



PROSPECTUS

2014/15

**with Foreword by
Admiral Sir Mark Stanhope GCB OBE DL
former First Sea Lord and Chief of Naval Staff**

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Foreword

by

Admiral Sir Mark Stanhope GCB OBE DL

former First Sea Lord and Chief of Naval Staff



“We all need to continuously develop ourselves to meet the new challenges that life has in store. Coming from an armed services background we think we know a lot about leadership, management and organisational skills. However, as we make the transition to civilian life, we soon realise that these skills need to be enhanced and aligned to the civilian market place. This applies whether you are an Admiral, Major or NCO. For some it is about becoming familiar with the jargon and comfortable in the use of the language and tools of business management. For others accredited training is required to add weight to their CVs.

My experience at Bristol Management Centre was highly positive throughout and as a consequence I am delighted to write this Foreword and endorse their training prospectus. Professional, engaging instructors who are real practitioners deliver at the right pace for the whole audience and get the messages across. There are numerous options available for those wanting to achieve accreditation and the package completely satisfied my personal requirements and those of the colleagues on my course.

I commend using the Centre to all those seeking an educational "leg up" into the world of business.”



BMC in Brief

Bristol Management Centre has been a dedicated provider of approved MoD In-Service and Resettlement Courses for nearly 40 years.

Our primary objective is to provide the highest quality resettlement and in-service training to ensure that our clients make the most effective transition possible to new careers.

We are accredited by the prestigious Institute of Leadership & Management for the Qualifications & Credit Framework (QCF) Levels 4, 5, 6 & 7 Management qualifications.

We are also an Accredited Training Organisation (ATO) for the UK Government Best Practice PRINCE2, Managing Successful Programmes (MSP), Management of Risk (MoR), Management of Portfolios (MoP) and Managing Portfolio, Programme and Project Offices (P3O) qualifications, and for Change Management.

We are also accredited by the Association for Project Management for the APM Introductory Certificate, APMP, APMP for Registered PRINCE2 Practitioners and APM PQ.

We are an Approved Learning Provider under the Enhanced Learning Credits Scheme and a Career Transition Partnership (CTP) Preferred Supplier.



Choosing your Courses

Your choice of resettlement training will, of course, depend on what you are hoping to do when you leave and although you may be thinking of specialising in a particular area, you will not want to restrict the possibilities open to you. BMC offers both specialist courses (PRINCE2, MSP, MoR, MoP, P3O, APMP and Change Management) and at the same time, we offer General and Financial Management courses - including our renowned 3-week Executive Management Programme. All our courses are mapped at MBA level (L7 on the QCF).

To simplify the problem for you, on the next few pages we have provided a series of options which fall broadly within the MoD funding available. There are, of course, other possibilities and we would be very happy to discuss your specific requirements with you - call or email us.

We recommend that you start by giving consideration to the 3-week Bristol Executive Management Programme (BEMP) which is designed to give you a broad understanding of Business Finance (from zero to hero in one week!), Operations, Employment Law, Marketing and Strategy, with the bonus of your personal BMC £250 "Pure Gold" Discount Voucher redeemable against any BMC 1-week ELC-eligible course including the wide range of UK Best Practice courses that we offer. ie PRINCE2, MSP, MoR, MoP, P3O, APMP and Change Management.

ALL Bristol Management Centre resettlement courses are accredited at MBA Level (QCF Level 7) and therefore fully comply with the requirements for MoD Enhanced Learning Credits support. Like Open University courses you can undertake one or more courses in one year and then continue with other courses in subsequent years. Use the Suggested Packages section following on from this page, to help you make your choices.

Remember, ALL BMC courses are accredited ELC-eligible. This means that you can put together your own bespoke ELC package to suit your personal requirements. Use the Package Selector on the following pages.



Bristol Executive Management Programme (BEMP)

ELC Eligible Package

This is a 3-week residential MBA-level practical business management briefing, covering all the most important aspects of business. The broad content is set out on pp18-21 and again, in more detail under the Success in Financial Management and Success in Business Management courses on pp22-25. At £2,500 for the teaching component, (covered entirely by Upper Tier ELC plus IRTC) it represents incredible value for money compared to other courses which cost well in excess of £2,700. Furthermore, BEMP candidates receive their personal BMC £250 “Pure Gold” Discount Voucher redeemable against any of a wide range of ELC- eligible UK Best Practice courses offered by BMC such as PRINCE2, MSP, MoR, MoP, P30, and APMP as well as Change Management.

Course Fees

3-Week Executive Management Programme	£2,500.00
(plus residential fees - see below*)	
(Teaching cost fully covered by Upper Tier ELC plus IRTC)	

**Comes with your personal BMC £250 “Pure Gold Discount Voucher”
redeemable against your next BMC ELC-eligible 1-week course)**

*For the purposes only of ELC, the following breakdown of the respective Teaching and Residential components applies:-

	from 01/09/14
15-day Core Programme - Teaching (ELC eligible)	£2,500.00
Residential (15 days/night GRT - if eligible)	£1,320.00

Programme Dates

Dates	Code	Dates	Code
2014		2015	
01-Sep - 19-Sep	BEMP14/08	05-Jan - 23-Jan	BEMP15/01
06-Oct - 24-Oct	BEMP14/09	02-Feb - 20-Feb	BEMP15/02
03-Nov - 21-Nov	BEMP14/10	02-Mar - 20-Mar	BEMP15/03
		07-Apr - 24-Apr	BEMP15/04
		05 May - 22-May	BEMP15/05
		08-Jun - 26-Jun	BEMP15/06
		06-Jul - 24-Jul	BEMP15/07
		07-Sep - 25-Sep	BEMP15/08
		05-Oct - 23-Oct	BEMP15/09
		02-Nov - 20-Nov	BEMP15/10



BMC Best Practice ELC Package Selector

ELC Eligible Packages

Group A

Any one of the following as a standalone is as indicated in brackets

Any two together – deduct £90.00 (in total)

Any one from Group A with any one from Group B – deduct £90.00 (in total)

Any one from Group A with any two from Group B – deduct £105.00

Success in Project Management (PRINCE2) (5 days - £1,295)

Success in Deploying Business Strategy (MSP) (5 days - £1,295)

Success in Risk Management (MoR) (5 days - £1,295)

Success in Portfolio Management (MoP) (5 days - £1,295)

Success in Portfolio, Programme & Project Office Management (P3O) (5 days - £1,295)

Success in Managing Change (5 days - £1,295)

Success in Project Management Advanced (APMP) (5 days - £1,495)

Success in Project Management Advanced for PRINCE2 Practitioner (APMP) (5 days - £1,295)

Group B

Any one of the following as a standalone is as indicated in brackets

Any two together – deduct £50.00 (in total)

Any one taken from Group B with any one from Group A – deduct £90.00 (in total)

Any two taken from Group B with any one from Group A – deduct £105.00 (in total)

Success in Business Operations (5 days - £825)

Success in Business Strategy & Marketing (5 days - £825)

Success in Financial Management (5 days - £950)

PRINCE2 Practitioner only (incl exam & book) (3 days - £825) φ

PRINCE2 Foundation only (incl exam & book) (3 days - £940) φ

φ Do not select this pair together unless sitting in different weeks, because it is better value to select the Success in Project Management (PRINCE2) course from Group A.

Course dates for all the above courses can be found on the relevant course page later in this Prospectus



General Information

Application Procedure

Applications may be made direct by email, telephone, post, fax, or via our website at www.bmc.ac.uk. Advice is also freely available by phone.

For Service personnel this can also be done through Resettlement Offices (Single Service or CTP) or Education Centres.

Availability

Early booking is strongly recommended. However, in some instances, late applications can be accepted. In such cases applicants should telephone the Centre to make a provisional booking and this should be followed as soon as possible by confirmation and payment. Normally, provisional bookings are held for 21 days to allow for formal confirmation and receipt of course fee deposit.

Accommodation

All BMC courses are residential, with all delegates quartered in same 4-star accommodation (subject to availability). This is to enable delegates to continue mandatory group work and assignments in the evenings.

Terms & Conditions

Course bookings are accepted only on BMC's published terms and conditions, which can be viewed in full on our website at www.bmc.ac.uk. Your attention is particularly drawn to our cancellation policy which is also set out in detail on p54.

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COURSES

“I have just started a new job as School Business Manager and have already used my learning from the Human Resource Management course several times. My attendance on the course was seen at my interview as a sign of dedication to my move into a new sphere of employment and I also believe that the Accounting for Non-Accountants course was a deciding factor in my appointment.”

