

IPMA Advanced Courses

New bouquet of project management key issues

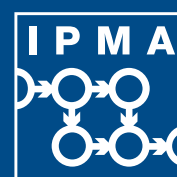
**18 – 20 October 2006
in Shanghai**

**8 – 10 March, 2007
in Copenhagen**



COURSE A	Effective preparation and start-up of projects
COURSE B	Management auditing of projects and programmes
COURSE C	Managing international outsourcing and offshoring
COURSE F	Facilitation as a lever for efficiency in projects
COURSE H	Managing the corporate project portfolios

*These five courses take place in Shanghai 2006
– more courses will be included in Copenhagen 2007.*



**International
Project
Management
Association**

Welcome to the IPMA Advanced Courses®

Participant of the bouquet of courses in Copenhagen March 2006.



The IPMA Advanced Courses® offer you unique opportunities for expanding your project and programme management competencies, whether you seek more experience or want to improve your methodical or behavioural competencies. Our training courses are highly relevant for senior project managers, programme managers, project consultants, and project management educators.

The Course Bouquet also addresses training needed by candidates for IPMA Certification® of project managers at Level B and Level A.

The next courses will be held in October 2006 in Shanghai and in March 2007 in Copenhagen. The Course Bouquet in Shanghai is organised in co-operation with IPMA's Chinese member, PMRC, Project Management Research Committee – who is the organiser of the 20th IPMA World Congress on Project Management. See www.ipma2006.com.

Reputation for superior quality

As a leader in project management education, our courses offer intensive in-depth training provided by leading 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 utilizing your active participation, use of case projects from the participants' organisations, and opportunities to network with internationally experienced peers – all in a relaxed learning environment, which includes having fun!

The modules cover a broad spectrum

Our carefully selected course modules are revised annually in subject and scope in order to focus on the changing needs of project and programme managers – nationally and internationally.

Over 900 international participants have attended our previous courses during the past more than 10 years. Each participant receives a certificate of completion.

Please find a selected list of companies represented at previous IPMA Advanced Courses, as well as a summary of course evaluations at www.ipmacourse.com.

Attend one of our upcoming IPMA Advanced Courses in October 2006 in Shanghai or in March 2007 in Copenhagen and we promise you an extraordinary learning experience!



Veikko Valila
IPMA Vice President of
Education and Training



Morten Fangel
Chairman of the
IPMA Course Committee



Prof. Xue Yan,
co-organiser of the
courses in Shanghai and
Vice President of PMRC



Helene Harild
Coordinator of the IPMA
Advanced Courses

Joint course schedule and social arrangements

Joint course schedule

Day before	
21:00-22:00	Welcome reception – Optional

First day	
09:00	Joint Opening Session

10:00	A	B	C	F	H
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13:00	Joint Lunch				
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14:00	A	B	C	F	H
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19:30-22:30	Get-together dinner				
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Second day	
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08:30	A	B	C	F	H
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12:00	Lunch and excursion				
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14:00	A	B	C	F	H
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19:30	Joint Dinner				
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Third day	
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08:30	Visits to other courses				
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09:00	A	B	C	F	H
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12:00	Light lunch				
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12:30	A	B	C	F	H
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14:30	Joint closing session. Experience sharing from all courses				
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15:00	Closing				
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Our aim is to ensure that everyone will benefit from participating in a focused training course – as well as having opportunities to network with others from among the approximately one-hundred participating project and programme professionals.

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

On the first day, the joint opening of the courses takes place, 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 among the participants, and to expand your network of international contacts, additional joint activities are scheduled during the three days of training:

- Joint lunch first and third day
- Get-together dinner on the evening of the first day
- Joint dinner on second day

In addition, alternative excursions are planned for the lunch break of the second day.

The venue of the courses in Shanghai will be announced on www.ipmacourses.com, www.ipmpartner.com and www.ipma2006.com

The new bouquet of IPMA Advanced Courses®

Of the five courses in Shanghai 2006, two focus on handling specific periods or phases in the project lifecycle, two courses sharpen your competencies in dealing with selected aspects or instruments, and one deal with the management of corporate portfolios and programmes. The bouquet in Copenhagen 2007 will include more courses.

Handling specific project management phases:

A

Effective preparation and start-up of projects

Gives you methodologies and skills for effective initiation of projects, including training in facilitation of initiation workshops and building teams.

