Project Management Education
1+2 & 3+4

A half yearly Education Programme
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 (ICB).

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.

The education is IPMA Registered in Denmark which implies that the level of competence development opportunity of the programme is scored by Fangel Consulting based on the National Competence Baseline for Scandinavia, and that the scoring is 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.IPMA.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. (4.7+4.8)

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

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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

- Project management 1+2
  - P1 → T1
  - P2 → T2
- Project management 3+4
  - P3 → T3
  - P4 → T4
- Ongoing application of the NCB for self-learning
  - Experience → Behaviour 1 → Behaviour 2 → Method
- Handling of management tasks in own projects
- Planning, performing, and evaluating own project management
- Very interactive teaching at the training

Practice Period
Training Module
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 lectures, 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 | • Initial study of the NCB book  
|                  | • NCB based description of experiences as project manager  
|                   | • Characterise own project case |
| Training Module 1 | • Characterise projects and apply management models  
| One full day      | • Planning own project management effort  
|                   | • Facilitation of project management processes |
| Practice Period 2 | • Planning own project management effort  
| One month         | • Prepare master project plan  
|                   | • Practise facilitation in own project activity  
|                   | • Prepare participant presentation for Module 2 |
| Training Module 2 | • Facilitation of project management processes – continued  
| Three full days   | • 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 | • Meetings with sparring partners  
| Three full days   | • Organise own presentation and start-up  
|                   | • Perform project analyses and project planning |

### Project Management 3+4

| Practice Period 3 | • 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 | • Evaluate the performed project management  
| Three full days  | • 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 | • Self-assessment of own leadership behaviour – continued  
| One month         | • 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 | • Manage corporate project processes  
| One full day      | • Organise project close-out process  
|                   | • Presentation of participants’ project management reports |
| Practice Period 5 | • Characterise own corporate project processes  
| One month         | • 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*

**Ditte Schneidermann,**  
*Project Consultant and Assisting Instructor / M Sc Economics*

One experienced project manager will also participate per module:

**Jesper Garde Schreiner,**  
*Senior Project Manager, FOSS Analytic*

**Henrik K. Søndergaard,**  
*Senior Project Manager, Gamesa Wind Energy*

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 Samsoe in Denmark. The time spent on the ferry to and from Samsoe is also used for training.  
For further details see [www.kobmandsgarden.dk](http://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](http://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