QA Ltd – Innovative Working

Course title	AgileSHIFT
Courses description and target audience	AgileSHIFT is an AXELOS standard aimed at providing every function of an organization with knowledge and guidance to be able to understand, engage with and influence change by embracing agile and lean ways of working.

Research shows teams that have adopted agile ways of working are often inhibited from embedding these practices as other business functions including: Finance, HR, Operations, Sales & Marketing and Legal, are sometimes unaware why teams have adopted an agile approach, the benefits of it use or how they can support or work within an agile environment.

Agile awareness and guidance across the enterprise assists the adoption and intergradation of agile working practices across all business functions and aids change in a rapidly moving business environment.

AgileSHIFT is a tailorable, lightweight framework designed to support organizations to embed agile ways of working and develop a culture of agility to prepare organizations to adopt a 'survive, compete and thrive' mindset in an ever changing market place.

Audience
AgileSHIFT prepares the entire organization to adopt enterprise agility. It is suitable for everyone regardless of role, function or seniority. Particularly suitable for those who have not been part of agile awareness or formal training sessions and need to be part of, support or contribute to agile teams and prepare for transformational change.

There are no pre-requisites to attend AgileSHIFT training.

Learning outcomes
By the completion of the AgileSHIFT training, participants will understand:

- Why change is necessary in an organization for it to strive and succeed
- What agile and enterprise agility is and how it works
- Agile and lean ways of working to be able to adopt agile ways of working
- Their role in a culture of organizational-wide agility

Course outline
The AgileSHIFT training course is a 2-day program focusing on an interactive experience through facilitator presentation, role-plays, class and group discussions and exercises. |

	For in-house courses, the training will be tailored according to the business context of the client organisation and complement existing practices and approaches used to deliver products, services and business change, where applicable. **Accreditation** The training includes a closed book, Online Proctored AgileSHIFT certification exam. Delegates will receive a voucher for this exam which they can sit, at their convenience, post course. The AgileSHIFT exam can only be provided by attending an AgileSHIFT training course. Exam duration: 45 minutes. Number of questions: 33 Marks: Each question is worth 1 mark. Pass mark: a score of 20 marks or above (approximately 60%).
Delivery method and duration	Two days Classroom or virtual (online)
Course start dates	Tuesday 20 April 2021

Course title	**APM Project Fundamentals Qualification (PFQ)**
Courses description and target audience	The APM Project Fundamentals qualification (PFQ), is a knowledge-based qualification developed by APM, the chartered body for the project profession. The PFQ is the first step in the APM suite of certifications and provides: • A fundamental awareness of project management terminology • A broad understanding of the principles of the profession • The knowledge to make a positive contribution to any project. This course is aligned to the APM Body of Knowledge version 7 and includes the PFQ examination, and all course material to prepare you fully for your exam. **Target Audience** No prior knowledge or experience is required for this PFQ qualification. **Benefits of taking this course** By taking this course you will achieve a good foundation knowledge of project management. The PFQ is the first APM qualification which provides a basis for moving onto the APM Project Management qualification (PMQ). **By attending this course, you will:**

- Understand project management and the operating environment
- Understand project life cycles
- Understand the roles and responsibilities within projects
- Understand project management planning
- Understand project scope management
- Understand resource scheduling and optimisation in a project
- Understand project risk and issue management in the context of a project
- Understand quality in the context of a project
- Understand communication in the context of a project
- Understand leadership and teamwork within a project

A full breakdown of subject areas is provided below:
- Projects and project management
- Programme and portfolio management
- Life cycles (including: linear, iterative and hybrid life cycles)
- Reviews
- Implementing Strategy
- Stakeholder engagement
- Business case
- Success and benefits
- Procurement
- Scope management
- Estimating
- Scheduling
- Resource optimisation
- Deployment baseline (the Project Management Plan)
- Risk management
- Progress monitoring and reporting
- Issue management
- Quality management
- Change control
- Configuration management
- Teams
- Leadership
- Team development
- Communication

Delivery method and duration	Two days Classroom or virtual (online)
Course start dates	Thursday 4 March 2021 Thursday 18 March 2021 Monday 29 March 2021 Tuesday 6 April 2021 Thursday 8 April 2021 Thursday 29 April 2021 Tuesday 4 May 2021

Course title	APM Project Management Qualification (PMQ)
Courses description and target audience	The APM Project Management qualification (PMQ), is a knowledge-based qualification developed by APM, the chartered body for the project profession. You will be able to demonstrate an understanding of how all elements of project management interact and how your project fits into your strategic and commercial environment. This course is aligned to the APM Body of Knowledge version 7. This course includes the PMQ examination, and all course material to prepare you fully for your exam. **Target Audience** The PMQ is aimed at anyone with pre-existing project management knowledge, and it is the ideal next step for anyone holding the APM Project Fundamentals qualification (PFQ) **Benefits of taking this course** By taking this course you will achieve a broad level of project management knowledge sufficient to participate in projects from individual assignments through to large capital projects. By passing the PMQ exam, you will achieve an internationally recognised qualification. **Ideally, to attend this course you should have:** • Some pre-existing project management knowledge, or • passed the APM Project Fundamentals qualification (PFQ) If you don't have either of the above requirements, we suggest you book onto the APM Project Fundamentals qualification (PFQ). **By attending this course, you will:** • Understand how organisations and projects are structured • Understand project lifecycles • Understand the situational context of projects • Understand communication within project management • Understand the principles of leadership and teamwork • Understand planning for success • Understand project scope management • Understand schedule and resource optimisation • Understand project procurement • Understand risk and issue management in the context of project management • Understand quality in the context of a project **A full breakdown of subject areas is provided below:** • Projects and project management • Programme and portfolio management • Temporary structures (matrix, functional and project) • Governance

- Lifecycles (including: linear, iterative and hybrid life cycles)
- Sponsorship
- PMO
- Reviews
- Implementing strategy
- Regulatory environment
- Stakeholder engagement
- Business case
- Success and Benefits
- Investment decisions
- Procurement
- Negotiation
- Requirements management
- Scope management
- Estimating
- Scheduling
- Resource optimisation
- Cost planning
- Deployment baseline (the Project Management Plan)
- Risk management
- Information management
- Knowledge management
- Progress monitoring and reporting
- Issue management
- Quality management
- Change control
- Configuration management
- Teams
- Team development
- Leadership
- Communication
- Conflict management

Delivery method and duration	Five days Classroom or virtual (online)
Course start dates	Monday 1 March 2021 Monday 8 March 2021 Monday 15 March 2021 Monday 22 March 2021 Monday 12 April 2021 Monday 19 April 2021 Monday 26 April 2021 Monday 17 May 2021 Monday 24 May 2021

Course title	APMG Agile Project Management Foundation & Practitioner
Courses description and target audience	This five-day accredited course provides participants with a thorough grounding in the DSDM Agile Project Management framework. It is comprised of a Foundation-level introduction to the framework, and an in-depth Practitioner-level examination of how a project manager applies the framework.

Presented by skilled lecturers with extensive experience in the practical application of project management, the course includes examination coaching and practice using sample questions.

This course does not cover the Scrum Framework.

Delegates should be prepared to set aside time to revise for the Foundation and Practitioner exams, in the evenings after the course lecture finishes. This includes studying the course Handbook, and working through sample exam questions.

Target Audience
The Practitioner course is intended for anyone who expects to have a management or leadership role in an Agile project and is specifically built to support anyone who needs to apply the DSDM Project Management framework in a business environment. Delegates are expected to have experience of team leading, project management, or project assurance/support.

At the end of this course you will be able to:
- Set up an Agile project
- Identify appropriate people for Agile roles
- Define Increments and Timeboxes to keep a project on track
- Manage a Solution Development Team
- Communicate with business stakeholders in a project environment
- Use Agile techniques, including prioritisation of requirements, to ensure on-time project delivery
- Present the benefits of Agile approaches to senior management
- Identify risks to delivery of projects managed using the DSDM Agile approach

Foundation Preparation
- What is Agile? And why use DSDM?
- Philosophy, Principles, and Project Variables
- Preparing for Success
- Preparing for Agile Project Management
- The DSDM Process
- The People - DSDM Roles and Responsibilities
- The DSDM Products
- Key Practices - Prioritisation and Timeboxing
- Planning and Control Throughout the Lifecycle |

- Other Practices - Iterative Development, Facilitated Workshops, Modeling and Prototyping

Practitioner Preparation
- Roles and Responsibilities - the project manager's view
- Agile Project Management through the Lifecycle
- The Effective Use of the Products
- Deliver on Time - Combining MoSCoW and Timeboxing
- People, Teams, and Interactions
- Requirements and User Stories
- Estimating - How and When
- Project Planning throughout the Lifecycle
- Quality - Never Compromise Quality
- Risk Management
- Tailoring the Approach

Agile Foundation and Practitioner Examinations
All delegates will sit the APMG Agile Foundation examination (a multiple choice paper) in the late afternoon of the second day of the course. Successful candidates will then be eligible to sit the Practitioner exam in the afternoon of the fifth day. Photo ID is required to take these exams.

Delivery method and duration	Five days Classroom and virtual (online)
Course start dates	Monday 1 March 2021 Monday 8 March 2021 Monday 15 March 2021 Monday 22 March 2021 Monday 12 April 2021 Monday 19 April 2021 Monday 26 April 2021 Monday 17 May 2021 Monday 24 May 2021

Course title	**APMG Agile Project Management Foundation**
Courses description and target audience	This two-day APMG accredited course provides participants with a basic grounding in the DSDM Agile Project Management framework. The courses includes the APMG Agile Project Management Foundation exam. Presented by skilled lecturers with extensive experience in the practical application of Agile project management, the course includes examination coaching and practice using sample questions. This course does not cover the Scrum Framework.

Delegates should set aside time to revise for the Foundation exam in the evening after the course lecture finishes. Revision includes studying the course handbook and working through sample exam questions.

There are no prerequisites for this course although it would be beneficial for delegates to have some practical experience of project work within an Agile environment.

At the end of this course you will be able to:
- Set up an Agile project
- Identify appropriate people for Agile roles
- Define increments and time boxes to keep a project on track
- Manage a Solution Development Team
- Communicate with business stakeholders in a project environment
- Use Agile techniques, including prioritisation of requirements to ensure on-time project delivery
- Identify risks to delivery of projects managed using the DSDM Agile approach

Course outline:
- What is Agile? And why use DSDM?
- Philosophy, Principles, and Project Variables
- Preparing for Success
- Preparing for Agile Project Management
- The DSDM Process
- The People - DSDM Roles and Responsibilities
- The DSDM Products
- Key Practices - Prioritisation and Timeboxing
- Planning and Control Throughout the Lifecycle
- Other Practices - Iterative Development, Facilitated Workshops, Modeling and Prototyping

Agile Project Management Foundation Examination
All delegates will sit the APMG Agile Project Management Foundation examination (a multiple choice paper) in the late afternoon of the second day of the course.

Delivery method and duration	Two days Classroom and virtual (online)
Course start dates	Monday 8 March 2021 Monday 22 March 2021 Monday 12 April 2021 Monday 26 April 2021 Monday 24 May 2011

Course title	APMG Agile Project Management Practitioner
Courses description and target audience	This three-day accredited course provides participants with a thorough grounding in the DSDM Agile Project Management framework. The course included the in-depth Practitioner-level examination of how a project manager applies the framework. Presented by skilled lecturers with extensive experience in the practical application of project management, the course includes examination coaching and practice using sample questions. This course does not cover the Scrum Framework. Delegates should be prepared to set aside time to revise for the Practitioner exam in the evenings after the course lecture finishes. This includes studying the course Handbook, and working through sample exam questions **Delegates must already be qualified at APMG agile Project Management Foundation level and will need to provide evidence on day-one of the course.** The Practitioner course is intended for anyone who expects to have a management or leadership role in an Agile project and is specifically built to support anyone who needs to apply the DSDM Project Management framework in a business environment. Delegates are expected to have experience of team leading, project management, or project assurance/support. This course is not aimed at delegates new to project management and Agile. **Pre-Course Reading** Delegates are expected to already own the latest copy of the Agile Project Management Handbook (version 2.0) and be conversant with its content. The Handbook must be brought to the course. **At the end of this course you will be able to:** • Set up an Agile project • Identify appropriate people for Agile roles • Define Increments and Timeboxes to keep a project on track • Manage a Solution Development Team • Communicate with business stakeholders in a project environment • Use Agile techniques, including prioritisation of requirements, to ensure on-time project delivery, • Present the benefits of Agile approaches to senior management • Identify risks to delivery of projects managed using the DSDM Agile approach

	Practitioner Preparation • Roles and Responsibilities - the project manager's view • Agile Project Management through the Lifecycle • The Effective Use of the Products • Deliver on Time - Combining MoSCoW and Timeboxing • People, Teams, and Interactions • Requirements and User Stories • Estimating - How and When • Project Planning throughout the Lifecycle • Quality - Never Compromise Quality • Risk Management • Tailoring the Approach **Agile Practitioner Examination** All delegates will sit the APMG Agile Project Management Practitioner exam in the afternoon of the third day.
Delivery method and duration	Three days Classroom or virtual (online)
Course start dates	Wednesday 10 March 2021 Wednesday 17 March 2021 Wednesday 24 March 2021 Wednesday 14 April 2021 Wednesday 28 April 2021 Wednesday 26 May 2021

Course title	**APMG Change Management Foundation & Practitioner**
Courses description and target audience	This 5 day course provides delegates with the opportunity to look at approaches to managing change and demonstrate they can apply the principles in practice. Four core areas will be explored: change and the organisation, change and the individual, communications and stakeholder engagement and change management in practice. Together they will enable a delegate to develop a comprehensive change management plan to support effective change within an organisation. Prior to the course delegates will receive learning material to help them prepare adequately. All relevant course materials are provided, including the core textbook 'The Effective Change Manager's Handbook'. The course includes both the Change Management foundation and practitioner examination. Success in the examination enables delegates to apply for exemption from the knowledge level requirements for foundation level membership of the Change Management Institute. No prerequisites are necessary for attendance, although delegates would benefit from some experience of organisational change prior to attending the course.

