



skilltec
training

Moving forward in knowledge and training

Project Management Training Course Brochure



 01752 227330
 enquiries@skilltec.co.uk
 www.skilltec.co.uk

Project Management Training Course Brochure	2
PRINCE2 Agile Foundation.....	3
PRINCE2 Practitioner	5
PRINCE2 Foundation & Practitioner.....	7
PRINCE2 Agile Foundation.....	10
PRINCE2 Agile Practitioner.....	12
Agile Project Management Foundation.....	14
Agile Project Management Practitioner	16
Agile Project Management Foundation & Practitioner	18
APM Project Fundamentals Qualification (PFQ).....	20
APM Project Management Qualification (PFQ).....	23
APMG Change Management Foundation	26
APMG Change Management Practitioner	28
APMG Change Management Foundation & Practitioner	30
SCRUM Product Owner & Exam	34
SCRUM Master.....	36
Managing Successful Programmes Foundation & Practitioner	38
Management of Risk (MoR®) Foundation & Practitioner.....	40

Course Code PR2AF
Duration 3 days

Overview

To complement the AXELOS PRINCE2 Agile® Practitioner qualification, the Introduction of the PRINCE2 Agile® Foundation certification reinforces PRINCE2 Agile®'s unrivalled reputation as the world's most complete agile project management method, combining the benefits of agile ways of working, with the governance and structure of the PRINCE2® method.

The introduction of PRINCE2 Agile® Foundation will enable everyone to benefit from guidance on delivering, managing or working within agile projects and project teams, without the need for any prior knowledge of PRINCE2®.

This 3-day course determines how to use PRINCE2® with Agile ways of working as a foundation certification course.

Audience

PRINCE2 Agile® is for candidates who are new to PRINCE2® and are working in or around an agile project environment. The course covers an overview of PRINCE2®, an introduction to agile, and how to apply the two together.

PRINCE2 Agile® has been developed for anyone who delivers projects, large or small, in an agile context. It is a valuable training and certification scheme for anyone working within an agile project environment, whether they be a project manager, project support or part of the wider project team.

PRINCE2 Agile® equips practitioners and organizations with the ability to deliver agile projects by tailoring the PRINCE2® project management method with a broad toolset of agile delivery techniques and frameworks. In this way practitioners, will leverage the benefits of agile ways of working such as iterative and incremental delivery while maintaining a structure of project governance.

Learning Objectives

By actively participating in this course, you will learn about the following:

- ▶ Prepare for the PRINCE2 Agile® Foundation Exam.
 - ▶ Understand the key aspects of PRINCE2®.
 - ▶ Understand basic concepts behind common agile ways of working.
 - ▶ Demonstrate the purpose of combining PRINCE2® with agile.
 - ▶ Be able to fix and flex the six aspects of a project in an agile context.
 - ▶ Apply the PRINCE2® principles and tailor the themes, processes and management products to a project in an agile context.
 - ▶ Incorporate the areas that can support a PRINCE2 Agile® implementation.
-

Pre-Requisites

Unlike PRINCE2 Agile® Practitioner, there are no prerequisites for this certification.

Course Contents

PART 1

Overview of Prince 2

- ▶ PRINCE2® Principles
- ▶ PRINCE2® Processes and Themes
- ▶ PRINCE2® Management Products
- ▶ PRINCE2® Journey with Agile

An Introduction to Agile

- ▶ Agile Manifesto
- ▶ Waterfall vs Agile
- ▶ Agile basics and framework
- ▶ Agile behaviours, concepts and techniques

Blending PRINCE2® and Agile

- ▶ What PRINCE2 Agile® comprises of
- ▶ Eight PRINCE2 Agile® Guidance Points

What to fix, and what to flex

- ▶ Performance targets and tolerance
- ▶ The “Hexagon”
- ▶ The five targets

PART 2

Agile Behaviours and the PRINCE2® Principles

- ▶ Applying PRINCE2® principles
- ▶ PRINCE2 Agile® behaviours

Agile and the PRINCE2 Themes

- ▶ Tailoring the PRINCE2® Themes
- ▶ Tracking progress with burn charts

Agile and the PRINCE2® Processes

- ▶ Relating agile processes to PRINCE2® processes
- ▶ Tailoring starting up a project and initiating a project
- ▶ Tailoring controlling a stage and managing product delivery processes
- ▶ Scrum overview and Lean Startup
- ▶ Tailoring managing a stage boundary process
- ▶ Tailoring closing a project process
- ▶ Tailoring directing a project

PART 3

Focus Areas

- ▶ Agilometer
- ▶ Requirements
- ▶ Rich Communication
- ▶ Workshops
- ▶ Frequent releases

Exam Details

The course ends with an exam that allows you to achieve the PRINCE2 Agile® Foundation certification. The exam is a 1 hour closed book exam. There will be 50 questions with each question worth 1 mark. The pass mark is 28 out of 50 or 55%

Course Code PR2P
Duration 2 days

Overview

PRINCE2® has established itself as the premier approach to managing projects. PRINCE2® is generic – capable of being applied to any kind of project – scalable and business-driven. Organisations that have adopted the PRINCE2® have claimed that they have been able to achieve greater customer satisfaction during and at the end of projects, to reduce costs and to realise greater benefit from project deliverables.

Audience

The aim of this course is to prepare people who have already passed their PRINCE2® Foundation exam to move to the 'next level' – the PRINCE2® Practitioner examination. The course follows the standard syllabus issued by the PRINCE2® Examinations Board, which focuses on the PRINCE2® framework and how this can be applied pragmatically to real projects.

Learning Objectives

By actively participating in this course, you will learn about the following:

- ▶ Understand the need for project management and how PRINCE2® meets that requirement.
 - ▶ Understand the PRINCE2® process model and apply the PRINCE2® processes.
 - ▶ Design a robust and appropriate project organisation.
 - ▶ Apply appropriate controls at different levels and at different points in the life cycle of a project.
 - ▶ Practice applying the PRINCE2® framework to a case study.
 - ▶ Take the PRINCE2® Practitioner examination paper.
-

Pre-Requisites

Delegates will be provided with access to study the pre-course video files before the class starts, please reference the document that is sent with your course confirmation for details on how to access.

This PRINCE2® Foundation Pre-Course Video resource is for use in preparation for the PRINCE2® Foundation Course and those returning for PRINCE2® Practitioner. Each short video covers a key area within the PRINCE2® method plus information on the PRINCE2® exams. They are primarily designed to introduce or revise PRINCE2® terminology, concepts and activities to help you get ahead on your PRINCE2® course.

All delegates should have passed the PRINCE2® Foundation examination taken on or after 1st Jan 2009, or hold one of the following:

- ▶ Project Management Institute (PMI)® details at www.pmi.org:
- ▶ Project Management Professional (PMP)®
- ▶ Certified Associate in Project Management (CAPM)®
- ▶ PMP is a registered mark of the Project Management Institute, Inc.
- ▶ International Project Management Association (IPMA) details at <http://ipma.ch/>:
- ▶ IPMA Level A® (Certified Projects Director)
- ▶ IPMA Level B® (Certified Senior Project Manager)
- ▶ IPMA Level C® (Certified Project Manager)
- ▶ IPMA Level D® (Certified Project Management Associate).

