



## Project and Programme Management Qualifications

### Middle East User Group Launch

14<sup>th</sup> of June 2007

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Welcome to the Maven Training guide to project, programme and change management qualifications. In recent years the demand for training in this area of management skills has risen dramatically, driven in part by the adoption of the PRINCE2™ project management method by the public sector and the ripple effect this has had to the demand for ‘qualified’ project managers. Programme management is a natural progression of project management and in turn this is leading to a renewed interest in the skills required for the successful implementation of change.

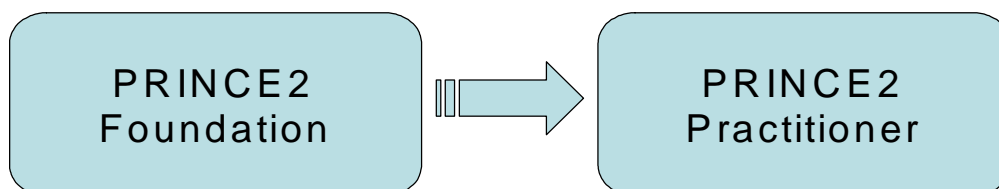
The idea for this guide was born through the recognition that as providers of training in this area there was no definitive guide to what qualifications are available and from whom. We have endeavoured to be as thorough as we could be. It is not meant to be exhaustive and if there are qualifications that are not included please let us know and we will include them.

It is hoped that this will provide a quick and easy guide for your personal use. All copyrights, trademarks and logos are acknowledged.

**Examining body: APM Group Limited (APMG) [www.apmgroup.co.uk](http://www.apmgroup.co.uk)**

**PRINCE2** is the structured project management method from the Office of Government Commerce (OGC) that has become the UK’s de facto standard for organising, managing and controlling projects. It is a generic, best-practice approach for the management of all types of projects. This examination based qualification is available in two parts.

APM Group is the appointed examining body through which all examinations are controlled. Part of this control is to ensure only Accredited Training Organisations (ATO) are able to provide training and hold the examinations. To gain and maintain ATO status, a training organisation must ensure that its trainers are themselves assessed by the examination board and the procedures and the quality systems of the training company are audited on a regular basis.



**PRINCE2 Foundation** is an examination-based qualification leading to accreditation at PRINCE2 Foundation level. The course equips delegates with a

detailed knowledge of the PRINCE2 method, working through each stage of pre-project preparation and the project lifecycle. Available as a three day training course with a 75 question one hour multi choice paper taken on the afternoon of the third day.

**PRINCE2 Practitioner** combines the Foundation and Practitioner parts of the qualification, the Practitioner will follow on from the successful completion of the Foundation exam, building on the delegate's knowledge of the structure and content of PRINCE2 and develops this knowledge into an understanding of the practical application of the method. The qualification is normally undertaken over 5 days with the foundation paper on the afternoon of the third day and the 3 hour essay style paper taken on the 5th day. The pass mark for the practitioner is 50%. (The practitioner examination format is due to change from September 2007. Please refer to the APMG web site or your training provider for further details.)

Programme Management provides the framework for implementing business strategies and initiatives, or large-scale change, where there is a "vision" of the programme's outcome – a transformed organisation for example. Programme Management helps to organise, manage, accommodate and control these changes so that the eventual outcome meets the objectives set by the business strategy.

**Managing Successful Programmes or (MSP)** comprises a set of principles and processes for use when managing a programme. As with PRINCE2, the MSP method is owned by the OGC [www.ogc.gov.uk](http://www.ogc.gov.uk) and is founded on best practice. It is very flexible and designed to be adapted to meet the needs of local circumstances. This examination based qualification comes in three parts each with their own examination. The methodology is under going a major revision to reflect changes in best practice since 2003. The re launch is due in June 2007. The MSP qualification comprises three levels each with an examination.

