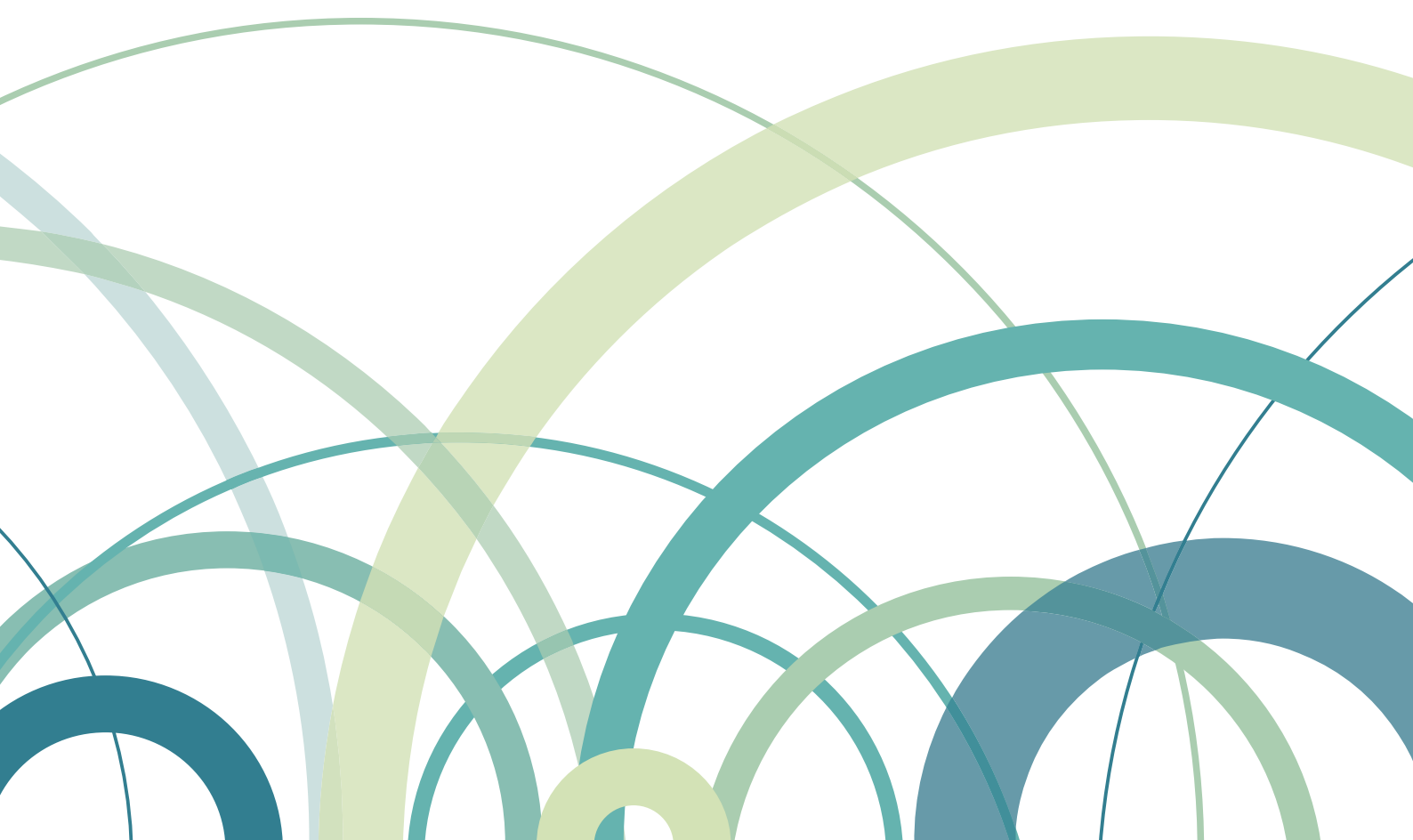


Understanding project management qualifications

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Project management is a broad term used to describe the processes, organisational structure and decision making needed for the successful implementation of change. It requires a unique mix of technical ability (planning, risk analysis, change control) and people skills (listening, questioning, motivating, inspiring).