Course Contents

PRINCE2®

- » Background and Objectives
- » Foundation and Practitioner – the differences
- » Review of current knowledge

Project Organisation

- » Organisational structure
- » Roles and responsibilities
- » The project board
- » The project manager
- » Team manager
- » Project assurance
- » Project support

Planning

- » Purpose and importance
- » Components and levels of plan
- » Planning techniques – the focus on products

Project Control

- » Stage assessments
- » Establish project & stage tolerance
- » Checkpoints & highlight reports
- » Handling exception situations
- » Project reporting

Quality

- » Understanding quality
- » Quality planning
- » The Quality trail

Change Control

- » Change control procedure
- » Authority levels
- » Analysing change

Processes

- » Starting up and Initiating a project
- » Directing a project
- » Managing stage boundaries
- » Controlling a stage
- » Managing product delivery
- » Closing a project

PRINCE2® in Practice

- » Tailoring PRINCE2® for different business environments including Agile
- » Scaling PRINCE2® for use with projects of different type and/or size
- » Implementing PRINCE2® in an organisation
- » Project documentation

Exam Details

Delegates will take the PRINCE2® Foundation exam at the end of day 3 of this course and the Practitioner exam at the end of day 5.

Course Code PR2FP
Duration 5 days

Overview

The aim of this training event is to provide delegates with an in-depth knowledge and practical understanding of the PRINCE2® project management method. This training will help prepare delegates for the PRINCE2® Foundation and Practitioner examinations. The course follows the latest 2017 syllabus issued by AXELOS who manage PRINCE2®. This focuses on the PRINCE2® framework and how this is applied intelligently to real projects.

PRINCE2® has established itself as global standard for managing projects and is generic, tailorable and uniquely business driven.

Organisations that have adopted the PRINCE2® claim that they have been able to deliver projects and their products more successful with enhanced control and greater customer satisfaction. This focuses on the PRINCE2® framework and how this is applied intelligently to real projects.

Audience

This training event is designed for project managers, project leaders, project coordinators, programme and operations managers and technical personnel who need to understand how PRINCE2® works.

Learning Objectives

By actively participating in this course, you will learn about the following:

- ▶ Understand the need for project management and a project management method.
 - ▶ Understand the Principles, Themes and Processes used in PRINCE2® and how they are integrated.
 - ▶ Understand how to practically apply PRINCE2® to projects.
 - ▶ Prepare for and take the PRINCE2® Foundation and Practitioner examination.
-

Pre-Requisites

There is no formal requirement for attending this course, although it would be beneficial to the delegates to have some understanding of project management.

Delegates will be provided with access to study the pre-course video files before the class starts, please reference the document that is sent with your course confirmation for details on how to access.

This PRINCE2® Foundation Pre-Course Video resource is for use in preparation for the PRINCE2® Foundation Course and those returning for PRINCE2® Practitioner. Each short video covers a key area within the PRINCE2® method plus information on the PRINCE2® exams. They are primarily designed to introduce or revise PRINCE2® terminology, concepts and activities to help you get ahead on your PRINCE2® course.

Course Contents

Background

- » Objectives
- » Benefits
- » Scope
- » Structure

Project Organisation

- » Organisational structure
- » Roles and responsibilities
- » The project board
- » The project manager
- » Team manager Project assurance
- » Project support
- » Supplier relationships

Planning

- » Purpose and importance
- » Components and levels of plan
- » Planning techniques
- » Product based planning
- » The steps in planning

Project Control

- » Work package authorisation
- » Stage assessments
- » Establish project & stage tolerance
- » Checkpoints & highlight reports
- » Handling exception situations
- » Project issues
- » Project reporting

Risk Management

- » Understanding risk
- » Risk management Procedure
- » The risk register

Quality

- » Understanding quality
- » Quality planning
- » Product descriptions
- » Quality control and quality review

Change Control

- » Change control procedure
- » Authority levels
- » Analysing change

Processes

- » Starting up and Initiating a project
- » Directing a project
- » Managing stage boundaries
- » Controlling a stage
- » Managing product delivery
- » Closing a project

PRINCE2® in Practice

- ▶ Tailoring PRINCE2® for different business environments including Agile
- ▶ Scaling PRINCE2® for use with projects of different type and/or size
- ▶ Implementing PRINCE2® in an organisation
- ▶ Project documentation

Exam Details

Delegates will take the PRINCE2® Foundation exam at the end of day 3 of this course and the Practitioner exam at the end of day 5.

Course Code PR2AF
Duration 3 days

Overview

To complement the AXELOS PRINCE2 Agile® Practitioner qualification, the Introduction of the PRINCE2 Agile® Foundation certification reinforces PRINCE2 Agile®'s unrivalled reputation as the world's most complete agile project management method, combining the benefits of agile ways of working, with the governance and structure of the PRINCE2® method.

The introduction of PRINCE2 Agile® Foundation will enable everyone to benefit from guidance on delivering, managing or working within agile projects and project teams, without the need for any prior knowledge of PRINCE2®.

This 3-day course determines how to use PRINCE2® with Agile ways of working as a foundation certification course.

Audience

PRINCE2 Agile® is for candidates who are new to PRINCE2® and are working in or around an agile project environment. The course covers an overview of PRINCE2®, an introduction to agile, and how to apply the two together.

PRINCE2 Agile® has been developed for anyone who delivers projects, large or small, in an agile context. It is a valuable training and certification scheme for anyone working within an agile project environment, whether they be a project manager, project support or part of the wider project team.

PRINCE2 Agile® equips practitioners and organizations with the ability to deliver agile projects by tailoring the PRINCE2® project management method with a broad toolset of agile delivery techniques and frameworks. In this way practitioners, will leverage the benefits of agile ways of working such as iterative and incremental delivery while maintaining a structure of project governance.

Learning Objectives

By actively participating in this course, you will learn about the following:

- ▶ Prepare for the PRINCE2 Agile® Foundation Exam.
 - ▶ Understand the key aspects of PRINCE2®.
 - ▶ Understand basic concepts behind common agile ways of working.
 - ▶ Demonstrate the purpose of combining PRINCE2® with agile.
 - ▶ Be able to fix and flex the six aspects of a project in an agile context.
 - ▶ Apply the PRINCE2® principles and tailor the themes, processes and management products to a project in an agile context.
 - ▶ Incorporate the areas that can support a PRINCE2 Agile® implementation.
-

Pre-Requisites

Unlike PRINCE2 Agile® Practitioner, there are no prerequisites for this certification.