During this course, you will learn how to:
- Recognise the drivers for change
- Consider the impact of change on individuals within the organisation
- Identify different organisation cultures and understand their impact on the change process
- Select an appropriate framework to use as the basis for the creation of a change management plan
- Plan learning activities to support change
- Identify and analyse stakeholders to understand their influence on the change plan
- Create and implement a communications management plan
- Develop an effective change team
- Develop organisations that can respond well to change
- Establish appropriate governance structures (Practitioner level)
- Prepare for large facilitated workshops to encourage meaningful dialog with those affected by the change. (Practitioner level)
- Design change that really does become the new business as usual (Practitioner level)

Delivery method and duration	Five days Classroom or virtual (online)
Course start dates	Monday 1 March 2021 Monday 22 March 2021 Monday 12 April 2021 Monday 26 April 2021 Monday 10 May 2021

Course title	**APMG Change Management Foundation**
Courses description and target audience	This 3 day course provides delegates with the opportunity to explore approaches to managing change. During the course we will look at how to build the foundations for successful change. Four core areas will be explored: change and the organisation, change and the individual, communications and stakeholder engagement and change management in practice. Together they will enable a delegate to develop a comprehensive change management plan to support effective change within an organisation. Prior to the course delegates will receive learning material to help them prepare adequately. All relevant course materials are provided, including the core textbook 'The Effective Change

Manager's Handbook'. The course concludes with the Change Management Foundation Examination.

No prerequisites are necessary for attendance, although delegates would benefit from some experience of organisational change prior to attending the course.

During this course you will learn to:
- Recognise the drivers for change
- Consider the impact of change on individuals within the organisation
- Identify different organisation cultures and understand their impact on the change process
- Select an appropriate framework to use as the basis for the creation of a change management plan
- Plan learning activities to support change
- Identify and analyse stakeholders to understand their influence on the change plan
- Create and implement a communications management plan
- Develop an effective change team
- Develop organisations that can respond well to change

Delivery method and duration	Three days Classroom or virtual (online)
Course start dates	Monday 1 March 2021 Monday 12 April 2021 Monday 10 May 2021
Course title	**APMG Change Management Practitioner**
Courses description and target audience	This 2 day course provides delegates with the opportunity to build on their Foundation level knowledge of change management and develop their understanding of the change management in practice module. Prior to the course delegates will receive learning material to help them prepare adequately. Delegates will be expected to bring a copy of the core textbook 'The Effective Change Manager's Handbook'. Success in the examination enables delegates to apply for exemption from the knowledge level requirements for Foundation membership of the Change Management Institute.

Delegates must have successfully completed the Foundation level qualification (have passed the Foundation exam) and still be familiar with its content. The course will not review Foundation level material but knowledge of it will be assumed for the Practitioner examination.

Note that delegates will be expected to be fully conversant with the latest Change Management textbook and syllabus - this is especially important if they gained the Foundation qualification using the old textbook (Making Sense of Change Management).

During this course you will learn how to:
- Establish appropriate governance structures
- Prepare for large facilitated workshops to encourage meaningful dialog with those affected by the change.
- Design change that really does become the new business as usual

Delivery method and duration	Two days Classroom or virtual (online)
Course start dates	Thursday 4 March 2021 Thursday 15 April 2021

Course title	**AWS Certified Developer - Associate (inc. exam)**
Courses description and target audience	Developing on AWS helps developers understand how to use the AWS SDK to develop secure and scalable cloud applications. The course provides in-depth knowledge about how to interact with AWS using code and covers key concepts, best practices, and troubleshooting tips. **This course is intended for:** Intermediate-level software developers **This course is delivered through a mix of:** • Instructor-led training • Hands-on labs **Prerequisites** • In-depth knowledge of at least one high-level programming language • Working knowledge of core AWS services and public cloud implementation

	In this course, you will learn how to: • Set up the AWS SDK and developer credentials for Java, C#/.NET, Python, and JavaScript • Interact with AWS services and develop solutions by using the AWS SDK • Use AWS Identity and Access Management (IAM) for service authentication • Use Amazon Simple Storage Service (Amazon S3) and Amazon DynamoDB as data stores • Integrate applications and data by using AWS Lambda, Amazon API Gateway, Amazon Simple Queue Service (Amazon SQS), Amazon Simple Notification Service (Amazon SNS), and AWS Step Functions • Use Web Identity Framework and Amazon Cognito for user authentication • Use Amazon ElastiCache to improve application scalability • Use containers in the development process • Leverage the CI/CD pipeline to deploy applications on AWS
Delivery method and duration	Three days Classroom or virtual (online)
Course start dates	Thursday 11 March 2021 Tuesday 13 April 2021 Monday 26 April 2021 Wednesday 12 May 2021

Course title	**AWS Certified DevOps Engineer – Professional**
Courses description and target audience	DevOps Engineering on AWS demonstrates how to use the most common DevOps patterns to develop, deploy and maintain applications on AWS. The course covers the core principles of the DevOps methodology and examines a number of use cases applicable to startup, small-medium business, and enterprise development scenarios. **This course is intended for:** • System Administrators • Software Developers **We recommend that attendees of this course have the following prerequisites:** • Attended System Operations on AWS course • Attended Developing on AWS course

- Working knowledge of one or more high-level programming languages (C#, Java, PHP, Ruby, Python, etc.)
- Intermediate knowledge of administering Linux or Windows systems at the command-line level
- Working experience with AWS using both the AWS Management Console and the AWS Command Line Interface (AWS CLI)

This course is designed to teach you how to:
- Use the principal concepts and practices behind the DevOps methodology.
- Design and implement an infrastructure on AWS that supports one or more DevOps development projects.
- Use AWS CloudFormation and AWS OpsWorks to deploy the infrastructure necessary to create development, test, and production environments for a software development project.
- Use AWS CodeCommit and AWS CodeBuild to understand the array of options for enabling a Continuous Integration environment on AWS.
- Use AWS CodePipeline to design and implement a Continuous Integration and Delivery pipeline on AWS.
- Use AWS CodeStar to manage all software development activities in one place.
- Implement several common Continuous Deployment use cases using AWS technologies, including blue/green deployment and A/B testing.
- Distinguish between the array of application deployment technologies available on AWS (including AWS CodeDeploy, AWS OpsWorks, AWS Elastic Beanstalk, Amazon EC2 Container Service, and Amazon EC2 Container Registry), and decide which technology best fits a given scenario.
- Use Amazon EC2 Systems Manager for patch management.
- Leverage Automated Testing in different stages of a CI/CD pipeline.
- Fine-tune the applications you deliver on AWS for high performance, and use AWS tools and technologies to monitor your application and environment for potential issues.

Module 1: Introduction to DevOps
Module 2: Infrastructure Automation
Module 3: AWS Toolsets
Module 4: Continuous Integration and Continuous Delivery (CI/CD) with Development Tools
Module 5: Introduction to Microservices
Module 6: DevOps and Containers
Module 7: DevOps and Serverless Computing
Module 8: Deployment Strategies
Module 9: Automated Testing
Module 10: Security Automation
Module 11: Configuration Management
Module 12: Observability
Module 13: Reference Architecture

Delivery method and duration	Three days Classroom and virtual (online)
Course start dates	Monday 15 March 2021 Tuesday 6 April 2021 Thursday 13 May 2021

Course title	AWS Certified Solutions Architect - Associate (inc. exam)
Courses description and target audience	This course covers the fundamentals of building IT infrastructure on the AWS platform. Students learn how to optimize the AWS Cloud by understanding how AWS services fit into cloud-based solutions. In addition, students explore AWS Cloud best practices and design patterns for architecting optimal IT solutions on AWS, and build a variety of infrastructures in guided, hands-on activities. The course also covers how to create fledgling architectures and build them into robust and adaptive solutions. **This course is intended for:** • Solutions architects • Solution design engineers **This course is delivered through a mix of:** • Classroom training • Hands-on labs **Hands-on Activity** This course allows you to test new skills and apply knowledge to your working environment through a variety of practical exercises. **We recommend that attendees of this course have the following prerequisites:** • AWS Cloud Practitioner Essentials • Working knowledge of distributed systems • Familiarity with general networking concepts • Working knowledge of multi-tier architectures • Familiarity with cloud computing concepts **In this course, you will learn how to:** • Make architectural decisions based on AWS architectural principles and best practices • Leverage AWS services to make your infrastructure scalable, reliable, and highly available • Leverage AWS Managed Services to enable greater flexibility and resiliency in an infrastructure

	• Make an AWS-based infrastructure more efficient to increase performance and reduce costs • Use the Well-Architected Framework to improve architectures with AWS solutions
Delivery method and duration	Three days Classroom or virtual (online)
Course start dates	Monday 1 March 2021 Thursday 11 March 2021 Wednesday 24 March 2021 Wednesday 7 April 2021 Friday 9 April 2021 Wednesday 21 April 2021 Tuesday 27 April 2021 Friday 30 April 2021 Wednesday 5 May 2021 Wednesday 19 May 2021 Monday 24 May 2021 Tuesday 25 May 2021

Course title	**AWS Certified Solutions Architect - Professional (inc. exam)**
Courses description and target audience	Advanced Architecting on AWS is intended for individuals who are experienced with designing scalable and elastic applications on the AWS platform. Building on concepts introduced in Architecting on AWS, this course covers how to build complex solutions that incorporate data services, governance, and security on AWS. This course introduces specialised AWS services, including AWS Direct Connect and AWS Storage Gateway to support hybrid architecture. It also covers designing best practices for building scalable, elastic, secure, and highly available applications on AWS. Our AWS-certified trainers will ensure you get the most out of your training, providing an interactive, hands-on approach. 99% of our attendees say their AWS training has led to improved workplace performance. **Target Audience** This course is intended for experienced IT professionals who are already familiar with AWS services. **This course is delivered through a mix of:** • Instructor-Led Training (ILT) • Web-Based Training (WBT) • Hands-On Labs • Hands-On Activity

	This course allows you to test new skills and apply knowledge to your working environment through a variety of practical exercises. **We recommend that attendees of this course have the following prerequisites:** • Attended Architecting on AWS • Achieved AWS Certified Solutions Architect – Associate **On this course you will learn how to:** • Apply the AWS Well-Architected Framework • Manage multiple AWS accounts for your organisation • Connect on-premises data centers to the AWS Cloud • Understand billing implications of connecting multi-region VPCs • Move large data from on-premises data centers to the AWS Cloud • Design large datastores for the AWS Cloud • Understand different architectural designs for scaling a large website • Protect your infrastructure from DDoS attacks • Secure your data on AWS with encryption • Design protection of data at rest as well as data in flight • Enhance the performance of your solutions • Select the most appropriate AWS deployment mechanism
Delivery method and duration	Three days Classroom or virtual (online)
Course start dates	Monday 8 March 2021 Tuesday 6 April 2021 Friday 23 April 2021 Wednesday 5 May 2021 Thursday 20 May 2021

Course title	AWS Certified SysOps Associate (inc exam)
Courses description and target audience	System Operations on AWS is designed to teach those in a Systems Administrator or Developer Operations (DevOps) role how to create automatable and repeatable deployments of networks and systems on the AWS platform. The course covers the specific AWS features and tools related to configuration and deployment, as well as common techniques used throughout the industry for configuring and deploying systems. **This course is intended for:** • System Administrators • Software Developers, especially those in a Developer Operations (DevOps) role

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	This course will be delivered through a mix of: Instructor-Led Training (ILT) Hands-on Labs **We recommend that attendees of this course have the following prerequisites:** • Attended the 'AWS Technical Essentials' course • Background in either software development or systems administration • Some experience with maintaining operating systems at the command line (shell scripting in Linux environments, cmd or PowerShell in Windows) • Basic knowledge of networking protocols (TCP/IP, HTTP) **In this course, you will learn how to:** • Use standard AWS infrastructure features such as Amazon Virtual Private Cloud (Amazon VPC), Amazon Elastic Compute Cloud (Amazon EC2), Elastic Load Balancing (ELB), and AWS Auto Scaling from the command line • Use AWS CloudFormation and other automation technologies to produce stacks of AWS resources • Build virtual private networks with Amazon VPC • Deploy Amazon EC2 instances using command line calls and troubleshoot common problems with instances • Monitor the health of Amazon EC2 instances and other AWS services • Manage identity, AWS permissions, and security in the AWS Cloud • Manage resource consumption in an AWS account using tags, Amazon CloudWatch, and AWS Trusted Advisor • Determine the best strategy for creating reusable Amazon EC2 instances • Configure a set of Amazon EC2 instances that launch behind a load balancer • Troubleshoot a basic AWS CloudFormation stack definition
Delivery method and duration	Three days Classroom or virtual (online)
Course start dates	Monday 15 March 2021 Tuesday 30 March 2021 Wednesday 14 April 2021 Monday 19 April 2021 Wednesday 5 May 2021 Monday 10 May 2021

Course title	BCS Agile Foundation Certificate
Courses description and target audience	Agile has caught the attention of business leaders in the UK and globally as a means of managing change, reducing time to market, eliminating waste and attracting and retaining customers. The question is - what is Agile Project Management and how does it differ from traditional waterfall? What are the roles, skills and competencies required? This two-day foundation certificate course is concerned with the use of Agile practices in projects, product and software development. The course is designed to ensure the delegate has suitable knowledge of the core concepts of Agile practices, the Agile values and principles, across a breadth of Agile methodologies. It is not aimed at preparing delegates to implement a specific Agile approach. **Target Audience** The certificate is relevant to anyone requiring an understanding of Agile, including organisational leaders and managers wanting to understand the value of Agile practices, or those who work in an Agile environment. Experience of working as a member of a project team, for example as a tester, business analyst, software developer, project manager, or release manager, is helpful but not required. **Examination** The closed-book exam is taken during the course and consists 40 multiple-choice questions taken over an hour. A pass mark of 65% (26 out of 40) is required for delegates to become accredited. This course includes the Relevant Methods and Approaches for Agile Teams, including Scrum, XP (Extreme Programming), DSDM Atern, Kanban, Lean Software Development and Lean Startup. **At the end of this course you will be able to:** • Recall the origins of Agile methods. • Understand and apply the core values and principles of Agile methods. • Know the difference between the defined process and the empirical processes used in Agile. • Explain the issues identified in the traditional / waterfall approach. • Recognise myths that are often attributed with Agile practices. • Know the different approaches to the empirical model for improvement and change.

