IPMA Advanced Courses 2009

Competence improvement for
senior project managers, consultants, and trainers

5 — 7 March in Copenhagen, Denmark

IPMA
international
project
management
association

Picture from the Advanced Course in March 2008

A	Effective preparation and start-up of projects
B	Auditing and health checks of project management
C	Managing project risk, uncertainty and value in new ways
D	Coaching and facilitation as a lever for efficiency in projects
E	Leadership in project crisis situations
F	Leading cross border and cross cultural projects
G	Programme management to innovate effectively
H	Managing the corporate project portfolios

Welcome to the IPMA Advanced Courses® 2009

The IPMA Advanced Courses® offer you unique opportunities for expanding your project and programme management competencies, whether you seek more experience or want to improve your method or behavioural skills. Our training courses are highly relevant for senior project managers, programme managers, project consultants, and project management educators.

The Advanced Courses also address training needed by candidates for IPMA Certification® of project managers at Level B and Level A.

Reputation for superior quality

As a leader in project management education, our courses offer intensive in-depth training provided by eminent project managers and educators with internationally proven experience.

Our reputation for superior quality is based on a number of elements: Small class sizes, highly interactive training utilising your active participation, use of case projects from the participants' own organisations, and opportunities to network with internationally experienced peers – all in a relaxed learning environment, which includes having fun!

To promote a high level exchange of experiences the participants are requested to verify minimum three years of project management experiences. The average experience level in previous classes has been between five and ten years.

The modules cover a broad spectrum

Our carefully selected course modules are revised annually in subject and scope in order to focus on the national and international changing needs of project and programme managers.

The bouquet of parallel course modules covers a broad spectrum of project and programme management key issues. This means that maximum benefit is gained over the years by attending more of the offered courses. Consequently, the course fee is reduced for those who have previously attended an IPMA Advanced Course.

Courses are organised by the IPMA Course Committee. Over 900 international participants have attended our courses during the past more than 10 years. Each participant receives a certificate of completion.

At www.ipmacourse.com you can find a selected list of companies represented at previous IPMA Advanced Courses, as well as a summary of course evaluations. Here the contents of each course are also classified according to the IPMA Competence Baseline on project management (ICB) and the National Competence Baseline of Scandinavia (NCB) – as frames of reference for certification of project managers.

We invite you to attend one of our upcoming IPMA Advanced Courses in March 2009 in Copenhagen, Denmark – and we promise you an extraordinary learning experience!

Mladen Radujkovic
IPMA Vice President of
Education and Training

Morten Fangel
Director of the IPMA
Advanced Courses

Helene Harild
Coordinator of the
IPMA Advanced Courses

Joint course schedule and social arrangements

Joint course schedule

Day before	
21:00–22:00	Welcome reception - Optional

First day	
09:00	Joint opening session
10:00	A B C D E F G H
13:00	Joint Lunch
14:00	A B C D E F G H
20:00–23:00	Get-together dinner

Second day	
08:30	A B C D E F G H
12:00	Lunch and excursion
14:00	A B C D E F G H
19:30	Joint dinner

Third day	
08:30	Visit to other courses
09:00	A B C D E F G H
12:00	Light lunch
12:30	A B C D E F G H
14:30	Joint closing session Experience sharing from all courses
15:00	Closing

Our aim is to ensure that everyone will benefit from participating in a focused training course – as well as have opportunities to network with others from among the approximately one-hundred participating project and programme professionals. Persons arriving the day before the course start are invited to attend an informal welcome reception at the course venue.

On the first day, the joint opening of the courses takes place, and on the third day the courses end with a joint closing session.

During the three days, the courses are conducted in parallel, each having a plenary room and rooms for group sessions.

To promote interaction among the participants, and to expand your network of international contacts, additional joint activities are scheduled during the three days of training:

- Joint lunch first and third day
- Get–together dinner on the evening of the first day
- Alternative excursions at lunch break second day
- Joint dinner on second day

The courses in Copenhagen will be conducted at:

Pharmakon Conference Centre
Milnersvej 42, 3400 Hilleroed, Denmark
Phone: + 45 / 4820 6000
www.pharmakon.dk

This venue has proven in the past to be both a stimulating and a pleasant environment for the course sessions.

The bouquet of
IPMA Advanced Courses®

Of the eight courses, two focus on handling specific periods or phases in the project lifecycle, four courses sharpen your competencies in dealing with selected aspects or instruments, and two deal with the management of corporate portfolios and programmes.