V J - Flight Lieutenant, Royal Air Force

“I was most impressed with the course content and the instructors were first class, all with a strong business pedigree and the ability to impart that knowledge enthusiastically. I would have no hesitation at all in recommending your courses to any other like minded service leaver. I have also ensured that I have fed back into the Career Transition Partnership that BMC is a most worthy training provider.”

A W - Lieutenant Commander, Royal Navy

“Hello, I've just received confirmation of my results from my PRINCE2 Practitioner and Foundation course. Both of them were passes. I'd just like to thank you for helping me pass this course. It means a whole different world for myself when I leave the army.”

SD MBE - Lieutenant Colonel, British Army



Guidance Notes

Resettlement Focus

The primary aim of the courses in this prospectus is to provide you with the tools to help you make the transition from your present position into civilian management as well as charities & other not-for-profit organisations and the Public Sector. In addition they will also allow you to gain valuable qualifications, should you wish to do so.

MBA Level (QCF Level 7) Executive Management Qualifications

These consist of the “Award/Certificate” and “Diploma” in Executive Leadership & Management. The 3-Week Bristol Executive Management Programme (specifically open to all ranks from SNCO to Senior Officer) is designed not only as a preparation for management in civvy street but also to lead to the award of the Certificate in Executive Leadership & Management by way of in-course assessment. This qualification can be supplemented by credits from other Bristol Management Centre courses and lead to the award of the Executive Diploma as well as resulting in other internationally recognised qualifications such as PRINCE2, Managing Successful Programmes (MSP), Management of Risk (MoR), Management of Portfolios (MoP), Managing Portfolio, Programme & Project Offices (P3O), APMP and Change Management on successful completion of the relevant exams (see pp47-50).

We strongly recommend that you consider doing the Level 7 Certificate in Executive Management first, whatever your present seniority, because it is the simplest and most straightforward route of putting a meaningful qualification on your CV.

Enhanced Learning Credits (ELCs)

All BMC courses qualify for ELC support because they are all accredited at Level 7 on the QCF.

Because there can only be a single ELC claim in any year (April to March) you must be careful to choose your course(s) so as to avoid wasting your entitlement. We have heard horror stories of people entitled to upper tier ELC being persuaded to choose only a single course such as PRINCE2 and thereby foregoing the use of up to £1,000 of ELC support for that year.

BMC offers carefully designed packages of courses which allow you to take the best advantage possible of your ELCs whether Upper or Lower Tier (see the Package Selector on the previous pages). If you would like to talk any of your proposed plans through with one of our very helpful and knowledgeable staff before committing yourself, you have only to pick up the phone and call us. We shall be happy to help.



Bristol Executive Management Programme (3 weeks)

(The gold standard advanced management appreciation course since 1975)

Aim of the course

In the past 20 years alone (we've been around for almost 40), some 12,000 military delegates, ranging from SNCOs to the most Senior Officers have attended Management courses at BMC. Many of these have gone on to occupy Directorships in the most prestigious UK and International organisations, whilst others have been appointed to other Executive positions worldwide. All have benefitted from the best-of-breed MBA-Level management teaching delivered week-in-week-out by BMC.

The residential Executive Management Programme comprises 3 core weeks of those management subjects which are so vital to anyone intending to take up a senior position in a non-military organisation. Delegates attending this residential 3-week core Executive Management Programme also receive a £250 discount voucher which they can use against their next BMC ELC-eligible course of 1-week or more.

This intensive period of learning will provide an in-depth understanding of the framework, methodology, language and ethos of business, thus giving you the perfect introduction to Executive Management. There are no qualifying examinations in the Programme but, during their attendance at BMC or shortly thereafter, delegates are able to complete the assignments for the course and thus achieve a Master's Level qualification.

Course Content

Week 1 - Accounting & Finance

Better known as "Accounting for Non-Accountants", this part of the BEMP course leads you through the intricacies of this subject from the very basics upwards. What better way to enhance your understanding of the inner workings of business than by learning how the scoring system works. Accounting is seen as a black art by many, but our instructors bring the subject to life by relating it to real examples of their own experience. You will join them in a learning experience which is both rewarding and entertaining.

The content of this part of the course covers:- the Recording and Reporting of Financial Information; the Income Statement and Balance Sheet; Cash Flow Forecasting and the Control of Cash; the Analysis and Interpretation of Company Accounts; Business Ratios/Indicators of Performance and Financial Position; Accounting & Budgeting: the Use of Accounting Information in Decision-making; the Control of Costs; Cost Accounting; Pricing.

Week 2 - Operations

This stage of the BEMP is the perfect introduction to the world of business for experienced managers coming from a non-business environment. It covers all the most important aspects of operational and human resource management, including those thorny legal implications which flow from employing people. The course is designed to build upon the knowledge and experience you have already gained in the Armed Forces.

Topics covered include: Business Operations & the Link to Strategic Management; Performance Management & Benchmarking; Setting Objectives & Targets; Managing Information; Achieving Quality Standards in Business Operations; Defining Quality; Working towards Continuous Improvement; New Developments in Management Techniques; Overviews of Lean, Six-Sigma and the Theory of Constraints; The Role of Leadership; Developing the Executive Manager; The UK & EU Legislative framework and its impact; Employment Law and its pitfalls; Organisational Structure & Management Roles; Management Cultures; Management & Influencing Skills; Managing Change; Performance Management; Improving Performance; Negotiating Objectives; Achieving Results.

Week 3 - Organisational Strategy & Marketing

The principles underlying the formulation and implementation of strategy are similar in many ways to those used in the military, so the focus here is on the differences. After a brief introduction to Strategy generally, we cover the following: Missions, Visions and Goals; Analysing the Environment; Focussing on Sector Structures; Linking with the Outside World; Analysing the Organisation's Capabilities; Tools for getting a sense of direction (SWOT, PESTLE; Porter's 5-Forces); Leading Management Thinkers; Focussing on the Strategic Options; Looking Upwards, Downwards & Outwards.

Marketing, like Accounting, is an activity of which most military people have little experience, but delegates are very quickly engaged by this subject. The foundations are laid during the general discussion about the Marketing Concept, quickly followed by: The Marketing Mix; Market Research; Putting Customers first; Brand Management; Segmentation & Targeting; Public Relations. We round the week (and the Programme) off with the Business Game. This demanding and complex business simulation allows delegates to practise, as close to reality as is possible, the cut and thrust of running a business. Working in teams of 3 or 4, they progressively make decisions over the whole range of business areas; learning and consolidating at each stage. Instructors work interactively with all the teams throughout the game.

From the first phone call to make a provisional booking to the completion of the syllabus, I have been impressed by the administrative and training staff. They are helpful, thoughtful, rigorous and professional. Whether you are learning from first principles or building up your skills, you will find that the Centre will meet your educational needs.

I commend it, its courses and its staff to you."

*Admiral Sir Jonathon Band GCB
former First Sea Lord & Chief of Naval Staff*

Programme Dates

Dates		Code	Dates		Code		
2014			2015				
01-Sep	-	19-Sep	BEMP14/08	05-Jan	-	23-Jan	BEMP15/01
06-Oct	-	24-Oct	BEMP14/09	02-Feb	-	20-Feb	BEMP15/02
03-Nov	-	21-Nov	BEMP14/10	02-Mar	-	20-Mar	BEMP15/03
				13-Apr	-	1 May	BEMP15/04
				11 May	-	29-May	BEMP15/05
				08-Jun	-	26-Jun	BEMP15/06
				06-Jul	-	24-Jul	BEMP15/07
				07-Sep	-	25-Sep	BEMP15/08
				05-Oct	-	23-Oct	BEMP15/09
				02-Nov	-	20-Nov	BEMP15/10

"I only wish I had done something like this a long while ago. Not only would I have been wiser, it would have saved me hours of work in some cases. Certainly one of the best courses I have ever been on and probably the only one to keep my attention throughout."

MH Major General, British Army

*"The Executive Management Programme at Bristol Management Centre provides a very clear, well delivered and inclusive introduction for military personnel **from all levels** who are looking to start a second career in the commercial world. There is excellent instruction in financial, operational and strategic management, as well as marketing and employment law, backed up by exercises and linked to the programmes of the Institute of Leadership and Management. I found the course most valuable and commend it to others."*

RW Brigadier, British Army

"I applied for the course hoping I might gain a general understanding of the language and terminology of business. The course significantly surpassed my expectations. I have gained not only the knowledge to now enter the business world but more importantly the confidence to do so. The uncertainty surrounding what used to be a very alien and unknown environment has definitely been replaced with an excitement to start as soon as possible."