B

Management auditing of projects and programmes

Provides project governance audits for effective scanning of the management situation and relationships to the project environment.

Performing project management disciplines:

C

Managing international outsourcing and offshoring

Trains you in handling the special opportunities and risks during operation of multicultural projects, including dealing with the cultural aspects of virtual projects.

F

Facilitation as a lever for efficiency in projects

Trains you in performing facilitation and coaching processes which promote interaction of participants in project meetings and workshops.

Managing corporate projects processes:

H

Managing the corporate project portfolios

Develop and implement a portfolio management system that includes a needed single project model as well as models and methods for prioritising projects, estimation of resources and measuring the business benefits.

A

Effective preparation and start-up of projects

Through a structured approach to the initiation and use of facilitation

Course vision

If we initiate our projects wrongly, then success can be elusive, if not impossible.

A structured approach to initiation of projects includes typically the handling of two phases:

- The project preparation phase focuses on completing the project definition, generating top management support, and on the final decision for launching the project.
- During the project start-up phase, the project definition is expanded by applying additional analysis and planning methods, as well as by creating a high-performing team and trust among participants.

Well begun is half completed is valid also for project management, including the preparation and start-up phases. This course will teach you how to make common sense concerning project initiation common practice in your projects.

This is done by train both your method application for project initiation and your leadership behaviour – and provide in-depth experiences from initiation processes.

Training method

The course format alternates between intensive plenary sessions and group sessions. Each group will select a real-life project represented by one of the participants in the group. This forms the continuous case study for the group sessions.

Training objectives

As a participant you will learn to:

1. *Promote the preparation and start-up concept*
By arguments for investing effort in the initiation stages and with an overview of approaches and methods for the initiation.
2. *Plan the preparation and start-up process*
By applying a method for selecting instruments for initiation which fit the character and challenges of your project.
3. *Manage preparation and start-up workshops*
With focus on applying methods and tools designed for involving the participants in the analysis and planning of the project and gaining common perception of the project.
4. *Intensify communication by skilled facilitation*
By insight in the role of a project facilitator, becoming more conscious of own leadership behaviour, demonstrating the effect of different leadership styles and training tools for teaming.
5. *Structure the project management documents*
To promote visibility during the project initiation stages, and to make these virtually accessible for project parties.
6. *Implement improved preparation and start-up*
Via guidelines and tools for project initiation in your own organisation.

F A C U L T Y :



Morten Fangel
Managing Director and Chief Consultant
Fangel Consulting
Denmark



Helene Harild
Project Consultant
Fangel Consulting
Denmark

B

Management auditing of projects and programmes

Project management health check to ensure project success

Course vision

Management audits and reviews can be used for increasing the efficiency of a project or programme.

The course will provide insight into the best practices in handling of management audits of projects and programmes as a quality assurance instrument as well as a project management learning instrument in the project-oriented organisation.

Apart from evaluating the situation within the individual project, we will also show how systematic auditing performed by skilled auditors can promote the information transfer between projects.

Training methods

The course includes lectures and plenary discussions as well as group sessions and role playing. Some sessions will present actual results from real-life audits of real projects of the participants.

The instructors will give basic information and lead extensive discussions and exchange of experiences among the participants.

Participants are invited to bring project management documentation with them to be analysed during the course.

Checklists for use during audits will be provided.

Training objectives

As a participant you will learn to:

1. *Explain the concept of management audits of projects and programmes.* By overview of process, roles, and results.
2. *Recognise the increasing importance of management auditing for governance.* By considering project management audit a central quality assurance instrument.
3. *Utilise audits as instruments for learning.* To further develop the organisational, team and individual project management competencies of the project or programme.
4. *Recognise that different PM standards to audit against lead to different auditing results.* International PM standards, norms, best practices.
5. *Apply hands-on instruments for project management auditing.* Analysis of project management documents, interviews, observations, reports, etc.
6. *Perform the competencies of project management auditors.* Social competencies and management of emotions.
7. *Utilise experiences from project management auditing case studies.* E.g. project management audit in a project crisis situation.