A talented project manager builds these skills from every project that they are involved in and there is no substitute for experience. There is also no substitute for a firm foundation of knowledge – learning what to do, when to do it, how to do it and what to do if things go wrong.

Qualifications are a demonstration that you have the solid foundation of knowledge and that is the entry point to projects and programmes that will change how your organisation works. As you can see from the diagram below project management includes a number of related management disciplines including programme, portfolio, risk and change management.



This paper will explain the different qualifications that are available within each of these management disciplines providing information on the topics covered by them, the benefits of having them and who they are aimed at.

Project Management

	PRINCE2 Foundation	PRINCE2 Practitioner	APMP with prior learning
	Introductory Certificate	APMP	APMP PQ
	CAPM	PMP	
	Agile PM Foundation	Agile PM Practitioner	
	DSDM Atern Foundation		

Programme Management

	MSP Foundation	MSP Practitioner	MSP Advanced Practitioner
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Portfolio Management

	MoP Foundation	MoP Practitioner (under development)
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Delivery Management

	P30 Foundation	P30 Practitioner
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Change Management

	Change Management Foundation	Change Management Practitioner
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Risk Management

	M_o_R Foundation	M_o_R Practitioner
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“ Project management is the process by which projects are defined, planned, monitored, controlled and delivered such that the agreed benefits are realised. Projects are unique, transient endeavours undertaken to achieve a desired outcome. Projects bring about change and project management is recognised as the most efficient way of managing such change.

”

APM Body of Knowledge 5th edition

The audience for project management qualifications includes those new to the subject who are keen to understand the tasks and activities they have to carry out, those who understand what they should be doing but need some help in how to do it and those who are experienced but recognise that they need to evidence their experience with relevant qualifications.

There are two types of qualification in project management:

1. Methodology-based
2. Skills-based

Methodology-based provides learners with an understanding of what to do, when to do it, who to do it with and how to record what has been done. The methodology explains all project management related activities from the initial idea of the project until its successful conclusion. An organisation can choose to develop its own methodology or approach, but many organisations base their methodology on PRINCE2®.

Skills-based qualifications are provided by the professional bodies associated with project management, specifically the Association for Project Management (APM) and the Project Management Institute (PMI®). The APM qualifications are the most well known in the UK and whilst candidates do sit the PMI qualifications they are seen by many as a more global qualification driven from the US, so those working for US companies are the most likely candidates for these examinations.

The DSDM Consortium is a not-for-profit membership organisation which owns the DSDM Atern framework which focuses on the delivery of early business benefits from IT projects and programmes. Agile project management is an approach based on DSDM Atern, and provides project management techniques and management processes which are relevant for IT projects.

APM, PMI® and Agile are complementary to PRINCE2® as they support the development of skills and practical ability whereas PRINCE2® provides the structure and context within which these skills are applied.

PRINCE2®

“PRINCE2® is recognised as a world-class international product and is the standard method for project management, not least because it embodies many years of good practice in project management and provides a flexible and adaptable approach to suit all projects. It is a project management method designed to provide a framework covering the wide variety of disciplines and activities required within a project.” *UK Office of Government Commerce, 2010*

PRINCE2® is the market leader in project management qualifications in the UK. Over 450,000 people have taken the Foundation qualification since it was launched in the late 1990s and more than half of these have gone on to take the Practitioner qualification.

Learning outcomes	<ul style="list-style-type: none"> • Clearly define roles and responsibilities – of everyone involved, not just the project team • Manage what can be a sizeable task in stages with a specified start, end and milestones • Focus on products and their quality • Maintain focus on the business case from start to finish • Define and manage the risks involved
You should attend if...	<ul style="list-style-type: none"> • You are (or will soon be) required to participate in projects and need to know your role and how the project lifecycle will affect what you do • You will be running PRINCE2® projects at some stage in the future and need to gain an understanding of how the methodology works

The Association for Project Management

The APM is the professional body for all those involved in project, programme and portfolio management. The association is a registered charity with over 18,000 individual and 500 corporate members making it the largest professional body of its kind in Europe. APM is a founder member of the International Project Management Association (IPMA), a federation of over 40 national member associations.

