputation for superior quality is based on a number of elements: small class sizes, highly interactive training with active participation, use of case studies and projects from the participants' own organisations, and opportunities to network with internationally experienced individuals – all in a relaxed learning environment, which includes having fun!

To promote an in depth exchange of experience, participants are asked to verify a minimum of three years of project management experience. The average experience level on previous courses has been five to ten years.

Our carefully selected course modules are revised annually in subject and scope in order to focus on the changing needs of national and international project, programme and portfolio managers.

The selection of parallel course modules covers a broad spectrum of key project, programme and portfolio management issues. This means that the best benefit can be gained over the years by attending more of the courses offered. Consequently, the course fee is reduced for those who have previously attended an IPMA Advanced Course.

The Courses are organised by the IPMA Course Committee. Over 1000 international participants have attended our courses over the past twenty years. Each participant receives a Certificate of Completion.

At www.ipmacourse.com you can find a selection of the companies represented at previous IPMA Advanced Courses, as well as a summary of course evaluations.

We invite you to attend the next IPMA Advanced Courses in March 2014 in Copenhagen, Denmark. We promise you an extraordinary learning experience!



Jesús Martínez-Almela
IPMA Vice President of
Education and Training



Morten Fangel
Director of the IPMA
Advanced Courses



Helene Harild
Coordinator of the
IPMA Advanced Courses

Joint training schedule and social arrangements

Joint training schedule

Course preparation	
	Pre-reading and/or analysis of own projects or organisation
Day before	
21:00–22:00	Welcome reception - Optional
First day	
08:30	Joint opening session
09:30	A C D E F G H
13:00	Joint Lunch
14:00	A C D E F G H
19:30–22:00	Get-together dinner
Second day	
08:30	A C D E F G H
12:00	Lunch and excursion
14:00	A C D E F G H
19:30	Joint dinner
Third day	
08:30	Visit to other courses
09:00	A C D E F G H
12:00	Light lunch
12:30	A C D E F G H
14:30	Joint closing session Experience sharing from all courses
15:00	Closing
Course follow-up	
	Practising the concepts and methods – Interacting with fellow participants

Our aim is to ensure that everyone benefits from participating in a focused training course – as well as has the opportunity to network with others from among the up to one-hundred participating project and programme professionals.

Participants arriving the day before the course start are invited to attend an informal welcome reception at the course venue.

The joint opening of the courses takes place on the first day, and on the third day the courses end with a joint closing session.

During the three days, the courses are conducted in parallel, each having a plenary room and rooms for group sessions.

To promote interaction between the participants, and to expand your network of international contacts, additional joint activities are scheduled during the three days of training:

- Joint lunch on the first and third days
- Get-together dinner on the evening of the first day
- Optional excursions during the lunch break on the second day
- Joint dinner on the second day

The courses in Copenhagen will take place at:

Pharmakon Conference Centre
Milnersvej 42, 3400 Hilleroed, Denmark
Phone: + 45 / 4820 6000
www.pharmakon.dk

This venue has proven to be both a stimulating and a pleasant environment for the course sessions in the past.

A

Proactive preparation and start-up of projects NEW VERSION

Through a structured approach to planning the project initiation and the use of explicit facilitation of the process

FACULTY:

Course vision

If we initiate our projects wrongly, then success can be elusive, if not impossible. It is common sense that “well begun is half completed” – but often we tend to rush into the project implementation.

However, in an increasingly complex environment, you need to qualify the project initiation by applying a structures as well as an interactive approach at two stages:

- For the *project preparation* focused on completing project analyses and overall planning, on anchoring the project towards the determining parties, and on getting the final decision to launch the project.
- For the *project start-up* during which the overall project planning is extended by applying additional analysis and planning methods, and where there is focus on the creation of a high-performing team and generating trust among the participants.

This course will teach you how to make common sense concerning project initiation the common practice in your projects. One means is proactively to plan and organise the relevant project management activities to take place during the preparation and start-up. Another means is to perform the management activities by applying methods which qualify the communication and promote involvement.