F A C U L T Y :



Martina Huemann

Assistant Professor for Project Management at the Vienna University of Economics and Business Administration, Vienna, Austria, Consultant of Roland Gareis Consulting



Mary McKinlay

Managing Director, Mary McKinlay Projects Ltd. Project Assessment and Training. United Kingdom

For CV's of the instructors, the course schedule, selected articles for pre-reading and classification according to International Competence Baselines, see www.ipmacourse.com

C Managing international outsourcing and offshoring

Master the challenge of projects in a multicultural environment

Course vision

The drive for lower costs and lean projects is changing day-to-day business for many corporations and project managers. Sooner or later project professionals will face the challenge of managing split-teams in different geographies and cultures. Thus globalisation through outsourcing and offshoring creates new opportunities for businesses and individuals.

Those capable of delivering projects over multiple geographies and cultures will have a substantial advantage. The more added-value an organisation seeks through offshoring, the more cultural and organisational alignment is necessary. But how do you go about that?

Just a few typical examples of the challenges this course will help you deal with:

- You are a manager within an IT department in a European bank. You have been asked to manage the transition to a new offshore IT partner and are experiencing all sorts of issues. How do you regain a sense of control?
- Your company has just outsourced production to China. You are finding it difficult to understand your Chinese staff; many of the things you say just don't have the expected impact. How do they think?
- You are responsible for engineering in your company. You have been asked to lead the knowledge transfer to the team in the Czech Republic, but they just don't seem to "get your message". How do you manage?

Training objectives

As a participant you will learn to:

1. *Understand how fundamentally cultural diversity influences communication and relationship building, the two key factors in international project management.*
2. *Strengthen your social skills and understand your reactions in foreign settings.*
3. *Design project structures and procedures to cope with the complexities of a multicultural environment.*
4. *Understand the project's organisational and cultural setting and identify effective measures to exercise control.*
5. *Motivate and lead multicultural teams, even at a distance.*
6. *Prevent multicultural conflicts or manage them with success.*
7. *Make cultural differences work to your advantage!*

Training method

Plenary input and discussion alternates with group work on selected real-life case projects presented by the participants.

You will thereby be able to apply new insights immediately in actual situations and get feedback from culturally diverse peers.

F A L C U L T Y :



Susan Vonsild
Managing Director and Senior Consultant
in Intercultural Management
Interlink Denmark



Nils Nugteren
Offshore Delivery Manager
LogicaCMG
Global Delivery Centre India

F Facilitation as a lever for efficiency in projects

How to promote interaction of participants at meetings and workshops

Course vision

To facilitate a project means to navigate the communication and interaction processes that lead to agreed-upon objectives in a way that encourages participation and productivity

To facilitate is an essential role of project managers. However, in demanding periods of a project, such as at the start-up and in periods of crises, it may be wise to engage a neutral Project Facilitator or Project Coach from a project management office of the corporation or an external professional. This allows the project manager to concentrate fully on his or her other management tasks.

This course is a chance to develop your skills in facilitation and coaching, both as an expedient project manager, as project director or as an expert providing facilitation as part of your profession.

Training method

The course includes plenary sessions as well as interactive group sessions. The whole course follows a process-oriented structure: input – practice – feedback. The instructors will give basic information and lead discussions, reflections and exchange of experiences among the participants, but the main factor is practical training during group work.

The roles of project coach and project facilitator will be practised during the group sessions, and every participant will get his/her personal feedback.

Training objectives

As a participant you will learn to:

1. *Understand the concept of project facilitation and coaching.*
2. *Identify situations where a project facilitator and where a coach is needed.*
3. *Facilitate the problem-solving process of a team.*
4. *Design facilitation and coaching processes.*
5. *Apply helpful communication tools in typical project situations.*
Such as clarification of project objectives, coaching of project team members and leading team meetings.
6. *Promote the team development process.*
Including being able to involve the team members in the project process and help navigate the processes.
7. *Reflect and increase your own competences in facilitation and coaching.*

F A C U L T Y :



Merle Runge
Project Coaching,
Facilitation, Training
Germany



Brigitte Schaden
Managing Director and Chief Consultant
BSConsulting and Chairman of Project
Management Austria
Austria

For CV's of the instructors, the course schedule, selected articles for pre-reading and classification according to International Competence Baselines, see www.ipmacourse.com

H Managing the corporate project portfolios

By developing and implementing a portfolio management system

Course Vision

The share of activities being carried out on 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 for taking stock of all current projects and mapping out, for example, how much of the capacity is occupied by the project activities and what kind of investment budget is required.