As part of its strategy to raise awareness and standards in the profession it has applied for chartered status of the project management profession and if this is awarded then members who are able to evidence sufficient knowledge and skills will be able to apply to become a Chartered Project Professional (ChPP). Currently members can apply to become a Registered Project Professional, which will automatically transfer to chartered status once the association becomes a chartered body.

APM Introductory Certificate

This is an entry level qualification and is a useful place to start for those with no experience of working in projects. It explains the life of a project using a simple model at a high level which does not provide the detailed understanding given by PRINCE2®. Emphasis is given to explaining the differences between a project and ‘business as usual’ and the roles and responsibilities associated with project management.

Learning outcomes	<ul style="list-style-type: none"> • Understand the basic principles, terminology, roles and language of project management • Define the relationship between time, cost and quality • Understand how to identify stakeholders and plan project communications • Identify risks and changes and understand how to escalate them
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	to decision makers
You should attend if...	<ul style="list-style-type: none"> ▪ You are (or will soon be) required to participate in projects and need to know what your role will be and to understand the basic principles of project working and the project lifecycle

APMP

This qualification has a comprehensive syllabus of skills and techniques that project managers should apply to control their project from initial requirements to successful implementation. It provides a detailed guide for 'how' to manage a project including how to agree the scope of the project, how to procure the services of suppliers and establish contracts with them, how to create detailed plans and how to control risks and issues. Even project managers who have been working for a number of years usually can learn something new from the APMP and for those with less experience the notes from their courses become personalised 'how to' guides when faced with project challenges.

Learning outcomes	<ul style="list-style-type: none"> • Clarify the differences between projects, programmes and portfolios • Review the different project lifecycle models including PRINCE2® • Understand the meaning of project governance and the controls that apply to project management • Review the content of the business case and how this relates to Benefits Management • Identify stakeholders and understand the responsibilities of the project office, project manager and project sponsor. • Understand the structure and the techniques associated with: <ul style="list-style-type: none"> ○ Requirements and scope management ○ Planning including critical path analysis, earned value analysis and resource smoothing/levelling ○ Procurement and contracts management
You should attend if...	<ul style="list-style-type: none"> ▪ You have three to five years experience in managing non-complex projects and are ready to begin managing more complex projects

APMP with prior learning

The 'APMP with prior learning' covers the syllabus of the APMP but without teaching the project lifecycle, business case and the roles and responsibility information that is covered by PRINCE2® training. This qualification recognises the detailed understanding that a PRINCE2® Practitioner already has of the structure and content of project management, allowing the focus to remain on the detailed skills and techniques they require. The examination is the same as the APMP but shorter as it removes questions not covered by this 'stripped down' syllabus.

Learning outcomes	<ul style="list-style-type: none"> • Understand the meaning of project governance and the controls that apply to project management • Understand the structure and the techniques associated with: <ul style="list-style-type: none"> ○ Requirements and scope management
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	<ul style="list-style-type: none"> ○ Planning including critical path analysis, earned value analysis and resource smoothing/levelling ● Procurement and contracts management
You should attend if...	<ul style="list-style-type: none"> ▪ You have gained the PRINCE2® Practitioner qualification within the last five years and wish to acquire the APMP qualification

APM Practitioner Qualification (PQ)

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, and are keen to demonstrate their ability via this very hands-on, practical evaluation of their skills. The qualification is gained at an assessment centre run by APM and this workshop is designed to prepare delegates to attend this assessment centre.

There is no examination associated with this qualification.

The Project Management Institute

PMI® is a global organization which represents project managers across many industry sectors. It is the world’s leading not-for-profit membership association for the project management profession, with more than half a million members and credential holders in 185 countries. Its worldwide advocacy for project management is supported by globally-recognized standards and credentials, an extensive research program and professional development opportunities. These products and services are the basis of greater recognition and acceptance of project management’s successful role in governments, organizations, academia and industries.

Certified Associate in Project Management (CAPM)

CAPM is an entry-level certification for project practitioners who do not have sufficient on the job experience to qualify for the PMP certificate. The syllabus is based on the PMI® Body of Knowledge and covers the same subjects as the PMP (see below).