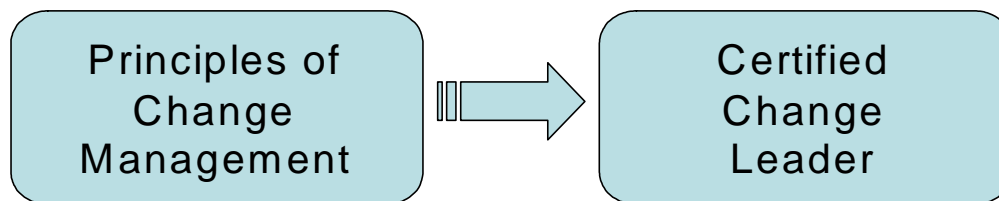


**MSP Foundation** equips individuals with a detailed knowledge and structure of the MSP method including the documentation to be produced during a full programme lifecycle.

**MSP Intermediate and Practitioner** is an examination-based qualification which gives delegates accreditation as a Managing Successful Programmes Practitioner. This qualification builds on the knowledge acquired during the MSP

Foundation and covers how programmes come about and how to manage the programme including the documentation to be produced such as the Vision Statement, Blueprint and the Business Case. Two key aspects of the MSP qualification are its focus on ensuring that benefits are realised and the management of stakeholders.

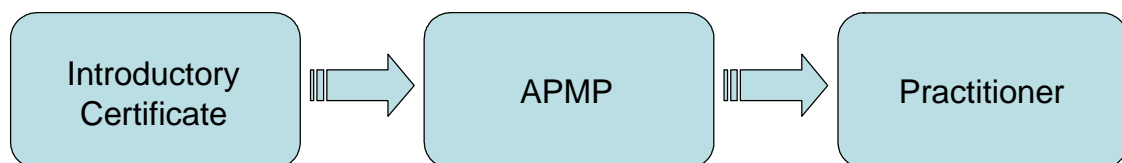
### Change Management



**Principles of Change Management** provides an understanding of the processes of managing change at each level within the work environment – individual, team, organisational and leading change. The assessment for this course involves a 1 hour multiple choice paper with 17 questions for each of the four areas of change specifically addressed which are Individual, Team, Organisation and Change Leadership.

**Certified Change Leader** is a qualification awarded on the basis of a successful interview with a panel of assessors appointed by the APM Group.

**Examining Body: Association for Project Managers (APM)** [www.apm.org.uk](http://www.apm.org.uk)



APM qualifications are designed to meet the needs of a project manager throughout their career. They concentrate on examining a wide range of skills and knowledge that a project manager should have and that can be applied to any type of project situation. These qualifications are aligned with the IPMA 4 level Certification Programme.

APM controls the quality of the examination process by ensuring that examinations can only be offered by a network of Accredited Training Providers which are audited and assessed by APM on a regular basis.

**Introductory Certificate** is an entry level qualification for anyone looking to understand the principles of project Management. Typically a two day course with a 60 question multiple choice paper.

**APMP (IPMA Level D)** is a foundation level qualification aimed at people with up to two years project management Experience. who have worked within project management environment for up to two years, such as project office personnel, team members, or recently appointed project officers, or for anyone who has recently taken on project management responsibilities as part of their job. The course is normally undertaken over five days with a 3 hour closed book examination on the 5<sup>th</sup> day.

**Practitioner Qualification (IPMA Level C):** The APM Practitioner Qualification is for project managers, project coordinators and team leaders who have three to five years experience in managing non-complex projects. This is an intermediate qualification for project management practitioners who can demonstrate an ability to manage non-complex projects or run a key control function of a large-scale project.

Over the course of a two day assessment the candidate will undertake:

- Individual work – candidates will provide written answers in examination conditions to questions based upon the given case study
- Group work (observed) – candidates will carry out group exercises in order to discuss and solve problems relating to the case study
- Interviews – all candidates will be interviewed on an individual basis

**Certified Project Manager (IPMA Level B)** is aimed at project managers with extensive experience of managing complex multidisciplinary projects. Certification is the recognition of competence and ability to effectively manage significant projects or programmes of change. Participation in the certification process enables individuals to improve their self-awareness, reflect upon, and learn from, their experience

The assessment comprises three stages:

- Stage 1-** A self assessment including a statement of strengths and weaknesses, curriculum vitae and a project précis.
- Stage 2-** Completion of a project report (within the time allocated).
- Stage 3-** A professional interview with a panel of assessors.