	• Explain the business culture and the economic case required for Agile. • Understand the implication of Agile practices on individuals, teams and businesses. • Explain the way in which we engage customers into an Agile project. • Know how we respond to change in an Agile project. • Describe the common Agile roles, techniques and practices.
Delivery method and duration	Two days Classroom or virtual (online)
Course start dates	Monday 29 March 2021 Tuesday 22 April 2021 Tuesday 4 May 2021

Course title	BCS Essential Certificate in Artificial Intelligence (AI) (inc. exam)
Courses description and target audience	Artificial Intelligence (AI) is a methodology for using a non-human system to learn from experience and imitate human intelligent behaviour. The BCS Essentials Certificate in Artificial Intelligence tests a candidate's knowledge and understanding of the terminology and the general principles. This course covers the potential benefits; types of Artificial Intelligence; the basic process of Machine Learning (ML); the challenges and risks associated with an AI project, and the future of AI and Humans in work. There are no specific pre-requisites for the entry to the course or examination, although a good knowledge of computers and a basic understanding of data using computers (e.g. spreadsheets) is highly recommended. **Learners will be able to demonstrate a basic knowledge and understanding of general concepts in the following areas:** • Human and Artificial Intelligence; • The Machine Learning process; • The benefits, challenges and risks of a Machine Learning project; • The future of humans and machines in Work. **Target Audience** The Artificial Intelligence Essentials course is focussed on individuals with an interest in, (or need to implement) AI in an

organisation, especially those working in areas such as science, engineering, knowledge engineering, finance, or IT services.

The following roles could be interested:
- Engineers
- Scientists
- Professional research managers
- Chief technical officers
- Chief information officers
- Organisational change practitioners and managers
- Business change practitioners and managers
- Service architects and managers
- Program and planning managers
- Service provider portfolio strategists / leads
- Process architects and managers
- Business strategists and consultants
- Web page developers

Delivery method and duration	One day Virtual (online)
Course start dates	Friday 9 April 2021

Course title	**Deploying Advanced Cisco Wireless LANs (inc. exam)**
Courses description and target audience	This 2-day instructor-led, hands-on course builds upon the basic deployments course by presenting you with more challenging real-world deployments such as client mobility between subnets, high client density deployments, and mesh network deployments. You will be trained on how to make network design decisions about, configure, and troubleshoot WLANs with these challenges. The format of the course allows you and the instructor to explore realistic use cases and best practices around more challenging deployment scenarios. The course is written at software code level 7.5. **Target Audience:** This course is intended for you if you are an IT engineer or administrator that needs to know the fundamentals about planning, installing, configuring, troubleshooting, and maintaining a basic Cisco Wireless LAN infrastructure. This includes installers, SEs, Field Engineers, technical support professionals, network managers, security team members, and administrators.

	Prior to taking this course you should have the following knowledge and skills: • Prior completion of Defining Cisco Wireless LAN • Essentials course and Deploying Basic Cisco Wireless LANs or • Cisco Unified Wireless Networking course or • Implementing Cisco Unified Wireless Networking Essentials course, or equivalent experience Recommended: • Basic networking • Basic wireless LAN networking • RF/Wireless field experience **At the end of this course you will be able to:** • Describe the steps involved in client mobility at layer 2 and the differences involved in client mobility at layer 3. • Discuss the challenges faced in providing a quality user experience in a high density wireless network deployment scenario. • Differentiate the operational characteristics of, and implement, a wireless MESH architecture.
Delivery method and duration	Two days Virtual (online)
Course start dates	Thursday 25 February 2021

Course title	**Deploying Cisco Unified Contact Center Express (inc. exam)**
Courses description and target audience	This course provides you with hands-on experience and knowledge of tasks typically performed during contact center deployment. This includes the deployment of Cisco Unified Contact Center Express and Cisco Unified IP Interactive Voice Response (IVR) (Cisco Unified CCX and Cisco Unified IP IVR) as contact center solutions. Tasks include planning, installation, and configuration, scripting, and troubleshooting **The primary audience for this course is as follows:** • Cisco Unified Communications system channel partners and resellers • System engineers • Customers deploying and maintaining Cisco Unified Contact Center Express products

This course is part of the following Certifications:
- CCIE Voice (CCIEV Voice)

The knowledge and skills you should have before attending this course are as follows:
- Internetworking Fundamentals
- Basic IP telephony concepts
- Cisco Unified Communications Manager
- Cisco IP phones, Cisco IP Communicator
- Contact Center operations

Upon completing this course, you will be able to meet these overall objectives:
- Provide a comprehensive overview of the Cisco Unified Contact Center Express product suite. This overview will cover descriptions of the product, compatibility, and hardware and software options, architecture, and sizing and ordering tools.
- Provide a complete description of the Cisco Unified CCX installation process, the configuration required with an overview of most common configuration web pages, and describe the call flow processes needed to establish a call on Cisco Unified CCX.
- Describe the Cisco Unified CCX script editor, how it is installed and how to implement common IVR scripting techniques.
- Provide a comprehensive view of Cisco Unified CCX ACD operations to include basic contact center build-up, scripting, agent and supervisor desktop configurations, advanced scripting topics, and reporting.
- Describe how to install, configure and use features found in Cisco Unified CCX Premium such as, Remote Monitoring, Outbound Dialer, Agent Email, Agent Web Chat, and Automatic Speech Recognition (ASR) and Text-to-Speech (TTS).
- Understand how to maintain and monitor a Cisco Unified CCX system.

Delivery method and duration	Five days Classroom or virtual (online)
Course start dates	Monday 1 March 2021

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Course title	ICAgile – Agile Fundamentals
Courses description and target audience	The purpose of this highly immersive, two-day course is to help delegates to understand the principles of Agile and in particular, Scrum. They will work in teams to produce a piece of work over a series of sprints. In addition to understanding the rules of Scrum, the team will also appreciate how Scrum can be blended with other complementary practices such as Kanban. Students will experience the value of cross-functional teams and the benefits that agile frameworks such as Scrum provide. In order to succeed with agile, teams and organisations should focus first on "being agile" as a foundation for success in "doing agile." ICAgile's fundamentals learning objectives delve into key concepts such as adaptive planning, value-driven development, team collaboration and frequent feedback for continuous improvement. The course also covers the history of agile, the agile manifesto, the agile principles, and some widely applied frameworks and practices. Delegates come away with a solid understanding of core concepts as they prepare to embark on their agile journey. This course is suitable for anyone with no prior knowledge of agile who is considering, evaluating or involved in a move towards working in (or with) an agile team. **As a result of participating in the course, delegates will be able to answer the following questions:** • What is agile? • What are the benefits of using agile? • What are the values and principals of agile? • What is Scrum? • What are the Scrum events, roles, artefacts and values? • What is Kanban? • How do Scrum and Kanban differ? • Can agile teams use a combination of agile frameworks and methods? • How can agile teams estimate effectively? **Course outline** • Self-organising teams • Sprint one • Fundamentals of agile • Scrum fundamentals • Sprint two • Understanding Scrum • Sprint three • Planning and estimation • Sprint four • Complementary practices

	Certification Certification is gained through attendance and full participation throughout the event. The trainer will ask for an email address to be passed to ICAgile so that an electronic questionnaire about the event can be provided. Filling in this questionnaire is a prerequisite to receiving your accreditation.
Delivery method and duration	Two days Classroom
Course start dates	Monday 12 April 2021

Course title	**Implementing and Administering Cisco Solutions (CCNA) (inc. exam)**
Courses description and target audience	The Implementing and Administering Cisco Solutions (CCNA) v1.0 course gives you a broad range of fundamental knowledge for all IT careers. Through a combination of lecture and hands-on labs, you will learn how to install, operate, configure, and verify basic IPv4 and IPv6 networks. The course covers configuring network components such as switches, routers, and wireless LAN controllers; managing network devices; and identifying basic security threats. The course also gives you a foundation in network programmability, automation and software-defined networking. This course helps you prepare to take the 200-301 Cisco® Certified Network Associate (CCNA®) exam. By passing this one exam, you earn CCNA certification. **Target Audience** This course is designed for anyone seeking CCNA certification. The course also provides foundational knowledge for all support technicians involved in the basic installation, operation, and verification of Cisco networks. **Before taking this course, you should have:** • Basic computer literacy • Basic PC operating system navigation skills • Basic Internet usage skills • Basic IP address knowledge **After taking this course, you should be able to:** • Identify the components of a computer network and describe their basic characteristics • Understand the model of host-to-host communication • Describe the features and functions of the Cisco Internetwork Operating System (IOS®) software • Describe LANs and the role of switches within LANs

- Describe Ethernet as the network access layer of TCP/IP and describe the operation of switches
- Install a switch and perform the initial configuration
- Describe the TCP/IP Internet layer, IPv4, its addressing scheme, and subnetting
- Describe the TCP/IP Transport layer and Application layer
- Explore functions of routing
- Implement basic configuration on a Cisco router
- Explain host-to-host communications across switches and routers
- Identify and resolve common switched network issues and common problems associated with IPv4 addressing
- Describe IPv6 main features and addresses, and configure and verify basic IPv6 connectivity
- Describe the operation, benefits, and limitations of static routing
- Describe, implement, and verify virtual local area networks (VLANs) and trunks
- Describe the application and configuration of inter-VLAN routing
- Explain the basics of dynamic routing protocols and describe components and terms of Open Shortest Path First (OSPF)
- Explain how Spanning Tree Protocol (STP) and Rapid Spanning Tree Protocol (RSTP) work
- Configure link aggregation using EtherChannel
- Describe the purpose of Layer 3 redundancy protocols
- Describe basic WAN and VPN concepts
- Describe the operation of access control lists (ACLs) and their applications in the network
- Configure Internet access using Dynamic Host Configuration Protocol (DHCP) clients and explain and configure network address translation (NAT) on Cisco routers
- Describe basic quality of service (QoS) concepts
- Describe the concepts of wireless networks, which types of wireless networks can be built, and how to use Wireless LAN Controllers (WLCs)
- Describe network and device architectures and introduce virtualization
- Introduce the concept of network programmability and Software-Defined Networking (SDN) and describe smart network management solutions such as Cisco DNA Center™, Software-Defined Access (SD-Access), and Software-Defined Wide Area Network (SD-WAN)
- Configure basic IOS system monitoring tools
- Describe the management of Cisco devices
- Describe the current security threat landscape
- Describe threat defense technologies

	• Implement a basic security configuration of the device management plane • Implement basic steps to harden network devices
Delivery method and duration	Five days Classroom and virtual (online)
Course start dates	Monday 1 March 2021 Monday 15 March 2021 Monday 12 April 2021 Monday 19 April 2021 Monday 26 April 2021 Monday 10 May 2021 Monday 17 May 2021 Monday 24 May 2021

Course title	**Implementing and Operating Cisco Collaboration Core Technologies (inc. exam)**
Courses description and target audience	The Implementing Cisco Collaboration Core Technologies (CLCOR) v1.0 course helps you prepare for the Cisco® CCNP® Collaboration and CCIE® Collaboration certifications, and advanced-level roles focused on implementation and operation of Cisco collaboration solutions. You will gain the knowledge and skills needed to implement and deploy core collaboration and networking technologies, including infrastructure and design, protocols, codecs, and endpoints, Cisco Internetwork Operating System (IOS®) XE gateway and media resources, call control, Quality of Service (QoS), and additional Cisco collaboration applications. This course also helps you prepare you to take the exam, Implementing Cisco Collaboration Core Technologies (350-801 CLCOR), which is part of the new CCNP Collaboration, CCIE Collaboration, and the Cisco Certified Specialist - Collaboration Core certifications. **Who should attend** • Students preparing to take the CCNP Collaboration certification • Network administrators • Network engineers • Systems engineers **Prerequisites** • Working knowledge of fundamental terms of computer networking, including LANs, WANs, switching, and routing • Basics of digital interfaces, Public Switched Telephone Networks (PSTNs), and Voice over IP (VoIP)

- Fundamental knowledge of converged voice and data networks and Cisco Unified Communications Manager deployment

The Understanding Cisco Collaboration Foundations (CLFNDU) course will help you obtain these skills and knowledge.