Training method

The course format alternates between intensive plenary sessions and group sessions. Each group will select a real-life project presented by one of the participants in the group. This forms the ongoing case study for the group sessions. For pre-reading and post-reading, the participants will be provided with a copy of Morten Fangel's new book “Proactive Project Management – How to make common sense common practice”. ISBN: 978-87-88818-3.

Training objectives

As a participant you will learn to:

1. *Promote the preparation and start-up concept*
Based on knowing the reasons for investing effort in the initiation stages.
2. *Based on knowing the reasons for investing effort in the initiation stages.*
By consciously selecting the instruments for initiation which fit the management complexity and challenges of your project.
3. *Manage preparation and start-up workshops*
By applying methods, tools and behaviour designed for involving the parties and participants in the analyses and planning of the project.
4. *Intensify communication by skilled facilitation*
Based on insight into the role of a project facilitator, becoming more conscious of your own leadership behaviour, and using tools for team-building.
5. *Structure the project management documents*
To promote visibility during the project initiation stages, and to make these accessible virtually for all project parties and participants.
6. *Implement improved preparation and start-up practice*
Via guidelines and tools for project initiation in your own organisation.



Morten Fangel
Managing Director and
Chief Consultant,
Fangel Consulting,
Denmark

Guest speaker:



Henk Bellinga
Managing Director,
Advitec Consulting,
The Netherlands



For CV's of the instructors, the course schedule and selected articles for pre-reading, see www.ipmacourse.com

C

Managing project opportunity and risk in new ways

Why *uncertainty* management can be a *much* better approach than *risk* management

Course vision

Project risk management has been evolving rapidly. It is now being reframed in important ways, with widespread repercussions for everyone involved. For example:

- A threat focus has become an 'opportunity' focus, with a view to taking more risk to improve profit expectations, when appropriate, and to support further optimisation to improve 'value'.
- Multiple pass process emphasis has led to the development of simple 'minimum clarity' first pass approaches to size uncertainty prior to deciding whether or not further action is required, which demonstrably make some conventional approaches redundant.
- Adding complexity to the analysis structure whenever doing so is useful, is now facilitated by a clear understanding of 'maximum clarity' approaches which challenge the received wisdom of some basic decision analysis, portfolio theory and discounted cash flow economics.
- Building proactive uncertainty management into capital investment appraisal, bidding and contract design is increasingly seen as fundamental.

Good management of project opportunity and risk cannot be achieved by adopting any simple off-the-shelf techniques. It needs careful thought, effort, a sound general conceptual framework and the recognition of key issues in each individual case. This course provides the basic concepts and tools.

Training methods

Capitalising on the experience of course participants and sharing experience will be an important aspect of group sessions. Group sessions will also allow participants to confront difficult practical issues. Plenary sessions will draw on the re-titled and extensively re-written third edition of a highly regarded book which the course instructor co-authored – "How to Manage Project Opportunity and Risk – Why uncertainty management can be a much better approach than risk management". Copies of this book will be provided for course participants. ISBN 978-0-470-68649-2

Training objectives

As a participant you will learn to:

1. Understand the concepts of a "clarity efficient" uncertainty management approach. Not being simplistic, allowing the introduction of further complexity whenever this is worthwhile, is crucial. So is avoiding framing assumptions which are restrictive. Obtaining unbiased estimates is one useful example context.
2. Persuade colleagues to abandon widely used counter-productive concepts and tools. Understand why some "common practice" is not "best practice", such as the risk management (probability-impact) matrix.
3. Sell uncertainty management in terms of the benefits which can be provided by the new processes and perspectives. How to clarify why new ideas are useful is crucial.
4. Embed the new processes and concepts in an organisation, avoiding the problems. Encourage everyone to ask the right questions and ensure decisions are approximately right rather than precisely wrong, with everyone motivated to seek the same objectives.

FACULTY:



Chris Chapman
Emeritus Professor of Management Science in the School of Management of University of Southampton and Senior Associate of The Nichols Group, United Kingdom

Guest speaker:



Jesper Garde Schreiner
Senior Consultant, Fangel Consulting, Denmark



For CV's of the instructors, the course schedule and selected articles for pre-reading, see www.ipmacourse.com

D

Develop your charismatic project leadership NEW MODULE

Forget about the project dream team
– get the best out of your current project participants

Course vision

One of the big challenges as a project manager is to build a team from different individuals who will follow you with a high degree of commitment and motivation. Usually you are not able to choose the persons you think would be the best fit for the team – you have to take those who have the required knowledge and who are provided by the organization. The team members bring the various interests of their departments, their different personalities, working and communication styles, and, in international projects, they also bring cultural differences.

