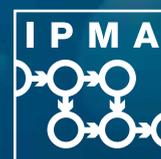


# IPMA Advanced Courses 2008

6 - 8 March, 2008 in Copenhagen  
9 - 11 October in Zagreb

- A** Effective preparation and start-up of projects
- B** Management auditing of projects and programmes
- C** Managing project risk, uncertainty and value in new ways
- D** Coaching and facilitation as a lever for efficiency in projects
- E** Leadership in project crises situations
- F** Managing project alliances and partnerships **NEW**
- G** Programme management to innovate effectively
- H** Managing the corporate project portfolios



international  
project  
management  
association



*The around 80 participants from 15 countries in the IPMA Advanced Courses organised in March 2007 in Copenhagen.*

# Welcome to the IPMA Advanced Courses® 2008

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 method or behavioural skills. Our training courses are highly relevant for senior project managers, programme managers, project consultants, and project management educators.

The Advanced Courses also address training needed by candidates for IPMA Certification® of project managers at Level B and Level A.

## **Reputation for superior quality**

As a leader in project management education, 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 utilising your active participation, use of case projects from the participants' own organisations, and opportunities to network with internationally experienced peers – all in a relaxed learning environment, which includes having fun!

To promote a high level exchange of experiences the participants are requested to verify minimum three years of project management experiences. The average experience level in previous classes has been between five and ten years.

## **The modules cover a broad spectrum**

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

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

Courses are organised by the IPMA Course Committee. Over 900 international participants have attended our courses during the past more than 10 years. Each participant receives a certificate of completion.

At [www.ipmacourse.com](http://www.ipmacourse.com) you can find a selected list of companies represented at previous IPMA Advanced Courses, as well as a summary of course evaluations. Here the contents of each course are also classified according to the IPMA Competence Baseline on project management (ICB) and the National Competence Baseline of Scandinavia (NCB) – as frames of reference for certification of project managers.

We invite you to attend one of our upcoming IPMA Advanced Courses in March 2008 in Copenhagen and/or in October 2008 in Zagreb - and we promise you an extraordinary learning experience!



*Mladen Radujkovic*  
IPMA Vice President of  
Education and Training



*Morten Fangel*  
Chairman of the  
IPMA Course Committee



*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 D E F G H
13:00	Joint Lunch
14:00	A B C D E F G H
19:30-22:30	Get-together dinner
Second day	
8:30	A B C D E F G H
12:00	Lunch and excursion
14:00	A B C D E F G H
19:30	Joint dinner
Third day	
08:30	Visit to other courses
09:00	A B C D E F G H
12:00	Light lunch
12:30	A B C D E F G H
14:30	Joint closing session Experience sharing from all courses
15:00	Closing

Our aim is to ensure that everyone will benefit from participating in a focused training course – as well as have 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
- Alternative excursions at lunch break second day
- Joint dinner on second day

The courses in Copenhagen will be conducted at:

**Pharmakon Conference Centre**  
 Milnersvej 42, 3400 Hilleroed, Denmark  
 Phone: + 45 / 48206000

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

The courses in Zagreb will take place at an equivalent conference centre.

# The new bouquet of IPMA Advanced Courses®

Of the eight courses, two focus on handling specific periods or phases in the project lifecycle, four courses sharpen your competencies in dealing with selected aspects or instruments, and two deal with the management of corporate portfolios and programmes.

## Handling specific project management phases:

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### **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 team-building.



### **Management auditing of projects and programmes**

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

## Performing project management disciplines:

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### **Managing project risk, uncertainty and value in new ways**

One theme is maximising the scope of what is considered during initial stages and throughout project execution. Another is keeping it simple systematically, and introducing complexity only when it is worthwhile to do so.



### **Coaching and 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.



### **Leadership in project crises situations**

Gives you instruments and processes for crises prevention, provision and resolution, with focus on leadership behaviour aspects.



### **Managing project alliances and partnerships**

How to develop and manage project relationships using a structured, less adversarial approach designed to drive success and profitability!

## Managing corporate projects processes:

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### **Programme management to innovate effectively**

Teaches you to develop competencies needed to manage programmes – in addition to what is needed to manage major projects.



### **Managing the corporate project portfolios**

Teaches you to 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 of the business benefits.