After taking this course, you should be able to:
- Describe the Cisco Collaboration solutions architecture
- Compare the IP Phone signaling protocols of Session Initiation Protocol (SIP), H323, Media Gateway Control Protocol (MGCP), and Skinny Client Control Protocol (SCCP)
- Integrate and troubleshoot Cisco Unified Communications Manager with LDAP for user synchronization and user authentication
- Implement Cisco Unified Communications Manager provisioning features
- Describe the different codecs and how they are used to transform analogue voice into digital streams
- Describe a dial plan, and explain call routing in Cisco Unified Communications Manager
- Implement Public Switched Telephone Network (PSTN) access using MGCP gateways
- Implement a Cisco gateway for PSTN access
- Configure calling privileges in Cisco Unified Communications Manager
- Implement toll fraud prevention
- Implement globalized call routing within a Cisco Unified Communications Manager cluster
- Implement and troubleshoot media resources in Cisco Unified Communications Manager
- Describe Cisco Instant Messaging and Presence, including call flows and protocols
- Describe and configure endpoints and commonly required features
- Configure and troubleshoot Cisco Unity Connection integration
- Configure and troubleshoot Cisco Unity Connection call handlers
- Describe how Mobile Remote Access (MRA) is used to allow endpoints to work from outside the company
- Analyze traffic patterns and quality issues in converged IP networks supporting voice, video, and data traffic
- Define QoS and its models
- Implement classification and marking
- Configure classification and marking options on Cisco Catalyst® switches

Delivery method and duration	Five days Virtual (online)

Course start dates	Monday 15 March 2021 Monday 24 May 2021

Course title	**Implementing and Operating Cisco Data Center Core Technologies (inc. exam)**
Courses description and target audience	The Implementing and Operating Cisco Data Center Core Technologies (DCCOR) v1.0 course helps you prepare for the Cisco® CCNP® Data Center and CCIE® Data Center certifications and for advanced-level data center roles. In this course, you will master the skills and technologies you need to implement data center compute, LAN and SAN infrastructure. You will also learn the essentials of automation and security in data centers. You will get hands-on experience with deploying, securing, operating, and maintaining Cisco data center infrastructure including: Cisco MDS Switches and Cisco Nexus Switches; Cisco Unified Computing System™ (Cisco UCS®) B-Series Blade Servers, and Cisco UCS C-Series Rack Servers. This course, including the 3 days of self-paced material, helps prepare you to take the exam, Implementing Cisco Data Center Core Technologies (300-601 DCCOR), which leads to to the new CCNP Data Center, CCIE Data Center, and the Cisco Certified Specialist - Data Center Core certifications. **Who should attend** • Network designers • Network administrators • Network engineers • Systems engineers • Data center engineers • Consulting systems engineers • Technical solutions architects • Field engineers • Cisco integrators and partners • Server administrator • Network manager **To fully benefit from this course, you should have the following knowledge and skills:** • Familiarity with Ethernet and TCP/IP networking • Familiarity with SANs • Familiarity with Fibre Channel protocol • Identify products in the Cisco Data Center Nexus and Cisco MDS families • Understanding of Cisco Enterprise Data Center architecture

	• Understanding of server system design and architecture • Familiarity with hypervisor technologies (such as VMware) **Delegates will learn how to** • Implement routing and switching protocols in Data Center environment • Implement overlay networks in data center • Introduce high-level Cisco Application Centric Infrastructure (Cisco ACI™) concepts and Cisco Virtual Machine manager (VMM) domain integration • Describe Cisco Cloud Service and deployment models • Implement Fibre Channel fabric • Implement Fibre Channel over Ethernet (FCoE) unified fabric • Implement security features in data center • Implement software management and infrastructure monitoring • Implement Cisco UCS Fabric Interconnect and Server abstraction • Implement SAN connectivity for Cisco Unified Computing System™ (Cisco UCS®) • Describe Cisco HyperFlex™ infrastructure concepts and benefits • Implement Cisco automation and scripting tools in data center • Evaluate automation and orchestration technologies
Delivery method and duration	Five days Classroom and virtual (online)
Course start dates	Monday 19 April 2021

Course title	**Implementing Cisco Advanced Call Control and Mobility Services (inc. exam)**
Courses description and target audience	**The following topics will be covered:** • Signaling and media protocols • CME/SRST gateway technologies • Cisco Unified Board Element • Call control and dial planning • Cisco Unified CM Call Control and • Mobility
Delivery method and duration	Five days

	Classroom and virtual (online)
Course start dates	Monday 12 April 2021

Course title	**Implementing Cisco Application Centric Infrastructure (inc. exam)**
Courses description and target audience	The Implementing Cisco Application Centric Infrastructure (DCACI) v1.0 course show you how to deploy and manage the Cisco® Nexus® 9000 Series Switches in Cisco Application Centric Infrastructure (Cisco ACI®) mode. The course gives you the knowledge and skills to configure and manage Cisco Nexus 9000 Series Switches in ACI mode, how to connect the Cisco ACI fabric to external networks and services, and fundamentals of Virtual Machine Manager (VMM) integration. You will gain hands-on practice implementing key capabilities such as fabric discovery, policies, connectivity, VMM integration, and more.
	This course helps you prepare to take the exam, Implementing Cisco Application Centric Infrastructure (300-620 DCACI), which leads to CCNP® Data Center and Cisco Certified Specialist – Data Center ACI Implementation certifications.
	Who should attend • Network Designer • Network Administrator • Network Engineer • Systems Engineer • Data Center Engineer • Consulting Systems Engineer • Technical Solutions Architect • Cisco Integrators/Partners • Field Engineer • Server Administrator • Network Manager • Storage Administrator • Cisco integrators and partners
	To fully benefit from this course, you should have the following knowledge and skills: • Understanding of networking protocols, routing, and switching • Familiarity with Cisco Ethernet switching products • Understanding of Cisco data center architecture • Familiarity with virtualization fundamentals

These are the recommended Cisco learning offerings that may help you meet these prerequisites:

- Implementing and Administering Cisco Solutions (CCNA) or Interconnecting Cisco Network Devices: Accelerated v3.0 (CCNAX) or Interconnecting Cisco Network Devices Part 1 Version 3.0 (ICND1) & Interconnecting Cisco Network Devices Part 2 Version 3.0 (ICND2)
- Understanding Cisco Data Center Foundations (DCFNDU) or Introducing Cisco Data Center Networking (DCICN) & Introducing Cisco Data Center Technologies (DCICT)

After taking this course, you should be able to:

- Describe Cisco ACI Fabric Infrastructure and basic Cisco ACI concepts
- Describe Cisco ACI policy model logical constructs
- Describe Cisco ACI basic packet forwarding
- Describe external network connectivity
- Describe VMM Integration
- Describe Layer 4 to Layer 7 integrations
- Explain Cisco ACI management features

This course will help you:

- Gain skills and hands-on practice implementing Cisco Nexus 9000 Series Switches in ACI mode
- Prepare for the Implementing Cisco Application Centric Infrastructure (300-620 DCACI) exam
- Qualify for professional-level and expert-level data center job roles

Delivery method and duration	Five days Classroom and virtual (online)
Course start dates	Monday 8 March 2021 Monday 17 May 2021

Course title	**Implementing Cisco Collaboration Applications (inc. exam)**
Courses description and target audience	The Implementing Cisco Collaboration Applications (CLICA) v1.0 course provides you with the knowledge and skills to streamline communication protocol, strengthen compliance measures, and enhance your communication systems and devices with knowledge about Single Sign-On (SSO), Cisco® Unified IM & Presence, Cisco Unity® Connection and Cisco Unity Express, and Application clients. Through a combination of lessons and hands-on training, you acquire the skills to maximize the agility of

robust management systems. This course will prepare you for 300-810 Implementing Cisco Collaboration Applications (CLICA).

Who should attend
This course is designed primarily for network and software engineers who are interested in learning about automation and programmability and hold the following job roles:
- Network architect
- Network designer
- Network engineer
- Network manager
- Network administrator

Before taking this course, you should have the following knowledge and skills:
- Basic understanding of networking technologies
- Basic understanding of voice and video
- Cisco Unified Communications Manager experience including single site dial plan, single Public Switched Telephone Network (PSTN) gateway, and Session Initiation Protocol (SIP) trunks.

The following Cisco courses can help you gain the knowledge you need to prepare for this course:
- Implementing and Operating Cisco Collaboration Core Technologies (CLCOR)
- Understanding Cisco Collaboration Foundations (CLFNDU)

Delegates will learn how to
- Configure Cisco Unity Connection integration
- Configure and troubleshoot Cisco Unity Connection and Cisco Unity Connection call handlers
- Configure and troubleshoot Cisco Unity Express
- Describe SSO for Cisco Unified Communications applications
- Describe how Cisco Jabber® and Cisco Unified Communications Manager IM and Presence are integrated with other Cisco or third-party applications
- Customize the Cisco Unified Communications Manager IM and Presence and Cisco Jabber functionality
- Configure and troubleshoot chat rooms and message archiving
- Troubleshoot Cisco Jabber and Cisco Unified Communications Manager IM and Presence
- Integrate Cisco Unified Attendant Console Advanced with Cisco Unified Communications Manager and Cisco Unified Communications Manager IM & Presence server
- Configure call recording and monitoring

Delivery method and duration	Five days Classroom and virtual (online)

Course start dates	Monday 26 April 2021

Course title	**Implementing Cisco Collaboration Cloud and Edge Solutions (inc. exam)**
Courses description and target audience	The Implementing Cisco Collaboration Cloud and Edge Solutions (CLCEI) v1.0 course provides you with knowledge about Cisco® Expressway Series solutions enabling business-to-business (B2B) calls, Cisco Mobile, remote access, authentication options, and additional Cisco Expressway Series features. Though a combination of lessons and hands-on labs, you will learn how to leverage collaborative technology to access secure, collaborative work supports including video, voice, content, and remote workloads. This course also prepares you for the 300-820 Implementing Cisco Collaboration Cloud and Edge Solutions (CLCEI) exam. **This course is designed for professionals in job roles such as:** • Collaboration engineers • Collaboration administrators **Before taking this course, you should have the following knowledge and skills:** • Understanding of networking technologies • Understanding voice and video • Knowledge of Cisco collaboration core technologies • Session Initiation Protocol (SIP) and Extensible Messaging and Presence Protocol (XMPP) signaling protocol fundamentals • Collaboration call control fundamentals of Cisco Unified Communications Manager **The following Cisco courses can help you gain the knowledge you need to prepare for this course:** • Understanding Cisco Collaboration Foundations (CLFNDU) • Implementing and Operating Cisco Collaboration Core Technologies (CLCOR) **After taking this course, you should be able to:** • Configure and troubleshoot Cisco Unified Communications Manager and Cisco Expressway Series integration • Describe the Cisco Expressway-C additional features • Configure and troubleshoot Cisco Collaboration solutions for B2B calls

	• Describe how to secure B2B communication with Cisco Expressway Series • Describe the Mobile and Remote Access (MRA) feature • Describe the Cisco Expressway MRA security and integration options, including integration with Cisco Unity® Connection and Cisco Instant Messaging and Presence (IM&P) • Configure Cisco Webex® Hybrid Services
Delivery method and duration	Five days Classroom or virtual (online)
Course start dates	Monday 19 April 2021

Course title	**ITIL4 Foundation Certificate in IT Service Management**
Courses description and target audience	The ITIL® 4 Foundation Certificate course provides comprehensive first-level training for anyone involved in provision, support, or delivery of IT-enabled services in a modern digital organisation. It teaches the fundamentals of the very latest version of the most widely adopted guidance on IT service management (ITSM) in the world. ITIL 4 Foundation introduces delegates to the Service Value System (SVS) which describes how all the components and activities of the organisation work together as a system to enable value creation. The ITIL SVS supports many work approaches, such as Agile, DevOps and Lean as well as traditional process and project management, with a flexible value-oriented operating model. The course comprises interactive learning sessions, exercises that reinforce the knowledge gained and practice exam questions. In preparation for taking the certificate exam on the final day, delegates will need to plan to spend 90-120 minutes each evening on revision and example examination questions. **Target audience** This course is aimed at all levels of IT professionals, customers and users involved in the provision or receipt of IT Services in any organisation. **Course materials** Please ensure you bring a device such as a mobile phone, tablet or laptop to access your course material on, as you will need this for use in the evenings to help with knowledge retention and exam preparation. Please note: Mobile devices are not required for use in the classroom itself.