IMK Sergeant, Royal Air Force

“I wanted to drop you a line just to say thanks to the BMC team. I attended the three-week Business Management course with you, probably 6 years ago now. Since then I have periodically picked up the phone to ask for snippets of advice from your team and every word has been worth its weight in gold. Thanks to this advice, and to the courses, I moved from close protection into management.

If I end up in Bristol, I will drop into the BMC and buy the coffee and cakes all round!”

TM, Flight Sergeant, Royal Air Force



**Approved
Centre**

Success Series Value packages	Yes	See p10
Level 7 qualifications in Executive Management	Yes	See p46

MoD	ELCs	Yes, if taken as part of Level 7 qualification	See p56
	SLCs	Yes, but not in conjunction with ELCs	See p56
	IRTC	Yes	See p56



Success in Financial Management

(Standalone Resettlement or the 1st of the 3 weeks of the MBA Level Executive Management Programme. ELC Package-eligible.)

Aim of the course

This immensely popular residential course, which also goes by the internationally recognised name Accounting for Non-Accountants, is a must for anyone taking up employment in business or administration in the public or private sectors. It is designed to give delegates a great grounding in accounting and how it can contribute to effective management.

As well as a standalone course in its own right, SFM is Week 1 of the Executive Management Programme which, on successful completion of the relevant assignment, leads to a Level 7 Award, Certificate or Diploma in Executive Management. See p46 for further details.

Accounting has an undeserved reputation of being a dull subject. The aim here is to get the information across in a stimulating and entertaining manner but without losing any of the required rigour. The consistent popularity of the course over the years shows how effective this approach has been. The instructors involved have a wealth of business experience to draw on and a particularly attractive feature is the way in which they use this experience to illustrate and emphasise the subject matter.

Course Content

The course explores the Accounting Function and its relationship with other business activities. It examines in detail the nature and scope of financial accounting, accounting conventions and standards, the interpretation and analysis of company accounts and the analysis and presentation of financial information to assist managers in making decisions. It is highly interactive and participation by delegates is very much encouraged. Delivery involves the use of a comprehensive, specially written manual, lectures, practical exercises, case studies and videos.

Topics covered during the week include:-

- The recording and reporting of financial information
- The Income Statement and Balance Sheet
- Cash Flow forecasting and the control of cash
- The analysis and interpretation of company accounts
- Business ratios/Indicators of performance and financial position
- Management Accounting & Budgeting
- The use of accounting information in decision making
- The control of Costs/Cost Accounting
- Pricing

Course Dates

2014

Dates	Code
01-Sep - 05-Sep	SFM14/09
06-Oct - 10-Oct	SFM14/10
03-Nov - 07-Nov	SFM14/11
08-Dec - 12-Dec	SFM14/12

2015

Dates	Code
05-Jan - 09-Jan	SFM15/01
02-Feb - 06-Feb	SFM15/02
02-Mar - 06-Mar	SFM15/03
13-Apr - 17-Apr	SFM15/04
11-May - 15-May	SFM15/05
08-Jun - 12-Jun	SFM15/06
06-Jul - 10-Jul	SFM15/07
03-Aug - 07-Aug	SFM15/08
07-Sep - 11-Sep	SFM15/09
05-Oct - 09-Oct	SFM15/10
02-Nov - 06-Nov	SFM15/11
07-Dec - 11-Dec	SFM15/12

Please consult the course schedules on our website or telephone us for details of any additional courses added since publication of this prospectus



"The SFM course provided me with an excellent insight into the world of company accounts, I now feel much better prepared for my transition to the world of business."

IT - Rear Admiral, Royal Navy

Success Series Value packages	Yes	See pp10/11
Level 7 qualifications in Executive Management	Yes	See p46

MoD	ELCs	Yes, if taken as part of Level 7 qualification	See p56
	SLCs	Yes, but not in conjunction with ELCs	See p56
	IRTC	Yes	See p56



Success in Business Management

(Standalone Resettlement or the 2nd and 3rd of the 3 weeks of the MBA Level Executive Management Programme. ELC Package-eligible.)

Aim of the course

This two-week, residential Success in Business Management course is an intensive course of study designed to make you aware of the differences between managing in a civilian or public sector environment (including charities and other not-for-profit organisations) as opposed to a non-commercial or military environment. The taught part of the course guides you through the intricacies of formulating and implementing effective business strategies, marketing & selling, managing operations using continuous improvement methods such as Lean and Six-Sigma, people issues such as Recruitment, Selection and Retention, keeping on the right side of employment & other business-related legislation and designing the organisation structure to suit the time and circumstances. Learn how to succeed and above all how to avoid failure, from the advice of the experienced and successful practitioners who present the material to you day by day.

As an added bonus, by successfully completing the course assessments (see p46), you can also earn yourself the prestigious Institute of Leadership and Management Level 7 Award or Certificate in Executive Management.

Course Content

Business Operations

- Business Operations & the link to Strategic Management
- Performance Management & Benchmarking
- Setting Objectives & Targets
- Managing Information

Achieving Quality Standards in Business Operations

- What is Quality?
- Quality Management & achieving Quality Standards
- Working towards Continuous Improvement

New Developments in Management Techniques

- Basic Management Tasks
- Lean Techniques - an Overview
- Six-Sigma - an Overview
- Theory of Constraints - an Overview
- The Role of Leadership
- Developing the Executive Manager

The Legislative framework - UK and EU

- Employment Law
- The Impact of UK & EU Legislation

Organisational Structure & Management Roles

- Organisational Structures
- Spans of Control
- Management Cultures
- Management & Influencing Skills
- Managing Change

Performance Management

- Improving Performance
- Negotiating Objectives
- Achieving Results
- Giving & using Feedback

Strategic Management

- Introducing Strategy
- Missions, Visions and Goals
- Analysing the Environment
- Focussing on Industry Structure
- Linking with the Outside World
- Analysing the Organisation's Capabilities
- Tools for getting a sense of direction (SWOT, PESTLE, Porter's 5-Forces)
- Focussing on the Strategic Options
- Looking Upwards, Downwards and Outwards

Marketing

- The Marketing Concept
- The Marketing Mix
- Market Research
- Putting Customers first
- Brand Management
- Segmentation & Targeting
- Public Relations

Business Game (Combining & applying all you have learned)

- Competitive Live Simulation - Putting theory into practice

Dates	Code	Dates	Code
2014		2015	
08-Sep - 19-Sep	SBM14/08	12-Jan - 23-Jan	SBM15/01
13-Oct - 24-Oct	SBM14/09	09-Feb - 20-Feb	SBM15/02
10-Nov - 21-Nov	SBM14/10	09-Mar - 20-Mar	SBM15/03
		20-Apr - 1-May	SBM15/04
		18-May - 29-May	SBM15/05
		15-Jun - 26-Jun	SBM15/06
		13-Jul - 24-Jul	SBM15/07
		14-Sep - 25-Sep	SBM15/08
		12-Oct - 23-Oct	SBM15/09
		09-Nov - 20-Nov	SBM15/10

Please consult the course schedules on our website or telephone us for details of any additional courses added since publication of this prospectus

“On the recommendation of a friend who had already attended the BMC course, I cancelled my provisional booking with another provider in the North and booked SBM and SFM with you. What an excellent recommendation that was! I cannot imagine any other course coming close to the superb quality and relevance of the content and instruction I received at BMC.”

DB - Colonel, British Army

Success Series Value packages	Yes	See pp10/11
Levels 5 & 7 qualifications in Executive Management	Yes	See p46

MoD	ELCs	Yes, if taken as part of Level 7 qualification	See p56
	SLCs	Yes, but not in conjunction with ELCs	See p56
	IRTC	Yes	See p56



Success in Project Management (PRINCE2®)

(Standalone Resettlement. Gives Credits towards Level 7 Diploma and includes PRINCE2 Foundation & Practitioner. ELC Package-eligible.)

Aim of the course

All managers in modern businesses require some understanding of project management, since all businesses use projects to deliver new capability and change. This residential course is designed to give managers the ability to develop, lead and deliver projects within any business environment. It allows them to develop critical analysis and evaluation skills in organisation, planning, controlling, finance & risk in the delivery of outputs within a project environment.

The course is aimed to take managers to a competent level of understanding and application in the management of projects.

Successful completion of this course and the associated assessments (see p46) together with the Level 7 Award is one of the routes to the Level 7 Certificate in Executive Management qualification and also results in the award of PRINCE2 Foundation & Practitioner (subject to passing the relevant examinations). See p46.

Current holders of APMP are exempted from the PRINCE2 Foundation examination.

