

APM Project Management Training Courses in South-East England

Develop skills to become an outstanding project manager or team member.

Our APM Courses give you the opportunity to learn how to achieve this and at the same time gain highly regarded qualifications, which can lead to APM Professional Membership. The APMP is internationally recognised.



Introductory Certificate - 2 day



APMP foundation-level qualification - 5 days



APMP for PRINCE2 Registered Practitioners - 3 days

The one-day Skills Courses are for those PRINCE2 Practitioners or others who wish to broaden their understanding and gain new skills without examination.



People Skills - Motivation and Leadership, Teamwork, Negotiation and Conflict Management, Competences of an excellent project manager.



Tools and Techniques - Scope Management, Scheduling, Resource Management, Budgeting and Cost Management, Earned Value Management.

These courses are all offered in an open version at sites in the South-East of England or can be booked in-house by employers.

Since its start in 2008, the MSC has set out to provide APM courses with the necessary theory together with an emphasis on the "practical" and on interpersonal skills.

It must be very satisfying to have a successful project under your belt that you have actually enjoyed completing!

Courses for APM qualifications

We offer open or in-house courses leading to professional qualifications from the Association for Project Management (APM):-

- ★ **Introductory Certificate (IC) in Project Management** - two days. Candidates for the examination are expected to demonstrate an understanding of the language of project management (ie the definitions) and the structure of a successful project. The syllabus covers 27 knowledge areas from the APM Body of Knowledge (BoK).
- ★ **APMP** foundation-level qualification - five days. This is aligned to the IPMA Level D - the lowest level of the International Project Management Association certification programme - the Certified Project Management Associate. Thus the qualification is recognised worldwide. The learning outcomes in the APMP syllabus are couched in terms of an ability to “Distinguish between”, “Explain”, “Describe”, “Demonstrate” and “Perform calculations and interpret”. The syllabus covers 37 of the APM BoK knowledge areas.
- ★ **APMP** - three days. This is a different route to the same APMP qualification. It is designed for current PRINCE2 Registered Practitioners as the course recognises prior learning in 12 of the topics gained in the PRINCE2 Practitioner qualification. It concentrates on the remaining 25 topics of the APMP not adequately covered or excluded from the PRINCE2 methodology.

For a discussion of APMP and PRINCE2 see the White Paper by Graham Williams entitled “APMP for PRINCE2 Practitioners”, which can be found on the OGC Best Management Practice website. This shows how APMP includes much more on “how” things are actually done and covers those topics excluded from PRINCE2. The two qualifications are complementary and together will provide an understanding of the complete project management package.

	Course length (days)	Course coverage of the APM BoK knowledge areas	Exam type	Exam length	Date of exam
Introductory Certificate	2	27	Multiple choice	1 hour	At end of second day of course
APMP	5	37	Essay based	3 hours	10 days after end of the course
APMP - for current PRINCE2 Registered Practitioners	3	25	Essay based	2 hours	10 days after end of the course

The Association for Project Management (APM) is the UK home of project professionals. The association has more than 18,000 individual members from over 3000 organisations and in addition over 500 corporate members. Each year over 10,000 people take their qualifications. APM was the fastest growing of all the UK’s professional institutions throughout the 1990s and 2000s.

The APM has formally applied to the Privy Council for Chartered status - an application supported by the Office of Government Commerce (OGC) on behalf of the UK government. The APM is committed to achieving Chartered status as a key priority within as short a timescale as possible.