# A

# Effective preparation and start-up of projects

Through a structured approach to the initiation and use of facilitation

## FACULTY :

### Course vision

If we initiate our projects wrongly, then success can be elusive, if not impossible. A structured approach to initiation of projects typically includes the handling of two phases:

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

Well begun is half completed. The old saying 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 the common practice in your projects.

You will receive training in both your method application for project initiation and your leadership behaviour – and we will 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 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 into the role of a project facilitator, becoming more conscious of your 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 accessible virtually for project parties.
6. **Implement improved preparation and start-up**  
Via guidelines and tools for project initiation in your own organisation.



**Morten Fangel**  
Managing Director and  
Chief Consultant  
Fangel Consultants  
Denmark

Guest Instructor:



**Henk Bellinga**  
Managing Director  
Advitec Consulting  
The Netherlands

*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](http://www.ipmacourse.com)*

# B Management auditing of projects and programmes

Project management health check to ensure project success

FACULTY :

## Course vision

Management audits and reviews can be used to increase the efficiency of a project or programme.

The course will provide insight into the best practices for handling 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 demonstrate how systematic auditing performed by skilled auditors can promote information transfer between projects.

## Training methods

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

The instructors will give basic information and lead extensive discussions together with 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 in the project or programme.
- 4. Recognise that different PM standards to audit against can 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 experience gained from project management auditing case studies.**  
E.g., project management audit in a project crisis situation.



**Martina Huemann**

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



**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](http://www.ipmacourse.com)



# Managing project risk, uncertainty and value in new ways

Insight, and skills beyond the risk management matrix

FACULTY :

## Course vision

Project risk management is evolving rapidly in a number of ways. For example:

- Threat focus is becoming an 'opportunity' focus, with a view to taking more risk to improve profit expectations and to support further optimisation to improve 'value'.
- Multiple pass process emphasis is leading to development of simple first pass approaches to size risk prior to deciding whether or not further action is required.
- Building proactive risk management into capital investment appraisal, bidding and contract design is increasingly seen as fundamental.

Good project risk management cannot be achieved by adopting any simple off-the-shelf techniques. It needs careful thought, effort, and the recognition of key issues in each individual case.

## 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 two highly regarded books which the course instructor authored or co-authored. Copies of one, the international best seller "Project Risk Management", will be provided for course participants.

## Training objectives

As a participant you will learn to:

1. *Understand the concepts of a "constructively simple" uncertainty management approach.*  
Not simplistic, it allows the introduction of further complexity whenever this is worthwhile, and avoids framing assumptions which are restrictive.
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 risk management in terms of the benefits provided by the new processes.*  
How to clarify why new ideas are useful?
4. *Embed the new processes and concepts in an organisation, and how to avoid the problems involved.*  
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.
5. *Handle issues associated with risk management:*  
Value management, contract design, reporting structures, corporate learning implications, and simple models of particular issues.



**Chris Chapman**

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

*Guest instructor:  
Project manager practising  
concepts of the course.*

*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](http://www.ipmacourse.com)*

# **D** Coaching and facilitation as a lever for efficiency in projects

How to promote interaction of participants at meetings and workshops

## FACULTY :

### 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, 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 emphasis is practical training during group work.

The roles of project coach and project facilitator will be practiced during the group sessions, and every participant will receive 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 on and increase your own competences in facilitation and coaching.*



**Merle Runge**

Consulting for Organizational and Personnel Development plan a Germany



**Brigitte Schaden**

Managing Director and Chief Consultant Chairman of Project Management Austria, IPMA Vice president 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](http://www.ipmacourse.com)*



# Leadership in project crises situations

Crisis situations in projects occur time and again – learn how to handle a crisis pro-actively!

## FACULTY :

### Course vision

Sooner or later project managers have to deal with a project crisis. There are ways to identify potential threats and tendencies to a project crisis early in the project start or later during the project controlling process.

Methods for crisis prevention, crises contingency planning and crisis response management must belong to the toolbox of every successful project manager.

In this course you will learn how to apply those relevant crisis management instruments and processes. Eventually you will become well-equipped to deal with a potential crisis.

Special emphasis will be put on leadership behavioural aspects in project crises situations. What can a good and experienced leader do in order to avoid a project crisis or at least to be prepared when guiding the team through the crisis response management process. These situations are different from the daily project business. Project managers must know how to organize effective and efficient communication in complex social situations, how to enable creativity in the team to build new solutions, how to get the management attention for the necessary approvals and eventually prepared to withstand strong emotional stress.

