2023-4

AAPM ® CERTIFICATION
Training Programs

GLOBAL ACADEMY OF FINANCE & MANAGEMENT ®

COURSE GUIDES - AAPM AMERICAN ACADEMY OF PROJECT MANAGEMENT ® a SUBSIDIARY OF GAFM

Taking Careers to the Next Level

AAPM's mission is to serve its global membership and stakeholders as a world leader in educating and reinforcing the international knowledge of executives and potential leadership of institutions. AAPM ™ is active in the EU, India, Africa, Asia, Arabia, Russia, & USA.

** Accreditation - Our GAFM ® Certification Board is IAO QAHE CHEQS Accredited and ISO 9001 Certified for Quality and ISO 21001 Certified for Educational Standards and adheres to CHEQS Standards via Legal Articulation Agreements. Approved Sanctioned by the Arab Academy for over 20 Arab Nations. In academic alliance with the ACBSP National Business Accreditation Agency for Certification Standards worldwide and the ECLBS European Council of Leading Business Schools . The GAFM ® Board of Standards is a founding member of the quality assurance standards memorandum of the CHEQS Higher Education Standards.

ACCREDITED CERTIFICATION
EU ISO 21001 & ISO 29993

CHEQS COMMISSION FOR HIGHER EDUCATION QUALITY STANDARDS · ACBSP GLOBAL BUSINESS ACCREDITATION · ISO CERTIFIED · ISO 9001:2008 CERTIFIED · ISO 29993:2017 CERTIFIED · THE ARAB ACADEMY FOR MANAGEMENT, BANKING AND FINANCIAL SCIENCES

AAPM Course Guides

Global Academy of Finance and Management
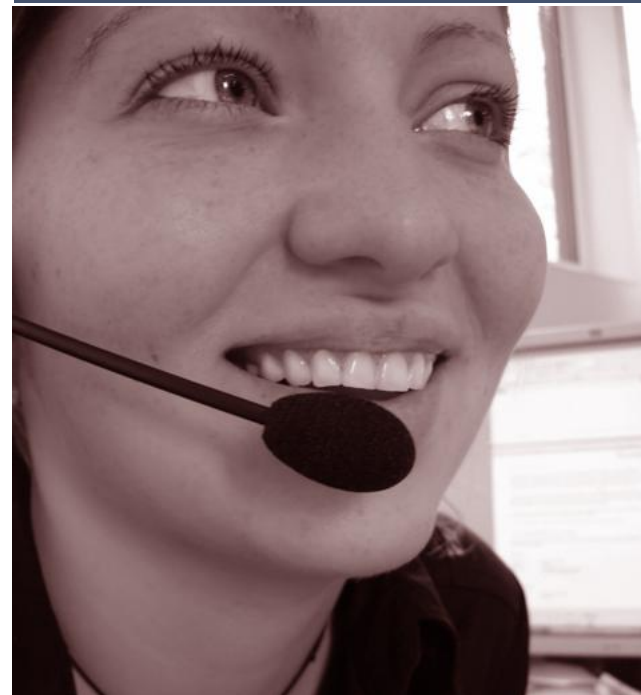
THE AMERICAN ACADEMY OF PROJECT MANAGEMENT

The AApM ® International Board of Standards is recognized globally. AAPM is the 1st graduate organization in the world for Project Managers where we offer Board Certification in several key fields. Led by the Global Board of

AAPM ® CERTIFICATIONS

Is Your Management Training Certified ™

"The certification program goes beyond the usual assembly of technical tools and techniques, and puts project management into the context of a broad range of topics, such as organization, negotiation, communications etc., with helpful hints on each."

Certification Programs Contents

AAPM American Academy of Project Management ®

CIPM Certified International Project Manager ®

AAPM's mission is to serve its global membership and stakeholders as a world leader in educating and reinforcing the international knowledge of executives and potential leadership of institutions. AAPM ™ now has representative offices in the US WTC N.O. Offices, Hong Kong, Beijing, India, Moscow, Istanbul, Dubai, Athens, Guyana, Puerto Rico, Bahamas, Kuwait, Latin America and South America, Singapore, The Caribbean, Europe, and now the Philippines. AAPM ™ mandates consent to high standards of professional conduct, and AAPM activities are International in nature and scope.

AAPM ® CIPM ® Event Overview

By Attending This Program You Will Be Able To:

- • Formalize the process of project delivery within your organization
- • Examine the project delivery cycles
- • Discover tools and techniques that aid in managing the results of various categories of project structures
- • Learn how to develop effective strategies to manage projects

The Added Benefits You Will Receive Include:

- • The ability to use the designation CIPM™ on your business card and resume
- • Up to 18 months membership to the AAPM professional body
- • Access to the AAPM project management network and body of information online
- • Access to the AAPM international journal published online
- • The CIPM™ shows that you have completed graduate level project management education and you have substantial experience in managing projects on a regional and global level

About The Certified International Project Manager Event

Project management is the world's fastest growing profession and in today's ever-changing business environment, organizations demand multi-skilled individuals who can manage far more than their predecessors. During this intensive course you will examine the delivery cycles that are routinely encountered in business today, discover tools and techniques that aid in managing the results of various categories of project structures and learn how to develop effective strategies to manage these projects. <u>On satisfactory completion of this program you will receive the award of Board Certification</u> from the American Academy of Project Management (AAPM), which is recognized in over 150 countries. You will then be able to use the designation CIPM™ on your business cards and resume.

Who Should Attend? Certified International Project Manager

This highly practical qualification has been specifically designed for senior level project management professionals including:

1. • Organizational Project Managers
2. • Team Leaders
3. • Senior Analysts
4. • Executive Directors
5. • Operations Directors
6. • Program Managers
7. • Research and Development Officers
8. • Research Scientists
9. • Management Consultants and other Contractors

5

10.   Plus anyone who is involved in project management, or anticipates being involved in projects in the future. This program is designed specifically to suit a broad range of professionals, as the program deals with technical project methodologies with a large emphasis on people and soft skills.

The CIPM ® Training Style

This program is delivered using "blended learning". This involves classroom lecturing, highly intensive case study/role playing reviews, classroom interaction and feedback, and one-on-one coaching from the facilitator.