Handling specific project management phases:

A
Effective preparation and start-up of projects
Gives you methodologies and skills for effective initiation of projects, including training in facilitation of initiation workshops and team-building.

B
Auditing and health checks of project management
Provides you with instruments and skills to effectively evaluate the management of projects and programmes to ensure success,

Performing project management disciplines:

C
Managing project risk, uncertainty and value in new ways
One theme is maximising the scope of what is considered during initial stages and throughout project execution. Another is keeping it simple systematically, and introducing complexity only when it is worthwhile to do so.

D
Coaching and facilitation as a lever for efficiency in projects
Trains you in performing facilitation and coaching processes which promote interaction of participants in project meetings and workshops.

E
Leadership in project crisis situations
Gives you instruments and processes for crisis prevention, provision and resolution, with focus on leadership behaviour aspects.

F
Leading cross border and cross cultural projects
Provides a blend of competence building in handling cross cultural and on-line communication and effective use of new generation methodologies and tooling.

Managing corporate projects processes:

G
Programme management to innovate effectively
Teaches you to develop competencies needed to manage programmes – in addition to what is needed to manage major projects.

H
Managing the corporate project portfolios
Teaches you to develop and implement a portfolio management system that includes a needed single project model as well as models and methods for prioritising projects, estimation of resources and measuring of the business benefits.

A Effective preparation and start-up of projects

Through a structured approach to the initiation and use of facilitation

Course vision

If we initiate our projects wrongly, then success can be elusive, if not impossible.
A structured approach to initiation of projects typically includes the handling of two phases:

- The project preparation phase focuses on completing the project definition, generating top management support, and on the final decision to launch the project.

- During the project start-up phase, the project definition is expanded by applying additional analysis and planning methods, as well as by creation of a high-performing team and trust among participants.

Well begun is half completed. The old saying is valid also for project management, including the preparation and start-up phases. This course will teach you how to make common sense concerning project initiation the common practice in your projects.

You will receive training in both your method application for project initiation and your leadership behaviour – and we will provide in-depth experiences from initiation processes.

Training method

The course format alternates between intensive plenary sessions and group sessions. Each group will select a real-life project represented by one of the participants in the group. This forms the continuous case study for the group sessions.

Training objectives

As a participant you will learn to:

1. *Promote the preparation and start-up concept*
   By arguments for investing effort in the initiation stages and an overview of approaches and methods for the initiation.

2. *Plan the preparation and start-up process*
   By applying a method for selecting instruments for initiation which fit the character and challenges of your project.

3. *Manage preparation and start-up workshops*
   With focus on applying methods and tools designed for involving the participants in the analysis and planning of the project and gaining common perception of the project.

4. *Intensify communication by skilled facilitation*
   By insight into the role of a project facilitator, becoming more conscious of your own leadership behaviour, demonstrating the effect of different leadership styles and training tools for teaming.

5. *Structure the project management documents*
   To promote visibility during the project initiation stages, and to make these accessible virtually for project parties.

6. *Implement improved preparation and start-up*
   Via guidelines and tools for project initiation in your own organisation.

FACULTY:

Morten Fangel
Managing Director and
Chief Consultant,
Fangel Consultants
Denmark

Guest Instructors:

*Daniel Baharlia
Project Management Facilitator
Saipem,
Italy*

Henk Bellinga
Managing Director,
Advitec Consulting,
The Netherlands

B Auditing and health checks of project management

Ensure project success and offer learning opportunities to projects

FACULTY:

Martina Huemann
Consultant of Roland Gareis Consulting
Assistant Professor of Project Management at the Vienna University of Economics and Business Administration, Austria

Mary McKinlay
Adjunct Professor of Project Management ESC Lille
Managing Director,
Mary McKinlay Projects Ltd.
Project Assessment and Training,
United Kingdom

Course vision

Heath checks , audits and reviews can be used to increase the efficiency of a project or programme and thus improve the overall performance of an organisation.. They can be used as the basis for a structured approach to continuous improvement and provide benefits beyond the immediate project under consideration.

The course will provide insight into the best practices for performing of project and programme audits as a quality assurance instrument, a governance instrument as well as a learning instrument in the project-oriented organisation.

Apart from evaluating the situation within the individual project, we will also demonstrate how systematic auditing performed by skilled auditors can promote information transfer between projects.