It helps a lot to be able to identify and appreciate the strengths of the team members, to make use of differences instead of streamlining individuals, to be able to give clear directions and to motivate the team members to go there – together.

To be able to do this you need your own vision, the awareness of your own strengths, confidence in your team members, a good mixture of assertiveness and an open and appreciative attitude – in one word: it helps to have charisma.

This course will help you to develop your charismatic leadership style and will provide new tools to handle difficult team situations.

Training method

We use new kinds of exercises from the relatively new World Work concept. At its core World Work is a theory that combines psychology with fresh interpretations of findings in modern physics to provide a surprising and very powerful new approach. The exercises will help to deeply anchor the insights in the different areas of your brain (not only in the cortex) so that the resulting behaviour comes naturally without conscious effort. The course includes plenary sessions as well as group sessions and follows a process-oriented structure. You will work with your own material, your own personality and your own challenges in leading your project team and solving conflicts.

Training objectives

1. Develop your personal charismatic leadership style
2. Develop/deepen an inner attitude which allows you to face your project challenges from a position of strength
3. Increase self-confidence and confidence of team members
4. Learn a new approach to handling difficult team members
5. Learn new ways of coaching and facilitating to get the best out of your team
6. Learn how to solve conflicts by using different ways to communicate

FACULTY:



Merle Runge
Facilitating cooperation
Germany



Gertrud Kessler
Organizational Consulting
Switzerland

For CV's of the instructors, the course schedule and selected articles for pre-reading, see www.ipmacourse.com

E

Survival kit for leading projects from a distance

NEW VERSION

Proven practices for managing virtual projects and teams

FACULTY:

Course vision

Both small and large companies have come to realize they need to utilize global resources and the benefits/competitive edges this gives in order to stay competitive. The global resource pool is enormous compared to the local one, and the availability of skills likewise. Thus, as a Project Manager you must be able to work this way to survive as a business (for your company) and with your projects.

The key challenge for project managers is how to make a team effectively and productively work together at multiple locations. What should team members do themselves and what needs to be managed and controlled by the project manager?

Global projects and the technologies used are changing at a rapid pace. It is not good enough just to look at good practices from the current situation. In order to build the Project Manager's survival skills we also have a challenging and forward-looking discussion on what the future of project management may look like.

Training methods

This course will be interactive, a survival experience with many opportunities to interact, test your skills and share experience. A case study of a real project will provide the framework for learning. If needed, tools will be used to capture the essence and highlight the problems of collaboration over distance. Participants will improve their skills and build a personal survival kit to go home well equipped for future assignments.

In addition we aim to work with the group to explore the future development of global or multi location project management so you gain insight into your personal areas for future development.

Training objectives

As a participant you will learn to:

1. Understand your role in building and maintaining the project team
2. Build trust, resolve conflicts and inspire remote teams
3. Apply practical cultural knowledge to overcome barriers and avoid the early pitfalls
4. Select and use the appropriate means and strategy for communication
5. Direct the actual work effort and control the outcome of work performed elsewhere
6. Use effective methods in dealing with uncertainty and risks
7. Make difficult decisions with limited information
8. Develop a leaning attitude in teams operating under stress



Henk Bellinga
Managing Director
Advitec Consulting
The Netherlands

Guest speaker:



Pia Barner Neve
Senior Project Manager,
Novo Nordisk,
Denmark

For CV's of the instructors, the course schedule and selected articles for pre-reading, see www.ipmacourse.com

Advancing project management in organisations NEW MODULE

Identifying professionals in project organisations

FACULTY:

Course vision

Course vision Project management professionalism is growing – globally and exponentially! With increasing complexity and the constant pressure of delivery within organisations, the public, private, academic and other sectors need to ensure that they have individuals that are leading and managing their project based organisation as efficiently and effectively as possible. To do so they need to have people that are professional in the way they handle clients, opportunities, and above all else, themselves – what does your organisation have, gifted amateurs or professionals?