CIPM™ Program Overview

Project Management is growing exponentially. It's now used in virtually all industries, such as: government, healthcare, telecom, IT, education and banking. Effective project management is how these organizations streamline to improve productivity. As businesses are restructured, project managers take over many responsibilities. Expertise in project management is a source of security, prosperity and power to many companies.

Professional Development Program Outline

CIPM ® Module One

1.   Operational Risks And Operations Management Project Management (PM) Overview
2.   • What is PM?
3.   • Why projects go wrong
4.   The 'Technical' Stuff – Part One
5.   • Project goals and kickoff
6.   • Project life cycle
7.   • Project methodology
8.   • Planning and scheduling

CIPM ® Module Two

1.   The 'Technical' Stuff – Part Two
2.   • Work breakdown structure
3.   • Estimating and scheduling resources
4.   • Floats and critical paths
5.   • Scheduling methods (GANTT and PERT)
6.   • Defining the project team
7.   • Tracking project activities
8.   • Closing out projects

CIPM ® Module Three

Commitment-Based Project Management

1.   • What is CBPM?

6

2.	• Translating project goals into 'personal commitments'
3.	• PM Software
4.	• Introduction to common PM software
5.	• Documentation, Reporting, Risks And Scope
6.	• Risk management
7.	• Scope management
8.	• Reporting and communication
9.	• Project audit/review
10.	• Post-implementation reviews

CIPM ® Module Four

It's All About People

1.	• Project manager's role
2.	• Project leadership and management
3.	• Defining the project team
4.	• Generating 'buy-in'
5.	• Personality profiling
6.	• Running effective project meetings
7.	• Communications
8.	• Negotiations and reporting
9.	• Facilitation

CIPM ® Module Five

Practical Assessment Exercises

- The final Module encompasses learning from the four previous days into a workshop learning model, along with the introduction of specific tools, simulations and case studies.
- Final Assessment, Case Study or Examination
- Final Wrap-Up Case Study

2023-4

AAPM American Academy of Project Management ®

MPM Master Project Manager ®

AAPM has articulation agreements with top universities at leading schools around the world including: The National Research University of The Russian Federation, The George Washington University PM Masters Program, Association of Engineers in Italy, The University of California PM Diploma Program, The Arab Academy of Banking and Financial Services, Macau Polytechnic University, Institute for Professional Excellence, The International Islamic University, Marketing Institute of Singapore, and the Universidad Internacional de México, and The University of Hong Kong. AAPM Designations are recognized by the Arab Academy AABFS which is part of the Arab League. With this diplomatic recognition, AAPM designations are recognized in over 20 Arab Nations

The MPM ® The Professional Development Program & Certification Course USA.

ABOUT THE AMERICAN ACADEMY OF PROJECT MANAGEMENT®

The American Academy of Project Management ® (AAPM®) is a global Board of Standards supporting the Project Management industry and professionals. Our qualifications are widely recognized through our network of professionals, which encompasses members in over 150 countries and partnerships with over 1000 Universities, Business Schools and training partners.

In the project management employment world, candidates should earn or attain extra and unique PM qualifications and credentials because everybody seems to have the basic project management certification. Our Global Board of Standards issues Project Management Certification to qualified professionals who meet our criteria and standards of:

1.•Graduate Training or Education or an Accredited Degree from an IPMC Approved Provider
2.•Experience and Positions within the Project Management Industry
3.•Industry Knowledge in the Project Management area
4.•Clear Understanding of Ethics and Ethical Roles of the Project Manager
5.•Continuing Education — You must strive to complete annual PM Education Each Year

With liaison offices and training centers in USA, Latin American, EU, Africa, India, Asia, China, Singapore, The AAPM is has become the world's leading professional board of standards for project management practitioners. AAPM ® Executive Designation Programs also provide the assurance that the holder has met the required criteria for graduate post-nominal credentials

Master Project Manager Program - By attending this practical and informative professional development program, you will:

1.•Appreciate the benefits of accurate project management
2.•Master the art of efficient project delivery
3.•Use project analysis as a key business driver
4.•Comply with major international project management standards
5.•Successfully determine the appropriate technological solutions for your projects
6.•Develop a comprehensive tool-kit for successful project management that you can use immediately
7.•Become a Certified Master Project Manager (MPM®)

AAPM® Master Project Management Program

BY ATTENDING THIS COURSE, THE ADDED BENEFITS YOU WILL RECEIVE INCLUDE:
•• The ability to use the designation MPM® on your business card and resume
•• 2-years membership to the AAPM professional body
•• Access to the AAPM project management network and body of information online
•• Access to the AAPM international journal published online
•• Gold Seal Embossed MPM® Certificate with your name and designation
•• The MPM® shows that you have completed graduate level project management education and you have substantial experience in managing projects on a regional and global level
• Above membership, online access and bonus benefits are valued at over $1000!

WHO SHOULD ATTEND MPM

This highly practical qualification has been specifically designed for • Project Managers
•• Program Managers
•• PMO Managers and Directors
•• Training and Development Managers
•• Operations Directors
•• Executive Directors
•• Research and Development Officers
•• Team Leaders

•• Senior Analysts
•• Management Consultants and Other Contractors

MPM® COURSE OVERVIEW

Project Management is growing exponentially. It's now used in virtually all industries, such as government, health care, telecom, IT, education and banking. Effective management is how these organizations streamline to improve productivity. As businesses are restructured, project managers take over many responsibilities. Expertise in project management is a source of security, prosperity and power to many companies.

MPM® TRAINING STYLE

This course has been designed to include presentation, practical exercises and highly interactive group sessions. The MPM® certification will be received approximately one month following the close of the seminar and all fees associated with certification are included in the course enrollment fees.

PROGRAM DIRECTOR

The details regarding the specific Program Director for the course in your particular conference city will be made available as soon as they are finalized.

The American Academy of Project Management® is recognized with members in over 150 countries and alliances with over 1000 training providers, universities and other institutions. The American Academy of Project Management is a Global Board of Standards and Accreditation Council for project management industry professionals and related institutions. AAPM has been featured in: Forbes News, The Business Wire, Reuters Global News, EuroInvestor News UK, Yahoo Finance, Morningstar News, Digital50 News, Centre Daily News, Earth Times, Yahoo News, University of California News, and more.