Training methods

The course includes lectures and plenary discussions as well as group sessions and role playing. Some sessions will use actual results from real-life audits of real projects presented by the participants. Case studies from participants will be welcomed and participants are invited to bring project management documentation with them to be analysed during the course

The instructors will give basic information and lead extensive discussions together with exchange of experiences among the participants.

Training objectives

As a participant you will learn to:

1. *Understand the concept of projects and programme auditing.*
   By discussing the process, roles, and results of audits

2. *Recognise different types of auditing and their increasing importance.*
   By considering audits as quality assurance, governance, learning and consulting instrument eg in case of a project crisis .

3. *Utilise audits as instruments for learning.*
   By adding team and individual project management competencies in your project or programme audits

4. *Recognise that different PM standards to audit against can lead to different auditing results.*
   By reflecting the use of different international PM standards, norms, best practices as basis for auditing

5. *Apply hands-on instruments for project management auditing.*
   By learning how to analyse project management documents, perform interviews and observations, deliver reports, etc.

6. *Understand the required behavioural competencies of project and programme auditors.*
   By reflecting social competencies and management of emotions in audit situations.

C

Managing project risk, uncertainty and value in new ways

Insight, and skills beyond the risk management matrix

F A C U L T Y :

Chris Chapman
Emeritus Professor
of Management Science
in the School of Management
of the University of
Southampton and Senior
Associate of The Nichols Group,
United Kingdom

Guest Instructor:

Henk Bellinga
Managing Director,
Advitec Consulting,
The Netherlands

Course vision

Project risk management is evolving rapidly in a number of ways. For example:

- Threat focus is becoming an 'opportunity' focus, with a view to taking more risk to improve profit expectations and to support further optimisation to improve 'value'.

- Multiple pass process emphasis is leading to development of simple first pass approaches to size risk prior to deciding whether or not further action is required.

- Building proactive risk management into capital investment appraisal, bidding and contract design is increasingly seen as fundamental.

Good project risk management cannot be achieved by adopting any simple off-the-shelf techniques. It needs careful thought, effort, and the recognition of key issues in each individual case.

Training methods

Capitalising on the experience of course participants and sharing experience will be an important aspect of group sessions. Group sessions will also allow participants to confront difficult practical issues.

Plenary sessions will draw on two highly regarded books which the course instructor authored or co-authored. Copies of one, the international best seller "Project Risk Management", will be provided for course participants.

Training objectives

As a participant you will learn to:

1. *Understand the concepts of a "constructively simple" uncertainty management approach.* Not simplistic, it allows the introduction of further complexity whenever this is worthwhile, and avoids framing assumptions which are restrictive.

2. *Persuade colleagues to abandon widely used counter-productive concepts and tools.* Understand why some "common practice" is not "best practice", such as the risk management (probability-impact) matrix.

3. *Sell risk management in terms of the benefits provided by the new processes.* How to clarify why new ideas are useful?

4. *Embed the new processes and concepts in an organisation, and how to avoid the problems involved.* Encourage everyone to ask the right questions and ensure decisions are approximately right rather than precisely wrong, with everyone motivated to seek the same objectives.

5. *Handle issues associated with risk management:* Value management, contract design, reporting structures, corporate learning implications, and simple models of particular issues.

D Coaching and facilitation as a lever for efficiency in projects

How to promote interaction of participants
at meetings and workshops

FACULTY:

Merle Runge
Consulting for Organizational
and Personnel Development,
plan a
Germany

Brigitte Schaden
Managing Director and
Chief Consultant,
Chairman of
Project Management Austria,
IPMA President
Austria

Course vision

To facilitate a project means to navigate the communication and interaction processes that lead to agreed-upon objectives in a way that encourages participation and productivity.

To facilitate is an essential role of project managers. However, in demanding periods of a project, such as at the start-up and in periods of crises, it may be wise to engage a neutral Project Facilitator or Project Coach from a project management office of the corporation, or an external professional. This allows the project manager to concentrate fully on his or her other management tasks.

This course is a chance to develop your skills in facilitation and coaching, as an expedient project manager, as project director or as an expert providing facilitation as part of your profession.

Training method

The course includes plenary sessions as well as interactive group sessions. The whole course follows a process-oriented structure: input – practice – feedback. The instructors will give basic information and lead discussions, reflections and exchange of experiences among the participants, but the main emphasis is practical training during group work.

The roles of project coach and project facilitator will be practiced during the group sessions, and every participant will receive his/her personal feedback.