Organisations need to make sure that professionals (at the appropriate level) are leading their projects and maximizing the probability of success. Without recognizing the need to identify the right individuals and harnessing their capability, an organisation will simply not survive. What mechanisms are available, therefore, to identify professionals? What are the tools professionals should be using to advance their standing and improve internal (and external) organisational structures? And how should organisations measure professionalism and champion a suitable professionalism agenda from within?

Training method

The workshop is delivered through a combination of presentations, exercises and discussions enabling participants to participate and share knowledge and experience in a safe and open environment.

The workshop is suitable for delegates who are responsible for leading others and/or involved in management/consulting on the topic of professionalism within organisations. It is also suitable for individuals seeking to develop their career, understand how professionalism might affect their own future careers and explore how they might champion/coach and mentor future professionals.

Training objectives

As a participant you will learn to:

1. Understand what is expected of a professional project manager today and consider what the dimensions of professionalism might or should be for your culture and working environment.
2. Consider your role in professionalization, what skills have to be considered and how these can be developed and enhanced to benefit individual and organisational career paths.
3. Contextualise and explore organisational issues and consider suitable responses that will improve the management of projects from within.
4. Consider the organisational impact of professionalism and identify suitable implementation strategies.
5. Champion the advancement of project management and a professionalism agenda for project organisations.



Joseph F S Alba
Executive Director,
Academy for Project
Management International,
United Kingdom

Guest Speakers:



Gerard Geurtjens
Director Project Management
Department
Amsterdam Airport Schiphol,
The Netherlands



Morten Fangel
Managing Director and
Chief Consultant,
Fangel Consulting,
Denmark

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course schedule and selected
articles for pre-reading, see
www.ipmacourse.com*

G

Programme management for effective innovation

A goal-driven alignment of organisational changes and project results

Course vision

Programme Management is a structured way to implement corporate strategy through business change. A programme combines deliveries from multiple projects with revised attitudes and ways of working to yield verifiable improvements in business performance.

To be successful, a programme needs to pursue a vision consistent with the strategic goals of the organisation, to establish a clear blueprint for the projects, and to drive the realisation of business benefits. The programme manager is the organising spider in the web, and adopts a role very different from that of a conventional project manager.

Compared with Project Management, Programme Management requires skills in getting other people in various parts of the organisation to manage the necessary changes. As a programme manager, you rely on vision, empathy, and the art of 'selling' the desired state and all activities needed to get there, whilst not forgetting the rigour needed to manage complex interactions.

Training method

In order to get the most benefits from this course, we work in an interactive manner and tailor the contents to the specific interests of the attendees.

Therefore, we use several teaching methods: plenary, mostly for presentation, case study, to let participants master the concepts, and group sessions for discussions.

The participants will be provided with a copy of "Managing Successful Programmes" by OCG, Office of Government Commerce. ISBN 978-0-11-331040-1.

Training objectives

As a participant you will learn to:

1. *Promote the concept of programme management*
When, why, and how to use the approach; why it differs from project management.
2. *Benefit from reference methods for programme management*
Know the methodology: "Managing Successful Programmes" (MSP) is the de facto standard and to understand how it compares with other programme and project management methods.
3. *Manage the initiation of programmes.*
Setting up a programme and defining outcomes and success factors.
4. *Control the execution of the programme.*
Establish the monitoring instruments, such as project portfolio management, benefit management and change management. Adjusting direction, speed, and expectations.
5. *Facilitate communication and negotiation*
Taking multicultural aspects into account.
6. *Realise benefits*
When are the benefits required from the programme realised by the organisation?
7. *Implement programme management in your organisation,*
including developing programme management roles and competencies.

FACULTY:



Gerrit Koch
Programme Director,
Van Aetsveld B.V.
The Netherlands



Mimoun Ing El Ouarti Mba
Transition Manager at DICTU
Governmental Interims
The Netherlands



For CV's of the instructors, the course schedule and selected articles for pre-reading, see www.ipmacourse.com

H

Managing corporate project portfolios

By developing and implementing a project portfolio management system

Course Vision

The proportion of activities being carried out on a project basis in corporations is increasing.