Course Curriculum

AAPM® MPM® MODULES

Introduction to Project Management

An introduction of the concepts, theories and systems involved in current day project management methodologies. This topic, presented by an expert in project management, will give you a broad grasp and introduction to this four-Module intensive course.

Project Management Cycles

Rolling out your projects with the latest methodology. How can you use a dynamic approach to fast-track your project and leverage off milestones.

Planning

Types of plans, the essentials of planning, planning cycles and project components. The project component section outlines the neoclassical approaches to project management by defining key terminology and elements of the project management body of knowledge.

Key Knowledge Areas

AAPM® MPM® MODULE1

In this session, we will review all the key aspects of knowledge that a project manager must have.
1.• Work Breakdown Structures
2.• Review of the techniques and types of WBS in projects.
3.• Estimating and Scheduling / Floats and Critical Paths
4.• Charts, Gantts, PERTS and other techniques, Critical Paths and Network diagrams examined.
5.• Projects and Organizations — Part I
6.• How does an organizational structure interact with project management frameworks and delivery?
7.• What is the best way to optimize your surrounding structure to ensure greater project output success.
8.• Why Projects Can Go Wrong
9.• Some anecdotes and lessons learned.

AAPM® MPM® MODULE2

1.• Projects and Organizations — Part II
2.• How does an organizational structure interact with project management frameworks and delivery?
3.• What is the best way to optimize your surrounding structure to ensure greater project output success. (continued from Module1)
4.• Communications Management
5.• Project Management Communications, how to plan and successfully roll out your communication's strategy.
6.• People Management & Leadership
7.• How do you interact with your team? Master the art of managing your team throughout your project cycles. In this session you will learn project related leadership, conflict resolution, motivation, delegation, and counseling.
8.• Stakeholder Management
9.• Who are your project's stakeholders? Introducing the key concepts behind efficient stakeholder management.

AAPM® MPM® MODULE3

1.• Quality Management
2.• What is quality and how is it quantified? Learn how to plan for high quality outputs.
3.• Financial Management

4.• Financial management and planning for projects. How does high finance adapt to the day-to-day rollout of your projects. Break-Even Analysis and Earned-Value Analysis.
5.• Issue and Risk Management
6.• Risks and Issues, how do they differ? How can you foresee and plan for their eventualities. Learn how to correlate risk and opportunity costs, calibrate your issues, and manage them.
7.• Cost Management
8.• Cost estimating and cost planning, budgeting and tracking. We will also review financial formulas.
9.• Change Control
10.• Identifying, understanding, controlling and managing changes to your project.
11.• Technologies
12.• Review of some of the applicable technologies available to support you and your project managers.

AAPM® MPM® MODULE4

1.• Change, Conflict and Negotiation
2.• Preparing and executing a negotiation strategy for your project.
3.• What do you know about the other party, how are you going to leverage your situation.
4.• The Changing Environment of Management
5.• Social factors, inequality, environmental factors, legal and economic factors.
6.• Decision Making and Creative Problem Solving

12

7.• Decision making and uncertainty, information processing, behaviors and types of decisions,

8.• creativity and problem solving.

9.• International Management and Cross Cultural Competencies

10.• International success, cultural awareness, diversity, comparative management techniques, organizational theory, cross cultural training.

11.• Closing out your project

12.• Close your project and build a body of knowledge.

13.• This session will cover the methodology behind closing your project and how you can

14.• leverage off the acquired intellectual property for subsequent ones.

15.• Post Implementation Reviews

16.• When, why should you carry out a project review.

17.• Learn about the four-stage approach to project review and recovery.

18.• Review, Course Summary and Close

19.• Completion of Case Studies and Course Summary Review

END OF COURSE AND CERTIFICATION PROGRAM

![The American Academy of Project Management logo]

AAPM American Academy of Project Management ®

CHR Certified Human Resources ®

AAPM's mission is to serve its global membership and stakeholders as a world leader in educating and reinforcing the international knowledge of executives and potential leadership of institutions. AAPM ™ now has representative offices in the US WTC N.O. Offices, Hong Kong, Beijing, India, Moscow, Istanbul, Dubai, Athens, Guyana, Puerto Rico, Bahamas, Kuwait, Latin America and South America, Singapore, The Caribbean, Europe, and now the Philippines. AAPM ™ mandates consent to high standards of professional conduct, and AAPM activities are International in nature and scope.

Human Resources Management (HRM)

Definitions and Objectives of HR Professionals

Main Functions in Human Resources

Characteristics of Effective HR

HR New Roles: HR as Business Partner

Competency Based Human Resources Management

Competency Theory

Types of Competencies

Recruitment and Analysis

Defining Requirements and Attracting Qualified Candidates

Security and Assessment

The Selection Decision

Training and Development

Identification of Training Needs

Design and Delivery of Training

Effectiveness of Delivery Methods: The International Benchmarks

Evaluation of Training Effectiveness

Four Levels of Training Evaluation

Performance Management

Performance Management versus Performance Appraisal

Creating and Monitoring a Competency Based Performance Management System

Benefits, Compensation, and Policy

Components of Compensation and Benefits

A Total Compensation Management System

15

Job Evaluation: Guaranteeing Consistency

Forces Impacting Compensation and Benefits

HRPM Course Overview & Benefits

As more human resource professionals are invited to participate at the executive level, project management skills and processes become critical tools in meeting the organization's strategic talent and management objectives. Through training and implementation of project management principals and processes, the organization can reap the benefits of clear communications; an understanding of performance expectations; vertical alignment of human resources (people) to drive strategic goals and objectives; and improve overall productivity.

Human Resource projects often involve all aspects of an organization and it's distinct functional departments. Successful project management involves complex collaboration with disparate although related internal operations. Successful project managers, and human resource professionals who work with them, must call forth skills in leadership, organization, planning, and understanding of the essential aspects of project management. This course is designed to broaden your understanding of project management principles, raise awareness of skills and knowledge needed to successfully execute project plans and manage change initiatives, as well as build understanding of potential risks and pitfalls that often befall project implementation. Finally, the training of basic project management skills and concepts will increase efficiency in your department, develop your staff and provide an additional level of credibility within the organization.