Course Contents

PART 1

Overview of Prince 2

- ▶ PRINCE2® Principles
- ▶ PRINCE2® Processes and Themes
- ▶ PRINCE2® Management Products
- ▶ PRINCE2® Journey with Agile

An Introduction to Agile

- ▶ Agile Manifesto
- ▶ Waterfall vs Agile
- ▶ Agile basics and framework
- ▶ Agile behaviours, concepts and techniques

Blending PRINCE2® and Agile

- ▶ What PRINCE2 Agile® comprises of
- ▶ Eight PRINCE2 Agile® Guidance Points

What to fix, and what to flex

- ▶ Performance targets and tolerance
- ▶ The “Hexagon”
- ▶ The five targets

PART 2

Agile Behaviours and the PRINCE2® Principles

- ▶ Applying PRINCE2® principles
- ▶ PRINCE2 Agile® behaviours

Agile and the PRINCE2 Themes

- ▶ Tailoring the PRINCE2® Themes
- ▶ Tracking progress with burn charts

Agile and the PRINCE2® Processes

- ▶ Relating agile processes to PRINCE2® processes
- ▶ Tailoring starting up a project and initiating a project
- ▶ Tailoring controlling a stage and managing product delivery processes
- ▶ Scrum overview and Lean Startup
- ▶ Tailoring managing a stage boundary process
- ▶ Tailoring closing a project process
- ▶ Tailoring directing a project

PART 3

Focus Areas

- ▶ Agilometer
- ▶ Requirements
- ▶ Rich Communication
- ▶ Workshops
- ▶ Frequent releases

Exam Details

The course ends with an exam that allows you to achieve the PRINCE2 Agile® Foundation certification. The exam is a 1 hour closed book exam. There will be 50 questions with each question worth 1 mark. The pass mark is 28 out of 50 or 55%

Course Code	PR2AP
Duration	3 days

Overview

This course covers the qualification from AXELOS which represents an extension to PRINCE2®. The course is equally divided between practical exercises and theory as it examines how to use PRINCE2® in an agile context. The course ends with an exam that allows you to achieve PRINCE2 Agile® Practitioner status.

Audience

This course follows on from the PRINCE2® Agile Foundation course and takes you to a position where you can achieve the PRINCE2 Agile® Practitioner status.

Learning Objectives

By actively participating in this course, you will learn about the following:

- ▶ The course explains to delegates how to tailor PRINCE2® to work in the best way possible in an agile context.
 - ▶ It looks at how to blend and weave the principles, processes and themes of PRINCE2® with many of the common ways of working in an agile way.
 - ▶ It examines how to configure PRINCE2® when in different situations and how to incorporate the agile frameworks, behaviours, concepts and techniques in the best way possible to increase the chances of successful project delivery.
-

Pre-Requisites

- ▶ Candidates can sit PRINCE2 Agile® Practitioner if they hold any of the following project management certifications: PRINCE2® Foundation, PRINCE2 Agile® Foundation, Project Management Professional (PMP)*, Certified Associate in Project Management (CAPM)* and IMPA Levels A, B, C and D (Certified Project Director).
- ▶ There is very little time spent on recapping PRINCE2® and therefore out of date knowledge or gaps in understanding of PRINCE2® will put the delegate at a disadvantage as PRINCE2 Agile® builds on the candidates existing PRINCE2® knowledge.

Course Contents

- » Fundamentals
- » Projects and BAU
- » What is agile?
- » The PRINCE2 Agile® Journey
- » The PRINCE2 Agile® Hexagon - what to fix and what to flex
- » Starting Up a Project and Initiating a Project
- » Assessing value, Cynefin
- » Requirements and User Stories
- » Prioritisation (including MoSCoW)
- » Change (including the feedback loop)
- » Organisation
- » Servant Leadership
- » Principles and behaviours
- » The Agilometer and Risk
- » Managing Product Delivery
- » The Scrum Framework
- » Plans and Progress
- » Estimation, Burn charts and Information Radiators
- » Work Packages
- » Quality (including the definition of 'Done')
- » Controlling a Stage and Managing a Stage Boundary
- » Frequent releases and Retrospectives
- » Directing a Project
- » Closing a Project
- » The PRINCE2® Management Products
- » Rich communication (including Workshops)
- » Kanban and The Kanban Method
- » Lean Startup
- » General guidance (including Project Health Check, transitioning, Project Managements hints and tips)
- » PRINCE2 Agile® Practitioner exam

Exam Details

The PRINCE2 Agile® Practitioner exam is a 2½ hour, open book, objective testing style exam. The exam is taken during the afternoon of the third day and you are permitted to use your PRINCE2 Agile® Manual during the exam. The exam is structured using 5 questions with a total of 50 marks.

Course Code AGPMF
Duration 2 days

Overview

Agile approaches such as eXtreme Programming, Scrum and Lean Software Development are becoming increasingly mainstream. They describe how to successfully deliver in complex situations when requirements and possible solutions are subject to continuous change; but they stop short of describing a full project lifecycle with defined Phases, Work Products, Roles and Responsibilities. This course covers how to operate in such an Agile fashion within an overall project framework based on the DSDM Agile Project Framework approach. Through practical experience of the Agile style of working, case studies and example scenarios from a highly experienced trainer, it provides delegates with an understanding of how the Agile Project Management process can enable planning, management and control for predictable Agile project deliveries.

Audience

The course is aimed at Project Managers and others involved in Project Management who want to understand how to apply Agile approaches within an overall project management lifecycle framework.

Learning Objectives

By actively participating in this course, you will learn about the following:

- » Understand the fundamentals of Agile Project Management.
 - » Understand the key Agile Project Management practices and how to manage Agile Project teams.
 - » Fully describe and relate the Agile Project Management process.
 - » Understand project control in the Agile environment.
-

Pre-Requisites

There are no prerequisites for this course although it would be beneficial for delegates to have some practical experience of project work within an Agile environment.

Course Contents

Agile Project Management Fundamentals

- » What is Agile Project Management?
- » Benefits of Agile Project Management
- » When to use Agile Project Management
- » Preparing for a successful Agile project
- » Agile Project Management principles

The Agile Project Management Process

- » Agile Project Management Framework
- » Configuring the Agile Project Lifecycle

Work Products and Deliverables

- Management Products and Deliverables
- Business Work Products and Deliverables
- Technical Products and Deliverables

Agile Project Teams

- Agile Project Roles and Responsibilities
- Agile Project Team Empowerment
- Agile Project Team Structure

Agile Project Management Practices

- Facilitated Workshops
- MoSCoW Prioritisation
- Modelling
- Iterative Development
- Timeboxing

Project Management and Control

- Agile Planning
- Agile Risk Management
- Agile Estimating and Measurement
- Agile Configuration Management

Other Agile Project Management Concerns

- Agile Requirements (functional and non-functional requirements)
- Agile Testing
- Quality Management and Quality Control
- Ensuring Maintainability and Scalability

Exam Details

Agile Project Management Foundation exam

- Simple multiple-choice exam – 40-minute exam
- 50 questions, pass mark is 25 (50%)
- Taken at the end of Day 2 of training

Course Code AGPMP
Duration 3 days

Overview

This course covers how to operate in such an Agile fashion within an overall project framework. It is based on the DSDM Agile Project Framework. Through practical experience of the Agile style of working, case studies and example scenarios from a highly experienced trainer, it provides delegates with an understanding of how the Agile Project Management process can enable planning, management and control for predictable Agile project deliveries.

Audience

The course is aimed at Project Managers and others involved in Project Management who want to understand how to apply Agile approaches within an overall project management lifecycle framework.