Course Content

The course uses a comprehensive, specially written manual, together with a mixture of lectures, demonstrations and tutorial exercises all of which are bound together by project themes. There is also a minimum of 20 hours structured pre-course preparation which must be undertaken prior to arrival. Delegates should also come prepared to undertake approximately 2 hours of work each evening of the course. Topics covered are as follows:-

- Introduction to Project Management & the fit with Business As Usual
- Outline Methodology - Understanding the Ground Rules & Principles
- Project Start Up & Initiation
- Project Authorisation & other Decision Points including Gateway Decisions
- Key Aspects of Managing Projects
- Explanation and Usage of the Main Themes
 - Organisation Structures
 - Business Case
 - Plans
 - Quality
 - Risk
 - Progress
 - Change
- Project Closure & Handover to Business as Usual
- Tailoring PRINCE2 to the Project Environment

Course Dates

2014

Dates	Code
08-Sep - 12-Sep	SPM14/10
06-Oct - 10-Oct	SPM14/11
03-Nov - 07-Nov	SPM14/12
08-Dec - 12-Dec	SPM14/13

2015

Dates	Codes
05-Jan - 09-Jan	SPM15/01
02-Feb - 06-Feb	SPM15/02
02-Mar - 06-Mar	SPM15/03
16-Mar - 20-Mar	SPM15/04
13-Apr - 17-Apr	SPM15/05
11-May - 15-May	SPM15/06
15-Jun - 19-Jun	SPM15/07
13-Jul - 17-Jul	SPM15/08
07-Sep - 11-Sep	SPM15/09
05-Oct - 09-Oct	SPM15/10
02-Nov - 06-Nov	SPM15/11
07-Dec - 11-Dec	SPM15/12

Please consult the course schedules on our website or telephone us for details of any additional courses added since publication of this prospectus



Success Series Value packages	Yes	See pp10/11
Level 7 qualifications in Executive Management	Yes	See p46

MoD	ELCs	Yes, if taken as part of Level 7 qualification	See p56
	SLCs	Yes, but not in conjunction with ELCs	See p56
	IRTC	Yes	See p56



Success in Project Management – Advanced (APMP)

Aim of the course

Delivering a project through an effective process is a proven formula for project management success. Success in Project Management offers a structured and effective methodology for successful delivery and this is reflected in the award of the PRINCE2 Practitioner qualification which is included in that course. Success in Project Management – Advanced builds upon this knowledge and understanding to help you grow into a committed and capable project professional. This 5-day course (APMP) covers all aspect of the 73 assessment criteria of the Association for Project Management “Body of Knowledge v6” and concludes with the full APMP examination. The same course also caters for those who have already qualified as Registered PRINCE2 Practitioners and focuses on the 47 of 73 assessment criteria not covered by PRINCE2 Practitioner, giving accreditation for the prior learning achieved by successfully completing the PRINCE2-based course. On successful completion of the associated APM exam (the cost of which is included in the course fee) the APMP qualification is gained. In each case, it is the full APMP qualification which is awarded. The Course Fee for the APMP for PRINCE2 course is reduced to reflect the lower cost of the examination (see Fee Structure – p52).

Current holders of APMP are exempted from the PRINCE2 Foundation examination.

Course Content

Like the SPM/PRINCE2 course, the course uses a comprehensive, specially written manual, together with a mixture of lectures, demonstrations and tutorial exercises There is also a minimum of 20 hours structured pre-course preparation which must be undertaken prior to arrival. Delegates should also come prepared to undertake approximately 2 hours of work each evening of the course. Topics covered are as follows:-

- Budgeting and cost management
- Conflict management
- Communication
- Earned Value management
- Leadership
- Negotiation
- Procurement
- Sponsorship
- Teamwork

Prior Learning

Candidates wishing to have their prior Registered PRINCE2 Practitioner qualification recognised must be able to provide documentary proof that their PRINCE2 is current (within the last five years). Any Candidate having achieved the PRINCE2 Practitioner qualification through BMC will be exempt from this requirement as the records are already on file here.

Course Dates

The Course Code for the APMP for PRINCE2 course starts with SPMAP rather than SPMA, but is the same in all other respects)

2014			2015				
Dates		Code	Dates		Codes		
22-Sep	-	26-Sep	SPMA14/06	26-Jan	-	30-Jan	SPMA15/01
27-Oct	-	31-Oct	SPMA14/07	09-Mar	-	13-Mar	SPMA15/02
24-Nov	-	28-Nov	SPMA14/08	20-Apr	-	24-Apr	SPMA15/03
				01-Jun	-	05-Jun	SPMA15/04
				27-Jul	-	31-Jul	SPMA15/05
				21-Sep	-	25-Sep	SPMA15/06
				26-Oct	-	30-Oct	SPMA15/07
				23-Nov	-	27-Nov	SPMA15/08

Please consult the course schedules on our website or telephone us for details of any additional courses added since publication of this prospectus



Success Series Value packages	Yes	See pp10/11
Level 7 qualifications in Executive Management	Yes	See p46

MoD	ELCs	Yes, if taken as part of Level 7 qualification	See p56
	SLCs	Yes, but not in conjunction with ELCs	See p56
	IRTC	Yes	See p56



Success in Deploying Business Strategy (MSP®)

(Standalone Resettlement. Gives Credits towards Level 7 Diploma and includes includes MSP Foundation & Practitioner. ELC Package-eligible.)

Aim of the course

Deployment of business strategy throughout the organisation is the bread and butter of every manager and senior manager. The effective and flexible delivery of strategy to reflect and target the business environment is key to growth in any business sector. As such, managers require a view of a simple but effective framework that delivers benefits at the strategic level.

The residential course is designed to give all levels of management the ability to develop, lead and deliver programmes within any business environment. It will allow managers to see how to develop critical analysis and evaluation skills in organisation, planning, governance, finance, risk & benefit realisation within programme environments.

The course is aimed at anyone who may be joining or currently working within programmes. It is designed to take managers to a competent level of understanding and application in the organisation & management of programmes.

Successful completion of this course and the associated assessments (see p46) together with the Level 7 Award is one of the routes to the Level 7 Certificate in Executive Management qualification and also results in the award of MSP Foundation & Practitioner (subject to passing the relevant examinations). See p46.

Course Content

The course uses a comprehensive, specially written manual, together with a mixture of lectures, demonstrations and tutorial exercises all of which are bound together by programme themes. There is also a minimum of 20 hours structured pre-course preparation which must be undertaken prior to arrival. Delegates should also come prepared to undertake approximately 2 hours of work each evening of the course. Topics covered are as follows:-

- Definition of Business Strategy Policy Deployment
- Programmes & Programme Management Environment
- Organisation Structure including Roles & Responsibilities
- The Programme Framework Selection - Use & Application including:
 - Programme Transformation Processes
 - Identifying a Programme
 - Defining a Programme
 - Managing the Tranches
 - Delivering Capability
 - Realising the Benefits
 - Closing a programme
- The Programme Management Principles & Strategies
- Programme Documentation
- Plans
- Business Case
- Risk Registers & Issue Logs
- Quality Management
- Links into Change Management

Course Dates

2014

Dates	Code
22-Sep - 26-Sep	SDBS14/06
20-Oct - 24-Oct	SDBS14/07
17-Nov - 21-Nov	SDBS14/08

2015

Dates	Codes
19-Jan - 23-Jan	SDBS15/01
09-Mar - 13-Mar	SDBS15/02
18-May - 22-May	SDBS15/03
29-Jun - 03 Jul	SDBS15/04
27-Jul - 31-Jul	SDBS15/05
21-Sep - 25-Sep	SDBS15/06
19-Oct - 23-Oct	SDBS15/07
16-Nov - 20-Nov	SDBS15/08

Please consult the course schedules on our website or telephone us for details of any additional courses added since publication of this prospectus



“John, I wanted to say THANK YOU to both you and your team for the great service and tuition I have had the privilege to receive. Everything has been thorough, informative and enjoyable. You all have a unique, friendly and professional approach to everything you do, please never lose that, no matter how successful you become. I believe I used my resettlement wisely when opting for your courses.”

MB - Warrant Officer Class 1, British Army

Success Series Value packages	Yes	See pp10/11
Level 7 qualifications in Executive Management	Yes	See p46

MoD	ELCs	Yes, if taken as part of Level 7 qualification	See p56
	SLCs	Yes, but not in conjunction with ELCs	See p56
	IRTC	Yes	See p56



Success in Managing Portfolios (MoP®)

(Standalone Resettlement. Gives Credits towards Level 7 Diploma and includes MoP Foundation & Practitioner. ELC Package-eligible.)