Learning outcomes	<ul style="list-style-type: none"> ● Review the use of core project management documentation including: <ul style="list-style-type: none"> ○ Project Charter, ○ GANTT charts, schedules and Milestone Reports ○ Risk Management Plans, and ○ Communication Plans ● Develop the project scope and deliverables ● Introduction to planning techniques including the Work Breakdown Structure
You should attend if...	<ul style="list-style-type: none"> ▪ You are a project team member or entry-level project manager who wants a credential to recognise your value to project team performance <p>Note: A CAPM candidate is required to have completed either 1,500 hours of experience working on a project management team - OR - 35 contact hours of formal project management training</p>

PMP

PMP is very similar to APMP. It has a comprehensive syllabus of skills and techniques required for effective project management including detailed planning and budgeting information, and risk and quality management guidance. However the procurement and contracting modules are based on the US model so if the suppliers you are working with are not US-based then the APMP is likely to be more useful.

Learning outcomes	<ul style="list-style-type: none">• Knowledge of the Project Management Body of Knowledge (PMBok) standard, including:<ul style="list-style-type: none">○ Initiating the project○ Planning the project○ Executing the project○ Monitoring and controlling the project○ Closing the project• Professional and social responsibility• Integration, scope and time management• Cost, risk and quality management• Communications and people management• Procurement management
You should attend if...	<p>The Project Management Professional (PMP) certification is unlike other similar qualifications in that it has minimum requirements in terms of educational qualifications, project management experience, project management training and ongoing professional development undertaken.</p> <p>To apply for the PMP, you need to have either:</p> <ul style="list-style-type: none">• A four-year degree (bachelor's or the global equivalent) and at least three years of project management experience, with 4,500 hours leading and directing projects and 35 hours of project management education <p>OR</p> <ul style="list-style-type: none">• A secondary diploma (high school or the global equivalent) with at least five years of project management experience, with 7,500 hours leading and directing projects and 35 hours of project management education

Agile Project Management

Agile is an approach that emphasises the need for collaborative working between project teams and users, the importance of responding to changes to what is needed from the project and the working environment into which the project will be delivered, and the need to remain tolerant of changes to scope as the project progresses through its lifecycle.

Agile project management is an iterative style of project management. Instead of trying to plan and design everything at the start of the project, Agile project managers create a high level plan based on outline requirements. After some initial development, further details are added to the plan as more becomes known about the solution that the project is developing. Another round of development takes place and, again, more information is discovered, and more details are included in the plan. Each iteration builds on what has been created previously and the project team work closely with the users to define the end solution.

Whilst this approach was originally developed for IT projects it is increasingly being used for those in creative industries including advertising, marketing and web design where a rapid response to customer and market demands are a high priority.

Agile Project Management is complementary to PRINCE2® as it is about how to run the project, not what management activities will need to be carried out as these are pretty common across all projects. However, there are a number of techniques which will be new to those who have previously studied PRINCE2®, APMP or PMP. Agile is well known for having its own language including SCRUM (a way of communicating), burndown charts (similar to earned value analysis), IWKIWISI (I will know it when I see it) and YAGNI (you ain't going to need it).

Learning outcomes	<ul style="list-style-type: none">▪ Understand the principles of Agile Project Management and when to apply it▪ Configure the Agile project lifecycle and understanding the management, business and technical work products and deliverables▪ Understand the roles and responsibilities and the project team structure
You should attend if...	<ul style="list-style-type: none">▪ You are (or will soon be) required to manage projects using Agile approaches and need to be able to apply them within the project lifecycle▪ You are responsible for representing user/customer views to the project team and wish to understand how you can more effectively participate in the project process

Programme Management

Programmes involve the delivery of an outcome that is of strategic importance, so there is usually a lot of work involved and lots of cross -departmental working to deliver something that benefits the whole of the organisation.

Programmes often involve the successful delivery of multiple, interdependent projects that each contribute something to the overall outcome. Work can be structured as a programme if there is a need for high levels of coordination between the projects themselves and the implementation of the products and services created by the projects. Essentially, programme management combines the disciplines of project management and change management.