Learning Objectives

By actively participating in this course, you will learn about the following:

- ▶ Set up an Agile project.
 - ▶ Identify appropriate people for Agile roles.
 - ▶ Define Increments and Timeboxes to keep a project on track.
 - ▶ Manage a Solution Development Team.
 - ▶ Communicate with business stakeholders in a project environment.
 - ▶ Use Agile techniques, including prioritisation of requirements, to ensure on-time project delivery.
 - ▶ Present the benefits of Agile approaches to senior management.
 - ▶ Identify risks to delivery of projects managed using the DSDM Agile approach.
-

Pre-Requisites

Delegates must already be qualified at APMG agile Project Management Foundation level and will need to provide evidence on day one of the course.

The Practitioner course is intended for anyone who expects to have a management or leadership role in an Agile project and is specifically built to support anyone who needs to apply the DSDM Project Management framework in a business environment. Delegates are expected to have experience of team leading, project management, or project assurance/support. This course is not aimed at delegates new to project management and Agile.

Course Contents

- ▶▶ Roles and Responsibilities - the project manager's view
- ▶▶ Agile Project Management through the Lifecycle
- ▶▶ The Effective Use of the Products
- ▶▶ Deliver on Time - Combining MoSCoW and Timeboxing
- ▶▶ People, Teams, and Interactions
- ▶▶ Requirements and User Stories
- ▶▶ Estimating - How and When
- ▶▶ Project Planning throughout the Lifecycle
- ▶▶ Quality - Never Compromise Quality
- ▶▶ Risk Management
- ▶▶ Tailoring the Approach
- ▶▶ Agile Practitioner Examination

The PRINCE2 Agile® courses are offered by ATO Global Knowledge Training Ltd. PRINCE2® is a registered trademark of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved.

Exam Details

Agile Project Management Practitioner exam

- ▶▶ Complex multiple choice – Objective Test – 2.5-hour exam
- ▶▶ Open book exam (reference to Agile PM Handbook allowed)
- ▶▶ Four questions worth 20 marks each (80 marks), pass mark is 40 (50%)
- ▶▶ Taken at the end of Day 3 of training

Course Code AGPMFP
Duration 5 days

Overview

This five-day accredited course provides participants with a thorough grounding in the DSDM Agile Project Management framework. It is comprised of a Foundation-level introduction to the framework, and an in-depth Practitioner-level examination of how a project manager applies the framework.

Audience

The Practitioner course is intended for anyone who expects to have a management or leadership role in an Agile project and is specifically built to support anyone who needs to apply the DSDM Project Management framework in a business environment.

Learning Objectives

By actively participating in this course, you will learn about the following:

- ▶ Set up an Agile project.
 - ▶ Identify appropriate people for Agile roles.
 - ▶ Define Increments and Timeboxes to keep a project on track.
 - ▶ Manage a Solution Development Team.
 - ▶ Communicate with business stakeholders in a project environment.
 - ▶ Use Agile techniques, including prioritisation of requirements to ensure on-time project delivery.
 - ▶ Present the benefits of Agile approaches to senior management.
 - ▶ Identify risks to delivery of projects managed using the DSDM Agile approach.
-

Pre-Requisites

Delegates are expected to have experience of team leading, project management, or project assurance/support.

Course Contents

Foundation Preparation

- ▶ What is Agile? And why use DSDM?
- ▶ Philosophy, Principles, and Project Variables
- ▶ Preparing for Success
- ▶ Preparing for Agile Project Management
- ▶ The DSDM Process
- ▶ The People - DSDM Roles and Responsibilities
- ▶ The DSDM Products
- ▶ Key Practices - Prioritisation and Timeboxing
- ▶ Planning and Control Throughout the Lifecycle
- ▶ Other Practices - Iterative Development, Facilitated Workshops, Modelling and Prototyping

Practitioner Preparation

- ▶▶ Roles and Responsibilities - the project manager's view
 - ▶▶ Agile Project Management through the Lifecycle
 - ▶▶ The Effective Use of the Products
 - ▶▶ Deliver on Time - Combining MoSCoW and Timeboxing
 - ▶▶ People, Teams, and Interactions
 - ▶▶ Requirements and User Stories
 - ▶▶ Estimating - How and When
 - ▶▶ Project Planning throughout the Lifecycle
 - ▶▶ Quality - Never Compromise Quality
 - ▶▶ Risk Management
 - ▶▶ Tailoring the Approach
-

Exam Details

All delegates will sit the APMG Agile Foundation examination (a multiple-choice paper) in the late afternoon of the second day of the course. Successful candidates will then be eligible to sit the Practitioner exam in the afternoon of the fifth day. Photo ID is required to take these exams.

The Foundation examination is taken at 15:00 during the afternoon on Day 2 and candidates may take 40 minutes to complete it.

The Practitioner examination takes place at 13:00 on the afternoon of Day 5 and will last for up to 2.5 hours.

Exam Format: Foundation

- ▶▶ Multiple choice format
- ▶▶ 50 questions per paper
- ▶▶ 25 marks required to pass (out of 50 available) - 50%
- ▶▶ 40 minutes duration
- ▶▶ Closed book

Exam Format: Practitioner

- ▶▶ Objective examination. 4 questions (20 points per question).
- ▶▶ 40/80 points required to pass the exam (50%).
- ▶▶ Duration 2.5 hours.
- ▶▶ Open book (only the official AgilePM manual is allowed).

APM Project Fundamentals Qualification (PFQ)

Course Code APMPFQ
Duration 2 Days

Overview

The APM Project Fundamentals qualification (PFQ), is a knowledge-based qualification developed by APM, the chartered body for the project profession. The PFQ is the first step in the APM suite of certifications and provides:

- ▶ A fundamental awareness of project management terminology
- ▶ A broad understanding of the principles of the profession
- ▶ The knowledge to make a positive contribution to any project.

This course is aligned to the APM Body of Knowledge version 7 and includes the PFQ examination, and all course material to prepare you fully for your exam

By taking this course you will achieve a good foundation knowledge of project management. The PFQ is the first APM qualification which provides a basis for moving onto the APM Project Management qualification (PMQ).

The PFQ is aligned to the Scottish Credit Qualifications and Framework level 6.

Audience

No prior knowledge or experience is required for this PFQ qualification.

Learning Objectives

By actively participating in this course, you will learn about the following:

- ▶ Understand project management and the operating environment
 - ▶ Understand project life cycles
 - ▶ Understand the roles and responsibilities within projects
 - ▶ Understand project management planning
 - ▶ Understand project scope management
 - ▶ Understand resource scheduling and optimisation in a project
 - ▶ Understand project risk and issue management in the context of a project
 - ▶ Understand quality in the context of a project
 - ▶ Understand communication in the context of a project
 - ▶ Understand leadership and teamwork within a project
-

Pre-Requisites

You will receive some pre-course reading. Please complete this pre-course reading in full to get the most out of your course. Everyone learns differently yet we would advise spending 5 hours on your pre-course reading.