Aim of the course

Individuals and organizations are much more cautious with their investments these days. Can we afford this? Can we take the risk? Should we be doing this? Are all questions being asked of change initiatives (projects and programmes)? MoP helps organizations answer a fundamental question 'Are we sure this investment is right for us and how will it contribute to our strategic objectives?'. Providing the tools to answer this question is the aim of the course.

Successful completion of this course and the associated assessments (see p46) together with the Level 7 Award is one of the routes to the Level 7 Certificate in Executive Management qualification and also results in the award of MoP® Foundation & Practitioner (subject to passing the relevant examinations). See p46.

Course Structure

3 days of formal instruction, the Foundation examination (Mon-Wed), 1-day Practitioner examination practice (Thu) and the Practitioner examination (Fri am). Delegates must have achieved a 50% pass in the Foundation exam to be eligible to sit the Practitioner exam. The course fee includes the Foundation and Practitioner examination fees and the official TSO P30 manual (See p53).

Course Content

The course content is based upon the official TSO MoP manual. A mandatory minimum of 20 hours of pre-course preparation is required, which is to be completed prior to the commencement of the course. Delegates should also come prepared to undertake approximately 2 hours of work each evening of the course. The preparation pack is supplied by Bristol Management Centre and is despatched following receipt of the course deposit.

MoP is structured around five flexible principles within which two cycles and 12 portfolio management practices exist. Unlike most methods, all portfolio management principles, cycles and practices are used at the same time albeit at varying levels of intensity, depending on the organization and the environment in which it works. The course walks you through each principle, cycle and practice explaining the theory in detail at the same time as backing theory up with real world examples and useful 'keys to success'. While portfolio management will be more effective where robust programme and project management (PPM) exists, this is not a prerequisite for its successful implementation. The right time to question the validity of investments is always now, so whatever an organization's current level of PPM maturity, this course will provide advice and insights that will help design an appropriate portfolio management roadmap that will be suitable for your organization and one that you will get immediate value from in the form of:

- More of the 'right' programmes and projects being undertaken
- Removal of redundant, duplicate and poorly performing programmes and projects
- More effective implementation of programmes and projects via consistent approaches and improved dependency management
- More efficient resource utilization
- Better management of risk at a collective level
- Greater benefits realization and return on investment
- Enhanced transparency, accountability and corporate governance
- Improved engagement and communication between senior management and staff

Course Dates

2014

Dates	Code
29-Sep - 03-Oct	SMP14/03
24-Nov - 28-Nov	SMP14/04

2015

Dates	Codes
23-Feb - 27-Feb	SMP15/01
06-Jul - 10-Jul	SMP15/02
28-Sep - 02-Oct	SMP15/03
30-Nov - 04-Dec	SMP15/04

Please consult the course schedules on our website or telephone us for details of any additional courses added since publication of this prospectus



Success Series Value packages	Yes	See pp10/11
Level 7 qualifications in Executive Management	Yes	See p46

MoD	ELCs	Yes, if taken as part of Level 7 qualification	See p56
	SLCs	Yes, but not in conjunction with ELCs	See p56
	IRTC	Yes	See p56



Success in Managing Portfolio, Programme & Project Offices (P3O®)

(Standalone Resettlement. Gives Credits towards Level 7 Diploma and includes P3O Foundation & Practitioner. ELC Package-eligible.)

Aim of the course

All organisations have limited resources. This scarcity of resources obliges them to make choices when considering how best to deploy them. Success in Portfolio Office Management provides a framework for assessing comparing and selecting the best projects for delivery. The course follows the recognised UK “Best Practice” model for Portfolio, Programme and Project Offices, (P3O), which is the intellectual property AXELOS Limited and is widely used on a global basis. BMC is an Accredited Training Organisation (ATO) for P3O. Candidates for this course are automatically enrolled for the official P3O examinations and the cost is included in the course fee.

The course is appropriate for anyone requiring an understanding of Portfolio Management and the supporting environment for successful programmes and projects. ie managers aiming to provide a structure for prioritisation and control of corporate organisational investments, particularly those using PRINCE2 and MSP, although any methodology can be effectively improved using the P3O model.

There are no pre-requisites for studying this course or qualification other than an understanding of the project and programme environment.

Successful completion of this course and the associated assessments (see p46) together with the Level 7 Award is one of the routes to the Level 7 Certificate in Executive Management qualification and also results in the award of P3O Foundation & Practitioner (subject to passing the relevant examinations).

Course Structure

The structure of the course is as follows:-

3 days of formal instruction, the Foundation examination (Mon-Wed), 1-day Practitioner examination practice (Thu) and the Practitioner examination (Fri am). Delegates must have achieved a 50% pass in the Foundation exam to be eligible to sit the Practitioner exam. The course fee includes the Foundation and Practitioner examination fees and the official TSO P3O manual (See p53).

Course Content

The course content is based upon the official TSO P3O manual and is delivered by a mixture of lectures, demonstrations and tutorial exercises. A mandatory minimum of 20 hours of pre-course preparation is required, which is to be completed prior to the commencement of the course. Delegates should also come prepared to undertake approximately 2 hours of work each evening of the course. The preparation pack is supplied by Bristol Management Centre and is despatched following receipt of the course deposit.

Course Dates

2014		2015	
Dates	Code	Dates	Codes

This high-level course is run several times a year according to demand. This is normally heavily reliant upon demand from the corporate or non-military Public sector.

Please consult the course schedules on our website or telephone us for details of courses added since publication of this prospectus



Success Series Value packages	Yes	See pp10/11
Level 7 qualifications in Executive Management	Yes	See p46

MoD	ELCs	Yes, if taken as part of Level 7 qualification	See p56
	SLCs	Yes, but not in conjunction with ELCs	See p56
	IRTC	Yes	See p56



Success in Risk Management (MoR®)

(Standalone Resettlement. Gives Credits towards Level 7 Diploma and includes MoR Foundation & Practitioner. ELC Package-eligible.)

Aim of the course

In a world full of rapidly changing environmental and market conditions the ability to make informed decisions with regard to risk in those environments is essential. Managing risk in any organisation requires processes and procedures to drive a culture of measured risk, taking in support of the business objectives to allow the development of opportunities and the management of any threats. It is becoming increasingly necessary for all potential middle and senior managers to have a reasonable understanding of how this level of risk management works.

This residential course is designed to give all levels of manager a framework for risk management. It covers all aspects from designing policy and strategy to dealing with opportunities and threats in business as usual. It covers the tools required to deliver business objectives, improve service delivery and achieve value for money.

The course is aimed at anyone who may be joining or currently working within projects, programmes or business. It is designed to take managers to a competent level of understanding and application of risk in the organisation and running of business.

Successful completion of this course and the associated assessments (see p46) together with the Level 7 Award is one of the routes to the Level 7 Certificate in Executive Management qualification and also results in the award of MoR Foundation & Practitioner (subject to passing the relevant examinations). See p46.

Course Structure

3 days of formal instruction, the Foundation examination (Mon-Wed), 1-day Practitioner examination practice (Thu) and the Practitioner examination (Fri am). Delegates must have achieved a 50% pass in the Foundation exam to be eligible to sit the Practitioner exam. The course fee includes the Foundation and Practitioner examination fees and the official TSO MoR manual (See p53).

Course Content

The course uses a comprehensive, specially written manual, together with a mixture of lectures, demonstrations and tutorial exercises constructed to aid the understanding of the framework, principles and themes. There is also a minimum of 20 hours structured pre-course preparation which must be under taken prior to arrival. Delegates should also come prepared to undertake approximately 2 hours of work each evening. Topics covered:-

- Risk Management Principles
- Management of Risk
- Approach – Strategy, Policy, Process Guide
- Process – Identify, Assess, Plan, Implement, Communicate
- Embedding and reviewing
- Techniques & Tools
- Documentation
- Health Check
- Maturity Models
- Risk Management perspectives – Strategic, Programmes, Project, Operational
- Risk Specialisms

Course Dates

2014

Dates	Code
15-Sep - 19-Sep	SRM14/05
10-Nov - 14-Nov	SRM14/06

2015

Dates	Code
12-Jan - 16-Jan	SRM15/01
16-Feb - 20-Feb	SRM15/02
23-Mar - 27-Mar	SRM15/03
27-Apr - 01-May	SRM15/04
08-Jun - 12-Jun	SRM15/05
14-Sep - 18-Sep	SRM15/06
09-Nov - 13-Nov	SRM15/07

Please consult the course schedules on our website or telephone us for details of any additional courses added since publication of this prospectus



Success Series Value packages	Yes	See pp10/11
Level 7 qualifications in Executive Management	Yes	See p46

MoD	ELCs	Yes, if taken as part of Level 7 qualification	See p56
	SLCs	Yes, but not in conjunction with ELCs	See p56
	IRTC	Yes	See p56



Success in Managing Change

(Standalone Resettlement. Gives Credits towards Level 7 Diploma and includes CM Foundation & Practitioner. ELC Package-eligible.)

