



Aspire Academy

COURSE PROSPECTUS

Foreword

Welcome to the Aspire Academy Course Prospectus, which outlines our portfolio of courses.

The Aspire Academy is part of Aspire Europe Ltd and Aspire Asia Pacific Pty Ltd which has been at the forefront of the development to programme, project and change management practice globally since its formation in 2004.

A guiding principle behind Aspire is knowledge transfer to our customers. We achieve this through training and consultancy; customers benefit from our training delivery from the knowledge we acquire from our consultancy delivery and vice versa.

Our prospectus reflects our broad range of educational services and products focused at business performance improvement. For many of the topics there are courses available not fully covered here. If you don't find what you are looking for please contact us.

Our prospectus is under continual review and is developing rapidly to meet the needs of our customers, as a consequence we also specialise in customised courses, so if you don't see what you require then please let us know and we will propose a solution.

We look forward to helping you improve your organisational performance in the very near future



Rod Sowden,
Group CEO & Managing Director
Aspire Europe Ltd



James Bawtree,
Managing Director
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Our Quality Commitment

The Aspire Academy is totally committed to providing high quality services to our customers. We achieve this through our Quality Commitment against a number of key criteria. We can customise or adapt any of our courses to meet the individual needs of clients, as the vast majority of our business is in-house delivery.

Trainer expertise – All of our trainers have extensive experience of the topics they teach and are normally accredited to the highest level of professional knowledge. We try to allocate the most appropriate skills and knowledge to our client, this may be sector experience in addition to topic knowledge.

Course Content – We are continually evolving our products and looking to innovate in the use of technology to support face-to-face delivery, for example, our courses are now supported by podcasts and we are working on establishing collaboration groups to provide online post-course support. Our course content focuses on communicating the latest techniques and practices to help ensure our delegates receive the best possible education.

Course Design – Our courses are designed to meet different learning needs. In short courses and examination events there is a limit to the level of variety in the training room, however, we supplement this with pre-course preparation and post-course support to extend the learning experience. These come in the form of e-learning, study support workbooks, online discussion groups and facilitator coaching.

Qualifications – We have invested in being able to provide all of the OGC¹ sponsored qualifications to you as an Accredited Training Organisation. We are also an Accredited Training Organisation by C4CM^{™2} to provide vocational qualifications which provide the opportunity for delegates to embed the learning into their organisation. The C4CM[™] qualifications are also aligned to the UK Qualifications and Certifications Framework (QCF).

Our accreditation by these examination boards establishes the quality and process rigor required to enable us to provide you with excellent services every time.

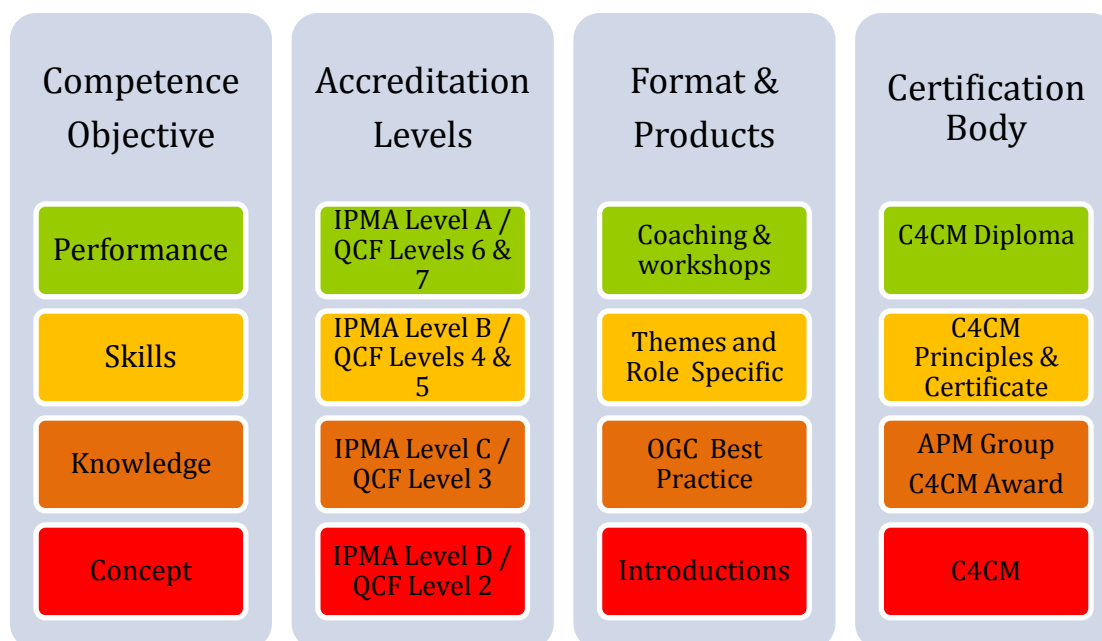
Course customisation – There is only limited value in generic method or theory training. As organisations look to step up their performance it is essential that their staff are comfortable and competent with the in-house way of doing things. We are keen to customise any of our courses to meet your specific needs and help you maximise the return on your investment in training.