Training objectives

As a participant you will learn to:

1. *Understand the concept of project facilitation and coaching.*

2. *Identify situations where a project facilitator and where a coach is needed.*

3. *Facilitate the problem-solving process of a team.*

4. *Design facilitation and coaching processes.*

5. *Apply helpful communication tools in typical project situations.*
   Such as clarification of project objectives, coaching of project team members and leading team meetings.

6. *Promote the team development process.*
   Including being able to involve the team members in the project process and help navigate the processes.

7. *Reflect on and increase your own competences in facilitation and coaching.*

E Leadership in project crisis situations

Crisis situations in projects occur time and again – Learn how to handle a crisis pro-actively!

FACULTY:

Bernhard Weidinger
Managing Partner
Next Level Consulting
Austria

Andreas Starzer
Head of Project Management
VA TECH HYDRO
Canada

Course vision

Sooner or later project managers have to deal with a project crisis. There are ways to identify potential threats and tendencies to a project crisis, and crisis prevention has become a standard procedure in project management. Therefore, methods for crisis prevention, crisis contingency planning and crisis response management must belong to the toolbox of every successful project manager.

In this course you will get an overview on the most important crisis management methods and processes and learn how to apply selected instruments and processes. Eventually you will become well-equipped to deal with a potential crisis.

Special emphasis will be put on leadership behavioural aspects in project crises. What can a good and experienced leader do in order to avoid a project crisis or at least to be prepared when guiding the team through the crisis response management process. These situations are different from the daily project business. Project managers must know how to organize effective and efficient communication in complex social situations, how to enable creativity in the team to build new solutions, how to get the management attention for the necessary approvals and eventually prepared to withstand strong emotional stress.

Training methods

The course will involve hands-on training. A theory based on facts, combined with experiences and reflections from the real-life project crises, ensures development of the skills needed to apply these methods to any crisis emerging in your project.

Training objectives

As a participant you will learn:

1. Project crisis in practice: What are possible causes for project crises? Why do projects often fail?

2. Definition of the project crisis: What constitutes a crisis? When does it begin and when does it end? Who defines the crisis and who declares when it has ended?

3. Crisis management basics
   Processes – roles – methods – leadership aspects

4. Prevention of and provision for project crises – the proactive side of crisis management

5. Project crisis resolution – From the definition of the crisis to successful resolution of the crisis – processes, strategies and actions. How to achieve team spirit and creativity in a stressful situation?

6. Leadership aspects of crisis resolution – What different styles of leadership may be appropriate in a crisis situation? What should be known about team members before and after the crisis hits?

7. Improvisation as a powerful concept in tough project situation – how you can benefit as a real project leader from this innovative apporach

F Leading cross border and cross cultural projects

Get ahead of the curve with the fact that the world is becoming a global village

F A C U L T Y :

Bjørn Z. Ekelund,
Managing Director
Human Factors AS
Norway

Henk Bellinga,
Managing Director
Advitec Consulting
The Netherlands

Course vision

Our world is shrinking through a combination of globalisation and opportunities provided by continuous ICT developments of which the rapidly expanding internet is the most visible to everyone. These technological advancements create and facilitate the ability to work with cross border and remote intercultural project teams.

However, to capitalize on these developing opportunities, project managers have to become aware of what it is that makes a difference in effectively leading cross border teams and adopt new skill sets and behaviour.

The challenge is to lead people from different cultures working in, what we used to call, the virtual world. This world and those teams are no longer virtual, they are real, a fact of life in many organizations. The ability to create trust and lead people in different cultures, located in different places and sometimes in different time zones is widely regarded as a key competence of project managers in the near future.

The course will provide a balanced blend of competence building in handling cross cultural challenges and increased complexity as well as effective leadership skills for remote teams. This will be supported by the use of new generation methodologies and tooling.

Real life examples and theory are integrated in way that helps you as project manager to understand how to leverage the value of cultural diversity and use trust over control to manage from a distance.

What do you need to be a successful remote manager ? Subscribe now and start benefiting from day one after you attended the course!

Training method

This course will pedagogically use self-assessment, hands-on exercises, short introductions, and interactive dialogue training methods. Both in exercises and in discussions participants are invited to bring their own experiences into course.

Training objectives

As a participant you will learn to:

1. *Identify basic preferences in communication, and ways of handling cultural differences.*
   By applying Diversity Icebreaker and training a communication model called Mapping-Bridging-Integrating.