**APM Project Risk Management Certificates** are qualifications for project or programme managers involved in project risk assessments and risk management.

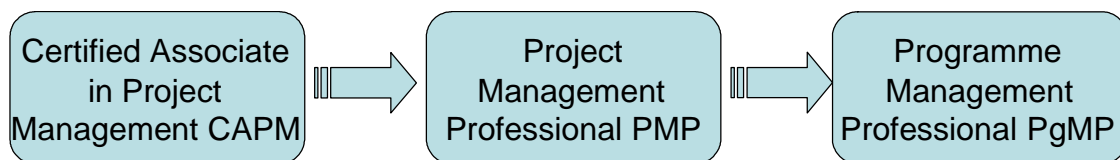
**Level 1 certificate** is a multiple choice paper which is designed to determine an individual's knowledge of project risk management. Obtaining this certificate is sufficient for an individual to contribute effectively towards the formal process of project risk management

**Level 2 certificate** is a written examination designed to determine an individual's capability in project risk management, sufficient to allow an individual to undertake formal project risk management.

**Examining Body: Project Management Institute (PMI)** [www.pmi.org](http://www.pmi.org)

PMI is an association for the project management profession originating in North America. It administers an examination-based professional accreditation program.

PMI controls the quality of the examination process by ensuring that examinations can only be offered by a network of Registered Education Providers whose training material is assessed and accredited on a regular basis.



Certified Associate in Project Management (CAPM) is designed for project team members and entry-level project managers, as well as qualified undergraduate and graduate students who want a qualification to recognize their value to project team performance.

CAPM candidates must first meet specific educational and project management related experience requirements and then pass a comprehensive 150 question computer-based examination.

Project Management Professional (PMP) eligibility relies on specific educational and project management experience requirements need to be satisfied as well as passing a rigorous multiple-choice examination designed to objectively assess

and measure ability to apply project management knowledge in the following six domains: initiating the project, planning the project, executing the project, monitoring and controlling the project, closing the project, and professional and social responsibility.

Program Management Professional (PgMP) is a qualification for people who lead the coordinated management of multiple projects and ensures the ultimate success of a program. Candidates' competence will be evaluated through a sequence of assessments:

The initial assessment of occurs through the application process. Prior to a candidate becoming eligible to pursue this qualification they will be evaluated through an extensive application process including review of education and review of professional work experience by a panel of program managers.

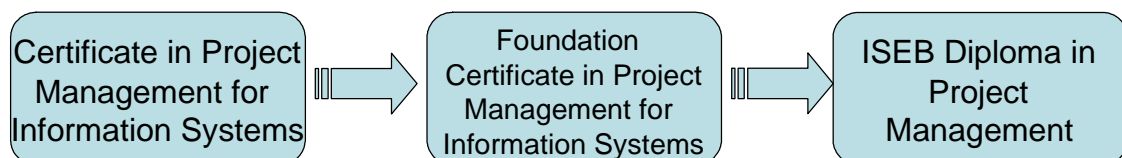
The next step of assessment is through a multiple-choice exam in which candidates will be called upon to demonstrate their ability to apply their knowledge to a variety of situational or scenario-based questions.

The final assessment occurs through a team of assessors that the candidate selects who will evaluate the candidate's competence in a work environment to perform relevant tasks of a program manager as defined through the examination specification.

**Examining Body: The Information Systems Examination Board (ISEB)**  
[www.bcs.org](http://www.bcs.org)

The ISEB administers examinations and issues certificates in a variety of subjects in the field of information systems engineering. The Certificate in Project Management for Information Systems is intended for those who have a minimum of four years experience in management and wish to obtain a formal project management qualification and for those who have been working in the information systems field and are about to take on project responsibilities.