HRPM Course Objectives

1. Define, explain and apply the five project management process groups: Initiation, Planning, Execution, Performance, and Close.
2. Define and explain processes used to determine project feasibility and project cost/benefit analysis to come to a

decision on project viability and potential return on investment.

3. Identify parameters of the Initiation process to develop the business case, including the executive summary, problem definition, project overview, strategic alignment, cost/benefit analysis, alternatives analysis and approvals.

4. Outline and define areas of project Planning including scope, deliverables, timeline, costs/budget, quality, resources needed, stakeholder assessment, risk and

5. contingency plans, and procuring products and services from outside the project team.

6. Define the types of deliverables needed in the Planning process for the project team and organization including but not limited to: Organization charts (team/company), responsibility matrix, timeline/schedule, risk management log, communications plans.

7. Understand the elements of developing a Work Breakdown Structure when defining and assigning project tasks.

8. Understand and apply various change-management models.

9. Recognize and identify the specific items needed to develop a project schedule including dependencies of tasks.

10. Understand what types of skills sets and capabilities are needed for project teams in the definition of levels of authority, task assignment and responsibilities.

11. Understand and outline personal and organizational values to reduce the risk of ethical dilemmas.

12. Define stakeholder groups and the level and frequency of stakeholder and sponsor participation in a project.

13. Understand the most common project pitfalls and how to mitigate them to ensure project success.

14. Determine stakeholder groups who will be affected by new process implementation to define success and delivery methods for change.

15. Understand and define the leadership qualities needed to manage, monitor and direct project teams, establish

accountably, level of authority, problem solving and motivate performance.

16. Understand change management concepts and areas of resistance to guide the project team and stakeholders through the Monitoring and Controlling process toward implementation.

17. Outline and discuss the goals of the Execution, Monitoring and Controlling processes of project management.

18. Outline the frequency, method of communication, and information needed to communicate project milestones and progress to the stakeholders.

19. Use the One-Page Project Manager™ (OPPM™) as a key project communication tool.

20. Understand key skills needed in leading project teams, facilitation of meetings, and presentation of project scope, goals and objectives.

21. Discuss best practices of teambuilding concepts and people management structures as they apply to cross-functional project teams.

22. Understand the steps involved in assessment, prioritizing and mitigating project risks.

23. Understand and evaluate the steps in the post-implementation review and evaluation of project outcomes during the project Closing process, including obtaining feedback from stakeholders, project team members and sponsors for learning transfer.

24. Understand the importance of documentation of lessons learned or best practices, and the value of a project Closing celebration.

18

2023-4

AAPM American Academy of Project Management ®

MMC Master Management Consultant ®

AAPM has articulation agreements with top universities at leading schools around the world including: The National Research University of The Russian Federation, The George Washington University PM Masters Program, Association of Engineers in Italy, The University of California PM Diploma Program, The Arab Academy of Banking and Financial Services, Macau Polytechnic University, Institute for Professional Excellence, The International Islamic University, Marketing Institute of Singapore, and the Universidad Internacional de México, and The University of Hong Kong. AAPM Designations are recognized by the Arab Academy AABFS which is part of the Arab League. With this diplomatic recognition, AAPM designations are recognized in over 20 Arab Nations

.

19

MMC Master Management Consultant ® - Professional Certification ®

AAPM ® AMC Accredited Management Consultant ® & MMC Master Management Consultant – Management Consulting Professional

This is an executive program exploring the world of management consulting. The program is designed to facilitate a framework for providing management counsel to clients, institutions in the public and private sector. Candidates will incorporate the informational fabric from the core curriculum and become open to examples of comprehension in their technical expertise and experience in global consulting roles to organizations. The modules are created to show candidates the key topics of the profession and to discussed, analyzed and understood. Candidates will also be expected to work break out groups and teams to present consulting services to actual clients and prepare solutions to case studies.

Who Should Attend

• Senior Managers, Senior Marketing, Finance, Technology and Strategy Executives operating in the Middle East and Pan Asia region

• Business Principals and Managers who need a practical and up-to-date knowledge of MBA Strategy and Techniques for ROI and growth

• Managers of Change and influences of decision making at the highest level of the corporation

Benefits of Attending

Those who complete this professional development program will learn cutting edge strategies in analysis and implementation of solutions for clients worldwide.

Upon Completion Of This Intensive Program, You Will Have:

• Attended a highly-compressed MBA-type program developed by leading MBA professors globally from the world's leading business schools

• The right to use the post-nominal MMC Master Management Consultant ® on their business card or biography

• Status as a Fellow of the American Academy of Financial Management (FAAPM) and two-year membership in the professional association

• Certificate of Completion by from an Registered Program and advanced placement into secondary certification programs.

• A thorough grounding in Advanced Business Strategy principles, metrics and tools

• Familiarity with strategies and case studies that show leadership techniques for today's toughest industries and sectors

• Knowledge of how to prepare and execute a Strategic Business Plan

Program Design

In this five module Senior Executive Development Program - which represents a Mini MBA and Management Consultant Certification - you will be taught by one of the Academy's certified Experts

This curriculum has been developed by a group of MBA lecturers, legal and finance professionals, senior executives and the American Academy of Project Management (AAPM) and will show you how to get the most out of your career development. It will demonstrate how to effectively manage change in your organization and develop skills to ensure you rise to or stay at the top of your profession.

The first 2 modules of this intensive program examines Finance for Non Financial Managers, and you will learn techniques for understanding the triggers and mechanisms for profitability within your business as well as learning the strategy and tactics of today's leading CFO's and financial professionals. In the following two modules, you will study the art of Change Management, Cost Control and IT Management for Non-Technical executives. Finally, you will learn the components and

mechanisms for core business development and strategic planning including Marketing Strategy, Leadership and Strategic and Change Management. You will learn to drive business results and measure the performance of your business units and team.

This intensive and wholly practical training program has never been available before for US delegates to take in this region. It is widely acclaimed and fully certified.

All course fees include certification from the Academy.

International Executive Professional Development Program

Module 1

Finance For Non-Financial Executives (Master Financial Professional)

Get a crash course in MBA Finance techniques, designed especially for Non-Finance executives. This course will focus on the basic finance survival course within a global enterprise. Designed by CFOs and leading Finance Professors, this course covers the basics of the financial reporting and operational aspects of a listed company.