Aim of the course

Change is an inevitable consequence of modern-day organisational life. It may be that there has been a change of management which has new approaches, a change of employment, a new project to be undertaken or perhaps changes in the economic or legal environments in which your organisation operates. Dealing with change and especially individuals' reactions to it can be fraught with difficulty. This residential course will help you to understand how effective leadership and preparation can be used to support individuals, teams and organisations through change.

Candidates for this course are automatically enrolled for the official Principles of Change Management Foundation & Practitioner examinations and the cost is included in the course fee.

Successful completion of this course and the associated assessments (see p46) together with the Level 7 Award is one of the routes to the Level 7 Certificate in Executive Management qualification and also results in the award of Principles of Change Management Foundation & Practitioner (subject to passing the relevant examinations). See p46.

Course Structure

3 days of formal instruction, the Foundation examination (Mon-Wed), 1-day Practitioner examination practice (Thu) and the Practitioner examination (Fri am). Delegates must have achieved a 50% pass in the Foundation exam to be eligible to sit the Practitioner exam. The course fee includes the Foundation and Practitioner examination fees and the supporting Making Sense of Change Management by Cameron and Green manual (See p53).

Course Content

The course content is based upon Cameron and Green manual. A mandatory minimum of 20 hours of pre-course preparation is required, which is to be completed prior to the commencement of the course. Delegates should also come prepared to undertake approximately 2 hours of work each evening of the course. The preparation pack is supplied by Bristol Management Centre as part of the course materials and is despatched following receipt of the course deposit. Topics covered are as follows:-

- Individual Change
- Team Change
- Organisational Change
- Leadership and Change

Course Dates

2014

Dates	Code
13-Oct - 17-Oct	SMC14/04

2015

Dates	Code
09-Feb - 13-Feb	SMC15/01
01-Jun - 05-Jun	SMC15/02
20-Jul - 24-Jul	SMC15/03
12-Oct - 16-Oct	SMC15/04

Please consult the course schedules on our website or telephone us for details of any additional courses added since publication of this prospectus



Success Series Value packages	Yes	See pp10/11
Level 7 qualifications in Executive Management	Yes	See p46

MoD	ELCs	Yes, if taken as part of Level 7 qualification	See p56
	SLCs	Yes, but not in conjunction with ELCs	See p56
	IRTC	Yes	See p56



PRINCE2®

(ELC Package-eligible – book Success in Project Management.)

Aim of the course

Bristol Management Centre is a PRINCE2 Accredited Training Organisation (ATO). The course follows the PRINCE2 project management methodology. PRINCE2 is the recognised UK “Best Practice” model for project management and is widely used on a global basis. The course has been designed to allow for the most flexible modes of attendance as follows:-

“Foundation Course” – 3 days of formal instruction and the Foundation examination (Mon-Wed). The Foundation Course fee includes the cost of the Foundation examination and the official Stationery Office (TSO) PRINCE2 manual (See p53 “Fee Structure - Courses”).

“Practitioner Course” – 1 day of applying PRINCE2 in practice (Thu) and the Practitioner examination (Fri am). Delegates must have achieved a 50% pass in the Foundation exam to be eligible to sit the Practitioner exam. The Practitioner Course fee includes the Practitioner examination fee, but NOT the cost of the official TSO PRINCE2 manual (See p53 “Fee Structure - Courses”).

“Integrated Course” – 3 days of formal instruction, the Foundation examination (Mon-Wed), 1-day Practitioner examination practice (Thu) and the Practitioner examination (Fri am). Delegates must have achieved a 50% pass in the Foundation exam to be eligible to sit the Practitioner exam. The Integrated Course fee includes the Foundation and Practitioner examination fees and the official TSO PRINCE2 manual (See p53).

Current holders of APMP are exempted from the PRINCE2 Foundation examination.

Course Content

The course content is based upon the official TSO PRINCE2 manual and is delivered by a mixture of lectures, demonstrations and tutorial exercises. This course requires a mandatory minimum of 20 hours of pre-course preparation, which is to be completed prior to the commencement of the course. Delegates should also come prepared to undertake approximately 2 hours of work each evening of the course. The preparation pack is supplied by Bristol Management Centre and is despatched only following receipt of the course deposit. Topics covered are as follows:-

Processes

- Starting up a Project (SU)
- Initiating a Project (IP)
- Directing a Project (DP)
- Controlling a Stage (CS)
- Managing Product Delivery (MP)
- Managing a Stage Boundary (SB)
- Closing a Project (CP)

Techniques

- Product Based Planning
- Quality Reviews

Themes

- Organisation
- Plans
- Progress
- Business Case
- Risk
- Quality
- Change

Principles

- Continued Business Justification
- Learn from Experience
- Defined Roles & Responsibilities
- Manage by Stages
- Manage by Exception
- Focus on Products
- Tailor to suit Project Environment
- Manage by Exception
- Focus on Products
- Tailor to suit Project Environment

Candidates would enhance their ability to pass the Practitioner exam by completing the SBM course before taking this qualification.

Course Dates

2014

Dates	Code
08-Sep - 12-Sep	SPM14/10
06-Oct - 10-Oct	SPM14/11
03-Nov - 07-Nov	SPM14/12
08-Dec - 12-Dec	SPM14/13

2015

Dates	Codes
05-Jan - 09-Jan	PR215/01
02-Feb - 06-Feb	PR215/02
02-Mar - 06-Mar	PR215/03
16-Mar - 20-Mar	PR215/04
13-Apr - 17-Apr	PR215/05
11-May - 15-May	PR215/06
15-Jun - 19-Jun	PR215/07
13-Jul - 17-Jul	PR215/08
07-Sep - 11-Sep	PR215/09
05-Oct - 09-Oct	PR215/10
02-Nov - 06-Nov	PR215/11
07-Dec - 11-Dec	PR215/12

Please consult the course schedules on our website or telephone us for details of any additional courses added since publication of this prospectus



Success Series Value packages	No – but see SPM	p28
Level 7 qualifications in Executive Management	No – but see SPM	P28

MoD	ELCs	Yes.	See p56
	SLCs	Yes, but not in conjunction with ELCs	See p56
	IRTC	Yes	See p56



Managing Successful Programmes (MSP®)

(ELC Package-eligible – book Success in Deploying Business Strategy)

Aim of the course

Bristol Management Centre is an MSP (Managing Successful Programmes) Accredited Training Organisation (ATO). The course follows the MSP Programme management framework. MSP is the recognised “Best Practice” model for Programme management in the UK

The Managing Successful Programmes (MSP) course provides guidance on the principles, processes and tools to use to manage Programmes in any environment. It is necessarily less detailed and prescriptive than the equivalent for projects (PRINCE2) and at its highest level, demands much more of the practitioner. With this in mind the course design and breakdown reflects the need for those who wish to gain qualifications in MSP, to demonstrate increasingly higher levels of competence.

Foundation & Practitioner Integrated Course – 4½ days of formal instruction and the Foundation and Practitioner examinations (Mon – Fri) delivers a comprehensive understanding of the principles and theory of the MSP book. This is intended for someone coming into Programme Management perhaps (although not necessarily) from project management and as a stepping stone from the various methodologies of project management to the higher strategic or conceptual level of understanding. It is also anticipated that anyone wishing to move into other roles within Programmes would be able to achieve this qualification, thereby helping them to gain the relevant theory and understanding. The Foundation & Practitioner Integrated course fee includes the cost of the Foundation and Practitioner examinations and also the official TSO MSP manual (See p53 “Fee Structure – Courses”). Delegates must have achieved a pass (50%) in the Foundation exam to be eligible to sit the Practitioner exam (see Qualifications p46).

Who should use this Framework?