Training providers who wish to offer ISEB qualifications must be accredited and have their training materials assessed.



**Certificate in Project Management for Information Systems**

Entry Requirements, either:

a) A minimum of 4 years' experience in management and/or in information systems, and have attended training accredited to lead to the Certificate;

or

b) A minimum of three years' experience as a project manager.

Process:

Assessment and examination of the candidate will be in three stages and, to be awarded the Certificate, candidates must perform satisfactorily in all three. Each stage must be completed in sequence.

1a) Course work assessment Candidates attending an accredited course should note that course directors are required to submit an assessment of each candidate. There are five assessments, which include an evaluation of the candidate's ability to prepare specified deliverables and an evaluation of interpersonal skills, demonstrated while carrying out the project management tasks.

1b) Experience route Candidates wishing to enter for the examination on the basis of previous project management experience should first register with the ISEB and submit two copies of a report on a project which they have managed. A line manager, or other responsible person, who is able to confirm the details, must validate the completed registration form

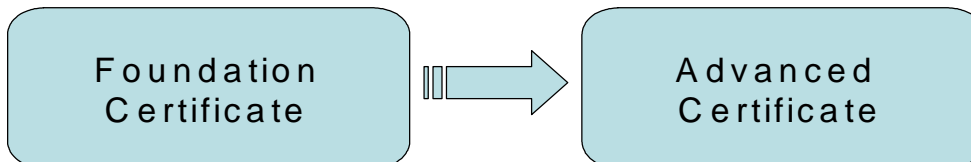
2) The Written Examination of three hours duration and typically comprises a scenario for which candidates will be required to produce various project plans and justify the choices made

3 The Oral Examination is approximately 45 minutes duration and is conducted by two examiners appointed by ISEB. Candidates may be questioned on any of the topics in the syllabus and on their background.

**Foundation Certificate in Project Management for Information Systems.** is intended for anyone involved in or affected by IT Projects; this extends to users, buyers and directors. There are no pre-requisites to taking the qualification, although it is expected that candidates will take a training course accredited by the ISEB. A one hour written multiple choice examination is undertaken at the end of the training.

**ISEB Diploma in Project Management** – this course is currently undergoing a revision

### **Programme and Project Support Office (PPSO)**



**The Foundation Certificate** is aimed at those new to PPSO work operating at a relatively junior level. This examination is available as a Computer Based Exam. Experienced project support personnel may choose to take the Foundation exam directly; those with two years' relevant experience may enter the advanced exam directly. The accredited course leading to the Foundation Certificate is a minimum of 24 hours training. Candidates will then be able to sit a one hour multiple choice examination.

#### **Entry Requirements:**

The candidate should have a basic working knowledge of IT, and it is recommended that all candidates attend an ISEB approved training course run by an accredited training provider

**Advanced Certificate** Entrants to the Advanced level must hold the Foundation Certificate. The Advanced Certificate is aimed at those who have a more strategic role to play in PPSO functions.

#### **Accredited training route for the Advanced Examination**

Candidates applying for accredited training leading to the Advanced Exam must have the Foundation Certificate and be able to demonstrate two years practical experience as a member of a PPSO.

#### **Direct Entry Route for the Advanced Examination:**

Candidates applying for direct entry to the Advanced Examination must have achieved a pass award for the Foundation Certificate and be able to demonstrate two years practical experience as a member of a PPSO.

The accredited course leading to the Advanced Certificate is a minimum of 32 hours training. The examination is in two parts. The first part is a two-hour written



examination. Successful candidates will then be invited to attend a 45 minute oral examination. Both examinations may use PRINCE and MSP terminology in addition to generic terms.

**Open University Project Management M865 [www.open.ac.uk](http://www.open.ac.uk)**

Designed for anyone working in a project team environment this course will develop general project management skills. The course topics include project initiation, risk, estimating and contracts, planning, human factors, project execution, and standard methods.