	ITIL 4 Foundation Certificate pre-course work You will be provided with pre-course work by email prior to attending the course. Your success on the course will be enhanced by close attention to these pre-course materials. It is recommended that you spend 1 hour working through the pre-course work. **At the end of this three-day course, attendees will have an understanding of the following:** • Key concepts in the ITIL 4 framework that build upon Lean, Agile, DevOps and other practices, and how these enable business value to be co-created • The seven guiding principles of ITIL 4 • ITIL service value system • The four dimensions of service management • The ITIL practices with a focus on 15 of these, of which 7 will be covered in detail
Delivery method and duration	Three days Classroom or virtual (online)
Course start dates	Monday 1 March 2021 Thursday 4 March 2021 Tuesday 9 March 2021 Friday 12 March 2021 Monday 15 March 2021 Wednesday 17 March 2021 Thursday 18 March 2021 Monday 22 March 2021 Thursday 25 March 2021 Monday 29 March 2021 Tuesday 30 March 2021 Tuesday 6 April 2021 Wednesday 7 April 2021 Friday 9 April 2021 Monday 12 April 2021 Wednesday 14 April 2021 Monday 19 April 2021 Thursday 22 April 2021 Monday 26 April 2021 Tuesday 27 April 2021 Wednesday 28 April 2021 Tuesday 4 May 2021 Wednesday 5 May 2021 Friday 7 May 2021 Wednesday 12 May 2021 Monday 17 May 2021 Wednesday 19 May 2021 Thursday 20 May 2021 Wednesday 26 May 2021

Course title	ITIL4 Managing Professional Transition Module
Courses description and target audience	This course is targeted at ITSM leaders, and practitioners who already hold the ITIL v3 Expert qualification (or have 17 points under the ITIL v3 scheme), and it gives them a direct path to transition to the new ITIL 4 Managing Professional (MP) designation.

The course is designed to give a deep understanding of the key concepts of the ITIL 4 framework to enable successful management of modern IT-enabled services. It is also designed to prepare delegates for the ITIL 4 Managing Professional Transition module examination, which leads to the award of the ITIL 4 Managing Professional status.

The exam, which is sat on the last day of the course, is a closed-book examination, 90 minutes in duration and consists of 40 multi-choice questions. Successful candidates will need to score 28 or more out of 40 to pass.

Prerequisites
You must already have either an ITIL v3 Expert certificate obtained by passing the MALC exam, ITIL v2-v3 Bridging exam, or have achieved a minimum of 17 credits in the ITIL v3 qualification scheme.

An ITIL v2 Managers certification plus CSI or Strategy making you eligible to take the MALC exam is not sufficient – the credits need to have been gained through the v3 qualification route.

Learning Outcomes
From the ITIL 4 Specialist – High Velocity IT Module:
• Understand concepts regarding the high-velocity nature of the digital enterprise, including the demand it places on IT.
• Understand the digital product lifecycle in terms of the ITIL operating model.
• Understand the importance of the ITIL Guiding Principles and other fundamental concepts for delivering high velocity IT.

From the ITIL 4 Specialist – Drive Stakeholder Value Module:
• Understand how customer journeys are designed.
• Know how to foster stakeholder relationships.
• Know how to shape demand and define service offerings.
• Know how to onboard and offboard customers and users.
• Know how to act together to ensure continual value co-creation (service consumption / provisioning).
• Know how to realise and validate service value.

From the ITIL 4 Strategist – Direct, Plan and Improve Module: |

	• Understand the scope of what is to be directed and/or planned, and know how to use key principles and methods of direction and planning in that context. • Understand the role of governance, risk and compliance and how to integrate the principles and methods into the service value system. • Understand and know how to use the key principles and methods of Organisational Change Management to direct, plan and improve.
Delivery method and duration	Five days Classroom and virtual (online)
Course start dates	Monday 8 March 2021 Monday 19 April 2021 Monday 10 May 2021 Monday 17 May 2021

Course title	**ITIL ® 4 Specialist: Create, Deliver and Support (inc. exam)**
Courses description and target audience	This course is designed to provide the candidate with an understanding on how to integrate different value streams and activities to create, deliver and support IT-enabled products and services in a holistic way. The course explores areas such as development, testing, knowledge, customer and employee feedback, new technologies, sourcing, and ways of managing work. The course content reflects how IT service management (ITSM) has evolved in the 21st century and shows how service management today requires an open mindset and more collaborative ways of working. As practices and approaches for creation of value continually evolve, IT, digital and service professionals need to constantly review and develop their skills, knowledge, and definitions of excellence. Therefore, this course focuses on individual and team professionalism, culture and service mindset. This course will cover the use of relevant practices, methods and tools to enable successful creation, delivery and support of IT-enabled services and will also provide an understanding of service performance, service quality and improvement methods. **Target audience** • Individuals managing the operation of IT-enabled and digital services

- Individuals responsible for the end-to-end delivery of products and services, including development, deployment and monitoring and support
- Individuals responsible for assuring that services are delivered and supported according to agreed levels
- ITSM practitioners managing the operation of IT-enabled and digital products and services, and those responsible for the end-to-end delivery

Exam
As part of the course, delegates will be prepared for and take the ITIL 4 Specialist: Create, Deliver and Support module examination. The exam is a closed book examination, 90 minutes in duration and consists of 40 multi-choice questions. Successful candidates will need to score 28 or more out of 40 to pass.

Prerequisites
Learners must have an ITIL 4 Foundation certificate, or have attended and passed ITIL 4 Managing Professional Transition. ITIL v3 or previous versions of ITIL Foundation certificates are NOT a valid prerequisite.

The objectives of this course is for you to:
- Understand how to plan and build a service value stream to create, deliver and support services
- Know how relevant practices contribute to creation, delivery and support across the ITIL Service Value System and value streams
- Know how to create, deliver and support services

Delivery method and duration	Three days Classroom and virtual (online)
Course start dates	Monday 22 March 2021 Friday 9 April 2021 Monday 19 April 2021 Wednesday 12 May 2021

Course title	**ITIL ® 4 Specialist: Drive Stakeholder Value (inc. exam)**
Courses description and target audience	The ITIL 4 Specialist Drive Stakeholder Value course covers all types of engagement and interaction between a service provider and their customers, users, suppliers and partners. It focuses on the conversion of demand into value via IT-enabled services and focuses on the customer journey. It will provide candidates with the tools to increase stakeholder satisfaction by co-creating value which is integral to business success in the modern service economy.

This course covers a wide range of methods that will enable IT professionals to interact with stakeholders to influence and improve the overall customer/user experience.

Target Audience
- IT and digital professionals responsible for managing and interfacing with stakeholders and fostering relationships to gain value realisation
- Anyone who designs or manages customer journeys and experiences
- IT and digital professionals who need to manage customer demands and expectations

The following are suggested job titles that would be relevant for attending this course: Business Relationship Manager; Enterprise Architect; Project Manager; Supplier Relationship Manager; UX/CX Designer; Service Level Manager; Service Delivery Manager; Customer Success Manager; Scrum Master; IT Solutions Manager; Contract Manager; Enterprise Architect; Vendor Manager; Demand Manager

As part of the course, delegates will be prepared for and take the ITIL 4 Specialist: Drive Stakeholder Value examination. The exam is a 'closed book' examination, 90 minutes in duration and consists of 40 multi-choice questions. Successful candidates will need to score 28 or more out of 40 to pass.

Prerequisites
Learners must have an ITIL 4 Foundation certificate, or have attended and passed ITIL 4 Managing Professional Transition. ITIL v3 or previous versions of ITIL Foundation certificates are NOT a valid prerequisite.

ITIL 4 Specialist: Drive Stakeholder Value pre-course work
Delegates will be provided with pre-course work prior to attending the course by email. Success on the course will be enhanced by close attention to the pre-course reading materials.

As part of ITIL 4 Specialist: Drive Stakeholder Value course delegates will learn how to:
- Shape customer demand - Effectively manage stakeholders and target them with the right service offerings and value propositions
- Create a trusted relationship with your stakeholders - Understand how to use effective and timely communication to influence stakeholders at all levels to encourage a culture of collaboration and transparency
- Develop mutually agreed requirements - Establish consumers and producers as multi-dependent, ensuring that value is always mutually agreed, and requirements are prioritised

	• Ensure high customer satisfaction levels - Keep customers front-of-mind and adopt a service mindset
	• Optimise the customer experience - Integrate Human Centred Design, Customer Experience (CX), User Experience (UX) design, and customer journey mapping to deliver services that delight and evolve as environments change
Delivery method and duration	Three days

Classroom and virtual (online) |
| **Course start dates** | Friday 12 March 2021
Monday 12 April 2021
Wednesday 28 April 2021
Tuesday 4 May 2021
Tuesday 25 May 2021 |

Course title	ITIL ® 4 Specialist: High-velocity IT (inc. exam)
Courses description and target audience	The ITIL 4 Specialist : High-velocity IT course explores the ways in which digital organisations and digital operating models function in high velocity environments. It will help aspiring organisations and practitioners to understand the difference between IT transformation and digital transformation and know where to make digital investment for significant business enablement.

This course will enable traditional practitioners and organisations to update their skills and working methods for the digital era.

The course also focusses on the characteristics of high velocity organisations and demonstrates how ITIL's operating model, principles and operational practices can be used for digital delivery, from optimisation to radical transformation.

This course is targeted at:
• IT managers and practitioners working within or towards the delivery of digital products and services
• Anyone involved in digital services or working on digital transformation projects
• IT professionals in organizations working in, or migrating to Lean, Agile or DevOps ways of working or highly automated environments

The following are suggested job titles that would be relevant for attending this course : Service Designer; Release Manager; Cloud Architect; DevOps Engineer; Software Developer; Automation Specialist; Test Engineer; Scrum Master; Business Transformation Manager; Applications Engineer; Cloud Software and Network Engineer; IT Operations Manager. |

As part of the course, delegates will be prepared for the ITIL 4 Specialist: High-velocity IT examination.

The exam is a 'closed book' examination, 90 minutes in duration and consists of 40 multi-choice questions. Successful candidates will need to score 28 or more out of 40 to pass.

Prerequisites
Learners must have an ITIL 4 Foundation certificate, or have attended and passed ITIL 4 Managing Professional Transition. ITIL v3 or previous versions of ITIL Foundation certificates are NOT a valid prerequisite.

ITIL 4 Specialist: High-velocity IT pre-course work
Delegates will be provided with pre-course work prior to attending the course via myQA. Success on the course will be enhanced by close attention to the pre-course reading materials.

ITIL 4 Specialist: High-velocity IT course will provide you with the skills and knowledge to:
- Understand the rapid nature of the digital enterprise and how to co-create resilient and valuable digital services at speed
- Understand the benefits of a less centralised approach to IT service delivery
- Optimise end-user services and make the right investments for your organisation using the latest digital technology and design thinking
- Balance working with complex, adaptive systems enabled with flexible practices that adapt to changing environments
- Demonstrate how to integrate the digital product lifecycle with ITIL's core operating model to meet and exceed business goals
- Utilise new ways of working and approaches to enable small incremental steps to improve services to co-create increased value

Delivery method and duration	Three days Classroom and virtual (online)
Course start dates	Wednesday 3 March 2021 Monday 29 March 2021 Wednesday 14 April 2021 Wednesday 12 May 2021 Thursday 20 May 2021 Monday 24 May 2021

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Course title	ITIL ® 4 Strategist: Direct, Plan and Improve (inc. exam)
Courses description and target audience	This course is designed to provide the candidate with the practical skills necessary to create a 'learning and improving' IT organisation, with a strong and effective strategic direction. While some topics are specialist in nature, others are valuable to all practitioners. Regardless of organisational role, everyone has authority, even if it is limited to personal direction. Everyone should plan. And everyone should be contributing to, if not leading, improvement. This course explores and explains principles, methods and techniques that can be universally used to direct, plan and improve. This course will also provide practitioners with a practical and strategic method for planning and delivering continual improvement with the necessary agility. **Target Audience** • Individuals responsible for designing, planning, reviewing and improving products and services • Individuals responsible for managing transitional changes, inc. validation and release of new services and products • Managers of all levels involved in shaping direction and strategy or developing a continually improving team As part of the course, delegates will be prepared for and take the ITIL 4 Strategist: Direct, Plan and Improve module examination. The exam is a 'closed book' examination, 90 minutes in duration and consists of 40 multi-choice questions. Successful candidates will need to score 28 or more out of 40 to pass. **Prerequisites** Learners must have an ITIL 4 Foundation certificate, or have attended and passed ITIL 4 Managing Professional Transition. ITIL v3 or previous versions of ITIL Foundation certificates are NOT a valid prerequisite. **Learning Outcomes** • Understand the key concepts of Direct, Plan & Improve • Understand the scope of what is to be directed and/or planned, and know how to use key principles and methods of direction and planning in that context • Understand the role of Governance, Risk and Compliance and know how to integrate the principles and methods into the service value system • Understand and know how to use the key principles and methods of continual improvement for all types of improvements

	• Understand and know how to use the key principles and methods of communication and organizational change management to direction, planning and improvement • Understand and know how to use the key principles and methods of measurement and reporting in direction, planning and improvement • Understand and know how to direct, plan and improve value streams and practices
Delivery method and duration	Three days Virtual (online)
Course start dates	Tuesday 2 March 2021 Tuesday 6 April 2021 Tuesday 4 May 2021 Tuesday 25 May 2021

Course title	**Management of Portfolios MoP Foundation & Practitioner**
Courses description and target audience	Management of Portfolios (MoP) provides advice and examples of how to apply principles, practices, and techniques that together enable the most effective balance of organisational change and business as usual. Delivered by fully accredited trainers and industry leading experts with extensive experience of portfolio management, the course engages with the students to ensure that theory is embedded and delegates feel confident in the practical application of MoP. **Target Audience** The MoP Practitioner qualification is aimed at those involved in a range of formal and informal portfolio management roles encompassing investment decision making, project and programme delivery, and benefits realisation. It is relevant to all those involved in the selection and delivery of business change initiatives including: • Members of management boards and Directors of Change • Senior Responsible Owners (SROs) • Portfolio, Programme, Project, Business Change, and Benefits Managers • Business Case writers and project appraisers. **Prerequisites** A successful Practitioner delegate should be able to apply and understand how to tailor MoP effectively. And, with suitable support, be able to advise on the implementation of appropriate practices, techniques, and apply the method to a live portfolio. Specifically candidates should be able to demonstrate their ability to:

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- Define the business case to get senior management approval for portfolio management
- Plan the implementation of portfolio management
- Select and adapt MoP principles, practices and techniques to suit different organisational environments
- Evaluate examples of MoP information (including documents and role descriptions)
- Analyze the solutions adopted in relation to a given scenario

Additional work will be required during evenings consisting of consolidation reading and a mock examination. This evening work is an integral part of the course and delegates should expect to spend 2 hours each evening on these activities.