1. Analysis of financial statements

2. Shareholder wealth maximization

3. Applied corporate finance

4. Strategic management and the financial planning process

5. Introduction to the "Stock Exchange"

6. Cash flow – the lifeblood of business

Module 2

Cost Control And Effective Financial Management

The Manager's role in operational cost control and financial administration, is perhaps the most critical and visible of all requirements in an organization. All executives have the issues of budget and operational spend but many also have the task of controlling cost behavior and cost allocation. A company can live and die by its ability to control, use and manipulate cash flow and this can be the life-blood of a manager's ability to achieve sustainable profitability.

7. The changing business environment

8. Cost control and cost management

9. Budgeting

10. The Balanced Scorecard and performance management

11. Effecting change for cost efficiency

Module 3

A glimpse into the world of International Business Strategy. This is not a high-level theoretical course component. This is a journey into the reality of conducting business on the global stage. As the business boundaries continue to dissolve globally with the impact of localization, the Internet and greater market accessibility, the future of your capability as an executive will rely heavily on your ability to understand and collaborate with International clients, partners and suppliers.

International Business Strategy

12. Economics of localization

13. Understanding cultural differences and their influence on the enterprise

14. Market entry, political reality and competitive structures

15. Alliances – structure and management

16. Organization, operations and structural control Issues

17. Global strategies

22

Module 4

Recently a Harvard MBA Professor said that IT and "Technology is not a competitive advantage, it is a fact of business life". So why gain a basic understanding of current leading IT technologies, such as the Internet and XML, and their impact on your business? For the same reason you need to know how to use the telephone. You can't do business without it.

IT Management For Non-Technical Executives

18. Using information technology for competitive advantage

19. Understanding the Internet's power to alter channel strategies

20. Gaining a broader understanding of IT in the context of the company,

industry and world

21. Building IT-based information age companies

22. Emerging technologies and trends

Module 5

Marketing is a mechanism for developing and growing your business, but if done incorrectly can be an expensive and misunderstood component of your operations. This course component on Marketing Strategy will give executives an understanding of core marketing requirements within business and the ability to measure marketing efficiency.

Marketing Strategy And ROMI

23. Developing fast to-market technology for competitive advantage

24. Exploring the economics of customer loyalty and total customer satisfaction

25. Putting a customer-focused, service profit chain to work

26. Formulating an action-oriented marketing plan

27. Return on Marketing Investment (ROM)

Module 6

Leadership – it is the single quality that all very successful individuals have. It is what you need to lead an organization to success. Strategic Leadership and Change Management introduce techniques for developing strong leadership skills and an organization that follows.

Leadership And Change Management

23

2023-4

AAPM American Academy of Project Management ®

CPE Certified Planning Engineer ®

AAPM has articulation agreements with top universities at leading schools around the world including: The National Research University of The Russian Federation, The George Washington University PM Masters Program, Association of Engineers in Italy, The University of California PM Diploma Program, The Arab Academy of Banking and Financial Services, Macau Polytechnic University, Institute for Professional Excellence, The International Islamic University, Marketing Institute of Singapore, and the Universidad Internacional de México, and The University of Hong Kong. AAPM Designations are recognized by the Arab Academy AABFS which is part of the Arab League. With this diplomatic recognition, AAPM designations are recognized in over 20 Arab Nations

24

CPE ™ Certified Planning Engineer - Charter Certification ®

AAPM ® CPE ™ – Certified Planning Engineer

All holders of this designation must have a solid knowledge in strategic planning and project planning.

This is an executive program exploring the world of planning consulting. The program is designed to facilitate a framework for providing management counsel to clients, institutions in the public and private sector. Candidates will incorporate the informational fabric from the core curriculum and become open to examples of comprehension in their technical expertise and experience in global consulting roles to organizations. The modules are created to show candidates the key topics of the profession and to discussed, analyzed and understood. Candidates will also be expected to work break out groups and teams to present consulting services to actual clients and prepare solutions to case studies.

Who Should Attend

•Engineers and Executives
•Lawyers, CPAs, Engineers
•Managers
•Professional Consultants

Benefits of Attending

Those who complete this professional development program will earn certification and learn cutting edge strategies in analysis and implementation of solutions for clients worldwide.

Topic Coverage

The planning designation from AAPM is the CPE Certified Planning Engineer .

Certified Planning Engineer CPE ™

The intention of this designation is to recognize the analysts and professionals who meet a demanding requirements of planning and scheduling assets of experience, education, skill, knowledge and ethical qualifications. The CPE ™ requirement is to established to recognize today's advanced planning & engineering professionals in the industry and to fairly measure their education, skill, experience and management practices.

1.   *Understand Input, Tools and Techniques, and Output for each phase*

2.   *Comprehend   different types of scheduling charts (Gantt, Milestone, Networking)*

3.   *Know different techniques of networking (ADM, PDM, and PERT)*

4.   Master critical path and technology to do it.
5.   Know how to facilitate recovery through techniques such as crashing, fast tracking, managing slack and overtime. Understand how to calculate the Programmed Evaluation & Review Technique (PERT)

6.   Know how to calculate of the Schedule Performance Index (SPI)

7.   Tasks (FS, FF, SS, SF and lag)

8.   Learn about float is and how to determine.

9.   Calculate Early Start, Early Finish, Late Start, and Late Finish.

Coverage and Cases Studies of the Time Management Process

- *Activity Definition*
- *Activity Sequencing*
- *Activity Duration Estimating*
- *Schedule Development*
- *Schedule Control*

  - CPE - As seen in the **U.S. Department of Labor, Employment and Training Administration Guides**

2023-4

AAPM American Academy of Project Management ®

MCCM Master Certified Construction Manager ©

AAPM's mission is to serve its global membership and stakeholders as a world leader in educating and reinforcing the international knowledge of executives and potential leadership of institutions. AAPM ™ now has representative offices in the US WTC N.O. Offices, Hong Kong, Beijing, India, Moscow, Istanbul, Dubai, Athens, Guyana, Puerto Rico, Bahamas, Kuwait, Latin America and South America, Singapore, The Caribbean, Europe, and now the Philippines. AAPM ™ mandates consent to high standards of professional conduct, and AAPM activities are International in nature and scope.