Knowledge Area from APM BoK	IC	APMP	APMP4P2RP
Project management	✓	✓	✓
Programme management	✓	✓	✓
Portfolio management	✓	✓	✓
Project context	✓	✓	✓
Project sponsorship	✓	✓	
Project office		✓	✓
Project success and benefits management	✓	✓	✓
Stakeholder management	✓	✓	✓
Project management plan	✓	✓	
Project risk management	✓	✓	
Project quality management	✓	✓	
Health safety and environmental management		✓	✓
Scope management	✓	✓	✓
Scheduling	✓	✓	✓
Resource management	✓	✓	✓
Budgeting and cost management		✓	✓
Change control	✓	✓	
Earned value management		✓	✓
Information management and reporting	✓	✓	✓
Issue management	✓	✓	
Requirements management		✓	✓
Estimating	✓	✓	✓
Configuration management	✓	✓	
Business case	✓	✓	
Procurement	✓	✓	✓
Project life cycles	✓	✓	✓
Handover and closeout	✓	✓	
Project reviews	✓	✓	
Organisation structure		✓	✓
Organisational roles	✓	✓	
Methods and procedures		✓	
Governance		✓	✓
Communication	✓	✓	✓
Teamwork	✓	✓	✓
Leadership	✓	✓	✓
Conflict management		✓	✓
Negotiation		✓	✓
	27	37	25

One-day Skills Courses that complement PRINCE2 qualifications

1. People Skills

Overview

This course is designed for support staff, project team members or project managers; the material is all excluded from PRINCE2..

Relevant lecture notes, case study material and exercises will be provided.

Participants will be encouraged to take an active part in all topics - each session will contain discussions and collaborative work in small groups.

Session 1 - Motivation and Leadership

Impact of leadership on team performance, Leadership qualities of a project manager.

Motivational theories such as Maslow or Hertzberg, A situational leadership model such as Hersey and Blanchard.

Session 2 - Teamwork

Differentiate between groups and teams, The concept of teamwork, Team development models such as Tuckman or Katzenbach and Smith, Features of a high performing team, Social roles in teams such as Belbin or Parker.

Session 3 - Negotiation and Conflict Management

The process and stages of negotiation such as preparation, face-to-face meeting, follow-up, The importance of preparing for a negotiation, Negotiation principles, Stages of negotiation, Sources of conflict in the project life cycle, Conflict resolution models such as Thomas Kilmann or Russo and Eckler, Techniques of conflict management.

Session 4 - Competences of an excellent project manager

APM Competence Framework.

Emotional Intelligence - 18 competencies in 4 dimensions:

- Self-awareness, Self-management, Social awareness, Relationship management

How NASA builds teams - two dimensions of leadership:

- How we make decisions, How we gather information to make decisions

Would you like up to £1000 to put towards training to develop leadership skills?

Funded by Skills South East's Leadership & Management Grant Programme, it is available to all types of business in the south east - this includes private, franchise, public and voluntary bodies providing they have 5 - 249 staff:

- Support from a Leadership & Management Adviser
- £500 available for managing director, owner manager or one key company director
- A further £500 matched funding available to either the beneficiary of the first £500 or any senior manager or the management team.

If you would like the Management Skills Centre to provide the training for you, just call us on 01892 506872 or by email - berenice@msc-southeast.com - and we can complete and submit a referral form for you.

See www.skillsoutheast.co.uk for further details of the scheme.

2. Tools and Techniques

Overview

This course is designed for support staff, project team members or project managers, who have completed an Introductory course in Project Management or a PRINCE2 Foundation/Practitioner course.

Relevant lecture notes, case study material and exercises will be provided.

Participants will be encouraged to take an active part in all topics - each session will contain discussions and collaborative work in small groups.

Session 1 - Scope Management

The need for effective scope definition and management, An example of: Product Breakdown Structure (PBS), Work Breakdown Structure (WBS), Cost Breakdown Structure (CBS), Organisational Breakdown Structure (OBS). Responsibility Assignment Matrix (RAM) and how it is constructed, The link between the WBS and project scheduling.

Session 2 - Scheduling

The scheduling process and the use of project schedules, The precedence (activity-on-node) diagramming. Basic critical path analysis, The use of total and free float in scheduling, The use of Gantt (bar) charts. Durations estimating (overview), Updating project schedules, Milestones and milestone progress charts.

Session 3 - Resource, Budgeting and Cost Management

Types of resources such as replenishable and re-usable, Resource estimating (overview), allocation, smoothing (time-limited scheduling) and levelling (resource-limited scheduling), Resource histograms and cumulative S curves, The link between cost estimating and budgeting and cost management (overview). Planned expenditure, Commitments and accruals, Actual expenditure, Cash flow forecasts, Forecast out-turn cost, Cost monitoring and control and cost reporting.

Session 4 - Earned Value Management

The principles of Earned Value Management (EVM), Planned Costs (Budgeted Cost of Work Scheduled - BCWS). Actual Costs (Actual Cost of Work Performed - ACWP), Earned Value (Budgeted Cost of Work Performed - BCWP), Cost Variances (CV) and Schedule Variance (cost) (SV).

Trends and Indices; Cost Performance Index (CPI) and Schedule Performance Index (cost) (SPI), CPI as a measure of efficiency.

Derive earned value curves from basic data, Using earned value analysis to forecast out-turn costs and durations. Why use EVM and what are its advantages and disadvantages, The link between cumulative resource S curves and planned costs.

FAQs

What is the APM?

The Association for Project Management (APM) is the UK home of project professionals. The association has over 18,000 individual members in 3000 organisations and over 500 corporate members. APM was the fastest growing of all the UK's professional institutions throughout the 1990s and 2000s.

Project professionals demonstrate:

- **breadth** of understanding as defined by the APM Body of Knowledge,
- **depth** of ability in line with the APM Competence Framework,
- **achievement** through professional qualifications and a portfolio of evidence,
- **commitment** through Continuing Professional Development,
- **accountability** through APM membership and its Code of Professional Conduct.

In March 2009, the UK Government (through its Programme and Project Management Council) recommended professional membership of the APM for Project Managers working in Central Government organisations.

It has also accepted the APM's competence framework as the industry standard.

APM and Chartered status - what does this mean?

In October 2008 the APM formally applied to the Privy Council for Chartered status - an application supported by the Office of Government Commerce (OGC) on behalf of the government.

The APM is committed to achieving Chartered status as a key priority within as short a timescale as possible.

Subject to achieving chartered status, the APM hopes to initiate a register of the Chartered Project Professionals (ChPP's) which will become a mark that recognises all professionals working in project management including project and programme managers and specialists such as planners, risk managers and project controllers.

The name positions project professionals alongside professionals from industries such as IT, Quality Management and Engineering.

Chartered Project Professionals will demonstrate the capabilities of a responsible leader, have the ability to manage a complex project and use adequate project management tools, processes and techniques.

As well as a direct route via APM to the ChPP, it is planned that there will be a corporate route where the corporate organisations will have to demonstrate with evidence to assessors that they are committed to the five dimensions of professionalism described in the adjacent column. This means for example that their achievements do not have to be entirely APM-based e.g. PRINCE2 qualifications may be submitted as part of the overall package.

APM and The APM Group - are they the same organisation?

They are separate organisations. The Association for Project Management (APM) is a registered charity and a company limited by guarantee. Its charitable

objects are "to advance the science, theory and practice of project and programme management for the public benefit".

Whereas APMG-UK, which administers the PRINCE2 exams, is a wholly-owned subsidiary of The APM Group Ltd.. It specialises in the accreditation and certification of organisations, processes and people.

What is PRINCE2?

PRINCE2 (PRojects **IN** Controlled Environments) is "a process-based approach for project management, providing an easily tailored and scaleable project management methodology for the management of all types of projects." It is published by The Office of Government Commerce (OGC), an independent office of HM Treasury.

Becoming a PRINCE2 Registered Practitioner is governed by the passing of two exams - the Foundation exam and the Practitioner exam. Often the two qualifications are taken consecutively within a five-day course.

PRINCE2 (2009 edition) is the UK Government's recommended methodology standard for project management. This does not mean that it is "mandated" as there is no expectation that it will be adopted without adaptation to the local environment.

Is PRINCE2 enough?

PRINCE2 does exclude some important aspects of project management (PRINCE2 handbook (2005) p 8) because "there are certain aspects of project

management that are well covered by existing and proven methods”.

These are:

- “People management techniques such as motivation, delegation and team leadership.
- Generic planning techniques such as Gantt charts and critical path analysis.
- The creation and management of corporate quality management and quality assurance mechanisms.
- Budgetary control and earned value analysis techniques.”

It also excludes the contracting process.

The OGC Best Practice document on “Common Causes of Project Failure” includes in its list several items relating to these exclusions - inadequate approaches for estimating, monitoring and controlling the total expenditure on projects, too little attention to breaking development and implementation into manageable steps. Thus organisations which use PRINCE2 will need supplementary training to ensure that their project managers are adequately skilled.

This view is alluded to in the project management careers website, <http://www.pmcareers.co.uk/project-management-qualifications.htm>, which is concerned that:

***“PRINCE2 is now seen as the solution to all ills in some quarters. Attending a one week (intensive) course does not make a Project Manager – it makes someone familiar with a well structured systematic approach for managing a project which some people do find difficult to carry over into the real world.*”**

The APM offer much more rounded qualifications that take longer to acquire and like most things in life, the greater the effort, the greater the reward. If your ambition is to be a true professional Project Manager, then I would recommend working through the APM qualifications.”

The website emphasises that PRINCE2 and APM qualifications are complementary and that their ideal candidate would have APM and then PRINCE2 Practitioner.

Which APM qualification is right for you?

An article written jointly by Susie Kay, Head of Professional Development at the Association for Project Management, and Peter Johnson, Deputy Director of Skills at the Office for Government Commerce (OGC), was published in Project magazine in November 2006. It suggests that for students who have taken the PRINCE2 Foundation course, the APM Introductory Certificate is appropriate as part of a move towards Professionalism; for associates who have taken the PRINCE2 Practitioner qualification then the five-day APMP level D course from APM is appropriate.

The article emphasises the OGC-APM alliance - “APM and OGC are working together to promote an understanding that to be best equipped for working in a project management environment it would be advisable for an individual to achieve early complementary qualifications from both organisations.”

APM Competence Framework - what is it?

It was published in 2008 and has been adopted by the UK Government as the industry standard. It is linked to the APM Body of Knowledge (5th edition) and the IPMA Competence Baseline (ICB) version 3.0. See the 136pp paperback for further details.

Project professionals should demonstrate a depth of ability in line with the APM Competence Framework. It provides:

- a tool to assess the individual’s knowledge and experience against a recognised project management benchmark,
- help in identifying training and development needs including the individual’s readiness to obtain internationally recognised professional qualifications,
- specific areas of knowledge and experience needed as part of their Continuing Professional Development.

The Framework defines 47 competence elements needed for effective project management across three domains: technical (30 elements), behavioural (9 elements) and contextual (8 elements). For each competence element, four levels of competence are defined - for Project Management Associate, Project Manager, Senior Project Manager and Projects Director.

The degree of each competence is defined by general descriptions of knowledge and experience relating to up to 11 indicators. Each indicator requires a score of between 0 and 10 for both the knowledge and experience columns. From this data one can work out an overall competency rating or identify competences in which one might be weak or need training.

Delegates to the MSC courses come from a wide range of organisations which have included:

Dartford Borough Council, Superdrug stores, Equity Insurance Management, AXA Insurance, NHS Havering, Telephonetics VIP, Genzyme Ltd, Napp Pharmaceuticals, Defence Science and Technology Laboratory, Department for Transport, The Health and Safety Laboratory.

Course Schedule and Venues

Course	Aug 2010	Sep 2010	Oct 2010	Nov 2010	Dec 2010	Jan 2011	Feb 2011	Mar 2011	Apr 2011	May 2011	Jun 2011	Jul 2011
Introductory Certificate - 2 days												
Brands Hatch, Kent		21/22		16/17				15/16				19/20
Cambridge			5/6						27/28			
Leatherhead						25/26				17/18		
London							15/16				1/2	
Norwich											14/15	
Southampton			26/27					29/30				
APMP - 5 days												
Brands Hatch, Kent			11-15, 25 Oct				28 Feb- 4 Mar, 14 Mar				6-10, 20 Jun	
APMP - for PRINCE2 Practitioners - 3 days												
Brands Hatch, Kent				24-26, 6 Dec				21-23, 4 Apr				13-15, 25 Jul
Woodlands Park Hotel, Leatherhead						19-21, 31 Jan				4-6, 16 May		
People Skills - 1 day - Brands Hatch, Kent			29				18			20		
Tools & Techniques - 1 day - Brands Hatch, Kent				30				25			17	



Venues are chosen for their accessibility as well as their excellence. Those in the South-East of England and outside London are close to the motorway system and have local rail services into London no more than ten minutes away; inside central London the venue is near Victoria main-line rail station.

The course rooms are air-conditioned and well-equipped.

The courses are not residential but delegates will be helped to find accommodation if it is required.



Brandshatch Place Hotel - Brands Hatch is in the M25, M26, M20 triangle.



The course venue is in Westminster, London - the seat of government.



Trinity Centre, Cambridge Science Park.



New Place, Southampton



Norwich Business Centre - close to the Castle and Cathedral



Woodlands Park Hotel. Leatherhead, Surrey

Delegates' comments:

The IC course is a "Great introduction to the joys of project management". "Very enjoyable and informative, keen to progress to the next level". "Course above my expectations". "An excellent course and presenter".

In 2010, 50% of the course bookings have been for women.

Fees

Course	Fee	Full fee	Less 10%	Less 20%	Less 30%
IC	Course Fee	540	486	432	378
	APM Exam Fee	124			
APMP	Course Fee	1450	1305	1160	1015
	APM Exam Fee	314			
APMP - 4P2RP	Course Fee	755	680	604	529
	APM Exam Fee	235			
Other courses	Course Fee	240	216	192	168

- Delegates pay the MSC Course Fee plus where appropriate the APM Examination Fee - the latter is wholly passed to the APM.
- Reduced Course fees are available:
 - for organisations that send two or more delegates on the same course (20% discount), and
 - for early-bird bookings received at least two months before the course (10% discount).
- These reductions are all based on a percentage of the full course fee; the maximum reduction is 30%.
- VAT at the standard rate then in force will be added to the course and examination fees.
- The Course fee includes all course materials (Study Guide, text book(s)) and refreshments - including lunch.

Contact us:

For further information or to book a course, contact Berenice Meier:

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E: berenice@msc-southeast.com

W: www.managementskillscentre.co.uk

Terms & Conditions

Reservations

Reservations (using the course booking form available on the website) will be accepted in writing by e-mail, fax or letter. Provisional bookings made by telephone must be confirmed in writing within 7 days. Reservations from a company should include an official purchase order number.

Fees

All fees (both course fees and examination fees) will be invoiced when the course booking form is received. They are payable within 30 days from the date of the invoice or prior to the start of the course – whichever is sooner.

All quoted fees are exclusive of VAT. This will be added to the quoted fees at the standard rate then in force.

Fees quoted for courses are correct until 31 July 2011. The Management Skills Centre Limited reserves the right to alter fees in subsequent years.

Course Cancellation

The Management Skills Centre Limited reserves the right to cancel or alter the dates of any course where there are insufficient delegates, without any liability.

Every effort will be made to place the delegates on the next available course. Where it is not possible to agree an alternative course, all monies paid by the delegate for the cancelled course will be refunded in full.

Transfers

Course bookings may be transferred to colleagues from within the same organisation at no charge. Note that where a qualification examination is included in the course, the rules and conditions then in force of the awarding body (e.g. APM) apply to the examination fees and to admittance to the examination.

Terms for Cancellation of Course Bookings

Cancellation will be accepted by telephone but must be confirmed immediately in writing. Refunds of course booking fees will be made where notice is given as follows:

- 30 or more calendar days before the start of the course – 100%.
- 15 to 29 days - 50%
- Less than 15 days – 0%

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Registered Office: Pantiles Chambers, 85 High Street, Tunbridge Wells, Kent TN1 1XP
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