Learning Outcomes
The objective of the course is to prepare students for both the MoP Foundation and Practitioner level examinations. To confirm understanding of the MoP principles, cycles, practices, techniques, roles and documentation. This will enable them to work as an informed member of a Portfolio Office or in a range of Portfolio Management roles. Specifically they will know and understand the:

- Scope and objectives of portfolio management and how it differs from programme and project management
- Benefits from applying portfolio management
- Context within which it operates
- Principles upon which successful portfolio management is based
- Approaches to implementation, the factors to consider in maintaining progress, and how to assess the success of portfolio management
- Purposes of the portfolio management definition and delivery cycles and their component practices, and relevant techniques applicable to each practice
- Purpose and key content of the major portfolio documents
- Scope of key portfolio management roles

Delivery method and duration	Five days Classroom and virtual (online)
Course start dates	Monday 8 March 2021 Monday 22 March 2021 Monday 12 April 2021 Monday 17 May 2021

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Course title	Management of Portfolios MoP Foundation
Courses description and target audience	Management of Portfolios (MoP) provides advice and examples of how to apply principles, practices, and techniques that together enable the most effective balance of organisational change and business as usual. Delivered by fully accredited trainers and industry leading experts with extensive experience of portfolio management, the course engages with the students to ensure that theory is embedded and delegates feel confident in the practical application of MoP™. **Target Audience** The MoP Foundation qualification is aimed at those involved in a range of formal and informal portfolio management roles encompassing investment decision making, project and programme delivery, and benefits realisation. It is relevant to all those involved in the selection and delivery of business change initiatives including : Senior Responsible Owners (SROs), Members of management boards and Directors of Change, Portfolio, Programme, Project, Business Change, and Benefits Managers and Business Case writers and project appraisers. **Learning Outcomes** The objective of the course is to enable a delegate to understand the MoP principles, cycles, practices, techniques, roles and documentation. This will enable them to work as an informed member of a Portfolio Office or in a range of Portfolio Management roles. Specifically they will know and understand the: • Scope and objectives of portfolio management and how it differs from programme and project management • Benefits from applying portfolio management • Context within which it operates • Principles upon which successful portfolio management is based • Approaches to implementation, the factors to consider in maintaining progress, and how to assess the success of portfolio management • Purposes of the portfolio management definition and delivery cycles and their component practices, and relevant techniques applicable to each practice • Purpose and key content of the major portfolio documents • Scope of key portfolio management roles
Delivery method and duration	Three days Classroom and virtual (online)

Course start dates	Monday 22 March 2021 Monday 17 May 2021

Course title	**Management of Portfolios MoP Practitioner**
Courses description and target audience	Management of Portfolios (MoP) provides advice and examples of how to apply principles, practices, and techniques that together enable the most effective balance of organisational change and business as usual. Delivered by fully accredited trainers and industry leading experts with extensive experience of portfolio management, the course engages with the students to ensure that theory is embedded and delegates feel confident in the practical application of MoP. **Target Audience** The MoP Practitioner qualification is aimed at those involved in a range of formal and informal portfolio management roles encompassing investment decision making, project and programme delivery, and benefits realisation. It is relevant to all those involved in the selection and delivery of business change initiatives including: • Members of management boards and Directors of Change • Senior Responsible Owners (SROs) • Portfolio, Programme, Project, Business Change, and Benefits Managers • Business Case writers and project appraisers **Learning Outcomes** The objective of the course is to prepare students for the MoP Practitioner level examination. To confirm understanding of the MoP™ principles, cycles, practices, techniques, roles and documentation. A successful Practitioner delegate should be able to apply and understand how to tailor MoP effectively. And, with suitable support, be able to advise on the implementation of appropriate practices, techniques, and apply the method to a live portfolio. Specifically delegates should be able to demonstrate their ability to: • Define the business case to get senior management approval for portfolio management • Plan the implementation of portfolio management • Select and adapt MoP principles, practices and techniques to suit different organisational environments • Evaluate examples of MoP information (including documents and role descriptions) • Analyze the solutions adopted in relation to a given scenario.
Delivery method and duration	Two days

	Classroom and virtual (online)
Course start dates	Thursday 25 March 2021 Thursday 20 May 2021

Course title	**Management of Risk MoR Foundation**
Courses description and target audience	This three-day course provides delegates with a thorough understanding of the Management of Risk (M_o_R) methodology. During the course we introduce the Principles, Approach, Process, and Embedding & Reviewing M_o_R which form the core concepts of M_o_R. We will also explain how M_o_R is important throughout the organisation from Strategic, Programme, Project and Operational perspectives. Throughout the course, our M_o_R experts help delegates understand the benefits of adopting the M_o_R methodology. Prior to the course delegates will receive QA's pre course reading to help them prepare adequately. All relevant course materials are provided, including the core text book 'Management of Risk: Guidance for Practitioners'. The course concludes with the M_o_R Foundation examination. **Prerequisites** No prerequisites are necessary for attendance, although delegates will be expected to have some experience of working in an Operational or Programme, Project environment prior to attending the M_o_R Foundation course. **Pre-Course Reading** Delegates will be provided with QA's pre-course reading prior to attending the course to help them prepare for the course. The pre-course reading is expected to take approximately 10 hours to complete. The success on the course will be enhanced by close attention to the pre-reading material. **At the end of this course you will be able to:** • Explain the terminology that is used within M_o_R • Understand the principles for the development of good risk management practices • Design an approach to risk management to improve performance • Identify and assess risks, then plan and implement risk responses • Establish current practices using M_o_R healthcheck and maturity model • Identify opportunities and ways to improve Risk management • Understand the importance of Risk Specialisms

Delivery method and duration	Three days Classroom and virtual (online)
Course start dates	Monday 19 April 2021 Monday 17 May 2021

Course title	Management of Risk MoR Foundation & Practitioner
Courses description and target audience	This Five-day course provides delegates with a thorough understanding of the Management of Risk (M_o_R) methodology. During the course we introduce the Principles, Approach, Process, and Embedding & Reviewing M_o_R which form the core concepts of M_o_R. We will also explain how M_o_R is important throughout the organisation from Strategic, Programme, Project and Operational perspectives. Throughout the course, our M_o_R experts help delegates understand the benefits of adopting the M_o_R methodology. Prior to the course delegates will receive QA's pre course reading to help them prepare adequately. All relevant course materials are provided, including the core text book 'Management of Risk: Guidance for Practitioners'. The course includes the M_o_R Foundation examination on Day 3 and concludes with the M_o_R Practitioner examination on Day 5. **Prerequisites** No prerequisites are necessary for attendance, although delegates will be expected to have some experience of working in an Operational or Programme, Project environment prior to attending the M_o_R Foundation course. **At the end of this course you will be able to:** • Explain the terminology that is used within M_o_R • Understand the principles for the development of good risk management practices • Design an approach to risk management to improve performance • Identify and assess risks, then plan and implement risk responses • Establish current practices using M_o_R healthcheck and maturity model • Identify opportunities and ways to improve Risk management • Understand the importance of Risk Specialisms
Delivery method and duration	Five days

	Classroom and virtual (online)
Course start dates	Monday 8 March 2021 Monday 19 April 2021 Monday 10 May 2021 Monday 17 May 2021

Course title	**Management of Risk MoR Practitioner**
Courses description and target audience	During this Two-day course delegates will build on the knowledge established at the foundation level. Understanding the links and relationships between the Principles, Approach, Process, and Embedding & Reviewing M_o_R which form the core concepts of M_o_R. Throughout the course, our M_o_R experts help delegates understand how to put into practice the theory of M_o_R at each of the different perspectives. Prior to the course delegates will receive QA's pre course reading to help them prepare adequately. Delegate need to bring with them their core text book 'Management of Risk: Guidance for Practitioners' which they will have used at foundation level. The course concludes with the M_o_R Practitioner examination. **Prerequisites** Delegates must have passed the M_o_R foundation exam prior to taking the M_o_R practitioner exam **At the end of this course you will be able to:** • Explain the terminology that is used within M_o_R • Understand the principles for the development of good risk management practices • Design an approach to risk management to improve performance • Identify and assess risks, then plan and implement risk responses • Establish current practices using M_o_R Healthcheck and maturity model • Identify opportunities and ways to improve Risk management • Understand the importance of Risk Specialisms
Delivery method and duration	Two days Classroom and virtual (online)
Course start dates	Thursday 20 May 2021

Course title	Management of Value MoV Foundation & Practitioner
Courses description and target audience	This four-day interactive course provides delegates with a clear understanding of the guidance designed to help maximise value within the achievement of programme and project objectives and the delivery of key stakeholder requirements. **Through attending this training course delegates will be able to assist their organisations to focus on maximising value by implementing principles that will help to:** • achieve transformational change more quickly • contribute to an improvement in decision-making and policy-making • meet the need to do more with less and to balance the increasing demands with available resources without compromising on quality • maximise returns on investments. This course includes the Foundation and Practitioner level examinations. **Target Audience** This course is aimed at individuals who have no prior knowledge or experience and who wish to acquire sufficient knowledge to enable them to contribute positively to any project or improvements in the operational environment. It will further equip these delegates to take the Management of Value Foundation (MOVF) and the Management of Value Practitioner (MOVP) examinations. The course will be equally beneficial to anyone responsible for, or supporting portfolio, programme, or project management in the public or private sectors operational efficiency improvement initiatives. **Prerequisites** No prerequisites are necessary for attendance, although delegates would benefit from some experience of working in projects, programmes or an operational environment prior to attending the MOVF course. **At the end of this course you will be able to understand a proven methodology comprising a unique set of principles, processes and techniques, and in particular how:** • to clarify their organisation's objectives and value priorities • MoV® can be applied within an operational environment • to organise and contribute to MoV® studies • the tailoring and embedding of MoV® within an organisation can be approached

Delivery method and duration	Classroom and virtual (online)
Course start dates	Monday 10 May 2021

Course title	Management of Value MoV Foundation
Courses description and target audience	This three day interactive course provides delegates with a clear understanding of the guidance designed to help maximise value within the achievement of programme and project objectives and the delivery of key stakeholder requirements. **Through attending this training course delegates will be able to assist their organisations to focus on maximising value by implementing principles that will help to:** • achieve transformational change more quickly • contribute to an improvement in decision-making and policy-making • meet the need to do more with less and to balance the increasing demands with available resources without compromising on quality • maximise returns on investments. This course includes the Foundation level examination. **Target Audience** It is aimed at individuals who have no prior knowledge or experience and who wish to acquire sufficient knowledge to enable them to contribute positively to any project or improvements in the operational environment. It will further equip these delegates to take the Management of Value Foundation (MOVF) examination. **Prerequisites** No prerequisites are necessary for attendance, although delegates would benefit from some experience of working in projects, programmes or an operational environment prior to attending the MOVF course. **At the end of this course you will be able to understand a proven methodology comprising a unique set of principles, processes and techniques, and in particular how:** • to clarify their organisation's objectives and value priorities • MoV can be applied within an operational environment • to organise and contribute to MoV studies • the tailoring and embedding of MoV within an organisation could be approached
Delivery method and duration	Two days Virtual (online)
Course start dates	Tuesday 23 February 2021

Course title	Management of Value MoV Practitioner
Courses description and target audience	This two day interactive course provides delegates with a clear understanding of the guidance designed to help maximise value within the achievement of programme and project objectives and the delivery of key stakeholder requirements. The training builds on the learning and knowledge gained at Foundation level and includes further opportunities to apply some of the techniques and concepts through practical exercises. **Through attending this training course delegates will be able to assist their organisations to focus on maximising value by implementing principles that will help to:** • achieve transformational change more quickly • contribute to an improvement in decision-making and policy-making • meet the need to do more with less and to balance the increasing demands with available resources without compromising on quality • maximise returns on investments. This course includes the Practitioner level examination. **Target Audience** The course is aimed at individuals who have gained the Foundation qualification and who wish to further their knowledge and develop their ability to apply and tailor the method. Delegates will be expected to have their own copy of the official MoV 'Management of Value' publication having already achieved success at the Foundation level. The course will be equally beneficial to anyone responsible for, or supporting portfolio, programme, or project management in the public or private sectors operational efficiency improvement initiatives. Delegates must have passed the Foundation examination prior to sitting the Practitioner examination. **At the end of this course you will be able to understand a proven methodology comprising a unique set of principles, processes and techniques, and in particular how:** • to clarify their organisation's objectives and value priorities • MoV® can be applied within an operational environment • to organise and contribute to MoV® studies • the tailoring and embedding of MoV® within an organisation can be approached

Delivery method and duration	Two days
	Classroom
Course start dates	Wednesday 12 May 2021