2. *Learn to apply remote management principles in building cross-cultural project teams.*
   By exercises, reflection on diversity management, and reading training materials.

3. *Building trust in virtual teams.*
   By training in trust building and understanding the underlying principles.

4. *Identify cultural dimensions and personal skills.*
   By self-assessment, interactive experiences, dialogue and theory from cultural psychology

5. *Effectively Managing your Team from a Distance*
   By providing a hands-on guide and benchmarking your personal attributes and capabilities.

6. *Recognize strengths and weaknesses of virtual technology in project work*
   By examples, introduction and preparatory work.

7. *Strategies for successful introduction and use of new technology.*
   By gaining experience and reflecting with participants and faculty.

G

Programme management to innovate effectively

A goal-driven alignment of organisational changes and project results

F A C U L T Y :

Gerrit Koch
Programme Director,
Berenschot BV,
The Netherlands

Andrew Richards
Co-author and Trainer on
MSP Holos Consulting,
United Kingdom

Course vision

Programme Management is a structured way to implement corporate strategy through business change. A programme combines deliveries from multiple projects with revised attitudes and ways of working to yield verifiable improvements in business performance.

To be successful, a programme needs to pursue a vision consistent with the strategic goals of the organisation, to establish a clear blueprint for the projects, and to drive the realisation of business benefits. The programme manager is the organising spider in the web, and adopts a role very different from that of a conventional project manager.

Compared with Project Management, Programme Management requires skills in getting other people in various parts of the organisation to manage the necessary changes. As a programme manager, you rely on vision, empathy, and the art of 'selling' the desired state and all activities needed to get there, whilst not forgetting the rigour needed to manage complex interactions.

Training method

In order to yield the most benefits from this course, we work in an interactive manner and tailor the contents to the specific interests of the attendees.

Therefore, we use several didactical methods: plenary mostly for presentation, case study to let participants master the concepts, and group session for discussions.

Training objectives

As a participant you will learn to:

1. *Promote the concept of programme management*
   When, why, and how to use the approach; why it differs from project management.

2. *Benefit from reference methods for programme management*
   Know the methodology: "Managing Successful Programmes" (MSP) is the de facto standard and in the public domain. It has recently been revised to take account of best practice experience. Participants will be introduced to the method to provide a foundation for their learning and to understand how it compares with other programme and project management methods.

3. *Manage the initiation of programmes.*
   Setting up a programme and defining outcomes and success factors.

4. *Control the execution of the programme.*
   Establish the monitoring instruments, such as project portfolio management, benefit management and change management. Adjusting direction, speed, and expectations.

5. *Facilitate communication and negotiation*
   Taking multicultural aspects into account.

6. *Realise benefits*
   When the benefits required from the programme are realised by the organisation.

7. *Implement programme management in your organisation,*
   including developing programme management roles and competencies.

H Managing the corporate project portfolios

By developing and implementing a portfolio management system

Course Vision

The share of activities being carried out on a project basis in corporations is increasing. In large organisations. There are sometimes hundreds or even thousands of projects being carried out simultaneously. At a certain stage, there is a need for taking stock of all current projects and mapping out, for example, how much of the capacity is occupied by the project activities and what kind of investment budget is required.

Methodologies to prioritize projects are becoming extremely important – and the need to control on-going projects is increasing.

This means that management has to change its focus when developing a new management system and governance model. One's effort on these issues depends on the answer to the following question: What is the value of projects to your company?

The vision of this course is to support you in:

- Assessing the maturity of the Project Portfolio Management in your own company.
- Developing a new management system for handling the Project Portfolio.

Training methods

During the course, we will alternate between plenary sessions with trainer input and selected real-life cases presented by trainers, guest speakers and participants.

In group sessions we develop real solutions and procedures for Portfolio Management.

Training objectives

As a participant you will learn to:

1. *Understand Project Portfolio Management (PPM).*
   Estimate the value of projects and the need for PPM efforts. Determine the pre-requisites of a functioning PPM system. Know the developing steps and key elements.

2. *Develop a single project model that supports an effective PPM.*
   The importance of decision points (gate model) and decision points needed from the PPM point of view. The minimum management effort and quality level needed for single PM.

3. *Develop the PPM model and methodologies.*
   Prerequisites to prioritise projects. Estimating the resources needed to implement the selected projects. Reporting system needed and recommended.

