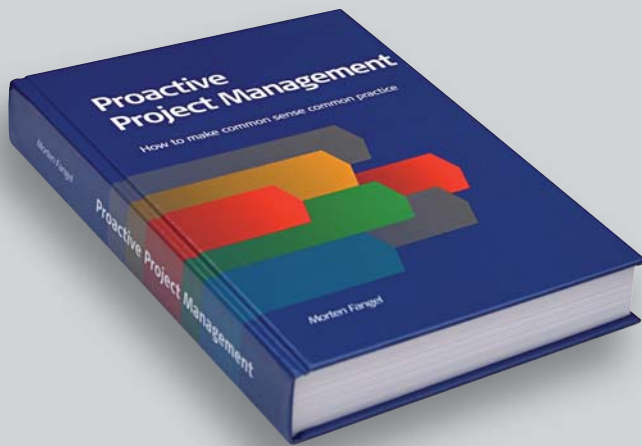


Project Management Education

Based on the book
"Proactive Project Management"



fangel



Project Management Education 1+2 & 3+4

Where the National Competence Baseline for Scandinavia (NCB) serves as the red thread of the education – and is utilized for self-assessment throughout the entire programme.

It is one thing to learn the methods involved in project management in order to pass an exam. But it's quite another thing to increase your competencies for carrying out management of a project.

Fangel Consulting has during the recent years focused on delivering in-house education and training services for companies. Here we have refined an education concept which enables the participants to improve their competence level significantly.

Now, with our open, advanced education programmes for project managers, we are making this education opportunity available to project managers from various companies.

The education covers the majority of competence elements in the National Competence Baseline for Scandinavia (NCB)*, which is in compliance with the competence baseline issued by International Project Management Association (IPMA).

The entire education programme consists of four Training Modules with Practice Periods before and after each module. You are encouraged to join the entire process, but you may also join Project Management 1+2 and later Project Management 3+4.

Morten Fangel and Ditte Schneidermann are the permanent instructors. In addition, an experienced project manager participates as trainer during each module.

Who would profit from the training?

This education is designed for any person who wants to achieve a significant improvement in his/her own competencies for managing projects of some degree of complexity. The programme enables you to improve both your performed project leadership behaviour and your application of project management methods – and to bring behaviour and methods into dynamic accord.

The programme fits well as continuous education – after previous participation in basic project management training.

Until 2018, the education was IPMA Registered® in Denmark which implies that the level of competence development opportunity of the programme was scored by Fangel Consulting based on the National Competence Baseline for Scandinavia, and that the scoring was verified by the Danish Project Management Association.

The training programme aims at developing essential elements of those competencies required to become IPMA Certified (r) at Level D, C or B – depending on the scope of your experience.

The entry requirement is that you have at least two years or more of experience in project management. Further, we expect that you have participated in basic project management courses – or studied equivalent literature.

We highly recommend that you during the training programme are engaged as manager of a project with a certain complexity – and that the project is in its initial phases when the training is started. In this way you will maximise your competence development opportunities – and also get input for improving the management of the current project.

* Can be ordered at www.fangel.dk

Which gaining is in focus during the education?

Project Management 1+2

Practice Period 1, Training Module 1, Practice Period 2, Training Module 2, Practice Period 3

Characterise projects and apply management models

Different ways of approaching projects and project management – such as characterise complexity, phases of the management processes, topics of project management and distribution of roles. This provides a frame of reference for both planning and evaluating the management of your project. (1.1+1.2)

Plan the current project management effort

Conscious and systematic planning of activities and roles when managing the project – to ensure that the project management creates most value for the project. This includes training for providing or receiving sparring. (1.3)

Facilitate project management processes

Handle the role as facilitator, who manages the process with project analysis or planning at meetings/workshops – while the participants create the contents or solutions. (1.5)

Organise project preparation phases and start-up

Arrange a suitable preparation and start-up process for your project – and lead relevant meetings/workshops with the project parties and participants. (2.1+2.2)

Analyse project processes and environment

Apply the project analysis methods for an early clarification of opportunities, interested parties and risks – and inform and involve the project participants and other parties simultaneously. (3.1)

Perform master project planning

Promote a common understanding of the project among your participants and parties – through both systematic and interactive planning of project context, objectives, resource frame, main processes, organisation and staffing. (3.3-3.7)

Insight in own performed leadership behaviour

Clarify your own leadership behaviour as project manager – to promote your development of confidence, handling relations, and promoting dynamics. (6+7+8)

The numbers in brackets refer to the elements in the National Competence Baseline for Scandinavia (NCB).