Course Contents

This course covers provides comprehensive coverage of the PFQ syllabus aligned to the Body of Knowledge

7. The PFQ syllabus contains:

- ▶ 10 learning outcomes (above)
- ▶ 59 assessment criteria – the specific topics you are required to know

The PFQ syllabus showing full topic coverage is available on the APM [website](#).

The way our course is structured is that it follows a lifecycle approach, rather than following the sections in the PFQ syllabus. Our structure enables you to understand how the tools, skills and techniques are applied at each phase of a project.

A full breakdown of subject areas is provided below:

- ▶ Projects and project management
- ▶ Programme and portfolio management
- ▶ Life cycles (including: linear, iterative and hybrid life cycles)
- ▶ Reviews
- ▶ Implementing Strategy
- ▶ Stakeholder engagement
- ▶ Business case
- ▶ Success and benefits
- ▶ Procurement
- ▶ Scope management
- ▶ Estimating
- ▶ Scheduling
- ▶ Resource optimisation
- ▶ Deployment baseline (the Project Management Plan)
- ▶ Risk management
- ▶ Progress monitoring and reporting
- ▶ Issue management
- ▶ Quality management
- ▶ Change control
- ▶ Configuration management
- ▶ Teams
- ▶ Leadership
- ▶ Team development
- ▶ Communication

Exam Details

You will sit your PFQ examination in the afternoon of day 2. Some details about your PFQ examination:

- ▶▶ 60 minutes duration
- ▶▶ Multiple choice
- ▶▶ Pass mark is 36 (60%)
- ▶▶ Closed-book

Your course includes preparation for your examination. This includes undertaking mock examination questions, and answer reviews. Questions will also be set to be completed in the evening, and you can expect to spend approximately 1-2 hours in the evening on this additional work. Please ensure you can dedicate time to this evening work

Photographic identification is required to sit your PFQ exam. Examples include:

- ▶▶ Driving licence
- ▶▶ Passport
- ▶▶ Work Badge

You are required to show the invigilator your photographic identification – failure to do so will mean you will not be allowed to sit your exam

Course Code APMPMQ
Duration 5 Days

Overview

The APM Project Management qualification (PMQ), is a knowledge-based qualification developed by APM, the chartered body for the project profession. You will be able to demonstrate an understanding of how all elements of project management interact and how your project fits into your strategic and commercial environment. This course is aligned to the APM Body of Knowledge version 7.

This course includes the PMQ examination, and all course material to prepare you fully for your exam.

Audience

The PMQ is aimed at anyone with pre-existing project management knowledge, and it is the ideal next step for anyone holding the APM Project Fundamentals qualification (PFQ).

Learning Objectives

By actively participating in this course, you will learn about the following:

- ▶ Understand how organisations and projects are structured
 - ▶ Understand project lifecycles
 - ▶ Understand the situational context of projects
 - ▶ Understand communication within project management
 - ▶ Understand the principles of leadership and teamwork
 - ▶ Understand planning for success
 - ▶ Understand project scope management
 - ▶ Understand schedule and resource optimisation
 - ▶ Understand project procurement
 - ▶ Understand risk and issue management in the context of project management
 - ▶ Understand quality in the context of a project
-

Pre-Requisites

Ideally, to attend this course you should have:

- ▶ some pre-existing project management knowledge, or
- ▶ passed the APM Project Fundamentals qualification (PFQ)

If you don't have either of the above requirements, we suggest you book onto the [APM Project Fundamentals Qualification \(PFQ\)](#).

You will receive some pre-course reading. Please complete this pre-course reading in full to get the most out of your course. Everyone learns differently yet we would advise spending 10 hours on your pre-course reading.

Course Contents

This course covers provides comprehensive coverage of the PMQ syllabus aligned to the Body of Knowledge

7. The PMQ syllabus contains:

- 11 learning outcomes (above)
- 73 assessment criteria – the specific topics you are required to know

The PMQ syllabus showing full topic coverage is available on the APM [website](#).

The way our course is structured is that it follows a lifecycle approach, rather than following the sections in the PMQ syllabus. Our structure enables you to understand how the tools, skills and techniques are applied at each phase of a project.

A full breakdown of subject areas is provided below:

- Projects and project management
- Programme and portfolio management
- Temporary structures (matrix, functional and project)
- Governance
- Lifecycles (including: linear, iterative and hybrid life cycles)
- Sponsorship
- PMO
- Reviews
- Implementing strategy
- Regulatory environment
- Stakeholder engagement
- Business case
- Success and Benefits
- Investment decisions
- Procurement
- Negotiation
- Requirements management
- Scope management
- Estimating
- Scheduling
- Resource optimisation
- Cost planning
- Deployment baseline (the Project Management Plan)
- Risk management
- Information management
- Knowledge management
- Progress monitoring and reporting
- Issue management
- Quality management
- Change control
- Configuration management
- Teams
- Team development
- Leadership
- Communication
- Conflict management

Exam Details

You will sit your PMQ examination in the afternoon of day 5. Some details about the PMQ examination:

- ▶ 3 hours 15 minutes duration
- ▶ Short essay-style questions
- ▶ Choose 10 questions from 16
- ▶ Each question is worth 50 marks, so 500 marks in total
- ▶ Pass mark is 275 (55%)
- ▶ Closed-book

Your course includes preparation for your examination. This includes undertaking mock examination questions, and answer reviews. Questions will also be set to be completed in the evening, and you can expect to spend approximately 1-2 hours per evening on this additional work. Please ensure you can dedicate time to this evening work.

Photographic identification is required to sit your PMQ exam. Examples include:

- ▶ Driving licence
- ▶ Passport
- ▶ Work Badge

You are required to show the invigilator your photographic identification – failure to do so will mean you will not be allowed to sit your exam.

Course Code APMGCMF
Duration 3 days

Overview

Change Management is associated with the effects and management of change; this is primarily within organisations where change can have greater impact. This qualification is based on the theory and application of change for the individual, change for the organisation, communication and stakeholder engagement and change management best practice. Once you have passed the Foundation qualification you can progress to the more advanced Practitioner qualification

Audience

Anyone interested in understanding the basic principles of achieving successful organisational change, transition or transformation.

Team members involved in organisational change, transition or transformation projects.

Professionals pursuing the Change Management Practitioner certificate – for which the Change Management Foundation certificate is a pre-requisite.

Learning Objectives

By actively participating in this course, you will learn about the following:

- ▶ Understand how individuals are impacted by change, and be able to develop strategies to help people through change
 - ▶ Develop insights into how organisations work , organisational culture and the models and processes of change
 - ▶ Understand the drivers of change, the change governance structures typically used in organisations and how to define a change vision
 - ▶ Appreciate how to prepare people for change and support their learning and motivation to change
 - ▶ Learn about the stakeholder engagement process and how to develop suitable communications strategies and plans
 - ▶ Appreciate the impact of change on organisations , how to build momentum for change and sustain it
 - ▶ Understand the importance of defined change roles, and how to build and support an effective change team
-

Pre-Requisites

No prerequisites are necessary for attendance, although delegates would benefit from some experience of organisational change prior to attending the course

Course Contents

- » Introductions and Objectives
- » The Change Management Context
- » Change and the Individual
- » Change and the Organization
- » Stakeholder Strategy
- » Communication and Engagement
- » Change Impact
- » Change Readiness
- » The Change Team
- » Effective teams and team development
- » Preparing for Resistance
- » Sustaining Momentum
- » Foundation Examination

Exam Details

This course is recommended as preparation for the APMG Change Management Foundation Exam.