Programme management is relevant for those experienced project managers who are involved in delivering complex solutions where they find themselves responsible for more than one work stream, which needs a different type of control to that offered within project management. It is also relevant for those managers who are responsible for identifying what activities their organisation will commit to in the annual business plan to realise the strategic objectives. Those with this strategic background may not have any understanding of project management but whilst there are similarities between project and programme management, a formal project management qualification is not a pre-requisite for studying programme management.

Managing Successful Programmes (MSP®) is a best practice guide on managing a programme, that is of managing a specific set of related projects identified by an organisation that together will deliver some defined objective or set of objectives – typically at a strategic level - which will enable the organisation to achieve benefits and improvements in its business operation.

Learning outcomes	<ul style="list-style-type: none">▪ Principles derived from lessons learned in previous programmes that had positive and / or negative results that can be used to improve the likelihood of success in future programmes▪ Governance themes which help to establish the right leaders, team, structures, controls and information to give the best chance of achieving the benefits▪ Transformational flow – a route through the lifecycle of the programme from beginning to end
You should attend if...	<ul style="list-style-type: none">▪ You are (or will soon will be) required to participate in major initiatives using the method that will result in significant change within your organisation▪ You will take up a senior management role (typical titles 'Programme Manager', 'Change Manager') at some stage in the future and need to gain an understanding of how the method works

Portfolio management is an essential discipline for understanding and governing all of the projects and change initiatives across the organisation, providing a mechanism for controlling and prioritising discretionary spend. The end result is a plan of all initiatives that the organisation has to complete to achieve its strategic objectives, prioritised based on their contribution to these objectives, the availability of resources and the amount of change that each department or function can manage at any one time.

Portfolio management requires:

- Analysis of current and planned projects, programmes and change initiatives
- Prioritisation of initiatives against pre-agreed criteria
- Delivery of projects and programmes on time and to budget
- Effective implementation of what has been created through a simple, well understood set of steps that become an automatic reaction to change
- Measurement of key metrics to demonstrate that benefits are being realised or proactively identifying the need for corrective action

Those responsible for portfolio management are likely to have a strategic role within their organisation or have responsibility for devising which initiatives should be included in the annual business planning cycle. Whilst a portfolio is the sum total of all the projects, programmes and change initiatives that the organisation is planning to undertake, detailed knowledge of project and programme management is not a pre-requisite for studying portfolio management.

<p>Learning outcomes</p>	<ul style="list-style-type: none"> ▪ Understand the objectives, scope and benefits of portfolio management ▪ Understand the context in which it is applied and its principles ▪ Define the steps involved in defining the portfolio including categorising and prioritising each initiative and balancing the impact from each project so that the level of change does not overwhelm business as usual ▪ Review the processes in managing the portfolio including benefits, risk, financial and communications management, and identify how to assign and monitor the use of resources against each initiative
<p>You should attend if...</p>	<ul style="list-style-type: none"> ▪ You are a member of a management or support office (P3O®) responsible for the collection and collation of project and programme information and reporting to senior management ▪ You are responsible for the selection and delivery of business change initiatives, including projects and programmes

To ensure that the changes delivered via projects, programmes and portfolios are successfully implemented across the organisation, there needs to be a structure in place that is responsible for ensuring that business as usual is not disrupted by this delivery, and that changes are balanced between running the business and changing the business.

Portfolio, Programme and Project Offices (P3O®) is the best practice guidance for setting up and running either a single office or a set of interlinked offices to provide decision enabling / delivery support structures for all change within an organisation. The guidance assists organisations to achieve their strategic objectives by providing the right services and tools to plan, resource, enable and control successful delivery of change into operational environments and to put in place appropriate risk, cost and governance mechanisms.

This is a relevant qualification if you are involved in a project or programme support office role and want to understand how to develop the services you offer to better assist the projects and programmes you oversee. Experience of managing a project or programme is not a pre-requisite for this qualification.

P3O® offers lots of information on the different services that a PMO can offer to individual projects, programmes that involve multiple projects and changes and to those who are responsible for the delivery of the portfolio of all change initiatives across their organisation. It addresses the challenges of building a mechanism that enables information to flow freely to decision makers without overburdening the project and programme managers, and advises on what information needs to be escalated and what can remain at the project or programme level.