- Policy and Strategy developers looking for expert ways to understand policy deployment using outcome influenced delivery methods
- Members of executive management boards responsible for commissioning change management within organisations and appointing senior responsible owners
- Business managers responsible for realising benefits specific to the change Programme
- Anyone with accountability or steering of projects within specific Programmes
- Anyone with accountability or responsibility for assurance roles
- Management consultants and service providers supporting or working with clients

Course Content

The course content is based on the official TSO MSP Manual and is delivered by a mixture of lectures, demonstrations and tutorial exercises all of which are bound together by a Programme theme. The course requires a mandatory minimum of 20 hours pre-course preparation, which is completed prior to the commencement of the course. Delegates should also come prepared to undertake approximately 2 hours of work each evening of the course. The preparation pack is supplied by Bristol Management Centre and is despatched only following receipt of the course deposit. Topics covered are as follows:-

Introduction & Overview

- Delivering Change
- The Programme management framework
- The difference between Programmes and Projects
- Managing the change process

Programme Governance Themes

- Vision
- Blueprint design & delivery
- Organisation
- Benefits realisation management
- Leadership & Stakeholder engagement
- Risk management & Issue resolution
- Programme Monitoring and Control
- Business case management
- Quality Management

Programme Transformational Flow

- Identifying a Programme
- Defining a Programme
- Managing the Tranches
- Delivering the Capability
- Realising the Benefits
- Closing a Programme

Course Dates

2013

Dates	Code
22-Sep - 26-Sep	SDBS14/06
20-Oct - 24-Oct	SDBS14/07
17-Nov - 21-Nov	SDBS14/08

2014

Dates	Codes
19-Jan - 23-Jan	MSP15/01
09-Mar - 13-Mar	MSP15/02
18-May - 22-May	MSP15/03
29-Jun - 03 Jul	MSP15/04
27-Jul - 31-Jul	MSP15/05
21-Sep - 25-Sep	MSP15/06
19-Oct - 23-Oct	MSP15/07
16-Nov - 20-Nov	MSP15/08

Please consult the course schedules on our website or telephone us for details of any additional courses added since publication of this prospectus



MoD	ELCs	Yes	p32
	SLCs	Yes, but not in conjunction with ELCs	See p56
	IRTC	Yes	See p56

QUALIFICATIONS

“I was most impressed with the course content and the lecturers/trainers were first class, all with a strong business pedigree and the ability to impart that knowledge enthusiastically, which was invaluable. I would have no hesitation at all in recommending your courses to any other like-minded service leaver. I have also ensured that I have fed back into the Career Transition Partnership that BMC is a most worthy training provider for the resettlement system.”

SD MBE Lt Col British Army

“I applied for the course hoping that I might gain an understanding of the language and terminology of business. The course significantly surpassed my expectations. I have gained not only the knowledge to now enter the business world but more importantly the confidence to do so. The uncertainty surrounding what used to be a very alien and unknown environment has definitely been replaced with excitement to start as soon as possible.”

CH Capt British Army

“Thank you for the letter enclosed with the PRINCE2 Practitioner certificate - which I was delighted to have achieved. So that you are aware, I have now just secured a Civil Service C1 MSF post - helped enormously by both the HR course and PRINCE2 courses that I attended. There were some pretty searching questions on both topics at the interview and having attended the courses I was certainly not stuck for things to say. I was obviously in the right ball park in my replies!”

PD CBE Col (Retired) British Army



Qualifications



QCF Qualifications in Executive Leadership & Management

Bristol Management Centre offers two variations of the MBA Level (QCF L7) Executive Management qualifications, both awarded by the highly prestigious Institute of Leadership and Management (ILM). These consist of the Certificate and the Diploma in Executive Leadership & Management. Both qualifications are eligible for ELC funding. The 3-week Executive Management Programme leads to the Certificate (subject to satisfactory completion of the in-course assessments) and the Diploma can be achieved by accumulating the necessary units of credit awarded with the BMC “Success in Management” series courses.

There are assessments associated with the above Qualifications, all of which are undertaken during the relevant courses.

The relevant Qualifications & Curriculum Authority QCF approval codes are as follows:-

ILM Level 7 Award in Executive Management	500/3550/2 (retires 31/03/15)
ILM Level 7 Certificate in Executive Management	500/3549/6 (retires 31/03/15)
ILM Level 7 Diploma in Executive Management	500/3552/6 (retires 31/03/15)
ILM Level 7 Certificate in Leadership & Management	601/2510/X (from 01/04/15)
ILM Level 7 Diploma in Leadership & Management	601/2511/1 (from 01/04/15)



PRINCE2 was originally developed by the Office of Government Commerce. AXELOS Limited now holds and controls the intellectual property rights. The administration of the PRINCE2 qualifications is undertaken by the APM Group. There are two examinations associated with the course.

Foundation - Closed book exam lasting 60 minutes, with 75 multiple choice questions of which 70 count. Pass mark is 50% (35 correct answers). To proceed to the Practitioner examination, Candidates must achieve a pass at Foundation Level.

Practitioner - Open book (only PRINCE2 manual allowed) Objective Reasoning exam lasting 2½ hours. There are 9 topics worth 12 marks each, with a scenario background and appendices. Pass mark is currently 55% (44 marks out of a possible 80).

Practitioner Re-Registration - Open book (only PRINCE2 manual allowed) Objective Reasoning exam lasting 1 hour. There are 3 topics worth 12 marks each, with a scenario background and appendices. Pass mark is currently 55% (20 marks out of a possible 36). Candidates for Re-Registration may opt to take the full Practitioner examination as an alternative, by informing BMC at least two weeks before the course start date.

Current holders of APMP are exempted from the PRINCE2 Foundation exam.



Managing Successful Programmes (MSP) was also originally developed by the Office of Government Commerce. AXELOS Limited now holds and controls the intellectual property rights. The administration of the MSP qualifications is undertaken by the APM Group.

There are three examinations associated with the course.

Foundation - Closed book lasting 60 minutes with 75 multiple-choice questions of which 5 are undisclosed trial questions and do not count. Pass mark is 50% (35 correct answers). To proceed to the Practitioner examination, Candidates must achieve a pass at Foundation Level.

Practitioner - Open book (MSP manual only), Objective Reasoning Exam (ORE) lasting 2½ hours. There are 8 questions each of which may be divided into a number of question lines. There are 10 marks in total for each question. Pass mark is 50% (40 marks out of a possible 80).



Management of Risk (MoR) was also originally developed by the Office of Government Commerce. AXELOS Limited now holds and controls the intellectual property rights. The administration of the MoR qualifications is undertaken by the APM Group.

There are two examinations associated with the course.

Foundation - Closed book exam lasting 45 minutes, with 50 multiple choice questions. Pass mark is 50% (23 correct answers). To proceed to the Practitioner examination, Candidates must achieve a pass at Foundation Level.

Practitioner - Open book (only MoR manual and ABC sample risk documents allowed) Objective Reasoning exam lasting 3 hours. There are 9 questions worth 20 marks each, with a scenario background and appendices. Pass mark is 50% (90 marks out of a possible 180).



Management of Portfolios (MoP) was also originally developed by the Office of Government Commerce. AXELOS Limited now holds and controls the intellectual property rights. The administration of the MoP qualifications is undertaken by the APM Group.

There are two examinations associated with the course.

Foundation: Closed book examination lasting 40 minutes with 50 multiple choice questions. Pass mark is 50% (25 out of 50 marks). To proceed to the Practitioner examination, Candidates must achieve a pass at Foundation Level.

Practitioner: Open book (only MoP manual allowed). Objective Reasoning examination lasting 3 hours. There are 4 scenario-based questions each worth 20 marks, giving a total of 80 marks. The pass mark is 50% (40 marks out of a possible 80)



Managing Portfolio, Programme & Project Offices (P3O) was also originally developed by the Office of Government Commerce. AXELOS Limited now holds and controls the intellectual property rights. The administration of the P3O qualifications is undertaken by the APM Group.

There are two examinations associated with the course.

Foundation - Closed book exam lasting 40 minutes, with 50 multiple choice questions; 1 mark per question. Pass mark is 60% (30 correct answers). To proceed to the Practitioner examination, Candidates must achieve a pass at Foundation Level.

Practitioner - Open book (only P3O manual allowed) Objective Reasoning exam lasting 2¼ hours. There are 7 questions each with 10 question lines, each worth 1 mark, giving a total of 70 marks. The pass mark is 50% (35 marks out of a possible 70). The examination paper comprises three booklets: the Scenario Booklet, the Question Booklet and the Answer Booklet.



This course was developed directly by APMG which also undertakes the administration of the qualifications.

There are two examinations associated with the course.

Foundation: Closed book examination lasting 60 minutes with 60 multiple choice questions divided into 4 sections of 15 questions. Pass mark is 50% (30 out of 60 marks). To proceed to the Practitioner examination, Candidates must achieve a pass at Foundation Level.

Practitioner: Open book (only Change Management manual allowed), Objective Reasoning examination lasting 3 hours. There are 4 scenario-based questions each worth 20 marks, giving a total of 80 marks. The pass mark is 50% (40 marks out of a possible 80).