Course title	Managing Successful Programmes Foundation & Practitioner
Courses description and target audience	MSP is the go-to certification and guidance for programme managers, business change managers and the next step for project managers to develop their knowledge and skills to be able to positively respond to the challenges they face when managing programmes and larger, more strategic or multiple projects.
	MSP is a globally recognised framework for best practice programme management. MSP is specifically designed to address the most common challenges that organizations encounter when leading investments in change. It is designed to align programmes and projects to organizational strategy and to provide governance. It focuses on the outcomes of benefit, whilst mitigating risks and actively engaging stakeholders.
	MSP can be used in conjunction with all the other best-practice products (such as PRINCE2 and MoP) and international or internal organizational standards.
	MSP 5th edition consists of a set of principles, themes and processes that provide a clear roadmap for the programme lifecycle and ensure successful organizational outcomes.
	Using elements from QA's 'Performance Based Learning' approach, we help you to not only know MSP, but also apply and tailor it for your programmes. The course has been designed by award winning instructional designers to ensure that it provides an interactive and engaging introduction to MSP. Our experienced MSP experts explain the method through a wide range of individual and group exercises, case-study application, learning 'games' and practice exam questions.
	Prerequisites • There are no pre-requisites for taking MSP 5th edition Foundation exam. • To take the MSP 5th edition Practitioner exam, candidates are required to have MSP 5th edition Foundation certificate.
	Target audience
	Prince2 practitioners

- Evolve your skills to manage larger, more complex projects – MSP is the natural next step to develop your knowledge and skills to be able to respond to challenges and boost your career
- Adopt a wider strategic approach – The vision and target operating model allow you to see the "big picture" and link actions to the wider organizational strategy
- Be highly responsive to change – with its adoption of incremental approach to the programme lifecycle MSP empowers you to be adaptable, flexible and responsive to change

Project managers, Senior project managers
- Develop a strategic mindset - the vision, target operating model and programme plan allow you take a wider strategic view and co-ordinate multiple projects ensuring they are linked to corporate objectives,
- Be adaptable and choose the most appropriate delivery mode - MSP's multimodal delivery mode allows multiple ways of working, based on what is most suitable for you when delivering the work and on the work itself.
- Take the next step with MSP – It is an industry-recognized certification which shows you can be trusted with responsibility for business change and major shifts in organizations.

Programme managers, Business change managers
- Gain more clarity within complex environments – MSP provides a clear route through complex programmes and encourages a strategic viewpoint to deliver outcomes and benefits, without getting distracted by operational issues. The framework is designed to be flexible and adaptable through the programme lifecycle.
- Build your capability to lead business change across the organization - in the strategic context i.e. from delivering outputs to enabling a vision through the principles and themes of MSP which ensure that there is a continual focus on co-ordinating multiple projects to the agreed strategic outcomes.
- Supporting organizational agility – by adopting a multimodal delivery philosophy and emphasizing an incremental approach, MSP enables organizations to be agile, responsive and flexible.

Organization, budget decision maker
- Align projects and programmes to organizational strategy - MSP aligns programmes and projects to organizational strategy; it provides governance and focuses on the outcome of benefits for the organization.
- Stay competitive and respond to industry change – Organizations need to continually improve their ability to change to be able to react to changes in the industry. MSP is specifically designed to address common challenges such as fixed deadlines and scarce resource that organizations encounter when leading investments in change.

- Rely on proven, successfully applied framework – MSP represents proven best practice in the successful delivery of organizational change through the application of programme management.

Learning Outcomes

For foundation
- Demonstrate an understanding of the various components of the MSP®5th Edition best practice programme management framework
- Describe each step of the MSP® journey, listing the activities required to guide a programme throughout its lifecycle
- Outline the relevant aspects of MSP® principles, themes and lifecycle in context

For practitioner
- Build on the knowledge gained in the Foundation course
- Demonstrate sufficient ability to apply and tailor the MSP programme management framework (as described in the practitioner syllabus) to be awarded the MSP Practitioner qualification.
- Be able to start applying the framework to a real programme

Delivery method and duration	Five days Classroom or virtual (online)
Course start dates	Monday 1 March 2021 Monday 8 March 2021 Monday 15 March 2021 Monday 22 March 2021 Monday 12 April 2021 Monday 19 April 2021 Monday 26 April 2021 Monday 10 May 2021 Monday 24 May 2021

Course title	**Managing Successful Programmes Foundation**
Courses description and target audience	MSP is the go-to certification and guidance for programme managers, business change managers and the next step for project managers to develop their knowledge and skills to be able to positively respond to the challenges they face when managing programmes and larger, more strategic or multiple projects. MSP is a globally recognised framework for best practice programme management. MSP is specifically designed to

address the most common challenges that organizations encounter when leading investments in change. It is designed to align programmes and projects to organizational strategy and to provide governance. It focuses on the outcomes of benefit, whilst mitigating risks and actively engaging stakeholders.

MSP can be used in conjunction with all the other best-practice products (such as PRINCE2 and MoP) and international or internal organizational standards.

MSP 5th edition consists of a set of principles, themes and processes that provide a clear roadmap for the programme lifecycle and ensure successful organizational outcomes.

Using elements from QA's 'Performance Based Learning' approach, we help you to not only know MSP, but also apply and tailor it for your programmes. The course has been designed by award winning instructional designers to ensure that it provides an interactive and engaging introduction to MSP. Our experienced MSP experts explain the method through a wide range of individual and group exercises, case-study application, learning 'games' and practice exam questions.

Target audience

Prince2 practitioners
- Evolve your skills to manage larger, more complex projects – MSP is the natural next step to develop your knowledge and skills to be able to respond to challenges and boost your career
- Adopt a wider strategic approach – The vision and target operating model allow you to see the "big picture" and link actions to the wider organizational strategy
- Be highly responsive to change – with its adoption of incremental approach to the programme lifecycle MSP empowers you to be adaptable, flexible and responsive to change

Project managers, Senior project managers
- Develop a strategic mindset - the vision, target operating model and programme plan allow you take a wider strategic view and co-ordinate multiple projects ensuring they are linked to corporate objectives.
- Be adaptable and choose the most appropriate delivery mode - MSP's multimodal delivery mode allows multiple ways of working, based on what is most suitable for you when delivering the work and on the work itself.
- Take the next step with MSP – It is an industry-recognized certification which shows you can be trusted with responsibility for business change and major shifts in organizations.

Programme managers, Business change managers

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- Gain more clarity within complex environments – MSP provides a clear route through complex programmes and encourages a strategic viewpoint to deliver outcomes and benefits, without getting distracted by operational issues. The framework is designed to be flexible and adaptable through the programme lifecycle.
- Build your capability to lead business change across the organization - in the strategic context i.e. from delivering outputs to enabling a vision through the principles and themes of MSP which ensure that there is a continual focus on co-ordinating multiple projects to the agreed strategic outcomes.
- Supporting organizational agility – by adopting a multimodal delivery philosophy and emphasizing an incremental approach, MSP enables organizations to be agile, responsive and flexible.

Organization, budget decision maker
- Align projects and programmes to organizational strategy - MSP aligns programmes and projects to organizational strategy; it provides governance and focuses on the outcome of benefits for the organization.
- Stay competitive and respond to industry change – Organizations need to continually improve their ability to change to be able to react to changes in the industry. MSP is specifically designed to address common challenges such as fixed deadlines and scarce resource that organizations encounter when leading investments in change.
- Rely on proven, successfully applied framework – MSP represents proven best practice in the successful delivery of organizational change through the application of programme management.

Learning Outcomes
- Demonstrate an understanding of the various components of the MSP®5th Edition best practice programme management framework
- Describe each step of the MSP® journey, listing the activities required to guide a programme throughout its lifecycle
- Outline the relevant aspects of MSP® principles, themes and lifecycle in context

Delivery method and duration	Three days Virtual (online)
Course start dates	Monday 15 March 2021 Monday 10 May 2021

Course title	Managing Successful Programmes Practitioner
Courses description and target audience	MSP is the go-to certification and guidance for programme managers, business change managers and the next step for project managers to develop their knowledge and skills to be able to positively respond to the challenges they face when managing programmes and larger, more strategic or multiple projects.

MSP is a globally recognised framework for best practice programme management. MSP is specifically designed to address the most common challenges that organizations encounter when leading investments in change. It is designed to align programmes and projects to organizational strategy and to provide governance. It focuses on the outcomes of benefit, whilst mitigating risks and actively engaging stakeholders.

MSP can be used in conjunction with all the other best-practice products (such as PRINCE2 and MoP) and international or internal organizational standards.

MSP 5th edition consists of a set of principles, themes and processes that provide a clear roadmap for the programme lifecycle and ensure successful organizational outcomes.

Using elements from QA's 'Performance Based Learning' approach, we help you to not only know MSP, but also apply and tailor it for your programmes. The course has been designed by award winning instructional designers to ensure that it provides an interactive and engaging introduction to MSP. Our experienced MSP experts explain the method through a wide range of individual and group exercises, case-study application, learning 'games' and practice exam questions.

Prerequisites
To take the MSP 5th edition Practitioner exam, candidates are required to have MSP 5th edition Foundation certificate.

Target audience

Prince2 practitioners
• Evolve your skills to manage larger, more complex projects – MSP is the natural next step to develop your knowledge and skills to be able to respond to challenges and boost your career
• Adopt a wider strategic approach – The vision and target operating model allow you to see the "big picture" and link actions to the wider organizational strategy
• Be highly responsive to change – with its adoption of incremental approach to the programme lifecycle MSP empowers you to be adaptable, flexible and responsive to change

Project managers, Senior project managers |

- Develop a strategic mindset - the vision, target operating model and programme plan allow you take a wider strategic view and co-ordinate multiple projects ensuring they are linked to corporate objectives.
- Be adaptable and choose the most appropriate delivery mode - MSP's multimodal delivery mode allows multiple ways of working, based on what is most suitable for you when delivering the work and on the work itself.
- Take the next step with MSP – It is an industry-recognized certification which shows you can be trusted with responsibility for business change and major shifts in organizations.

Programme managers, Business change managers
- Gain more clarity within complex environments – MSP provides a clear route through complex programmes and encourages a strategic viewpoint to deliver outcomes and benefits, without getting distracted by operational issues. The framework is designed to be flexible and adaptable through the programme lifecycle.
- Build your capability to lead business change across the organization - in the strategic context i.e. from delivering outputs to enabling a vision through the principles and themes of MSP which ensure that there is a continual focus on co-ordinating multiple projects to the agreed strategic outcomes.
- Supporting organizational agility – by adopting a multimodal delivery philosophy and emphasizing an incremental approach, MSP enables organizations to be agile, responsive and flexible.

Organization, budget decision maker
- Align projects and programmes to organizational strategy - MSP aligns programmes and projects to organizational strategy; it provides governance and focuses on the outcome of benefits for the organization.
- Stay competitive and respond to industry change – Organizations need to continually improve their ability to change to be able to react to changes in the industry. MSP is specifically designed to address common challenges such as fixed deadlines and scarce resource that organizations encounter when leading investments in change.
- Rely on proven, successfully applied framework – MSP represents proven best practice in the successful delivery of organizational change through the application of programme management.

Learning Outcomes
- build on the knowledge gained in the Foundation course
- demonstrate sufficient ability to apply and tailor the MSP programme management framework (as described in the practitioner syllabus) to be awarded the MSP Practitioner qualification.
- be able to start applying the framework to a real programme

Delivery method and duration	Two days Classroom and virtual (online)
Course start dates	Thursday 11 March 2021 Thursday 18 March 2021 Thursday 15 April 2021 Thursday 13 May 2021 Thursday 27 May 2021

Course title	P3O Foundation & Practitioner
Courses description and target audience	The Portfolio, Programme and Project Offices (P3O®) guidance provides advice, supported by discussion and examples, on how to develop a governance structure that helps optimize an organization's investment in change alongside its business as usual work. The P3O Foundation and Practitioner course, based on the 2013 guidance, comprises five days of trainer led instruction, with the Foundation examination on day three of the course and the Practitioner examination on day five of the course. The course will to provide delegates with a comprehensive and applied understanding of the P3O advice and prepare delegates for the P3O Foundation and Practitioner Certificate examination. **Target Audience** This course is aimed at members of offices within a P3O model or anyone who needs to understand the terminology and concepts underpinning a P3O. • Senior managers wishing to gain an understanding of possible structures for supporting business change and the type and level of support that can be provided by Portfolio, Programme and Project Offices • Senior Managers, Programme and Project Managers who require an understanding of how portfolio and programme offices can add value and enhance the delivery of strategic business change, benefits and capability • Managers and/or staff who have been tasked to create delivery support structures and mechanisms within their organisation • Experienced portfolio or programme office managers who need to review, revitalise or tailor current portfolio or programme office provision • Portfolio office or programme office staff who need to understand the importance of their role • Staff responsible for programme/project assurance **At the end of this course you will understand:** • How portfolio, programmes and projects relate

- Why it is important to provide appropriate support at all these levels
- The value of a P3O to the organization
- How to identify a 'best-in-class' P3O model
- How to identify different models for support provision, and the factors that influence their design
- To recognise the roles within a P3O
- To apply the main P3O principles
- how to identify the tools and techniques that support consistent delivery of functions and services
- To prepare for and take the P3O Foundation examination
- Develop the business case required to obtain senior management approval for the P3O
- Identify and build the most appropriate P3O model, which will adapt to the organization's needs, taking account of the organization's size and portfolio, programme and project management maturity
- Identify the most appropriate roles required to populate a specified P3O structure
- Plan the implementation of a P3O
- Choose and use appropriate tools and techniques while running the P3O and advising those who shape the portfolio of programmes and projects.