Whatever the training needs of your organisation, from novice through to expert, we can offer courses and trainers who will be comfortable supporting your needs.

¹ OGC is the Office of Government Commerce

² C4CM[™] is the Centre for Change Management

Professional Development Framework



Our products are carefully aligned to offer a unique journey towards professionalism for organisations and individuals.

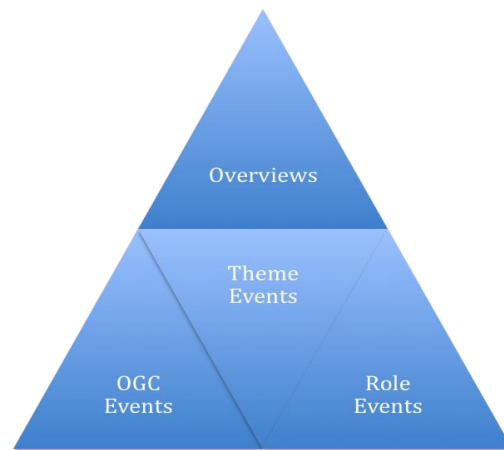
Competence Objectives - Outlines what the target for the events is. These range from basic understanding of concepts for the Introduction events, through to the more detailed development of concept, knowledge, skills, behaviours and performance from increasingly advanced events.

Accreditation Levels – These reflect two categories of accreditation:

1. IPMA is the International Project Management Association with 4 levels of competence (IPMA A to D).
2. The QCF is the UK Qualifications and Credit Framework. Level 2 equates to a GCSE or HSE whilst Level 7 is the equivalent to a post-graduate qualification.

These two frameworks provide you with a clear indication of the complexity and level of qualification associated with the events. The diagram above explains which level of competence each course is targeted at.

Format and Products – This shows how our 4 categories of events fit into the hierarchy so that you can select the events best suited to your needs. The format of the events develops from the tightly controlled syllabus for the OGC Best Practice qualifications through to the work place evidence based qualifications that recognise practical application of the knowledge to achieve productivity.



- **Overview Events** – These events are carefully designed to introduce the key concepts of the frameworks and methods without overloading attendees with theoretical detail. The courses can be quite intense and will normally involve some pre-reading, however it is not a pre-requisite of the course that this is undertaken. A number of the courses have qualifications associated with them if that is appropriate for you.
- **Office of Government Commerce Best Practice Events** – We can provide the full range of Best Practice qualifications from the OGC stable of publications. Our courses are all accredited by the APM Group and controlled by their strict quality criteria and syllabus.
- **Theme Events** – These courses are designed for people who may have attended one of the OGC best practice courses and now need to take that basic knowledge and start to become competent practitioners and more effective in their jobs. These courses focus on the key techniques and provide practical advice and exercises that take you on to the next level of competence.
- **Role Specific Events** – These events are designed to help people who want to focus on gaining knowledge specific to their role and to help them understand the themes and frameworks specific to their role and what skills they need to fulfil them.

Certification Body – Explains which examination board we are using to provide qualifications to support our courses. The APM Group holds the contract with the Office of Government Commerce for providing qualifications associated with the manuals, this is normally done multi choice style examinations. The C4CM™ provides vocational qualifications which provide evidence of the ability to use the skills in the workplace. This is achieved through assignments to use the knowledge and provide evidence that it has been done, which is why this is offered at a much higher level of qualification.

Using this approach, our customer organisations can develop their own individual or role competency development paths that can be developed and delivered through our range of courses, which is continually under review and development.

Professional Development Framework

We use the Landscape for Success developed by our strategic partners Outperform UK Ltd to develop performance improvement strategies and plans for our clients; it also provides critical diagnostics to help understand why training may not have delivered success in the past.