M865 has been accredited by the Association for Project Management (APM). It has also been accredited as providing an equivalent training and written examination to that required for the Information Systems Examination Board (ISEB) Certificate in Project Management for Information Systems.

**The Chartered Management Institute CMI [www.managers.org.uk](http://www.managers.org.uk)**

**Diploma in Programme and Project Management (DPPM)** has been developed as a result of collaboration between the Institute and The APM Group and is designed to meet the needs of managers responsible for programmes or projects, and who wish to extend their skills and knowledge to embrace a number of project and programme management disciplines.

Assessment is normally via work-based assignments. The Diploma in Programme and Project Management should normally take 210 guided learning hours (this figure includes time for study and assessment). In most Centres it is delivered as a one year part-time programme. However, delivery times and methods do vary from one Centre to another.

**MSC Project Management [www.port.ac.uk](http://www.port.ac.uk)**

This qualification is available from a number of universities for example Portsmouth University and is becoming increasingly popular.

This course aims to give students a broad understanding of project management including its current tools and techniques and the ability to contribute to project and business effectiveness. Students study a range of units including Project Environment, Management of Time and Quality, People and Organisation Development, Finance, Risk Management, Commercial Management, Project Systems and Methods, Research Methods.

## **International Project Management Association (IPMA)**

[www.ipma.ch](http://www.ipma.ch)

IPMA is an international network of national project management societies. While these national societies serve the specific project management development needs of each country in its national language, the IPMA as an umbrella organisation represents them at the international level.

The IPMA does not provide any qualifications directly, however other national bodies follow the qualification guidelines developed by the IPMA, these are:

- Level A Programme or projects director
- Level B Project Manager
- Level C Project Manager Professional
- Level D Project Management Practitioner

The IPMA Competence baseline and the IPMA Certification yearbook explain the concept of the four levels and the certification programmes.



About Maven Training Limited [www.maventraining.co.uk](http://www.maventraining.co.uk)

Maven Training was established on the 19<sup>th</sup> of October 2001 by our CEO Melanie Franklin to address the training needs of project and programme managers, project team members and support staff. We have grown consistently, from initially three to present 21 staff working under course development, training, administration, sales and management roles, as well as a pool of over 20 associate trainers. We are accredited by both the APM Group and the APM (Association for Project Management) and specialise in Project, Programme, Change and IT Service Management related training. Last year we launched our own Training Centre in Central London, and regularly deliver courses in Birmingham, Manchester, Newcastle, Reading, Sheffield, Southampton, Glasgow and Cardiff. In 2006 we trained over 1500 delegates through our open-public and closed-corporate courses.

Our trainers are experienced project and programme managers; this ensures that we are up-to-date users of the subject matter, as well as teachers in its specifications. All our courses and course materials are developed in-house, and not licensed from third parties. We pride ourselves on our enthusiastic delivery of training courses and are committed to providing an effective and value for money training solution. This is evidenced by the fact that a significant proportion of our business is generated by recommendations and returning clients.

Delegates give up their valuable time to train with us and we endeavour to provide nothing less than our very best to ensure they achieve their learning objectives and aim to provide every attendee with the best opportunity to join Maven Training's ranks of successful candidates. We have achieved a 99.8% success in the PRINCE2 Foundation Examinations and a 100% success on the MSP Foundation Examinations.

We are keen that delegates leave our courses with both an examination pass and a working understanding of the subject matter. Therefore, as well as the standard course materials and presentation, there are plenty of exercises and examples to bring the method alive.

Most ATO will have courses for PRINCE2 and MSP which delegates can take and achieve accreditation. Maven Training is in a unique position of having a range of courses, developed in-house, which will cover most of the people who may be involved in a given project including Programme Directors, Project Managers, Project Support staff and other stakeholders.