Learning outcomes	<ul style="list-style-type: none"> ▪ The elements of P3O® ▪ How they can add value to an organisation ▪ How to design and implement them ▪ The tools and techniques best practice offers ▪ The responsibilities, roles and management arrangements required for an effective P3O®
You should attend if...	<ul style="list-style-type: none"> ▪ You are (or will soon be) required to participate in a portfolio, programme or project office and need to know how they should operate ▪ You are (or will soon be) required to manage a portfolio, programme or project office and need to know the approaches, guidance and practical tools to establish or maintain an effective support, assurance and strategic planning function within the organisation.

Change Management

The effective management of change is fundamental to successful project management. Projects (either stand alone or as part of a programme or portfolio) create new products, services and processes. Poor project managers regard this creation as the end of the project, but the benefits will be realised when the new products, services and processes have been embedded into daily activities. The existence of a new system is not the same as using the system to eradicate duplicate entries and reduce rework. These are the benefits and they do not occur until everyone can use the new system with the same confidence as they used the old system.

The ability to define, plan and implement change is a core management skill. Demand for this skill continues to grow as:

- The pace of organisational change accelerates in response to societal and technological changes
- Participation in change widens from senior managers (dictating change via a top down approach) to all levels of staff and managers innovating and improving their approach to their work

There is a need for project managers to be effective advisers and managers of change to ensure that the physical delivery that they are responsible for is successfully adopted, thereby generating the benefits promised in the business case.

Change management is referred to in the syllabi of the project management qualifications. MSP® refers to the need to plan and manage the transition from the current to the future operating model. PRINCE2® formally charges the Senior User with the responsibility for ensuring that the changes resulting from the project realise the expected benefits.

This qualification has no pre-requisites and makes no assumptions about the level of project management knowledge that a candidate may have. The qualification provides ideas, processes and techniques for managing change at the organisation, team and individual level and provides guidance on how to effectively lead change.

Learning outcomes	<ul style="list-style-type: none"> ▪ Define what change means in a work environment and examine its impact on individuals, teams and the organisation as a whole ▪ Describe the impact of change on individual and team productivity and the effect change initiatives can have on team productivity ▪ Analyse how different organisation types are affected by change ▪ Consider various models of organisational change and state how best to apply them to a project scenario ▪ Specify how to apply Change Management approaches and techniques to the management of change within your organisation
You should attend if...	<ul style="list-style-type: none"> ▪ You are (or will soon be) responsible for managing some aspect of organisational change (as, for instance a Change Agent, Manager, Consultant, Programme / Project Manager) and need to know change management might be approached within your organisation

The Management of Risk (M_o_R®) provides a detailed approach to managing risk at different levels: project risk; programme risk; operational risk and strategic risk. Whilst risk management is a feature of other project management qualifications, M_o_R® provides a step-by-step guide for what to look for, how to assess and categorise risks, how to plan mitigating actions to overcome them and details a number of techniques that can be used in estimating the severity of risk. The approach for project risk is aligned to the guidance in PRINCE2® and the approach to programme risk is aligned to the guidance in MSP®.

M_o_R® is intended to help organisations establish an effective framework for taking informed decisions about risk. It covers a wide range of topics including the activities required to identify and control exposure to risk, the techniques for analysing risks and clarifying their impact and probability and guidance on who to involve in each step of the risk management process.

Detailed understanding offered by M_o_R® equips managers to devise and implement a customised approach to managing risk within their own organisations, ensuring that the risks identified and the decisions on mitigating actions are relevant to the work that the organisation conducts.

M_o_R® is a framework for managing risk which:

- specifies a set of high level principles which an organisation can use to develop its own risk approach - its policies, process and plans
- proposes four steps in the M_o_R® process which will enable the identification, assessment and control of risk from four organisational perspectives – strategic, programme, project and operational`

Learning outcomes	<ul style="list-style-type: none"> ▪ Understand the framework, principles and processes associated with M_o_R® ▪ Appreciate the differences in perspectives between project, programme, operational and strategic risk ▪ Practice a number of specialist risk techniques and understand when they are most relevant
You should attend if...	<ul style="list-style-type: none"> ▪ You are (or will soon be) involved in risk management at some level within your organisation and need to gain an understanding of how M_o_R® works ▪ You are (or will soon be) involved in the implementation of risk management within your organisation and need to know how M_o_R® might be used to assist in its implementation ▪ You are (or will soon be) required to manage risk using M_o_R® guidelines and need to know how to apply them