4. *Describe and measure the business benefits.*
   Present information in a way that is needed from the PPM point of view. Use different methodologies to compare projects. Utilising the "balanced scorecard" principle.

5. *Build PPM Processes as a part of corporate management system.*
   The roles and responsibilities in PPM. The role and way of working of a PPM Board and a Project Management office. How to support the PPM process by IT systems.

FACULTY:

Matti Haukka
Partner and Senior Consultant,
Project Institute Finland ltd
Finland

Gerard Geurtjens
Director of ICT,
Transavia Airlines
The Netherlands

Information and details

Registration and accomodation

Please submit your registration for the courses directly on the website – or return your registration form to:

IPMA Course Secretariat
P.O. Box 1058, NL-3860 BB Nijkerk
secretariat@ipmacourse.com
Phone: +31 / 3324 73477
Fax: +31 / 3324 60470
www.ipmacourse.com

On receipt of registration, your participation will be confirmed by sending you the invoice.
One month before the course you will receive details about the course venue and preparatory materials.
Applicants are expected to have three years of project management experience as a minimum.

Only courses with eight or more participants will take place. In case of cancelation, the registered participants will be consulted in order to select an other course.

Registration fees

All prices are excl. VAT. The fee covers all training, materials, meals, and all social events, as well as bus transport from and to the airports.	Copenhagen Denmark March 2009
Participants from EU15 countries and North America	€ 2100
Participants from new EU10 countries	€ 1400
Participants from transition economies	€ 1000
Participating students from all countries – provided that the course is not fully booked 30 days before it takes place.	€ 1000
Extra for non-members of IPMA Member Association or non-direct member of IPMA	€ 150
Discount for participants having previously attended an IPMA Advanced Course	€ 150
Extra for registration later than 45 days before the first day of the courses	€ 150
Accommodation per night in single room/double room	€ 100 / 130
Accompanying person attending joint meals, social events and excursions	€ 200

Cancellation

Cancellation of participation not later than one month prior to the courses will be refunded less € 300.
Cancellation received after this time will not be refunded. However, we will forward to you the course manual and also offer you participation in one of next year's courses at half price. Alternatively, a colleague of yours may attend in your place – by assuming payment of an administrative fee of € 200.

Administration

After registration and payment, communication with you are administered by the:

Helene Harild
IPMA Course Committee
Saettedammen 4, DK 3400 Hilleroed, Denmark
Phone + 45 / 4826 7075
committee@ipmacourse.com

Registration

I would like to attend one of the IPMA Advanced Courses®

According to the conditions specified under "Information and details"
☐ **5 – 7 March in Copenhagen, Denmark**

☐ **A. Effective preparation and start-up of projects**
☐ **B. Auditing and health checks of project management**
☐ **C. Managing project risk, uncertainty and value in new ways**
☐ **D. Coaching and facilitation as a lever for efficiency in projects**
☐ **E. Leadership in project crisis situations**
☐ **F. Leading cross border and cross cultural projects**
☐ **G. Programme management to innovate effectively**
☐ **H. Managing the corporate project portfolios**

To ensure the correct fee level, please specify your affiliations:

☐ Member of a national IPMA Member Association

☐ Direct member of IPMA (Individual or corporate)

☐ Student. Specify university: _____

Have previously attended the IPMA Advanced Courses. Specify year and course title: _____

_____

Years of experience managing complex and/or less complex projects:

☐ 3 years as a minimum   ☐ 5 years approximately   ☐ 8 years approximately   ☐ 10 years or more

Surname: _____ First name: _____

Company: _____

Street: _____

Postal Code / City: _____ Country: _____

If member of European Union, specify VAT number: _____

E-mail: _____

Phone: _____ Fax: _____

Date: _____ Signature: _____

Please submit your registration on www.ipmacourse.com – or return this form to:

IPMA Course Secretariat
P.O. Box 1058, NL–3860 BB Nijkerk
secretariat@ipmacourse.com
Phone: +31 / 3324 73477
Fax: +31 / 3324 60470

Partners of the courses March 2009 in Denmark:

danskprojektledelse
danish project management association

nne pharmaplan®

PROJECT
INSTITUTE
Project Institute Finland Ltd

IPMA Course Committee
Saettedammen 4, 3400 Hilleroed, Denmark
Phone + 45 / 4826 7075
committee@ipmacourse.com
www.ipmacourse.com

IPMA »
international
project
management
association