The Certified International Project Manager Programme

Overview:
As business continues to internationalize and the strategic intent of global organisations is to maximise business opportunities wherever they may present, the discipline of project management continues to grow in importance and the role of the Project Manager becomes ever more crucial to successful delivery and achievement of these stated aims and goals. The ‘International Project Manager’ is a special individual who is able to seamlessly integrate into different cultures – who understands their values, beliefs and normative behaviour, who is capable of harnessing the expertise and abilities of team members, who motivates, empathizes and understands local conditions and is able to forge mutually beneficial and long lasting relationships with relevant stakeholders. In short, an individual who is innovative; creative and supremely adaptable. This course has been specifically designed as a complement to these set of attributes, to enhance the delegates existing knowledge and experience and to equip them such that they can deliver projects successfully anywhere. There is focus on open dialogue, class exercises and knowledge sharing to ensure an immersive experience for the delegate.

Learning Objectives: On successful completion of this course, delegates will:

- Gain an essential understanding of international business and the role of international projects and their management
- Understand how key issues of international finance make an international project work
- Know how to conduct an environmental analysis to inform scenario generation
- Become familiar with some of the key issues in international contracts
- Know how to manage project costs
- Gain an enhanced insight into project risk management
- Understand the role played by culture in international projects
- Grasp the intricacies of managing international stakeholders
- Know how to lead and manage a geographically dispersed team (GDT)
- Become familiar with the essentials of project related purchasing; supplier selection and inventory management

This programme carries the CIPM (Certified International Project Manager) certification from the AAPM (American Academy of Project Management), which grants successful delegates the right to use the letters CIPM post nominally (after their name). There is a certification charge of an additional $350 per delegate. Success in the programme is based on continuous assessment.
Topic 1: An overview of International Business:
- Understanding Globalisation
- Globalisation and project management – technological issues; infrastructure and environmental factors
- Increased global competition and the search for a sustainable competitive advantage
- The impact of and requirement for change and adaptability

Topic 2: An overview of International Finance:
- Understanding organizational capital structures
- Leverage explained
- The Weighted Average Cost of Capital explained
- Offshore financial centers – what are they? How do they work?
- Foreign exchange risk management

Topic 3: Analytical tools for understanding the business environment:
- The different ‘layers’ of business environment and the relationship between control and degree of impact
- SWOT Analysis
- Porter’s 5 Forces Analysis
- PESTLE Analysis
- Scenario Generation – maximizing the value
- Team Exercise

Topic 4: Key issues in International Commercial Contracts:
- Contract terms and conditions
- Different classifications of terms and conditions
- The different forms of liability
- Understanding Indemnity
- Force Majeure
- Novation and Assignment of contract

Topic 5: Managing project costs
- The importance of managing project costs and budgets
- Why manage project costs?
- The critical centrality of the project scope
- The importance of the WBS and work packages
- Cost engineering and the cost estimation process
- Dealing with cost escalations and cost reductions
- Dealing with project variation and change orders

Topic 6: Managing project risks
- The 5 strategic approaches to project risk
- The risk matrix
- Risk assessment – scoring and mitigation
- Identifying risk tolerance levels
Topic 7: Understanding culture – the secret to international project success
- National culture and organizational culture
- The role of culture in commercial negotiations
- Dealing with ‘cross culture’ – The Lewis Model
- Managing multicultural teams

Topic 8: Managing international stakeholders – maximizing the relationship angle for project success
- Project interface management
- The importance of both formal and informal networks
- The concepts of trust and empathy
- The role of efficient and effective communication – managing stakeholder expectations
- Corporate Social Responsibility

Topic 9: Leading a geographically dispersed team
- Advantages of a GDT
- Disadvantages of a GDT
- Managing temporal displacement issues
- Socialization and participation – making the GDT work

Topic 10: Managing the project supply chain function from logistics to inventory
- Purchasing principles
- Making purchasing decisions
- Standardization and supplier selection – what you get from ‘approved vendors.’
- Managing project related logistics
- Managing project inventories