Landscape for Success	Individual perspective	Team perspective	Organisation perspective
Behavioural competence	The personal attributes required for delivery	The temporary team working together	The corporate culture, e.g. matrix management
Technical competence	Specific techniques such as planning, estimating	Methods for managing a project	Frameworks for deploying, maintaining, and supporting methods and techniques
Contextual competence	Domain specific knowledge such as finance, legal, HR	Methods specific to the team purpose	Commissioning and tracking the best set of projects to achieve strategic goals

In Programme and Project Management we have often find too much emphasis on teaching Methods and Frameworks rather than developing behavioural competence and technical skills, these are key factors in producing effective individuals that make good programme and project managers and improve organisational performance.

When you look at our products and course you will see that we focus on delivering a balanced portfolio of Courses that meet a range of competencies in our Professional Development Framework and Landscape for Success, the next challenge of for the organisation to establish where it is going, as we can help you get there.

Course Portfolio

Overview Events

These events are carefully designed to introduce the key concepts of the frameworks and methods without overloading attendees with theoretical detail. The courses can be quite intense and will normally involve some pre-reading, however it is not a pre-requisite of the course that this is undertaken. A number of the courses have qualifications associated with them if that is appropriate for you.

Introduction to Project Management

C4CM™
Award
QCF National
Level 3

What the course covers

- The principles of project management
- PRINCE2®
- Organizational structures
- Project governance
- Project lifecycle, planning and control
- Benefits management and business case
- Stakeholder management
- Risk & issue management

Two days
plus self
study

Benefits

- Remove the mystique around project management terminology.
- Increased understanding of basic concepts within project management.
- Test the concepts with a case study to increase your understanding.
- Give you confidence to make a valuable contribution to any project you are involved with.
- Gain a qualification to prove your competence (optional).

Introduction to PRINCE2®

None

What the course covers

- Introduce the concepts of structured project management
- Explain the value of structured project management
- Introduce the critical PRINCE2® Principles
- Cover the PRINCE2® lifecycle stages
- Try out some of the PRINCE2® techniques

One day plus
self study

Benefits

- Increase understanding of why a project needs a structured approach.
- Appreciate the value of the key themes in helping to keep a project on course.
- Know the main steps in a project delivery.
- Be familiar with the key terms that are used in project management.

Introduction to Programme Management

C4CM™
Award
QCF National
Level 3

What the course covers

- The principles of programme management
- OGC MSP® framework
- Vision and Blueprints
- Benefits Management and Business Change
- Programme Lifecycle
- Planning and control
- Stakeholder Management
- Adopting MSP®

One day plus
self study

Benefits

- Increased understanding of basic concepts of the OGC Managing Successful Programmes standard.
- Provides a clear overview of the valuable techniques and principles involved with effective programme delivery.
- Test the concepts with a case study to increase your understanding.
- Gain a qualification to prove your competence (optional).

Introduction to Change Management

C4CM™
Award
QCF National
Level 3

What the course covers

- The principles of change management
- Individual responses and reactions to change
- Effects of change on team structures
- Effects of change on organizations

One day plus
self study

Benefits

- Give you a basic understanding of the issues that you and your colleagues face when going through change.
- Use techniques and tools to find out more about your own reactions to change.
- Better understand the stakeholder reaction to changes you are initiating
- Gain a qualification to prove your competence (optional).

Introduction to Programme and Project Support Office

C4CM™
Award
QCF National
Level 3

What the course covers

- The role of the Support Office in a project environment.
- Introduce the concepts of the OGCs P30® model.
- Look at the key processes that a project will use through the eyes of the administrator rather than theoretical models, providing useful hints and tips
- Define what a good process looks like and ways in which they can be improved.

One day plus
self study

Benefits

- Give you a basic understanding of the functions of the Support Office to programme and project teams.
- Have an awareness of good practice and how you can add value to the support your project.
- Assignment to prove your competence (optional).

Introduction to Portfolio Management

None	<p>What the course covers</p> <ul style="list-style-type: none"> • Portfolio Management concept explained • Key characteristics of different types of Portfolio's • The balance between change and business as usual • The link between Portfolio Management and strategic business planning • Role of the Portfolio Office
One day plus self study	<p>Benefits</p> <ul style="list-style-type: none"> • Increased understanding of the terminology. • Cover the basic topics and clarify and remove the mystique around Portfolio Management. • Provide the key areas to focus on when considering Portfolio Management.