Course Code APMGCMP
Duration 2 days

Overview

Change Management is associated with the effects and management of change; this is primarily within organisations where change can have greater impact. This qualification is based on the theory and application of change for the individual, change for the organisation, communication and stakeholder engagement and change management best practice. Once you have passed the Foundation qualification you can progress to the more advanced Practitioner qualification.

Audience

- ▶▶ Aspiring or current managers of organizational change, transition or transformation.
 - ▶▶ Those performing key roles in the design, development and delivery of organizational change programmes, including:
 - - Change Project Managers
 - - Transformation Managers
 - - Senior Responsible Owners
 - - Business Change Managers
 - - Change Programme Managers
 - - Operational Line Managers
-

Learning Objectives

By actively participating in this course, you will learn about the following:

- ▶▶ Applying appropriate process frameworks to optimally plan and understand organizational change.
 - ▶▶ A range of organization paradigms with which to understand, support and sustain organizational change processes.
 - ▶▶ How to properly prepare for an organizational change initiative - such as building an effective change team and offering insights which enhance the team's performance.
 - ▶▶ Preparing people for organizational change.
 - ▶▶ How to be motivational in ways that's empathetic towards peoples' roles and personalities.
 - ▶▶ How to establish a clear framework of roles, skills and activities through which leaders can support and sustain the change process.
-

Pre-Requisites

No prerequisites are necessary for attendance, although delegates would benefit from some experience of organisational change prior to attending the course.

Course Contents

The Change Management Practitioner course gives delegates further advice on some of the practical aspects of managing change.

The course will cover the following syllabus areas:

Project management: change initiatives, projects and programmes

Change agents will need to decide on the delivery mechanisms for change. Delegates will consider:

- ▶ What governance structures to put in place
- ▶ How different project management methodologies might impact on the management of change.

Facilitation

Change agents will frequently be helping others to 'find answers' to difficult business problems. Delegates will consider:

- ▶ Approaches to running larger workshops (The use of a World cafe or Open Space Technology)

Sustaining change

After all the hard work how can we ensure that the change 'sticks'? Delegates will consider:

- ▶ What design factors help ensure that the change is permanently embedded within the organisation

Exam Details

This course is recommended as preparation for the APMG Change Management Practitioners Exam.

- ▶ Objective testing based on a case study scenario
- ▶ 4 questions of 20 marks each
- ▶ 40 marks required to pass (out of 80 available) – 50%
- ▶ 2.5 hours duration
- ▶ Restricted open book – The Effective Change Manager's Handbook may be used in the exam

Course Code CMFP
Duration 5 days

Overview

This 5-day training course provides delegates with the opportunity to look at approaches to managing change and demonstrate they can apply the principles in practice. Four core areas will be explored: change and the organisation, change and the individual, communications and stakeholder engagement and change management in practice. Together they will enable a delegate to develop a comprehensive change management plan to support effective change within an organisation.

Audience

Anyone interested in understanding the basic principles of achieving successful organisational change, transition or transformation.

Team members involved in organisational change, transition or transformation projects.

Professionals pursuing the Change Management Practitioner certificate – for which the Change Management Foundation certificate is a pre-requisite.

Learning Objectives

By actively participating in this course, you will learn about the following:

- ▶ How the process of organisational change or transformation occurs.
 - ▶ The roles needed to assemble teams most likely to achieve successful organisational change.
 - ▶ How people react to organisational change and how to help them adapt.
 - ▶ Developing strategies to keep people motivated while an organisation undergoes change.
 - ▶ The different types of change process e.g. planned and emergent change.
 - ▶ How to keep stakeholders engaged while an organisation undergoes change.
-

Pre-Requisites

No prerequisites are necessary for attendance, although delegates would benefit from some experience of organisational change prior to attending the course

Course Contents

The Change Management Foundation and Practitioner course gives delegates the opportunity to comprehensively explore current thinking on how to manage organisation change. Classroom sessions will introduce delegates to the foundation and practitioner level content of The Effective Change Manager's Handbook and provide an opportunity to test their understanding through practical group work and the use of sample examination papers. Additional evening work will be required in the form of consolidation reading and further sample examination questions. The evening work is an integral part of the course and delegates should expect to spend approximately two and half hours on these activities each evening.

The course will cover the following syllabus areas:

Change and the Organisation

Defining Change

Organisations are exposed to wide variety of factors which they need to respond to in order to survive and prosper. Delegates will consider:

- ▶ Why their organisations need to change and the implications for this on the design of the change programme

Change, the Organisation and the Individual

A Change Management Perspective

Successful change typically involves careful design and delivery of new products, services or processes. However, the same care and attention is also needed for the 'people' element of any change. Delegates will consider:

- ▶ The impact of change on the individual and what implications this has when planning change.
- ▶ How different organisational cultures can affect the change experience
- ▶ What frameworks are available to support the creation of a 'people focused' change management plan
- ▶ Key roles in supporting successful change

Education and Learning Support

Change usually involves people learning new ways of working. Effective change management recognises this and incorporates learning and development into the change management plan. Delegates will consider:

- ▶ The process of learning
- ▶ Identifying and meeting learning needs
- ▶ The implications of 'learning styles' when designing learning interventions

Communications and Stakeholder Engagement

Stakeholder Strategy

Change agents need to understand who will be affected by the change so that their requirements can be taken into account while minimising disruption to current operational performance. Delegates will learn how to:

- ▶ Identify and analyse stakeholders
- ▶ Develop effective influencing strategies

Communication and Engagement

Effective communications are fundamental to any successful change. Delegates will consider:

- ▶ The theory of effective communications
- ▶ The use of different communication channels
- ▶ How to develop a communications plan
- ▶ How to monitor and evaluate the effectiveness of the communications

Change Management in Practice

Change Impact

Change does not occur in isolation. Change agents will need to manage the relationship between the change journey, business continuity and successfully embedding the change. Delegates will be shown:

- ▶ Tools that help assess the wider impacts of the change and so ensure a comprehensive change management plan is developed

Change Readiness, Planning and Measurement

Even if an organisation is effective today, change is likely to be heading its way. Successful organisations start planning for change long before it becomes a necessity. Delegates will learn how to:

- ▶ Build motivation to change
- ▶ Build organisational readiness for change
- ▶ Prepare for resistance

Personal and Professional Management

One individual is unlikely to be able to undertake all the activities to support successful change. Typically, teams will be involved in supporting and shaping the change. Delegates will consider how to:

- ▶ Develop effective teams to help manage change

Project Management: Change Initiatives, Projects and Programmes (practitioner level material)

Change agents will need to decide on the delivery mechanisms for change. Delegates will consider:

- ▶ What governance structures to put in place
- ▶ How different project management methodologies might impact on the management of change

Facilitation (practitioner level material)

Change agents will frequently be helping others to 'find answers' to difficult business problems. Delegates will consider:

- Approaches to running larger workshops (The use of a World cafe or Open Space Technology)

Sustaining Change (practitioner level material)

After all the hard work how can we ensure that the change 'sticks'. Delegates will consider:

- What design factors help ensure that the change is permanently embedded within the organisation
-

Exam Details

The Foundation examination is:

- Externally accredited by the APMG
- 40 minutes
- Closed book
- Multiple-choice (with 50 questions and a pass mark of 25/50)

The Foundation examination is taken on the afternoon of day 3 of the course.