MCPM ™ Master Certified Construction Project Manager - Charter Certification ®

AAPM ® MCCM ™ – Construction Manager

This is an executive program exploring the world of Construction Management consulting. The program is designed to facilitate a framework for providing management counsel to clients, institutions in the public and private sector. Candidates will incorporate the informational fabric from the core curriculum and become open to examples of comprehension in their technical expertise and experience in global human resources consulting roles to organizations. The modules are created to show candidates the key topics of the profession and to discussed, analyzed and understood. Candidates will also be expected to work break out groups and teams to present consulting services to actual clients and prepare solutions to case studies.

Who Should Attend

• Construction Professionals

• Construction Executives

• Engineers, Contractors Real Estate Executives

• Contruction Managers

•Professional Consultants

Benefits of Attending

Those who complete this professional development program will learn cutting edge strategies in analysis and implementation of solutions for clients worldwide.

CERTIFIED MASTER CONSTRUCTION MANAGER

Objective: The certification affords individuals the opportunity to obtain substantive industry documentation attesting to their knowledge, and skills. It recognizes individual abilities and provides the certification necessary, that allows seasoned Construction Manager(s) recognition in the following core industry area(s:

- Field project management, running the project from the field, ensuring accountability of corporate assets.

- Time management, coordinating resources sufficient for the tasks at hand..

Area(s) of competency:

- Procurement ordering and maintenance, understanding the importance of proper ordering and the sequence.

- Roles and responsibilities of all industry disciplines.

- Monitoring your Gantt Chart, understanding the importance of cost loading and resource management.

- Quality Control on the site, maintaining project integrity, adhering to the specifications.

- Fundamentals of the project commissioning, when, where and how, procedural aspects.

- Monitoring subcontractors, time sequence and correlation between pay applications and the Baseline Gantt Chart.

- Manpower utilization, assignment of personnel, daily work schedules, accountability of site personnel.

- Monitoring changes in the scope of works, ensuring approved documentation is secured prior to physical changes and / or deviations.

Ethics Responsibilities

- Maintain project integrity, ensuring corresponding specifications are followed and changes to any and all approved plans receive prior authorization.

- Report safety violations, diligently investigate any and all safety violations, ensuring that they meet corporate standards.

- Maintain the role as a supervisor, providing oversight of the entire project, ensure that violations are reported, in accordance with corporate policies and procedures.

2023-4

AAPM American Academy of Project Management ®

AgCC - Accredited Agile Project Manager

Agile Communications Certified

AAPM's mission is to serve its global membership and stakeholders as a world leader in educating and reinforcing the international knowledge of executives and potential leadership of institutions. AAPM ™ now has representative offices in the US WTC N.O. Offices, Hong Kong, Beijing, India, Moscow, Istanbul, Dubai, Athens, Guyana, Puerto Rico, Bahamas, Kuwait, Latin America and South America, Singapore, The Caribbean, Europe, and now the Philippines. AAPM ™ mandates consent to high standards of professional conduct, and AAPM activities are International in nature and scope.

•Better prepare for your Agile Career
•Receive intuitive, easy-to-implement Agile Project Management tools
•Appreciate the benefits of simple communication for effective Agile Project Management
•Use the One-Page Project Manager™ (OPPM™) as a key project communication tool
•Successfully determine the level of Agile principles and practices essential to your unique projects
•Develop a comprehensive tool kit for successful Agile Projects that you can use immediately

AgCC COURSE OVERVIEW

As project managers, your ability to communicate and manage change are key elements for on-time, on-budget projects which mitigate risks, magnify quality and deliver scope that exceeds expectations. After four days, you will not only grasp the necessary components of Agile Project Management, but will augment this understanding with seriously simple tools and templates. The authors and creators of the tools that are now easing burdens and delivering successful results all over the world will teach the course.

AgCC DAY 1

The necessity and power of simplicity for Agile Project Management and Communication will include these modules:

•Simplicity — Why and How Much

•Project Management Simplified

•Agile Simplified

•The Agile Manifesto

— 4 values

— 12 principles

•Job #1 — Communication

— Two exhaustive studies of thousands of project managers reveal what the

best of the best do differently

— Why Agile is even more dependent on communication than traditional project

management methods.

•*The risk continuum between Agile and Traditional*

•*Agile methods compared to Waterfall processes*

AgCC DAY 2

The elegance and essence of Agile methodology will include the following roles, tools, meetings, and metrics:

•*Scrum Teams*

•*Product Owners*

•*Scrum Master*

•*Product Backlog*

•*Sprint Backlog*

•*Burndown Chart*

•*Release Backlog*

•*Spring Planning*

•*Daily Scrum*

•*Sprint Review*

•*Sprint Retrospective*

•*User Stories*

•*Story Points*

•*Business Value*

•*Team Capacity*

•*Velocity*

AgCC DAY 3

The One-Page Project Manager™

•*Simplicity and Why OPPM™*

— *The Power and Pitfalls of Simplicity*

◦*Simplicity this side, and the other side of complexity*

◦*Simplexity, by Jeffrey Kluger*

32

◦*The Visual Display of Quantitative Information, by Edward Tufte*

◦*Ockham's razor – the law of succinctness*

•*The Five Essential Parts of Every Project*

— *Objectives — the what and why*

— *Owners — the who*

— *Tasks — the how*

— *Timeline — the when*

— *Budget — the how much*

•*OPPM™ Building Steps 1 through 12*

•*OPPM™ Reporting Steps 1 through 5*

•*Customizing OPPM™ and the PMO*

•*OPPM™ for IT Projects*

AgCC DAY 4

The proven practical application of Agile/OPPM™ will include:

•*The Agile/OPPM™ Template*

•*MyOPPM-online*

•*Negotiation for Agile Project Managers*

•*The Agile/OPPM™ for IT and Non-IT projects*

•*The Agile/OPPM™ for Managing Consultants*

•*Strategy Execution with Agile/OPPM™*

•*Communication Best Practices*

33

2023-4

AAPM American Academy of Project Management ®

CEC Certified e-Commerce Consultant ®
Or
PME Project Manager E-Business

CEC - Since 1998

The Worlds' First E-Business Graduate Credential – with a focus on MBA Skills

34

A Certification Listed and Featured in the New York Times for over a Decade. All holders of this credential must have a solid knowledge of e-Business and CEC Body of Knowledge as constructed ICECC Institute http://icecc.com/handbook.html

By Attending This Program

Attendees of this program will learn about cutting edge issues related to: e-business, eMarketing, eManagement, Entrepreneurship, e-Legal, e-Ethics, e-Finance, e-Security, eLeadership, and Professionalism.