Executive Briefings

None	<p>What the course covers</p> <p>This Executive Briefing is a 3 hour workshop for senior programme leadership personnel.</p> <ul style="list-style-type: none"> • Develops an understanding of what makes a really good SRO. • Key challenges facing the role. • Explains the “Golden Thread” of leading a programme. • Clarifies the differences between portfolio's, programme and projects are explained and how the OGC frameworks fit into these.
Half day	<p>Benefits</p> <ul style="list-style-type: none"> • Demystifies the Programme and Project Management terminology to increase confidence in leading changes using these methods. • Highly interactive format enables real world situations to be explored. • Real life experiences from both the workshop facilitators to provide examples of how other organisations have deployed and used the frameworks and techniques.

Office of Government Commerce Best Practice Events

We can provide the full range of Best Practice qualifications from the OGC stable of publications. Our courses are all accredited by the APM Group and controlled by their strict quality criteria and syllabus.

MSP® Foundation

APM Group Examination

What the course covers

- APM Group examination syllabus for the OGC MSP® framework
- Programme Lifecycle processes
- Vision and Blueprints
- Benefits Management and Business Change
- Business Case Management
- Planning and Control
- Stakeholder Management
- Risk and Issue Management

Three days plus self study

Benefits

- Increase understanding of why a programme needs a structured approach.
- Insight into the intellectual inheritance only we can bring to this topic.
- Appreciate the value of the Governance Themes in helping to keep a project on course.
- Know the main steps in a programme delivery.
- Be familiar with the key terms that are used in programme management.

MSP® Practitioner

APM Group Examination

What the course covers

This course can run consecutively after completing a three-day Foundation course or for two days standalone.

- Develops the learning already delivered from Foundation level application to Practitioner level.
- Develops the knowledge required on how to apply MSP® against scenarios
- Interprets the guidance and explains the examination requirements.
- Delivers Practitioner examination coaching.

Two days plus self study

Benefits

- You will already be familiar with MSP and have passed the Foundation examination.
- This course moves on to the complex issues around MSP® that are likely to have developed and the facilitator will give you a deeper understanding of how the methodology fits together.

MSP® Foundation Exam Workshop

APM Group Examination

What the course covers

- Follows on from our e-learning package.
- Introduce the MSP® key changes and why they were made.
- Introduce the MSP® Principles and explain how they fit with other parts of MSP®
- Explanation of the key themes and their link to the lifecycle.
- Explanation of how the techniques are applied in the real world.

One day plus self study

Benefits

- You will already be familiar with MSP® from the e-learning module, the event is focused at building your understanding of how this links together so that you can use MSP® in practice.
- Finalise your preparations for the examination.

MSP® Practitioner Exam Workshop

APM Group Examination

What the course covers

- Develops the learning already delivered from Foundation level e-learning package and application to Practitioner level.
- Developing the knowledge required on how to apply MSP® against scenarios.
- Interpretation of the guidance and explanation of the examination requirements.
- Delivers Practitioner examination coaching.

One day plus self study

Benefits

- You will already be familiar with MSP® and have passed the Foundation examination and completed the Practitioner e-learning module.
- Complex issues around MSP® are likely to have developed and the facilitator will give you a deeper understanding of how the methodology fits together.

MSP® Advanced Practitioner

APM Group Examination

What the course covers

We have been at the forefront of development change programme management for 10 years. We've used this experience to develop the Advanced Practitioner examination model.

- Useful for programme managers who want a practical module on how to use MSP®.
- Only 20 slides for a two-day course gives you an indication of how interactive the module is.

Two days plus self study

Benefits

- Provides in-depth understanding of how to interpret MSP® in real world scenarios.
- Greatly enhances your personal confidence in how to deal with the Governance Themes.
- Understand how to resolve programme management issues using MSP® well beyond the text in the manual.

PRINCE2® Foundation

APM Group
Examination

What the course covers

- Introduce the concepts of structured project management.
- Explain the value of PRINCE2® techniques.
- Fully explain the critical PRINCE2® principles.
- Cover the PRINCE2® lifecycle stages in detail.
- Use the PRINCE2® techniques.
- Develop a comprehensive knowledge of the templates.

Three days
plus self
study

Benefits

- You will already be familiar with PRINCE2® and have passed the Foundation examination and completed the Practitioner e-learning module.
- Complex issues around PRINCE2® are likely to have developed. The facilitator will give you a deeper understanding of how the methodology fits together.

PRINCE2® Practitioner

APM Group
Examination

What the course covers

This course can run consecutively after completing a three day Foundation course or for two days standalone.