The Practitioner examination is:

- Externally accredited by the APMG
- 2.5 hours
- Partial open book (The Effective Change Manager Handbook may be used)
- Objective text i.e. complex multiple-choice
- Covers 4 syllabus areas including the Foundation level material
- 80 marks available and a 40/80 pass mark

The Practitioner examination is taken on the afternoon of day 5 of the course.

Course Code SCRUMPO
Duration 2 days

Overview

Are you the (future) Product Owner of a Scrum project? Or are you otherwise directly or indirectly involved in a Scrum process from a business perspective? Do you already have (some) experience in working as a Scrum Product Owner, but are you not yet certified?

Then this training is suitable for you.

The Product Owner represents the customer within the Scrum team. They ensure that the team looks at the project with the right vision. They are responsible for drawing up the user stories and prioritizing them in a product backlog.

The Professional Scrum Product Owner training provides you with knowledge and understanding of the role of Product Owner, as well as the importance of the role within the Scrum team. In this training, you will learn the basic skills for defining and managing a prioritized product backlog and creating accurate and realistic (release) plans. Using practical examples and practical exercises, you will gain knowledge and experience about the role of Scrum Product Owner so that you can use it directly in your own organization.

Audience

The Scrum Product Owner training is suitable for (Product) Managers who are responsible for optimizing the value of their products, but also for end users, key users, business analysts and information managers.

Learning Objectives

By actively participating in this course, you will learn about the following:

- ▶ Indicate how the iterative incremental principles are implemented by Scrum.
 - ▶ Describe which elements Scrum recognizes, their coherence and how they improve productivity.
 - ▶ Describe how the Scrum fundamentals are important for incremental product management and creatively translate them into your own practical situation.
 - ▶ Act as a Product Owner for Scrum Teams and stakeholders with a deep understanding of your role.
 - ▶ Estimate how Scrum increases organization-wide Business Agility.
 - ▶ Think independently in terms of proper application of the Scrum framework for product management.
-

Pre-Requisites

Anyone directly or indirectly involved in a Scrum process from a business perspective.

Course Contents

- ▶ Why Agile?
- ▶ Basics: Scrum and complexity
- ▶ How do you make Vision statements?
- ▶ What determines and influences "Value" in software development?
- ▶ What is the special role of the Product Owner in the Scrum framework, among other things in relation to the (other) stakeholders?
- ▶ An Agile vision on product management
- ▶ Requirement techniques Release planning, forecasting and monitoring in Scrum
- ▶ How does Scrum improve the Total Cost of Ownership?
- ▶ Preparation for the PSPO I (Professional Scrum Product Owner I assessment)

Exam Details

After completing the Scrum Product Owner training, you will be able to complete your PSPO certification through an official exam. This exam is included in the price and can be taken online up to two weeks after completing the training.

Course Code	SCRUMMT
Duration	2 days

Overview

This two-day course trains delegates in all the key aspects of the Scrum Framework to prepare delegates to not only take the Scrum Alliance ScrumMaster® exam but employ practical skills & knowledge required to drive a successful Scrum Project as a ScrumMaster®.

Audience

This course will benefit anyone who seeks to achieve the role of ScrumMaster® to drive a Scrum project and applies to those with a background as Customer/Users, Project Managers or Developers. It will also benefit anyone who is to be involved in a Scrum Project, and in any of the Scrum Roles. The course is also suitable for those involved in transitioning to Scrum within their own organisation.

Learning Objectives

By the end of this course, you will be able to:

- ▶ Participate actively as a Scrum Team member
 - ▶ Function effectively as the Certified Scrum Master for the Scrum Team
 - ▶ Deliver a successful Scrum project
 - ▶ Explain and sell Agile and the Scrum framework to other key stakeholders
 - ▶ Set-up and facilitate Scrum Meetings
 - ▶ Understand the Scrum roles, artefacts, events, and practices
-

Pre-Requisites

There are no prerequisites for the course. However, students are expected to complete the pre-course reading prior to attending.

Course Contents

- ▶ Agile Principles and the Agile Manifesto
- ▶ The Case for Scrum
- ▶ The Scrum Process
- ▶ Scrum Master Roles & Responsibilities
- ▶ Mastering Scrum Ceremonies
- ▶ Sprint Planning
- ▶ Sprint Review
- ▶ Daily Scrum Meetings
- ▶ Mastering Scrum Artefacts
- ▶ Product Backlog
- ▶ Sprint Backlog
- ▶ Burn-down Chart
- ▶ Advanced Scrum
- ▶ Transitioning to Scrum

Exam Details

After attending a two-day Certified ScrumMaster course, you are eligible for the final step in becoming a ScrumMaster® (CSM), completing the online Scrum Alliance CSM exam.

You will not take the test during the two-day course. Instead, a link will be sent to you the day after the course allowing you to take the test in your own time. You must answer 37 of the 50 multiple choice questions correctly to pass. The test has a time limit of 60 minutes. You may skip, go back, and bookmark questions to review later. If you have any unanswered questions, you'll see a warning message when you click "submit." Once you submit your answers, your test results will immediately appear on your screen.

Our Certified Scrum Trainers recommend you plan on taking your exam as soon as you can after completing the two-day classroom training. You have 60 minutes to complete the CSM exam, but you don't need to finish the test in one sitting. You can stop and restart as many times as needed. You can also skip, go back, and bookmark questions for later review. Review your bookmarked questions before submitting your test for scoring. When you click "submit" at the end, a warning message will alert you of any unanswered questions.

If you do not pass the CSM exam, you will be shown the questions you missed, but not told the right answer. You will be expected to research the right answer. If you don't pass the test, you can take it a second time at no cost. The Scrum Alliance charges a small fee (\$25) for each attempt thereafter.

Please note as the Scrum Alliance requires you to attend and complete two-days (16-hours) of classroom-based training in-person, if you are not present at training for the required hours on both days our Certified Scrum Trainer reserve the right to not register you with the Scrum Alliance for certification.

Managing Successful Programmes Foundation & Practitioner

Course Code MSPFP
Duration 5 days

Overview

MSP® is a best-practice guide from the Home Office, describing a structured approach for managing programmes. It has been developed using the collective expertise and practical experience of some of the leading practitioners in the field. This means that it not only reflects best practice, but is also an accessible, workable technique that has been tested by those working in the real world.

Audience

This training event is designed for Programme Managers, Business Change Managers, Account Managers, Project Directors, Business Strategists, Consultants.