Who Should Attend?

This highly practical qualification has been specifically designed for senior level project management professionals including:

• Organizational e-Business Managers

• Team Leaders

• IT Professionals

• Executive Directors

• Operations Directors

• Program Managers

• Research and Development Officers

• Management Consultants and other Contractors

Plus anyone who is involved in ebusiness or IT project management, or anticipates being involved in e-projects in the future. This program is designed specifically to suit a broad range of professionals, as the program deals with technical project methodologies with a large emphasis on people and soft skills.

The CEC Training Style

This program is delivered using "blended learning". This involves classroom lecturing, highly intensive case study/role playing reviews, classroom interaction and feedback, and one-on-one coaching from the facilitator.

Topics for the Course Include:

1.CEC - INTRODUCTION TO ELECTRONIC COMMERCE

• Foundation of electronic commerce

• Definitions and content of the field

• Benefits and limitations

• The driving forces of electronic commerce

• Impact of e-commerce: everything will be changed

35

2.CEC - E BUSINESS TECHNOLOGIES

• Retailing in electronic commerce

• Direct marketing

• Online customer service

• Electronic intermediaries

• Reactive electronic department stores

• Internet and extranet

• Architecture of the internet, intranet, and extranet

• Internet software

• Applications of intranets

• Intranet application case study

• Considerations in intranet development

• Extranet products and services

• Applications of extranets

• Business models of extranet applications

3.CEC - E-MARKETING

• Internet consumers and market research

• Building customer relationship

• The consumer behavioral model

• Personal characteristics and the demographics of the internet surfers

• Consumer purchasing decision making

• One-to-one and relationship marketing

• Delivering customer service in cyberspace

• Market research for e-commerce

• Intelligent agents for consumers

• Organizational buyer behavior

• Advertising in electronic commerce (methods and strategies)

• Economics and effectiveness of advertisement

• Online catalogs

4. CEC - E-COMMERCE MANAGEMENT

• Procurement revolution at general electric

• Characteristics of B2B e-commerce

• Procurement management using the buyer's internal marketplace

• Supplier-oriented marketplace: Cisco online case

• From traditional to internet-based EDI

• Integration with back-end information systems

• The role of software agents for B2B e-commerce

• Solutions of B2B e-commerce

5. CEC - STRATEGIC MANAGEMENT FOR ELECTRONIC COMMERCE

• Strategic planning for E-Commerce

• Strategy formulation

• Critical success factors for E-Commerce

• Return on investment and risk anaylysis

• Electronic commerce strategy in action

• The steps to successful E-commerce programs

• Competitive intelligence on the internet

• Implementation: plans and execution

• Managerial issues

6.CEC - LEGAL AND ETHICAL ISSUES IN ELECTRONIC COMMERCE

• E-commerce legal incidents: Contractual issues in Ecommerce

• Copyright infringement on the web

• Legal, Ethical, and other public policy issues

• Protecting privacy

• Protecting intellectual property

• Internet laws on speech, internet indecency, public protection, and censorship

• Other legal issues (domain name registration, proposals and bids, licenses, financial services, the use of cookies, and international protection)

2023-4

AAPM American Academy of Project Management ®

MQM Master Quality Manager

AAPM's mission is to serve its global membership and stakeholders as a world leader in educating and reinforcing the international knowledge of executives and potential leadership of institutions. AAPM ™ now has representative offices in the US WTC N.O. Offices, Hong Kong, Beijing, India, Moscow, Istanbul, Dubai, Athens, Guyana, Puerto Rico, Bahamas, Kuwait, Latin America and South America, Singapore, The Caribbean, Europe, and now the Philippines. AAPM ™ mandates consent to high standards of professional conduct, and AAPM activities are International in nature and scope.

MQM ™ Master Quality Manager - Charter Certification ®

AAPM ® MQM ™ – Master Quality Manager

This is an executive program exploring the world of quality management . The program is designed to facilitate a framework for providing management counsel to clients, institutions in the public and private sector. Candidates will incorporate the informational fabric from the core curriculum and become open to examples of comprehension in their technical expertise and experience in global consulting roles to organizations. The modules are created to show candidates the key topics of the profession and to discussed, analyzed and understood. Candidates will also be expected to work break out groups and teams to present consulting services to actual clients and prepare solutions to case studies.

Who Should Attend

•*Quality Managers and Executives*
•*Lawyers, CPAs, Engineers*
•*Managers*
•*Professional Consultants*

Benefits of Attending

Those who complete this professional development program will earn certification and learn cutting edge strategies in analysis and implementation of solutions for clients worldwide.

This course objectives are to:

Introduce students to contemporary concepts and philosophies of quality and its assurance;

- Educate students with the statistical tools and international standards commonly adopted in the quality assurance process;
- Educate students with quality management principles and practices.

Contents The course covers the following topics:

1. Introduction to quality management
2. Quality tools and techniques
3. Statistical process control and acceptance sampling
4. Quality management systems and awards
5. Total quality management TQM

39

Topic Coverage

Quality Planning

The process of identifying which quality assurance standards are relevant to projects and determining how to satisfy them.

Input includes: Quality policy, scope statement, product description, standards and regulations, and other process Output.

Methods used: benefit / cost analysis, benchmarking, flowcharting, and design of experiments

Output includes: Quality Management Plan, operational definitions, checklists, and Input to other processes.

Quality Assurance

The process of evaluating overall project performance on a regular basis to provide confidence that the project will satisfy the relevant quality standards.

Input includes: Quality Management Plan, results of quality control measurements, and operational definitions.

Methods used: quality planning tools and techniques and quality audits.

Output includes: quality improvement.

Quality Control

The control process of monitoring specific project results to determine if the outcomes comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance.