- Develops the learning already delivered from Foundation level application to Practitioner level.
- Develops the knowledge required on how to apply PRINCE2® against scenarios.
- Interprets the guidance and explains the examination requirements.

Two days
plus self
study

Benefits

- Familiarity with PRINCE2® and have passed the Foundation examination.
- These session moves on to the complex issues around PRINCE2® that are likely to have developed and the facilitator will give you a deeper understanding of how the methodology fits together.

PRINCE2® Re-Registration Workshop

APMG
Examination

What the course covers

- Introduce the PRINCE2® 2009 key changes and why they were made.
- Introduce the PRINCE2® principles.
- Explanation of the key themes.
- Explanation of the lifecycle.
- Explanation of the key documents that are needed for a project.

One day plus
12 hours pre-
course self
study

Benefits

- Refresh your understanding of PRINCE2®.
- Helps you convert from previous version of PRINCE2®.
- Thorough preparation for your re-registration examination.
- Helps you understand the issues that may be associated with migrating to the new version.

PRINCE2® Foundation Exam Workshop

APM Group Examination

What the course covers

- Follows on from our e-learning package.
- Introduce the PRINCE2®2009 key changes and why they were made.
- Introduce the PRINCE2® Principles and explain how they fit with other parts of PRINCE2®
- Explanation of the key themes and their link to the lifecycle.
- Explanation of how the techniques are applied in the real world.

One day plus self study

Benefits

- You will already be familiar with PRINCE2® from the e-learning module, the event is focused at building your understanding of how this links together so that you can use PRINCE2® in practice.
- Finalise your preparations for the examination.

PRINCE2® Practitioner Exam Workshop

APM Group Examination

What the course covers

- Develops the learning already delivered from Foundation level e-learning package and application to Practitioner level.
- Developing the knowledge required on how to apply PRINCE2® against scenarios.
- Interpretation of the guidance and explanation of the examination requirements.
- Delivers Practitioner examination coaching.

One day plus self study

Benefits

- You will already be familiar with PRINCE2® and have passed the Foundation examination and completed the Practitioner e-learning module.
- Complex issues around PRINCE2® are likely to have developed and the facilitator will give you a deeper understanding of how the methodology fits together.

P30® Foundation

APM Group Examination

What the course covers

- Introduces the concepts of Portfolios, Programmes and Projects and the structures that support them.
- Gives an understanding of different P30® models, functions and services with supporting roles and responsibilities.
- Introduces the P30® lifecycle and operational tools and techniques.

Three days plus self study

Benefits

- Increases understanding of how P30® can add value to an organisation.
- Understand how to implement P30® and tailor it within your organisation.
- Gain sufficient knowledge to pass the Foundation examination.

P30® Practitioner

APM Group Examination

What the course covers

This course can run consecutively after completing a three-day Foundation course or for two days standalone.

- Develops the learning already delivered from Foundation level application to Practitioner level.
- Develops the knowledge required on how to apply P30®.
- Interprets the guidance and explains the examination requirements.
- Delivers Practitioner examination coaching.

Two days plus self study

Benefits

- You will already be familiar with P30® and have passed the Foundation examination.
- This session gives a deeper understanding of the roles and responsibilities within P30® and how to tailor them.
- It also offers increased confidence to delegates in real world application of P30® functions and services.
- Thorough knowledge of P30® concepts and techniques at application level.

M_o_R® Foundation

APM Group Examination

What the course covers

- M_o_R® Principles gives an understanding of the requirements and the benefits of both the Foundation and Successive principles.
- M_o_R® Approach covers Policy, Process, Strategy and Plans, Risk Register and Issue Register. Embedding and Reviewing of the Management of Risk. Guidance on the techniques for the preparation for the examination.

Three days plus self study

Benefits

- Increased confidence to delegates in real world application of effective risk management.
- Understanding and knowledge of the M_o_R® methodology at theory and application level to achieve foundation level qualification.
- Increased confidence and understanding when dealing with risk management professionals.

M_o_R® Practitioner

APM Group Examination

What the course covers

This course can run consecutively after completing a three-day Foundation course or for two days standalone.

- Follows on from the Foundation course and takes on broader issues of risk application.
- Application of risk concepts to complex scenarios as defined by the APM Group.
- Interpretation of the APMG examiner and more in-depth analysis of the issues associated with M_o_R® application.

Two days plus self study

Benefits

- Increased confidence to delegates in real world application of effective risk management.
- Understanding and knowledge of the M_o_R® methodology at theory and application level to achieve Practitioner level qualification.
- Increased confidence and understand when dealing with risk professionals.