### Training methods

The course will involve hands-on training. A theory based on facts, combined with experiences and reflections from real-life project crises, ensures development of the skills needed to apply these methods to any crisis emerging in your project.

### Training objectives

As a participant you will learn:

1. Project crises in practice: What are possible causes for project crises? In what social systems do they occur?
2. Definition of the project crisis: What constitutes a crisis? When does it begin and when does it end? Who defines the crisis and who declares when it has ended?
3. Crises management basics  
Processes - roles - methods - leadership aspects
4. Prevention of and provision for project crises  
Observation - analyses - strategy definition
5. Excursion - How effective Claim Management can help with preventing a project crisis: Definition, essential elements and examples of Claim Management
6. Project crisis resolution - From the definition of the crisis to successful resolution of the crisis - processes, strategies and actions. How to achieve team spirit and creativity in a stressful situation?
7. Leadership aspects of crisis resolution - What different styles of leadership may be appropriate in a crisis situation? What should be known about team members before and after the crisis hits?



**Hansjörg Zahradnik**  
Senior Consultant,  
Next Level Consulting  
Austria



**Andreas Starzer**  
Head of Project Management,  
VA TECH HYDRO  
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](http://www.ipmacourse.com)*



# Managing project alliances and partnerships

Using a structured, less adversarial approach designed to drive success.

## FACULTY :

### Course vision

Increased complexity of projects and programmes compels organisations to reconsider their execution strategy. Creating a Partnership, or even an Alliance, between owner and suppliers/contractors can provide an innovative way to reduce risk while also improving project value and success rate.

The goal of sharing project risk is to reduce the adversarial effect of conflicting interests and thus achieve success. Partnerships and Alliances both have the same goal, but the reduction of conflict in partnerships is based on aspiration and not obligation. In an alliance parties put their reward at stake in a mutual endeavour, so there is more gain in terms of reduced cost and time based on common interest.

The concept of working as partners in an open alliance creates a new set of challenges for both project sponsors and project managers who must:

- facilitate true teamwork
- conduct joint risk analysis
- develop a culture that is based on mutual interest
- strike a balance between trust and control
- focus on real project value

This course will use cases from a number of different industries, such as construction, manufacturing and information technology. Participants in the course will collaborate using their own cases. Step-by-step the roadmap will be followed to create the alliance, the contractual arrangements and the project team.

This course is especially designed for (senior) project managers, managers sponsoring partnerships/alliances, civil servants involved in PPS initiatives, managers in charge of a project management office, and professionals in the field of contract management and purchasing. We recommend that you participate with your present or future partners to develop relations – learning together while doing.

### Training methods

The course will involve hands-on training. A theory based on facts condensed in a roadmap model will be combined with experience and reflections from real-life partnering projects. An Alliance and Partnership maturity model will be used to identify gaps in knowledge and experience among course participants and serve as a training guideline.

### Training objectives

As a participant you will learn:

1. Project alliances and partnering basic know-how, utilising research to tailor your own roadmap
2. Use of the alliance roadmap to understand the stages and identify specific actions
3. How to create your alliance development plan, with preparation of the contracting and risk/benefit sharing strategy
4. Risk and opportunity management assessment in alliances - planning and implementation of assessment activities
5. Development and maintenance of an effective partnering culture
6. Leadership aspects specific to managing a partnership
7. How to evaluate potential partners



**Henk Bellinga**  
Managing Director,  
Advitec Consulting,  
The Netherlands

Guest Instructor:



**Chris Chapman**  
Emeritus Professor  
of Management Science  
in the School of Management,  
University of Southampton  
United Kingdom

*For CV's of the instructors,  
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[www.ipmacourse.com](http://www.ipmacourse.com)*



# Programme management to innovate effectively

A goal-driven alignment of organisational changes and project results

FACULTY :

## 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 yield 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 didactical methods: plenary mostly for presentation, case study to let participants master the concepts, and group session for discussions.

## 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 in the public domain. It has just been revised (Sep 07) to take account of best practice experience. Participants will be introduced to the method to provide a foundation for their learning 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 the benefits required from the programme are realised by the organisation.
- 7. Implement programme management in your organisation,**  
including developing programme management roles and competencies.



**Gerrit Koch**  
CPD, Programme Director,  
Berenschot BV,  
The Netherlands



**Andrew Richards**  
Co-author and Trainer on  
MSP Holos Consulting  
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](http://www.ipmacourse.com)*



# Managing the corporate project portfolios

By developing and implementing a portfolio management system

## FACULTY :

### Course Vision

The share 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 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 its 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 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 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 prioritise 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.