Input includes: work results, Quality Management Plan, operational definitions, and checklists.

Methods include: inspection, control charts, pareto diagrams, statistical sampling, flowcharting, and trend analysis.

Output includes: quality improvements, acceptance decisions, rework, completed checklists, and process adjustments.

40

AAPM American Academy of Project Management ®

CPRM Certified Project Risk Manager

AAPM's mission is to serve its global membership and stakeholders as a world leader in educating and reinforcing the international knowledge of executives and potential leadership of institutions. AAPM ™ now has representative offices in the US WTC N.O. Offices, Hong Kong, Beijing, India, Moscow, Istanbul, Dubai, Athens, Guyana, Puerto Rico, Bahamas, Kuwait, Latin America and South America, Singapore, The Caribbean, Europe, and now the Philippines. AAPM ™ mandates consent to high standards of professional conduct, and AAPM activities are International in nature and scope.

**AAPM-CPRM® Certification Courses
for Project Risk Management**

By Attending You Can Learn to

• Deliver successful projects through better risk management
• Identify, analyze, respond to, monitor and control, and communicate project risks
• Effectively quantify and qualify risk impact (what a risk 'costs'?) ensuring cost/benefit of responses
• Determine justifiable, defensible values, for cost and schedule contingency
• Develop and implement a Risk Management Plan
• Implement opportunity management to fully benefit from the 'upside risk'

Overview/Description

Private and public sector projects are uncertain. Not everything that we want to happen always happens. If we don't integrate risk management into our project and business management systems and processes, then projects are fragile and often hit with unexpected 'surprises' or 'bad luck' with nowhere to go but late and over budget.

Effective project risk and opportunity management enables a proactive approach where you can radically improve the chances of a successful project outcome by:

• Identifying and assessing risks upfront to ensure the project is within your 'risk tolerance'

• Proactively working to minimize risks and maximize opportunities – with a view to cost-benefit
• Deal with risks effectively should they happen

Our instructor combines excellent teaching with world class project risk and opportunity management experience. His certifications, academic qualifications are world recognized, as a registered training
provider for PMI, this course complies with the latest version of the
Project Management Treatise of Knowledge (*AAPM Guide)*

Course Objectives

By completing the PMI-RMP™ and AAPM-CPRM® Risk Management Certification Course,

candidates will understand how to:

Understanding Risk Management

• Definitions of risk, opportunity, uncertainty, issues, etc.

• Macro risk vs Micro risk, types of risk, and risk vs opportunity

• Organizational risk tolerance.

• Governance, TARA system, balancing risk control.

• Risk robust culture.

• Brief review of project risk planning and process.

Risk Management Planning

• Plan approach to risk management.

• Determine stakeholders and risk tolerance

• Understand roles and responsibilities

o Risk owner, project manager, team member, executive

• Develop risk and opportunity management plan

• Developing risk definition scales to consistently rate risks

Risk Identification

• **Top-down vs Bottom-up identification, classify risk**

• **Tools for risk identification**

o **Document review, brainstorming, flowcharting, Ishikawa Diagram, lessons learned,**

action, research, interviews, and assumptions.

• **Human factors in identification**

• **How to state a risk for proper analysis: 3 key factors**

Qualitative Risk Analysis

• Determining true risk impact; what does the risk 'cost'?

• Pre and post mitigation risk characteristics

o Role of mitigation and fallback plans, risk window, interactions/dependency

• Determining probability and impact

o Human factors in assessing risk characteristics

Quantitative Risk Analysis

• Assess confidence levels in achieving project objectives

• Working with ranges of outcomes: EMV, 3 point estimates

• Running and using the results of Monte Carlo simulation

• Sensitivity analysis, decision trees, utility

Risk Response Planning

• Mitigation strategies: identification and selection

• Cost-benefit of risk mitigation/opportunity promotion

• Mitigation plans, in-depth review of risk register content

Risk Monitoring and Control

• Risk occurrences; risk triggers and initiating fallback plans

• Monitoring mitigation and fallback plan status

• Re-evaluating existing risks and identifying new ones

The Project Management executive training program is designed for professionals seeking Risk Management (RM) certification or for other business professionals seeking to improve their professional repertoire with knowledge of project/business management.

CPRM ® Certified Project Risk Manager   is the credential for a specialist role in project risk management. This is a 4 day program inclusive of CPRM Examination.   It recognizes your unique expertise and competency in assessing and identifying

project risks, mitigating threats and capitalizing on opportunities, while still possessing a baseline knowledge and practical application in all areas of project management.

- Provide a consistent methodology for performing project risk management activities following Project Management Body of Knowledge (PMBOK).
- Provide techniques and tools for project risk management.
- Identify data requirements for risk analysis input and for output.
- Provide information on how project risk management fits into the overall project management process.
- Provide guidance on how to proactively respond to risks.

By attending course, you will be able to understand the importance of projects and legal scope issues in the contemporary organization. Learn the critical impact of the problem (project) definition phase on project success. Explore the three major areas of project development from a risk management perspective. Understand the role of project stakeholders in all aspects of the project. Discover how to embed the principles of risk management within the project management process and how to develop your own set of tools and techniques for optimizing project performance.

THE AMERICAN ACADEMY OF PROJECT MANAGEMENT

AAPM ® - Project management is the world's fastest growing profession and in today's ever-changing business environment, organizations demand multi-skilled individuals who can manage far more than their predecessors. During this intensive course you will examine the delivery cycles that are routinely encountered in business today, discover tools and techniques that aid in managing the

AAPM American Academy of Project Management ®
1670-F East Cheyenne Mtn. Blvd.; Box #293
Colorado Springs CO 80906
USA504-495-1748 Fax: 419-828-4923
CONTACT LEGAL *
info@certifiedprojectmanager.org

Contact GAPM and AAPM to become an Authorized Distributor of our Certification Programs.

www.CertifiedProjectManager.org

www.CertifiedProjectManager.us

info@certifiedprojectmanger.org

AAPM ® American Academy of Project Management ® Accreditation Standards
For Over a Decade, the International Board of Standards has been on the forefront of accredited education and professional certification. With Members in Over 150 Countries, the AAPM ® is the fastest growing graduate certification body in the world for management professionals