ITIL® Service Management Foundation

APM Group Examination

What the course covers

- The key concepts, principles, structure and terminology of ITIL® Service Management, including the five phases of the service lifecycle – from Strategy to Continual Service Improvement.
- The process, roles and responsibilities, within each of those lifecycle phases.

Three days plus self study

Benefits

- Increased understanding of the ITIL® framework and how it may be used to enhance and improve the quality of IT service management within your organization.
- Increased confidence in understanding and using Service Management tools, techniques and terminology within your organization.

ITIL® Service Management Intermediates

APM Group Examination

What the course covers

- There are 9 modular ITIL® Intermediate courses in two streams building on areas covered previously at Foundation level:
- Five Lifecycle courses covering the contents of each of the Strategy, Design, Transition, Operation, Improvement books.
- Four Capability courses covering Operational Support & Analysis, Release Control & Validation, Service Offerings & Agreements, Planning Protection & Optimisation which focus on a cluster of processes and their bound relationships.

Three or four days plus self study

Benefits

- Increased understanding of the ITIL® framework and how it may be used to enhance & improve the quality of IT service management within your organization.
- Increased confidence in understanding and using Service Management tools, techniques and terminology within your organization.
- Gain a recognized qualification to prove your competence and enable detailed further training.

Theme Events

These courses are designed for people who may have attended one of the OGC best practice courses and now need to take that basic knowledge and start to become competent practitioners and more effective in their jobs. These courses focus on the key techniques and provide practical advice and exercises that take you on to the next level of competence.

Planning Principles

C4CM™
Award
QCF National
Level 4

What the course covers

- Basic planning concepts and building a product based plan
- Planning toolkit
- The art of estimating
- Developing the critical path
- Using Earned Value Management
- Controlling your plan
- Tracking and reporting progress

One day plus
self study

Benefits

- Increased understanding of planning
- Test the concepts with a case study
- Increase your personal capability to plan effectively
- Gain a qualification to prove your competence (optional)

Stakeholder Management Principles

C4CM™
Award
QCF National
Level 4

What the course covers

- Understand the characteristics of successful Stakeholder Management
- Interfaces between Stakeholder Management and programme and project delivery
- The Stakeholder Engagement Cycle explained
- Key techniques to used at each stage of the cycle
- Developing the Stakeholder Engagement Strategy
- Communicating for Success

One day plus
self study

Benefits

- Increased understanding of how to engage and influence stakeholders.
- Develop a systematic approach that can be applied to your initiative.
- Increase your own confidence to try techniques and develop an approach.
- Gain a qualification to prove your competence (optional).

Benefits Management Principles

C4CM™
Award
QCF National
Level 4

What the course covers

- Key concepts of Benefits Management
- Interfaces between Benefits Management and programme and project delivery
- The Benefits Management Cycle
- Understand the key Benefits Management information sets
- Identify the measures needed to track performance
- Explain the different types of benefits and the “Benefits Chain Reaction”

One day plus
self study

Benefits

- Increased understanding of why benefits are complex and also critical to success. Develop a systematic approach that can be applied to your initiative to improve benefits management
- Increase your own confidence to try benefits management techniques and develop an approach.
- Gain a qualification to prove your competence (optional)

Risk Management Principles

C4CM™
Award
QCF National
Level 4

What the course covers

- Key concepts of Risk Management
- Introduce the OGC Management of Risk (M_o_R®) concepts
- The Risk Management Cycle key activities
- Introduce the concepts of threat and opportunity
- Understand the key Risk Management information sets

One day plus
self study

Benefits

- Increased understanding of why risk management is often talked about but poorly applied.
- Develop a systematic approach that can be applied to your initiative to improve risk management.
- Increase your own confidence to try risk management techniques and develop an approach.
- Gain a qualification to prove your competence (optional)

Vision and Blueprinting Principles

C4CM™
Award
QCF National
Level 4

What the course covers

- Key concepts of the Vision and the Blueprint in a programme environment.
- Introduce key Vision techniques and apply them to a scenario.
- Introduce the key concepts of business modelling.
- Establish the key areas to look at when developing an “As is” state with some key techniques that can be used.
- Options analysis tools to help when the best route is not clear.