In large organisations there are sometimes hundreds or even thousands of projects being carried out simultaneously. At a certain stage, there is a need to take stock of all current projects and to map out, for example, how much of the capacity is occupied by the project activities and how well your project portfolio is supporting the strategic objectives.

This all means that management has to change its focus when implementing a new management system and governance model. This course will help you to invest in the right projects that support the strategy of your organisation.

The vision of this course is to support you in:

- Assessing the maturity of the Project Portfolio Management in your own company.
- Developing a new management system for handling the Project Portfolio.

Training methods

During the course, we will alternate between plenary sessions with trainer input and selected real-life cases presented by trainers, guest speakers and participants.

In group sessions we develop real solutions and procedures for Portfolio Management.

Training objectives

As a participant you will learn to:

1. *Understand Project Portfolio Management (PPM).*
Estimate the value of projects and the need for PPM efforts.
Determine the prerequisites for a functioning PPM system.
Know the development steps and key elements.
2. *Develop a single project model that supports an effective PPM.*
The importance of decision points (gate model) and the decision points needed from the PPM point of view.
The minimum management effort and quality level needed for single project management
3. *Develop the PPM model and methodologies.*
Prerequisites for prioritising projects.
Estimating the resources needed to implement the selected projects.
Reporting system needed and recommended.
4. *Describe and measure the business benefits.*
Present information in a way that is needed from the PPM point of view.
Use different methodologies to compare projects. Utilising the “balanced scorecard” principle.
5. *Build PPM Processes as a part of corporate management system.*
The roles and responsibilities in PPM.
The role and way of working of a PPM Board and a Project Management office.
How to support the PPM process by IT systems.

FACULTY :



Matti Haukka
Partner and Senior Consultant,
Project Institute Finland Ltd
Finland



Gerard Geurtjens
Director Project Management
Department
Amsterdam Airport Schiphol,
The Netherlands

For CV's of the instructors, the course schedule and selected articles for pre-reading, see www.ip-macourse.com

Information and details

Registration and accommodation

Please register for the courses directly on the website www.ipmacourse.com.

To ensure the correct fee level, please specify your affiliation as member of a national IPMA Member Association, or as direct member of IPMA (individual or corporate).

If you register as a student you should specify your university.

To gain a fee reduction due to previous participation in IPMA Advanced Courses, please specify the year and course title.

On receipt of registration, your participation will be confirmed by sending you the invoice.

One month before the course you will receive details about the course venue and preparatory materials.

Applicants are expected to have three years of project management experience as a minimum.

Only courses with eight or more participants will take place. In case of course cancellation, the registered participants will be contacted in order to select another course.

Registration fees

All prices are excl. VAT.

The fee covers all training, materials, meals, and all social events.

March 2014

Participants from North and West Europe and North America	€ 2100
Participants from East and South Europe	€ 1550
Participants from transition economies	€ 1100
Participating students from all countries	
– provided that the course is not fully booked 30 days before it takes place.	€ 800
Extra for non-members of IPMA Member Association or non-direct member of IPMA	€ 150
Discount for participants having previously attended an IPMA Advanced Course	€ 150
Accommodation per night in single room	€ 125
Accompanying person attending joint meals, social events and excursions	€ 200

Cancellation

Cancellations received no later than one month prior to the start of the courses will be refunded in full less € 300.

Cancellations received after this time will not be refunded. However, we will forward you the course manual and also offer you participation in one of next year's courses at half price. Alternatively, a colleague of yours may attend in your place – by payment of an additional administrative fee of € 200.

Administration

Registration and communication is administrated by:

Helene Harild

IPMA Course Secretariat

Saettedammen 4, DK 3400 Hilleroed, Denmark

Phone + 45 / 4826 7075

secretariat@ipmacourse.com

The courses are organised in co-operation with these organisations:

IPMA Association partners:



IPMA Course Committee
Sættedammen 4, 3400 Hilleroed, Denmark
Phone + 45 / 4826 7075
committee@ipmacourse.com
www.ipmacourse.com

IPMA»
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