APMP is one of the Association for Project Management's flagship qualifications. It is based upon an understanding of the APM "Body of Knowledge" version 6.

There are no prerequisites for the course and the award is given on passing the full 3-hour end-of-course examination, consisting of 16 questions covering the full 73 assessment criteria. Candidates are required to complete 10 questions, each of 50 marks. The pass mark is 55% (275 marks out of 500 available).

For Registered PRINCE2 Practitioners accreditation is given for the prior learning achieved by successfully completing the PRINCE2-Practitioner course. There is a single, 2 hour exam, consisting of 10 essay-type questions covering 47 assessment criteria. Candidates are required to complete 6 questions, each of 50 marks. The pass mark is 55% (165 marks out of 300 available).

Current holders of APMP are exempted from the PRINCE2 Foundation examination.

FEES

Fee Structure – Courses

(Applicable from 1 September 2014)

(All fees quoted below are subject to VAT at the prevailing rate EXCEPT in the case of individual serving or ex-serving members of HM Armed Forces, who must give their Rank, Service Number and Military Unit when booking).

The split between the Course Fee component and the Residential component is show only in order to assist in the process of applying for ELC support. A residential course is tied to the accommodation provided.

£.p

BRISTOL EXECUTIVE MANAGEMENT PROGRAMME – MBA Level (3 weeks)

Course fee component (Includes all assessment/exam fees)	2,500.00
Residential component (5 nights)	1,320.00
Total course & residential fees	3,820.00

BEMP includes the personal BMC £250 “Pure Gold” Discount Voucher and is redeemable against any other one or more 1-week ELC-Funded BMC course §

SUCCESS SERIES COURSES – MBA Level 7

Success in Financial Management (1 week).

Course fee component (Includes £115.00 exam fee)	950.00†
Residential component (5 nights)	440.00
Total course & residential fees	1,390.00

Success in Business Management (2 weeks).

Course fee component (Includes £220.00 exam fee)	1,600.00†
Residential component (10 nights)	880.00
Total course & residential fees	2,480.00

Success in Project Management – PRINCE2 (1 week).

Course fee component (Includes £420.00 exam fee)	1,295.00†
Residential component (5 nights)	440.00
Total course & residential fees	1,735.00

Success in Project Management Advanced – APMP (5 days).

Course fee component (Includes £360.00 exam fee)	1,495.00†
Residential component (5 nights)	440.00
Total course & residential fees	1,935.00

Success in Project Management Advanced PR2 – APMP for PRINCE2 (5 days).

Course fee component (Includes £160.00 exam fee)	1,295.00†
Residential component (5 nights)	440.00
Total course & residential fees	1,735.00

Success in Deploying Business Strategy –MSP (1 week).

Course fee component (Includes £420.00 exam fee)	1,295.00†
Residential component (5 nights)	440.00
Total course & residential fees	1,735.00

Success in Portfolio Office Management MoP (1 week).

Course fee component (Includes £420.00 exam fee)	1,295.00†
Residential component (5 nights)	440.00
Total course & residential fees	1,735.00

Success in Risk Management – MoR (1 week).

Course fee component (Includes £420.00 exam fee)	1,295.00†
Residential component (5 nights)	440.00
Total course & residential fees	1,735.00

Success in Management Change – CM (1 week).

Course fee component (Includes £420.00 exam fee)	1,295.00†
Residential component (5 nights)	440.00
Total course & residential fees	1,735.00

REGISTRATION FEES (MBA Level 7 Executive Management Qualifications)

Award & Certificate (included in 3-week Executive Management Programme course fee)	Nil
Diploma	250.00

PRINCE2 (Managing Successful Projects)

Foundation only Course Fee (includes £170.00 exam fee)	940.00
Practitioner only Course Fee (includes £250.00 exam fee)	825.00
Integrated Course Fee (includes £420.00 combined exam fees)	1,295.00†

The above courses can be booked as residential. The cost of the accommodation element is £440 (5 nights).

MSP (Managing Successful Programmes)

Foundation only Course Fee (includes £170.00 exam fee)	940.00
Practitioner only Course Fee (includes £250.00 exam fee)	825.00
Integrated (Foundation/Practitioner) Course Fee (inc £420.00 exam fee)	1,295.00†

The above courses can be booked as residential. The cost of the accommodation element is £440 (5 nights).

MoR (Management of Risk)

Integrated (Foundation/Practitioner) Course Fee (inc £420.00 exam fee)	1,295.00†
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The above courses can be booked as residential. The cost of the accommodation element is £440 (5 nights).

MoP (Management of Portfolios)

Integrated (Foundation/Practitioner) Course Fee (inc £420.00 exam fee)	1,295.00†
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The above courses can be booked as residential. The cost of the accommodation element is £440 (5 nights).

P3O (Managing Portfolio, Programme & Project Offices)

Integrated (Foundation/Practitioner) Course Fee (inc £420.00 exam fee)	1,295.00†
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The above courses can be booked as residential. The cost of the accommodation element is £440 (5 nights).

Combinations of Courses (ELC Packages)

In most cases when combining courses in a single booking, a total booking discount of £90.00 applies. For a more detailed description, please see "ELC-Eligible Packages" on p11.

Key to symbols:-

- † Any two when booked together qualify for £90.00 discount for the pair (see also p11)
- § Non-transferrable

Unless otherwise stated, the above course fees include all pre-course reading materials, examination and registration fees.

Please note that all fees are reviewed annually

Cancellation Policy

BMC prices its courses very competitively and short notice cancellations mean loss of revenue, which would eventually have to be recovered in increased fees to future candidates. In addition, cancelled bookings deprive other people of places on courses that would otherwise be available to them. We therefore have a strict policy of charging where cancellation takes place at short notice.

In the event of cancellation or postponement, half the course fee is payable if the cancellation or postponement occurs less than eight weeks from the course start date. The full course fee is payable if it occurs less than four weeks from the course start date. This includes cancellation or postponement of bookings which are to be part-funded by Enhanced Learning Credits. In the case of PRINCE2, MSP®, MoR, MoP, P3O, CM/SMC and APMP courses, liability for the full course fee occurs once the pre-course preparation pack has been despatched.

The balance of Course Fees is payable no later Registration on the first day of the course concerned..

Service personnel intending to use ELCs to pay the balance of Course Fees should forward the ORIGINAL Claim Authorisation Note (CAN) together with the course fee deposit to BMC by post at the earliest opportunity but in any event not more than 15 working days after making your provisional booking, otherwise your provisional place is likely to lapse. If you are facing difficulties obtaining your CAN, please communicate with us so that, where possible, we can make appropriate alternative arrangements.

**TRI-SERVICE
FUNDING SCHEMES
(Service Personnel Only)**

Tri-Service Funding Schemes

(Service personnel only)

Enhanced Learning Credits

Bristol Management Centre is an Approved Learning Provider under the Enhanced Learning Credits Scheme (Registration No: 1024). The precise rules of eligibility for ELCs are set out in the *Joint Service Publication (JSP) 898 Part 4, Chapter 3 - The Enhanced Learning Credit Scheme: The Sponsorship of Service Personnel for Personal Development*. You can navigate to it by following this link and clicking on the “Key Downloads” button:-

<http://www.enhancedlearningcredits.com/>

Standard Learning Credits (SLCs) and Individual Refund of Training Costs (IRTC) Grant

The relevant information relating to these allowances can also be found by following the link above.

BMC Accreditation

BMC is an Approved Centre of the prestigious Institute of Leadership & Management for the Levels 4, 5, 6 and 7 qualifications on the Qualifications & Credit Framework.

In addition we are accredited by the Association for Project Management (APM) for the APM Introductory Certificate, APMP, APMP for PRINCE2 and APM PQ. We are also an Accredited Training Organisation (ATO) for the UK Government Best Practice PRINCE2 Project Management, Managing Successful Programmes (MSP), Management of Risk (MoR), Management of Portfolios (MoP), and Managing Portfolio, Programme and Project Offices (P3O) qualifications, and APMG Change Management. BMC offers all of these as a part of its 1-week QCF Level 7 Success series courses. As such, therefore, they are all eligible for Enhanced Learning Credit support.

INTELLECTUAL PROPERTY RIGHTS

Intellectual Property Rights

AXELOS Trade Mark Logos



The PRINCE2, MSP, MoR, P30, and MoP Accredited Training Organisation logos are trade marks of AXELOS Limited

APMG-International Trade Mark Logos



The APMG-International Change Management and Swirl Device logo is a trade mark of the APM Group Limited