One day plus
self study

Benefits

- Increased understanding of why programmes without blueprints are unlikely to succeed.
- Use basic business modelling tools to increase understanding of their use.
- Produce a basic blueprint that covers an “as is” and “to be” state that could be used for change programmes.
- Undertake an options analysis to clarify how decisions can be made when faced with difficult options in a programme.
- Gain a qualification to prove your competence (optional)

Requirements Management Principles

None

What the course covers

- The benefits of effective Requirements Management to the project manager and their customers.
- Stakeholder engagement approaches to identify requirements
- Identifying relevant sources of information
- Capturing and assimilating information
- Prioritisation and development of requirements

One day plus
self study

Benefits

- Increased understanding of why a project cannot succeed without well defined requirements.
- How requirements underpin effective planning
- Why changes to requirements need to be controlled
- Increase your own confidence to try use requirements management techniques and develop an approach.

Financial Management Principles

None	What the course covers <ul style="list-style-type: none">• This will introduce you to the key financial concepts required for effective project management.• Financial terms such as budget, capital, expenditure• Different types of cost and terms used in this context• How to capture costs• How to estimate costs• How to calculate savings• Basic evaluation financial techniques• Construct the basic financial information for a business case
One day plus self study	Benefits <ul style="list-style-type: none">• Increased confidence in dealing with financial topics.• Increased understanding of the terminology and help improve your financial skills.• Remove some of the mystique around financial management.

Business Case Principles

C4CM™ Award QCF National Level 4	What the course covers <ul style="list-style-type: none">• The role of the business case in a major change programme.• How to gather financial evidence to support the development of a business case.• The concepts of value management and how this helps the business case.• Measuring and tracking benefits throughout the lifecycle.• Techniques to develop and deal with uncertainty and future value.• Budgeting and cost categorisation techniques.
Two days plus self study	Benefits <ul style="list-style-type: none">• Increased confidence in dealing with financial topics in a programme.• Increased understanding of the terminology and help improve your financial skills.• Increased chances of successful delivery of change and the achievement of the business case.• Gain a qualification to prove your competence (optional)

Change Management Foundation

APM Group
Examination

What the course covers

The principles of change management including:

- Individual responses and reactions to change
- Effects of change on team structures
- Effects of change on organizations

Three days
plus self
study

Benefits

- Give you a basic understanding of the issues that you and your colleagues face when going through change.
- Use techniques and tools to find out more about your own reactions to change.
- Better understand the stakeholder reaction to changes you are initiating.
- Gain a recognised international qualification to prove your basic knowledge and understanding.

Change Management Practitioner

APM Group
Examination

What the course covers

This course can run consecutively after completing a three-day Foundation course or for two days standalone.

- The practice of change management, including useful tools, techniques and approaches for managing:
- Individual responses and reactions to change
- Effects of change on team structures
- Effects of change on organizations
- Course texts supplied: Making Sense of Change Management by Cameron & Green and Change Management Practitioner Handbook by APMG

Two days
plus self
study

Benefits

- Give you a complete understanding of the principles and practice of managing change in organisations.
- Learn practical, proven techniques, tools and approaches to managing change both in yourself and for others.
- Better understand the stakeholder reaction to changes you are initiating
- Gain a recognised international qualification to prove your basic knowledge and understanding.

Role Specific Events

These events are designed to help people who want to focus on gaining knowledge specific to their role and to help them understand the themes and frameworks specific to their role and what skills they need to fulfil them.

SRO Master Class

None	<p>What the course covers</p> <p>This Master Class is a one-day facilitated workshop for senior programme leadership personnel.</p> <ul style="list-style-type: none"> • It develops an understanding of what makes a really good SRO • Key challenges facing the role • Explains the “Golden Thread” of leading a programme. • The course concludes with a session on Benefits Management and the critical links to the Business Case. • There is no examination.
One day minimal preparation	<p>Benefits</p> <p>You should preferably have a general understanding of PRINCE2® and MSP® principles so that the leadership requirements of the SRO role and the PPM language make more sense.</p> <ul style="list-style-type: none"> • Real life experiences from both the workshop leader(s) and the delegates play a significant part of this course - this approach helps bring the challenges and accountabilities for an SRO into much clearer perspective. • The Master Class provides a good foundation for subsequent 1:1 coaching.