Maven can assist you to address project management in the wider context of organisational development. We cannot fix all of your problems – we are not, and do not claim to be, a management consultancy. We are however experts in capability building and can work with you to align programme, project, risk and change management with the organisation you wish to become. We have the expertise and experience to do the alignment for you but it is our ethos to transfer the skills into our clients so they become self-sufficient going forward. Our services are designed to tap into initiatives designated as ‘transformational change’ programmes, talent management strategies etc. - in other words, to take our services outside of the narrower definitions of project management and of training.

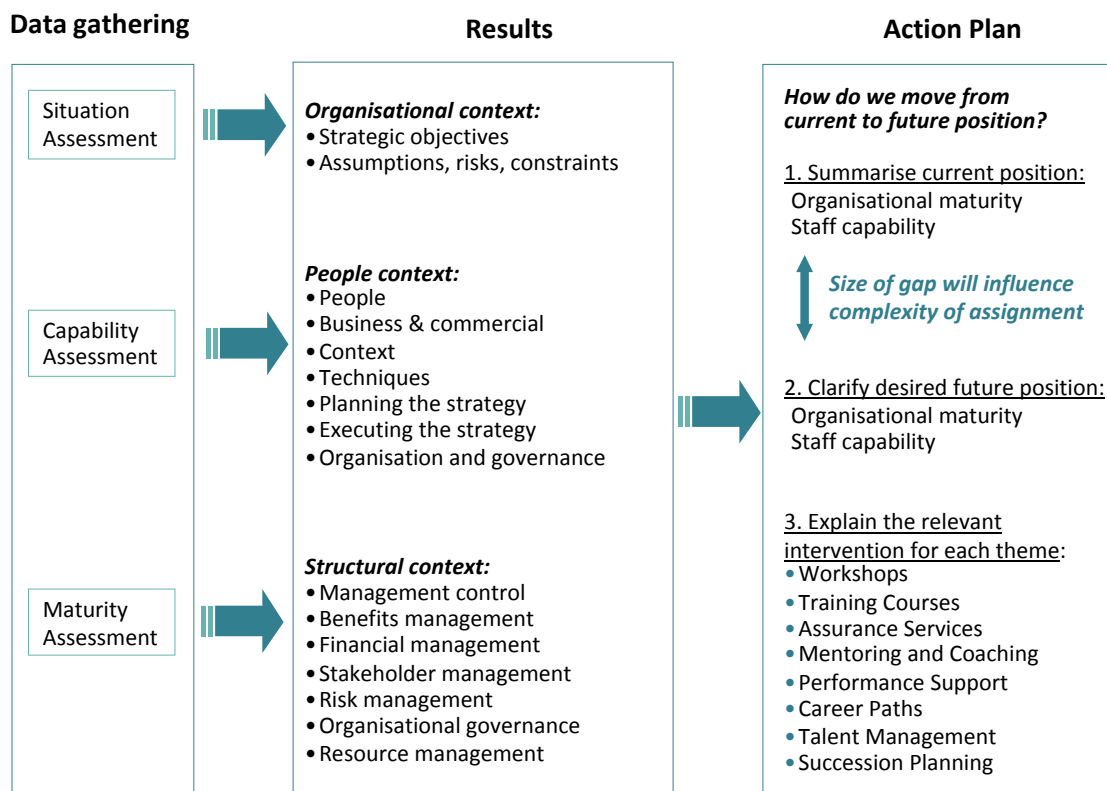
We apply a staged, structured approach to capability building by addressing:

The situation: we gather information on the objectives of the organisation and the goals and key performance indicators that need to be met

The people: we use best practice competence frameworks to assess current capability

The structure: we conduct a maturity assessment to demonstrate where the organisation is currently in relation to running its projects and, equally importantly, how it can progress to the next level of maturity

The diagram below illustrates the approach in more detail:



This approach has been successfully applied with our clients and Maven will be pleased to discuss its applicability to your organisation in more detail.

For further information about Maven Training and its capability building services please contact:

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