Maven Training can also provide comprehensive training packages customised to Nottingham City Council's requirements for PRINCE2, MSP and the APM

courses, as well as skills-based training including risk management, team development, planning and change management. To partner our training services we provide post course support, mentoring, consultancy and methodology implementation services.

### **Customer Focus**

Every client is different with their unique challenges, their own culture and their own objectives. Therefore, it is important that the training objectives agreed as part of this assignment are aligned with Nottingham City Council's objectives. Maven Training's approach to any assignment is to work with the client as a partner to ensure we develop good working relationships across the organisation from delegates in the training room to accounts staff in finance. One of our key objectives in undertaking this assignment is to be seen as a 'Training partner' to the Council rather than a 'Training provider'.

### **Innovative Training Solutions**

Maven Training is committed to providing innovative training solutions in line with our client's internal staff improvement plans, including the development of games, self-test questionnaires, "How To" guides and case studies for use by delegates for their continued professional growth.

Innovation is the successful development and application of new ideas and demands the ability to successfully identify the strongest of these, develop them and distribute the results across our client base. To achieve innovation on a continual basis, Maven Training follows an internal process of idea generation, analysis, selection, development and implementation. This process involves the Chief Executive, all employees and associate trainers. Idea generation is based on many factors including:

- An internal entrepreneurial environment where trainers and administrators are encouraged to take 'ownership' of their training courses and client relationships. This 'ownership' includes the responsibility for continual development and improvement, which leads to new ideas on how that might be achieved;
- Maintaining a dialogue with our client base – at all levels from those that book the training, in order to the managers that sponsor the training and the delegates that attend the training, to identify where we can add greater value, better ways of putting across the information and learning lessons from each course delivery;
- An environment which welcomes and encourages new ideas, backed up with the willingness to support development within budget and staff time

Examples of recent training innovations include:

- Case Study Development – an NHS trust has booked a series of PRINCE2 courses with us, but we rapidly realised that to deliver the standard course, including scenarios based on typical business situations, would be inappropriate for clinicians working in a mental health environment. Therefore, using information from the delegates, we rewrote the course materials and developed a case study and associated exercises and examples relevant to their working environment.
- Post Course Support – we are currently working with a university whose project work is very small scale, and for which the PRINCE2 method as a whole would be 'management overkill'. Therefore, following delivery of the examination based training courses, we are providing post course support in the form of an interactive website, where the project management lifecycle has been written to reflect the scale of the projects involved, and the project management documentation has been tailored to reflect the needs of the university staff. This enables the staff to carry the learning back into the workplace, but ensures that it is relevant for their projects, thus maintaining momentum for the development of a project management environment at the university.
- Addressing the needs of delegates – we recently delivered a training course at the Home Office for a group of delegates with a range of physical disabilities, including blindness, inability to write longhand notes, inability to sit for long periods and mobility issues. We worked with the client and the delegates to ensure that the exercises and activities on the course were suitable for all delegates to participate in, as well as provided course materials in different formats for use by the delegates with visual impairment.
- Sector-themed PRINCE2 Courses – in 2007 our aim is to launch PRINCE2 courses tailored to specific segments. Our first delivery will start on the 23<sup>rd</sup> of April, and is directed at the Financial Sector. By providing case studies and project examples fit for particular sectors we ensure that the methodology is better understood by staff working in specific markets.

#### a) Public Sector Experience Examples

From September 2006 to February 2007 Maven Training has run 99 programme management training courses to the Public Sector, including central government departments, local authorities and the NHS. Our experience in providing project and to this sector grants us with an insight into the unique working environment and the particular challenges faced by this sector. The need to extract the best value from every Pound spent is paramount.



## **Trainers**

Maven Training's trainers are an enthusiastic, energetic and knowledgeable group, who all have plenty of 'real world' experience that they are very happy to share during the course, and which helps bring the course material to life. They welcome questions throughout the course as they know the importance of checking the delegate's understanding as they learn. Please find below the profiles of four Maven Training trainers who are local and available for this contract – and please note that their complete CVs are available upon request.