Learning Objectives

By actively participating in this course, you will learn about the following:

- ▶ Plan for and gain crucial "buy-in" from the key stakeholders in your programme
 - ▶ Align projects to your strategy
 - ▶ Keep the focus on your change objectives
 - ▶ Provide your senior management colleagues with a flexible and relevant framework, so they can work with you to direct the change process
 - ▶ Achieve more efficient use of your resources
 - ▶ Better control the risks that may be hidden in the detail of activities and projects
 - ▶ Realise benefits during and after your programme through a formal process
 - ▶ Improve your control of costs, standards and quality
 - ▶ Effectively manage your programme's business case
 - ▶ Gain efficient control of a whole range of complex activities
 - ▶ Use clear role definitions to avoid confusion and conflict
 - ▶ Manage better the smooth transition from current to future operations
 - ▶ Be better briefed to work within programmes and Gateway Reviews
 - ▶ Gain a recognized Programme Management qualification
-

Pre-Requisites

- ▶ Some experience of leading or managing major change.
- ▶ The standard recommended pre-course reading time is 15-20 hours.

Course Contents

Building your own map of a programme lifecycle

- Designing your programme team
- How leaders lead a programme
- Drafting a Programme Brief
- How to make sure benefits are realised by good transition management
- Engaging the stakeholders; communications in a programme
- Risk and Issue management
- Ensure the quality of the final capability
- Planning, tracking and controlling progress in the programme
- Presenting a Programme Definition
- Managing the developing new business capability and controlling changes
- Integrating the processes, information and roles in the programme

Programme Management Processes

- Identifying a Programme
- Defining a Programme
- Governing a Programme
- Managing the Benefits
- Closing a Programme
- Fitting it all together with a Case Study

Examinations

- Mock Examinations
- Examination Tips
- Daily review questions
- Foundation Examination
- Practitioner Examination

Exam Details

This course is based upon the Guide leading to the Axelos Examination in Programme Management. Delegates will sit the Foundation and Practitioner exams during this course. The Foundation exam consists of 75 multiple choice questions (although 5 of the questions are for trial purposes only), to be completed closed book within 60 minutes. Candidates must score a minimum of 50% (35 marks) out of 70 to pass. The Practitioner exam is objective marking style, open book paper which consists of 8 questions to be completed within 150 minutes (2.5 hours). Candidates must score at least 50% (40 marks) out of a possible 80 to pass.

The exam is included in the course fee.

MSP® is a [registered] trademark of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved.
The Swirl logo™ is a trademark of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved

Course Code MORFP
Duration 5 days

Overview

This 5 day course is designed to provide a coherent and logical solution to the problem of implementing a risk management framework within an organisation. It is designed to be adjustable to allow you to tailor your approach to risk according to your organisations's needs.

There is a significant quantity of homework to be completed during the course so delegates are advised to make allowances for this in their plans for the week.

Audience

Risk forms a part of the everyday running of any business or organisation, therefore, the study of its anticipation and management is relevant for all individuals and organisations wishing to develop their awareness in this area.

Learning Objectives

By actively participating in this course, you will learn about the following:

- ▶ Increased certainty and fewer surprises
 - ▶ Better service delivery
 - ▶ More effective management of change
 - ▶ More efficient use of resources
 - ▶ Better management at all levels through improved decision making
 - ▶ Reduced waste and fraud, and better value for money
 - ▶ Innovation
 - ▶ Management of contingent and maintenance activities
-

Pre-Requisites

No prerequisites are necessary for attendance, although delegates will be expected to have some experience of working in an Operational or Programme, Project environment prior to attending the M_o_R Foundation course.

Course Contents

The M_o_R Foundation and Practitioner course includes a variety of hands-on exercises to ensure that the theory is embedded and delegates feel confident in the practical application of M_o_R. Additional evening work will be required in the form of consolidation reading and mock examination questions. The evening work is an integral part of the course and delegates should expect to spend approximately two hours on the activities. The course will cover the following syllabus areas:

Introduction to M_o_R

Delegates are introduced to the world of Risk Management and the M_o_R framework. Understanding what a risk is and why and when we should do risk management and how Risk management is part of Corporate Governance & Internal Control.

M_o_R Principles

M_o_R principles are essential for the development and maintenance of good risk management. They are intended to guide an organisation to develop its own approach to meet their specific needs.

- ▶ Aligns with objectives
- ▶ Fits the context
- ▶ Engages stakeholders
- ▶ Provides clear guidance
- ▶ Informs decision making
- ▶ Facilitates continual improvement
- ▶ Creates a supportive culture
- ▶ Achieves measurable value

M_o_R Approach

The way an organisation implements the principles are described in their approach documents and support documentation:

- ▶ Risk Management Policy
- ▶ Process Guide
- ▶ Strategies
- ▶ Risk Register
- ▶ Issue Register
- ▶ Risk Improvement Plan
- ▶ Risk Response plan
- ▶ Risk Reports
- ▶ Risk Communication plan

M_o_R Process

The M_o_R Process is divided into four main steps of:

- ▶ Identify
- ▶ Assess
- ▶ Plan
- ▶ Implement
- ▶ Focusing on the goals and tasks of each step, the inputs needed to carry out the step, the outputs produced and the various techniques that may be applied.

M_o_R Perspectives

The way in which the principles, approach and process are applied will vary according to the perspective in which they being carried out.

- ▶ Strategic
- ▶ Programme
- ▶ Project
- ▶ Operational

Embedding and Reviewing M_o_R

Embedding and Reviewing M_o_R looks at the need to embed Risk management into the culture and the how this can be achieved through regular reviews and improvements.

- ▶ Embedding the principles
 - ▶ Changing the culture for risk management
 - ▶ Measuring the value of risk management
 - ▶ Overcoming common process barriers
 - ▶ Identifying and establishing opportunities for change
 - ▶ Health check
 - ▶ Risk management maturity model
-

Exam Details

This course prepares delegates for the M_o_R® Foundation Exam which is taken on Day Three, and the M_o_R® Practitioner Exam which is taken on Day Five of this course. Exams are included in the course fee

M_o_R Foundation Examination

- ▶ One hour long
- ▶ Closed book
- ▶ 75 multiple-choice questions
- ▶ 50% pass mark

M_o_R Practitioner Examination

- ▶ 3 hour long
- ▶ Open book
- ▶ 4 Questions (1 for each perspective)
- ▶ Each question has 20 individual questions giving 80 questions in total
- ▶ 50% pass mark

Throughout the M_o_R Foundation & Practitioner course, delegates will be exposed to numerous examples of examination questions. We will undertake a number of exercises and 'question-and-answer' sessions that will help to consolidate the learning, thereby ensuring that delegates are more than adequately prepared for the final examination.

If taking an exam, candidates are required to provide Photo ID with a valid signature e.g. driving license, passport or named work ID badges prior to sitting their exam. Failure to produce this ID will result in their exam results being withheld until proof of ID is provided. Please note that if proof is not provided within 40 days, candidate's exam results will be null and void and a re-sit would be required.

M_o_R® is a [registered] trademark of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved.
The Swirl logo™ is a trademark of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved