

Stretch Your Mind.



The Management Skills Centre offers a selection of intensive APM Project Management training courses.

Open courses are held in London and throughout South-East England.

Corporate Training is available throughout the UK either for the APM examinations or in a tailor-made form that meets particular requirements.

APM Project Management Training in South-East England

WELCOME

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 professional qualifications.



Introductory Certificate - 2 days



APMP - 5 days



APMP with prior learning - 3 days

Management Skills Training - one-day Skills Courses covering the aspects of Project Management excluded from PRINCE2; for PRINCE2® Practitioners or others who wish to gain new skills without examination:



People Management Skills -
Motivation, Leadership, Teamwork,
Negotiation, Conflict Management,
Competences.



Techniques for Project Planning and Control - Management of Scope, Resource, Budget, Costs, Earned Value, Schedule

New modular APMP course

Can't get away from work for a full week; then our new two days-a-week course for three consecutive weeks may suit you better.

The course covers exactly the same ground as the one-week course but in more convenient chunks. Start-to-finish remains at 15 days.

The first course in this format will be held in Westminster, London on 17/18, 24/25, 31 January/1 February 2012. The examination will be held on 1 February 2012. The fee is only £1299 and it includes the APM examination fee.

This is in addition to the traditional Monday-to-Friday course followed by the examination ten days later.

About Us

The MSC, as an APM Accredited Training Provider with 12 years experience, sets out to provide the necessary theory together with an emphasis on **practical** and **interpersonal skills** - people before process.

Corporate training

All courses can be booked in-house either in the open format or in a tailor-made form that meets particular requirements. Please contact us for details.

Comments from Delegates

"Course above my expectations." "An excellent course and presenter." "Very enjoyable and informative, keen to progress to the next level". "Should have done this ten years ago".

Courses for APM qualifications

- ★ **Introductory Certificate (IC) in Project Management** - two days training and examination. No prior knowledge of or experience in project management is needed for this course. It is designed to help those wanting to understand the 'language' of project management (ie the definitions) and the structure of a successful project.
- ★ **APMP** foundation-level qualification - five days training plus examination on a separate day. It is recommended to follow on from the Introductory Certificate and covers 37 knowledge areas from the APM Body of Knowledge (BoK), that are considered to be fundamental to the professional management of projects. It meets Level D of the International Project Management Association (IPMA) Certification Programme, where candidates have to demonstrate knowledge in all competence elements and be able to apply it:
 - ★ Can practice in any competence element. May work in some fields as a specialist.
 - ★ Works as a project team member or a member of the project management staff.
 - ★ Has broad project management knowledge and the ability to apply it.
- ★ **APMP with prior learning** - three days training plus examination on a separate day. This is a fast-track route to the same APMP qualification. This route recognises prior learning demonstrated in the PRINCE2 Practitioner qualification. It concentrates on only 25 knowledge areas (see table on page 5) and the examination paper is reduced from the normal three hours to two hours.

	Course length (days)	Training period (days)	Date of exam	Course coverage of the APM BoK knowledge areas	Exam type	Exam length (hours)
Introductory Certificate	2	2	At end of second day of course	27	Multiple choice	1
APMP	6	5	On 6th day	37	Essay based	3
APMP - alternative route recognising prior learning	4	3	On 4th day	25	Essay based	2

Professional membership of the APM has been recommended by the UK Government for project managers working in Central Government organisations. When applying for membership to the APM, individuals who take these examinations (IC or APMP) will be eligible for free registration.

PRINCE2® is a Registered Trade Mark of the Office of Government Commerce in the United Kingdom and other countries.

Knowledge Area from APM BoK	IC	APMP - 5 day	APMP - 3 day
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

Costs

Course	Fee	£	£
IC	Course Fee	373	569
	APM Exam Fee	126	126
	Total	499	695
		London Westminster, Maidstone, Norwich	Cambridge
APMP5	Course Fee	971	1330
	APM Exam Fee	320	320
	Total	1299	1650
		London Westminster, Maidstone	Cambridge, London Barbican
APMP3	Course Fee		760
	APM Exam Fee		235
	Total		995
Other course	Course Fee	240	

1. Delegates pay the MSC Course Fee plus, where appropriate, the APM Examination Fee (at cost).
2. VAT at the standard rate then in force will be added to the course and examination fees.
3. The Course fee includes all course materials (Study Guide, text book(s)) and refreshments - including lunch.
4. Resits: APMP (3-hour examination) - £116, APMP (2-hour examination) - £75, IC - £61
5. All venues have air conditioning.

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.

2012 Course Schedule

2012 Schedule	Cost (£)	Jan 2012	Feb 2012	Mar 2012	Apr 2012	May 2012	Jun 2012	Jul 2012	Aug 2012	Sep 2012	Oct 2012	Nov 2012	Dec 2012
Introductory Certificate (Wed/Thu) (Cambridge Holiday Inn)	695			28/29									
Introductory Certificate (Tue/Wed) (Regus Westminster St James)	499	10/11		13/14		10/11 (Thu/Fri)	24/25			11/12		20/21	
Introductory Certificate (Tue/Wed) (Maldstone Village Hotel)	499		14/15								16/17		
APMP (Cambridge Holiday Inn)	1650						11-15						
APMP London Thistle Barbican	1650	23 - 27											3 - 7
APMP (Regus Westminster St James)	1299	17/18, 24/25, 31/1 Feb		19-23 Mar 2 Apr		15/16, 22/23, 29/30		3/4, 10/11, 17/18,		18/19, 25/26, 2/3 Oct		27/28, 4/5, 11/12 Dec	
APMP (Maldstone Village Hotel)	1299		27 Feb - 2 Mar, 12 Mar				12/13, 19/20, 26/27				23/24, 30/31, 6/7 Nov		
APMP with prior learning (Wed-Fri) (Cambridge Holiday Inn)	995										3 - 5		
APMP with prior learning (Wed-Fri) (London Thistle Barbican)	995						27 - 29						
APMP with prior learning (Wed-Fri) (Norwich Holiday Inn)	995			7 - 9									

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. 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.

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 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.

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.

Registered Project Professional (RPP)

During 2011 the APM initiated a register of Registered Project Professionals (RPP's) which is 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.

Registered 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. For the first time, all elements of the APM's 5 Degrees of Professionalism will be assessed in a single standard, thereby enhancing professional status and recognition. It raises the bar of project professionalism to a whole new level.

It is intended that RPP's will become ChPP's (or Chartered Project

Professionals) when Chartered Status is achieved.

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), now based in the Cabinet Office.

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 delegates 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."

Can I use prior learning from PRINCE2 towards the APMP?

Yes - in August 2010, APM introduced a new route to the APMP qualification. For those delegates with a current PRINCE2 Practitioner qualification about one-third of the syllabus is excluded from the examination which is reduced to two hours. The course is correspondingly reduced to three days.

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.

Therefore the two qualifications together are complementary and will provide an understanding of the complete project management package.

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.

What does the MSC offer?

The MSC provides open and on-site courses for the APM Introductory Certificate and the APMP.

Training for PRINCE2 Project Management, MSP Programme Management, M_o_R Risk Management, P3O Portfolio, Programme and Project Offices is provided by an APMG Accredited Training Organisation..

Corporate training for all these courses can be provided throughout the UK.

PRINCE2® is a Registered Trade Mark of the Office of Government Commerce in the United Kingdom and other countries.

Please call us:

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

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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 2012. 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:

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

January 2012