**Matti Haukka**

Partner, Senior Consultant,  
Project Institute Finland Ltd  
Finland



**Gerard Geurtjens MBA**

Director of ICT,  
Transavia Airlines  
The Netherlands

*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](http://www.ipmacourse.com)*

# Information and details

## Registration

Please submit your registration for the courses to be held March 2008 in Copenhagen or October 2008 in Zagreb directly on [www.ipmacourse.com](http://www.ipmacourse.com) – or return your registration form to:

**IPMA Course Secretariat**  
P.O. Box 1058, NL-3860 BB Nijkerk  
[secretariat@ipmacourse.com](mailto:secretariat@ipmacourse.com)

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 cancelation, the registered participants will be consulted in order to select an other course.

## Registration fees

All prices are excl. VAT.

Members of IPMA via national associations or direct membership are charged:

- € 2000 for participation in March 2008 in Copenhagen.
- € 1600 for participation in October 2008 in Zagreb.

The fee covers all training, materials, meals, and all social events, as well as bus transport from and to the airports.  
Non-members of one of the national IPMA Member Associations or of IPMA directly are charged an additional € 150.

Participants who have previously attended an IPMA Advanced Course are offered a reduction of € 150.  
Registrations received after 15th January for March 2008 and after 15th August for October 2008 will be charged an extra € 200.

Delegates from transition economy countries and students from all countries are charged € 1000 for March 2008 and €800 for October 2008 – provided that the desired course is not fully booked one month before the course will take place. For students, please attach identification from your university when submitting your registration.

## Accommodation

After registration, we assist with arranging accommodation at the conference venue.

At the Courses in March 2008 the price is € 100 excl. VAT per day.

Concerning the courses in October 2008, see [www.ipmacourse.com](http://www.ipmacourse.com)

## Accompanying persons

Accompanying persons are welcome to attend all joint meals, social events, and excursions throughout the three-day training programme. The fee for accompanying persons is € 200.

## Cancellation

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 to 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 assuming payment of an administrative fee of € 200.

## Administration

After registration and payment, communication with you are administered by the:

**IPMA Course Committee,**  
Saettedammen 4, DK 3400 Hilleroed  
Phone + 45 48 26 70 75  
[committee@ipmacourse.com](mailto:committee@ipmacourse.com)

From here you will receive pre-readings and instructions for preparing case studies.

# Registration

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

According to the conditions specified under "Information and details"

- 6 - 8 March 2008 in Copenhagen, Denmark
- 9 - 11 October 2008 in Zagreb, Croatia

- A** Effective preparation and start-up of projects
- B** Management auditing of projects and programmes
- C** Managing project risk, uncertainty and value in new ways
- D** Coaching and facilitation as a lever for efficiency in projects
- E** Leadership in project crises situations
- F** Managing project alliances and partnerships **NEW**
- G** Programme management to innovate effectively
- H** Managing the corporate project portfolios

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

- Member of a national IPMA Member Association
- Direct member of IPMA (Individual or corporate)
- Transition country. Specify country: \_\_\_\_\_
- Student. Specify university: \_\_\_\_\_

Have previously attended the IPMA Advanced Courses. Specify year and course title: \_\_\_\_\_  
\_\_\_\_\_

Years of experience managing complex and/or less complex projects:

- 3 years as a minimum
- 5 years approximately
- 8 years approximately
- 10 years or more

Surname: \_\_\_\_\_ First name: \_\_\_\_\_

Company: \_\_\_\_\_

Street: \_\_\_\_\_

Postal Code / City: \_\_\_\_\_ Country: \_\_\_\_\_

If member of European Union, specify VAT number: \_\_\_\_\_

E-mail: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Date: \_\_\_\_\_ Signature: \_\_\_\_\_

Please submit your registration on [www.ipmacourse.com](http://www.ipmacourse.com) - or return this form to:

**IPMA Course Secretariat**  
PO. Box 1058, NL-3860 BB Nijkerk Fax: +31 / 3324 60470 [secretariat@ipmacourse.com](mailto:secretariat@ipmacourse.com)

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



IPMA Association partners:

**danskprojektledelse**  
danish project management association  
[www.danskprojektledelse.dk](http://www.danskprojektledelse.dk)



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