Methodologies to prioritize projects are becoming extremely important – and the need to control on-going projects is increasing.

This means that management has to change their focus when developing a new management system and governance model. One's effort on these issues depends on the answer to the following question: What is the value of projects to your company?

The vision of this course is to support you in:

- Assessing the maturity of the Project Portfolio Management in 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 of a functioning PPM system. Know the developing steps and key elements.
2. *Develop a single project model that supports an effective PPM.*
The importance of decision points (gate model) and decision points needed from the PPM point of view. The minimum management effort and quality level needed for single PM.
3. *Develop the PPM model and methodologies.*
Prerequisites to prioritize 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?

F A C U L T Y :



Matti Haukka
Partner, Senior Consultant
Project Institute Finland Ltd
Finland



Gerard Geurtjens MBA
Director of Personnel, Organisation and Projects
Transavia Airlines
The Netherlands

Registration

I would like to attend one of the IPMA Advanced Courses®

According to the conditions specified under “Information and details”

- 18 – 20 October 2006 in Shanghai, China
- 8 – 10 March 2007 in Copenhagen, Denmark

- COURSE A** **Effective preparation and start-up of projects**
- COURSE B** **Management auditing of projects and programmes**
- COURSE C** **Managing international outsourcing and offshoring**
- COURSE F** **Facilitation as a lever for efficiency in projects**
- COURSE H** **Managing the corporation project portfolios**

To ensure the correct fee level, please specify your affiliations:

- Member of a National Association of IPMA
- Direct member of IPMA (Individual or corporate)
- Student. Specify university:
- More participants are registering at the same time from my company.

Surname: _____ First name: _____

Company: _____

Street: _____

Postal Code / City: _____ Country: _____

If member of European Union, specify VAT number: _____

E-mail: _____

Phone: _____ Fax: _____

Date: _____ Signature: _____

Depending on your citizenship, please make your registration on www.ipmacourse.com or www.ipmpartner.com – or return this form to the relevant address mentioned on the previous page.

Information and details

Registration

from Australia, Japan, North America, Singapore, and West Europe

If you are citizen in the above mentioned countries or regions, please submit your registration for the courses October 2006 in Shanghai or March 2007 in Copenhagen directly on www.ipmacourse.com – or return your registration form to:

IPMA Course Committee,
Saettedammen 4, DK 3400 Hilleroed
Phone + 45 4826 7075 Fax + 4548 0650

Participants are charged:

- €1600 for course in 2006 in Shanghai.
- €2000 for course in 2007 in Copenhagen.

The fee covers all training, materials, meals, and all social events. All prices are excl. VAT.

Non-IPMA members via national associations or directly are charged an additional €100.

Additional participants from the same company registering at the same time are *in addition* offered a *reduction* of €100 per participant.

Registrations received after 10 September for the October 2006 Courses and 15 January for March 2007 Courses will be charged an extra €150.

Students from the mentioned countries are charged €800 – provided that the desired course is not fully booked one month before the course will take place.

After registration, we assist with arranging **accommodation** at the conference venue which should be paid separately.

Cancellation of participation not later than one month prior to the courses will be refunded less €300. Cancellation 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 can attend instead of you – by assuming payment of an administrative fee of €200.

Registration

from China and other countries

If you are citizen in China and other countries – except Australia, Japan, North America, Singapore, and West Europe – please submit your registration for the courses October 2006 in Shanghai directly on www.ipmpartner.com – or return your registration form to:

M&D Group International Co.Ltd
suite912, zhongfu plaza, 99 jian guo road, Dong
San Huan, Beijing, China
Postcode: 100020,
Tel: (0086) 010-65818713
Fax: (0086) 010-65818783
info@mydao.net

Participants are charged: .
€600 for course in 2006 in Shanghai.

The fee covers all training, materials, meals, and all social events. All prices are excl. VAT.

For more details on the pricing, additional fees and discounts please see www.ipmpartner.com or www.ipma2006.com.

After registration, we assist with arranging **accommodation** at the conference venue which should be paid separately.

Cancellation of participation not later than one month prior to the courses will be refunded less an administrative fee. Cancellation 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 can attend instead of you – by assuming payment of an administrative fee.



Management Research Committee



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