Project Management 3+4

Practice Period 3, Training Module 3, Practice Period 4, Training Module 4, Practice Period 5

Evaluate the project management effort

Conscious and systematic evaluation of activities and roles when managing your project – to promote that your management effort is improved gradually and that learning takes place. (1.4)

Organise management of project execution

Select appropriate instruments to promote proactive management effort during the execution – including reporting and meeting routines and the process of handling risks. (2.3)

Anchoring with determining parties

Handle interaction with the project owner and the steering group and handle the decision-making processes and external communication. (3.2)

Arrange the detailed project planning

Provide profound knowledge of methods and techniques for planning of sub-process, resource allocation, execution methods and information routines. This provides a platform for choosing method and obtaining an improved effect of application. (4.1+4.2+4.4)

Arrange the project follow-up and control

Broaden your basis for choosing an appropriate way of systematic project monitoring – including assessment of performance and preparation of status reports. (4.3)

Handle the ongoing project leadership

Provide additional methods and tricks for performing the ongoing interaction around management of projects – including handling the processes of meetings, other types of communication as well as critical situations. (4.7+4.8)

Develop your performed leadership behaviour

Achieve feedback on your exercised behaviour as project manager, train performance of personal leadership and clarify possibilities for improving your leadership behaviour. (6+7+8)

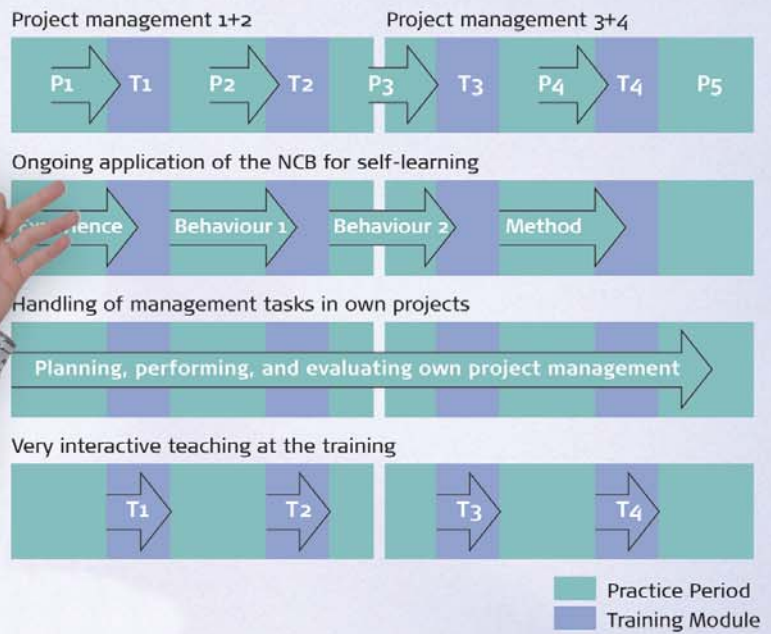
Handle corporate project processes

Insight in how to characterise the degree of project orientation, the essence of management of programme and portfolio – and how to increase the level of corporate project management. (5.1+5.3+5.4+5.5+5.6)

Organise project close-out phase

Select appropriate instruments for the formal close-out phase and for promoting learning. Organise related meetings/workshops with project participants and parties – and carry out knowledge transfer. (2.4)

Integrated education programme



How to promote your gaining during the education?

To enable you to achieve significant enhancement of your competencies, we have combined a number of learning methods:

Coherent training programme

From the beginning to the very end there is organised interaction between the five Practice Periods and the four Training Modules. The modules provide introduction and inspiration – to be transferred into competencies during the practicing. During the Practice Periods on average half-a-day per week should be used on the education.

Continuing use of the NCB for self-learning

The NCB forms the red thread in the training process. You make a step-wise self-assessment of experience applications, leadership behaviour and methods applications. Using the NCB book in this way is a strong method for learning. You will receive feedback on your self-assessment from other participants and an instructor.

Sparring in continuing groups of three

Sparring groups are formed to promote exchange of experiences and actual competence development. The groups meet/communicate regularly, both during the Practice Periods and the Training Modules. Based on our experience, this is where much of the learning takes place. To ensure the intensity and to strengthen the learning, each group is organised and handled as a sub-project by participants and instructors.

Handle management tasks of your own projects

During the education programme, the participants are expected to handle current management tasks from one of their own projects that have a certain complexity. Practised methods and behaviours are registered in a logbook – and the achieved learning is documented. At Training Module 4 the most important learning is presented before a panel of experienced project managers.

Highly interactive education at the training

Each Training Module will be highly interactive – alternating among brief presentations of theory and methods, reflection in groups during plenary lectu-

res, and group work sessions using your own projects as cases – where the participants take turns being the facilitator.