Programme and Project Sponsorship

APM Group Examination	<p>What the course covers</p> <ul style="list-style-type: none"> • The professional Programme and Project Sponsorship (PPS) qualification has been developed specifically for Senior Responsible Owners (SROs) and Sponsors or Executives of Programmes and Projects. • The role of the sponsor and engaging stakeholders and the broader environment is key to this course. • Explanation of the key attributes of what a good project or programme should look like?
Two days plus self study	<p>Benefits</p> <ul style="list-style-type: none"> • Increase your confidence to lead a project or programmes. • Understand the pinch points that you, as sponsor should focus on. • Learn from your peers on their experiences. • Gain a formal qualification to illustrate your commitment. • Confidential environment where concerns and experiences can be shared. • Gain a recognised international qualification to prove your basic knowledge and understanding.

Project Board Briefing

None	<p>What the course covers</p> <ul style="list-style-type: none"> • Key terms explained, Portfolio, Programme and Project Management • Introduce PRINCE2® and other best practice products • The Role of the project board in keeping control of a project • Project Governance and the key roles on a project board • Characteristics and behaviours of successful project boards • The importance of seeing the bigger picture
Half day plus self study	<p>Benefits</p> <ul style="list-style-type: none"> • Insight in the purpose of the board and the key role members play • Can act as an event to stimulate improvements to the governance of individual projects. • Improve decision making and performance of project board members. • Increased confidence in project leadership

Business Change Manager Master Class

C4CM™ Award QCF Level 3	<p>What the course covers</p> <ul style="list-style-type: none"> • How the role of Business Change Manager fits into the delivery of organisational change and the requirements for the role. • The importance of Benefits management and realisation as a driver for change management. • How stakeholder analysis and effective communications drive change in an organisation. • The importance of planning and risk management in managing the change impact on organisations and individuals.
Two days plus self study	<p>Benefits</p> <ul style="list-style-type: none"> • An introduction to the Best Practice in Business Change Management. • An introduction to the language of Business Change Management. • A focus on the principles of Benefits Management and Delivery, Stakeholder Management, and Communications as being critical for the success of the Business Change Manager. • Gain a qualification to prove your competence (optional)

Programme Office Practitioner

C4CM™
Award
QCF Level 3

What the course covers

- The services that are needed to effectively support a programme and/or projects.
- Focuses at the process aspect of the role, how to design a good process and effectively manage it.
- The skills and behaviours of effective staff and how they can add value to the business through effective communications and support.

One day plus
self study

Benefits

- An introduction to the best practice in Programme and Project Office management.
- Clarifies the roles of key individuals and increases the confidence of new staff members to help and support programmes and projects.
- More effective Programme and Project Office support for the organisation.
- Gain a qualification to prove your competence (optional)

Project Manager Soft Skills

C4CM™
Award
QCF Level 4

What the course covers

- This course is designed for project managers and teams that need to develop a broader skill set that enables them to influence and win support for their projects.
- The course will cover basic techniques on effective listening.
- Recognising personality types and how to deal with them.
- Non verbal communication and written communications.
- Negotiating skills and establishing rapport.

One day plus
self study

Benefits

- Gives an introduction to the basic concepts of soft skills and why they are critical to successful delivery and Increase you awareness of different personality types and how to manage situations effectively.
- Increases your confidence to use the new techniques.
- Increases your effectiveness as a project manager.
- Gain a qualification to prove your competence (optional)

Gate Reviewer

C4CM™
Award
QCF Level 4

What the course covers

This course is designed for in-house staff who are part of an internal gate process.

- Looks at a standard Gate model, using the OGC Gateway as an example of best practice.
- We will introduce the three step model any gate review must take.
- It will emphasise the need for the softer side of the engagement process and not just the hard fact gathering elements

One day plus
self study

Benefits

- Give you a sound understanding of the principles of effective Gate reviews.
- Increase your awareness of how to follow a line of enquiry.
- Introduce the use of open questions, their dangers and benefits.
- Increase your confidence to undertake a review either as a team member of a lead.
- Gain a qualification to prove your competence (optional).

P3M3®Maturity Assessor

C4CM™
Award³
QCF Level 4

What the course covers

- Introduce the key principles behind maturity reviews.
- CMMI Maturity model will be explained.
- The main PPM Maturity models will be introduced and evaluated.
- The OGC P3M3® model will be used to help delegates undertake an information assessment of their own organisation.

One day plus
self study

Benefits

- Increased knowledge of how maturity models work and how they can be applied.
- Understand the 5 CMMI Levels of maturity and how these can benefit your organisation.
- Full explanation of the OGC P3M3® model and summarized analysis of the key elements.
- Confidence to use the P3M3® model back in your organisation.
- Gain a qualification to prove your competence (optional).

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³ Please note, the award tests the ability to run a maturity assessment not knowledge of P3M3®