Participants give presentations on selected topics

The participants are expected to give brief presentations on selected topics at the Training Modules. The topics could reflect the guidelines in their own company, inputs from other sources than those being used in the training – and/or examples and experiences from their own project handling. From our experience it gives an exciting breadth of teaching about the various themes of project management.

Individual coaching from the instructors

During the education programme, one of the instructors will function as coach, either by commenting on forwarded documents by phone or by participation in meetings – individually or in the sparring group.

Apply literature with clear references to the NCB

During the programme, we make the script for the new book "Proactive Project Management" available for you. The book summarises most of the methods being taught, making it suitable for home study during the practice periods and later when methods need to be refreshed after the training. Further, we provide cross reference based on the NCB to other books.

Conduct-flow of the education programme

For current and specific time schedules, contact fangel@fangel.dk

Project Management 1+2

Practice Period 1 <i>One month</i>	<ul style="list-style-type: none"> • Initial study of the NCB book • NCB based description of experiences as project manager • Characterise own project case
Training Module 1 <i>One full day</i>	<ul style="list-style-type: none"> • Characterise projects and apply management models • Planning own project management effort • Facilitation of project management processes
Practice Period 2 <i>One month</i>	<ul style="list-style-type: none"> • Planning own project management effort • Prepare master project plan • Practise facilitation in own project activity • Prepare participant presentation for Module 2
Training Module 2 <i>Three full days</i>	<ul style="list-style-type: none"> • Facilitation of project management processes – continued • Organise project preparation and start-up • Analyse the project and its environment • Perform master project planning • Insight into own performed leadership behaviour
Practice Period 3 <i>Three full days</i>	<ul style="list-style-type: none"> • Meetings with sparring partners • Organise own presentation and start-up • Perform project analyses and project planning

Project Management 3+4

Practice Period 3 – Continued <i>One month</i>	<ul style="list-style-type: none"> • Assess project analyses and project planning • NCB based self-assessment of own leadership behaviour • Meetings with sparring partners – continued • Prepare participant presentations for Module 3
Training Module 3 <i>Three full days</i>	<ul style="list-style-type: none"> • Evaluate the performed project management • Organise management of project execution • Anchoring with determining parties • Arrange detailed project planning • Arrange project follow-up and control • Perform ongoing project leadership • Develop own performed leadership behaviour
Practice Period 4 <i>One month</i>	<ul style="list-style-type: none"> • Self-assessment of own leadership behaviour – continued • Plan and evaluate own project management • Anchoring, detailed planning & follow-up • Perform ongoing project leadership • NCB based self-assessment of own method applications • Meetings with sparring partners • Prepare report on own project management
Training Module 4 <i>One full day</i>	<ul style="list-style-type: none"> • Manage corporate project processes • Organise project close-out process • Presentation of participants' project management reports
Practice Period 5 <i>One month</i>	<ul style="list-style-type: none"> • Characterise own corporate project processes • Plan and evaluate own project management • Anchoring, detailed planning & follow-up – continued • Perform ongoing project leadership – continued • Meetings with sparring partners • Organise own project close-out

Practical information

The permanent training instructors are:

Morten Fangel,

Managing Director and Chief Consultant / M Sc Eng, Dip Econ, and PhD

Helene F. Harild

Project Consultant and Assisting Instructor / B Sc Economics



One experienced project manager will also participate per module:

Jesper Garde Schreiner,

Director of the Danish Project Management Association

Henrik K. Søndergaard,

Senior Project Manager and Consultant



Applied literature during the training programme:

- **Competencies in Project Management,**
The National Competence Baseline for Scandinavia
Edited by Morten Fangel, Håkan Sjöholm and Knut Heier
Published by Danish Project Management Association
- **Proactive Project Management,**
By Morten Fangel
manuscript, Fangel Consulting



Training Module 1 and 4 are normally held at a venue in Copenhagen. Training Module 2 and 3 are normally organised in inspirational locations at the Old Merchant House situated on the island Samsøe in Denmark. The time spent on the ferry to and from Samsøe is also used for training.

For further details see www.kobmandsgarden.dk

The location can be altered

– with a view to participants' preferences.



Registration fee incl. the four training modules, written material, meals and accommodation, ferry crossing as well as coaching in the practice periods amounts to € 5.200 excl. VAT – if registering for all four modules. For participation in Project Management 1+2 from start to mid-Practice Period 3 the fee to be paid is € 2.700 excl. VAT.

The payment for participation in Project Management 3+4 from mid-Practice Period 3 to the end is also € 2.700. Previous participation in Project Management 1+2 is a pre-condition – either participation in open or

Please register at www.fangel.dk – and state if your registration is for:

- Project Management 1+2 & 3+4 or
- Project Management 1+2
- Project Management 3+4

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