Delegates will also sit the P3O® Foundation and Practitioner examination.

Delivery method and duration	Five days Classroom or virtual (online)
Course start dates	Monday 22 March 2021 Monday 19 April 2021 Monday 17 May 2021 Monday 24 May 2021

Course title	**P3O Foundation**
Courses description and target audience	The Portfolio, Programme and Project Offices (P3O®) guidance provides advice, supported by discussion and examples, on how to develop a governance structure that helps optimize an organization's investment in change alongside its business as usual work. This foundation course, based on the 2013 guidance, comprises three days of trainer led instruction, with the Foundation examination on day three of the course. It is aimed at member of offices within a P3O model or anyone who needs to understand the terminology and concepts underpinning a P3O and those

wishing to pursue high level qualifications. The course will to provide delegates with a comprehensive and applied understanding of the P3O advice. It prepares delegates for the P3O Foundation Certificate examination by undertaking questions from a sample examination paper to enable them to take the P3O Foundation Certificate examination on day Three.

Target Audience
- Senior managers wishing to gain an understanding of possible structures for supporting business change and the type and level of support that can be provided by Portfolio, Programme and Project Offices
- Senior Managers, Programme and Project Managers who require an understanding of how portfolio and programme offices can add value and enhance the delivery of strategic business change, benefits and capability
- Managers and/or staff who have been tasked to create delivery support structures and mechanisms within their organisation
- Experienced portfolio or programme office managers who need to review, revitalise or tailor current portfolio or programme office provision
- Portfolio office or programme office staff who need to understand the importance of their role
- Staff responsible for programme/project assurance

At the end of this course you will understand:
- how portfolio, programmes and projects relate
- why it is important to provide appropriate support at all these levels
- the value of a P3O to the organization
- how to identify a 'best-in-class' P3O model
- how to identify different models for support provision, and the factors that influence their design
- to recognise the roles within a P3O
- to apply the main P3O principles
- how to identify the tools and techniques that support consistent delivery of functions and services
- to prepare for and take the P3O Foundation examination

| **Delivery method and duration** | Three days

Virtual (online) |
|---|---|
| **Course start dates** | Monday 24 May 2021 |

Course title	P3O Practitioner
Courses description and target audience	The Portfolio, Programme and Project Offices (P3O®) guidance provides advice, supported by discussion and examples, on how to develop a governance structure that helps optimize an organization's investment in change alongside its business as usual work.

The P3O Practitioner course, based on the 2013 guidance, comprises two days of trainer led instruction, with the Practitioner examination on day two of the course. It is aimed at members of offices within a P3O model or anyone who needs to understand the terminology and concepts underpinning a P3O. The course will to provide delegates with a comprehensive and applied understanding of the P3O advice and to prepare delegates for the P3O Practitioner Certificate examination.

Target Audience
•   Senior managers wishing to gain an understanding of possible structures for supporting business change and the type and level of support that can be provided by Portfolio, Programme and Project Offices
•   Senior Managers, Programme and Project Managers who require an understanding of how portfolio and programme offices can add value and enhance the delivery of strategic business change, benefits and capability
•   Managers and/or staff who have been tasked to create delivery support structures and mechanisms within their organisation
•   Experienced portfolio or programme office managers who need to review, revitalise or tailor current portfolio or programme office provision
•   Portfolio office or programme office staff who need to understand the importance of their role
•   Staff responsible for programme/project assurance

Prerequisites
•   Candidates must hold the P30 Foundation Certificate.
•   The course fee includes the examination fee for the Practitioner examination. During the course you will asked to provide written permission which enables QA to pass on your pass mark to your employer.
•   You will need to provide evidence that you have passed your P3O Foundation examination prior to sitting your P3O Practitioner examination. Please bring your candidate number and/or certificate to your course to show the invigilator.
•   If you cannot provide your candidate number and/or certificate, please contact us on 44 (0)1793 696135.
•   You will be required to bring along your own copy of the official P3O 2013 manual: Portfolio, Programme and Project Offices. You may have received this on your Foundation course. Please ensure you bring the latest version - ISBN 9780113314225.. |

	• Delegates need to have worked in a project/programme environment and understand the basic principles relating to Programme and Project Management. • It is recommended that delegates attend this course no later than three months after the Foundation course, and that a minimum of four hours revision of the P3O manual is completed before attending. **At the end of this course you will be able to:** • Develop the business case required to obtain senior management approval for the P3O • Identify and build the most appropriate P3O model, which will adapt to the organization's needs, taking account of the organization's size and portfolio, programme and project management maturity • Identify the most appropriate roles required to populate a specified P3O structure • Plan the implementation of a P3O • Choose and use appropriate tools and techniques while running the P3O and advising those who shape the portfolio of programmes and projects. Delegates will also sit the P3O® practitioner examination.
Delivery method and duration	Two days Classroom or virtual (online)
Course start dates	Thursday 27 May 2021

Course title	**Prince2 Agile Foundation & Practitioner Certificate in Agile Project Management**
Courses description and target audience	This five-day course provides delegates with a thorough understanding of the PRINCE2 Agile® guidance. During the course we introduce the PRINCE2 methodology and concepts of common agile ways of working, discuss the purpose and context for blending PRINCE2 and the agile way of working, evaluate the focus areas to a project in an agile context, fix and flex the six aspects of a project in an agile context, and be able to apply or tailor the PRINCE2 for a project in an agile context. All relevant course materials are provided, including the official publication PRINCE2 Agile. **Prerequisites**

There are no formal prerequisites for this course, but learners would benefit from some experience of working in projects prior to attendance.

Pre-course reading
- You will be provided with a number of short activities to complete, including access to QA's interactive video-based learning, which will help you prepare for the course. These activities are expected to take approximately six hours to complete (although you may wish to spend longer to help you prepare more effectively) and are based on QA's PRINCE2 Foundation Pre course work - you will not need the PRINCE2 Manual.

Learning Outcomes
- Understand the concepts of common agile ways of working.
- Understand the purpose and context for combing PRINCE2 and the agile way of working.
- Be able to apply and evaluate the focus areas to a project in an agile context.
- Be able to fix and flex the six aspects of a project in an agile context.
- Be able to apply or tailor the PRINCE2 themes, processes and management products for a project in an agile context.
- To prepare delegates for the PRINCE2 Agile Foundation and Practitioner exams.

Delivery method and duration	Five days Classroom and virtual (online)
Course start dates	Monday 1 March 2021 Monday 15 March 2021 Monday 22 March 2021 Monday 12 April 2021 Monday 19 April 2021 Monday 10 May 2021 Monday 17 May 2021

Course title	**Prince2 Agile Foundation Certificate in Agile Project Management**
Courses description and target audience	PRINCE2 Agile Foundation is a newly developed certification level to support PRINCE2 Agile. The new qualification will fit within the existing content scheme and is intended as another route for candidates to take PRINCE2 Agile Practitioner. The introduction of PRINCE2 Agile Foundation will enable a wider audience to benefit from the positively received guidance on delivering, managing or working within agile projects and project teams, without the need for any prior knowledge of PRINCE2. **Target audience**

Everyone delivering, managing or working within agile projects and project teams will benefit from the PRINCE2 Agile method, without the need for any prior knowledge of PRINCE2.

The PRINCE2 Agile Foundation certificate and training course is targeted at anyone who is working in the above environments (project manager or otherwise) who currently has not received any training or certification in PRINCE2.

Typical roles could include:
- Project manager
- Project support
- Other PMO roles include
- PMO Officer
- Head of PMO
- Other roles in support of delivery teams

PRINCE2 Agile Foundation is also targeted at professionals working in an agile environment who are seeking more structure and governance to their current delivery work.

Typical roles could include:
- Scrum master/agile coach
- Delivery team member (eg developer)
- Product owner
- Product manager

PRINCE2 Agile Examination: key information
Foundation:
- Objective testing
- One-hour multiple-choice paper
- 50 questions with a pass mark of 55%
- Closed-book exam

Prerequisites
While there are no formal prerequisites for this course, you will be required to complete the pre-course reading material to gain a basic level of knowledge of PRINCE2.

The benefits of PRINCE2 Agile Foundation include:
- It's accessible to any professional who wants to deliver agile projects or is part of a wider agile project delivery team.
- Achieve a world-renowned agile project management certification.
- Learn the basics of PRINCE2 and understand how to tailor the method in an agile context.
- Gain a broad range of knowledge of agile concepts and techniques, including Scrum, Kanban, Lean Start-up and Cynefin.

Some of the benefits for organisation adopting PRINCE2 Agile:
- Deliver demonstrable value earlier within projects.

	• Enable disciplined flexibility. • Reduce the risk of poor-quality products through incremental and iterative delivery. • Promote transparent working practices throughout the project team.
Delivery method and duration	Two days Virtual (online)
Course start dates	Monday 1 March 2021 Monday 15 March 2021 Monday 10 May 2021 Monday 17 May 2021

Course title	**Prince2 Agile Practitioner Certificate in Agile Project Management**
Courses description and target audience	This three-day course provides delegates with a thorough understanding of the PRINCE2 Agile® guidance, and is aligned to the current version of PRINCE2. During the course we introduce the basic concepts of common agile ways of working, discuss the purpose and context for combining PRINCE2 and the agile way of working, evaluate the focus areas to a project in an agile context, fix and flex the six aspects of a project in an agile context, and be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context. All relevant course materials are provided, including the official publication PRINCE2 Agile. The course concludes with the PRINCE2 Agile Examination. **Prerequisites** **PRINCE2 Agile can be taken if you hold any of the following certifications:** • PRINCE2 Foundation (any version) • PRINCE2 Practitioner (any version) • PRINCE2 Agile Foundation • A current Project Management Professional® (PMP) • Certified Associate in Project Management® (CAPM) • IMPA Levels A,B,C and D® (Certified Projects Director) Please note, although any of the above certifications are permissible as pre-requisite, QA strongly recommends that delegates hold a recent PRINCE2 Practitioner certificate before attending the course. **Essential prerequisites**

Proof of prerequisites MUST be produced on the day of the exam to the trainer.
Acceptable forms of prerequisite confirmation are as follows:
- For PMI or IPMA certification holders: an electronic or hard copy of your examination certificate
- For PRINCE2 Foundation and Practitioner Certificate holders:
- A copy of the candidates examination certificate
- A confirmed entry in the AXELOS Successful Candidate Register. You will need to provide the full SCR number (registration/candidate number located on your certificate).

Learning Outcomes
- Understand the basic concepts of common agile ways of working.
- Understand the purpose and context for combing PRINCE2 and the agile way of working.
- Be able to apply and evaluate the focus areas to a project in an agile context.
- Be able to fix and flex the six aspects of a project in an agile context.
- Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context.
- To learn through the use of theory and practical exercises.
- To prepare delegates for the PRINCE2 Agile Practitioner exam.

Delivery method and duration	Three days Classroom or virtual (online)
Course start dates	Wednesday 3 March 2021 Wednesday 12 May 2021 Wednesday 19 May 2021

Course title	**Prince2 Foundation & Practitioner**
Courses description and target audience	**What makes our PRINCE2 Foundation & Practitioner course different?** We don't just want you to pass the PRINCE2® exams, we want to make you a great project manager. That's why our 5-day PRINCE2 Foundation & Practitioner course is different. - Prepare more efficiently with highly engaging video-based pre-course learning. - Gain a deeper understanding of the PRINCE2 methodology with our unique interactive learning.

- Go beyond the PRINCE2 methodology during the course to become a more effective project manager.
- We guarantee exam success on your publicly scheduled course or your money back with our enhanced PRINCE2 Foundation and Practitioner course exam insurance.
- QA PRINCE2 Exam Insurance means you will be able to come on the same public course at a later date to resit your exam. If you fail the same exam three times, we will refund your course fee. You must request your exam re-sit within 90 days of completion of your course.

About your course
PRINCE2 is one of the world's most widely used project management methods. Based on best practice, the method can be applied to any project irrespective of its size, industry sector, geographic location or culture. This course provides a definitive overview of the latest version of PRINCE2, the 6th Edition. We cover it's four integrated components:

- Principles
- Themes
- Processes
- Project environment

We also look at management roles required in a PRINCE2 project and what management products must be created to ensure the project is delivered in a coordinated, consistent and transparent manner.

Using elements from QA's Performance-Based Learning approach, we help you to not only know PRINCE2, but also apply and tailor it for your projects. The course has been designed by award-winning instructional designers to ensure that it provides an interactive and engaging introduction to PRINCE2. Our experienced PRINCE2 experts explain the method through a wide range of individual and group exercises, case-study application, learning games and practice exam questions.

Target audience
Project managers, team leaders, and anyone aspiring to such a role.

Prerequisites
There are no formal prerequisites for this course but learners would benefit from some experience of working in projects prior to attendance.

Pre-course reading
You will be provided with a number of short activities to complete, including access to QA's interactive video-based learning, which will help you prepare for the course. These activities are expected to take approximately 1 hour to complete (although you may wish to spend longer to help you prepare more effectively).

	Learning Outcomes • At PRINCE2 Foundation level, demonstrate that you understand and can recall the various components of the PRINCE2 method. • At PRINCE2 Practitioner level, demonstrate that you can apply and tailor the PRINCE2 method to a real project. • Explain and apply the PRINCE2 principles. • Explain the purpose of the seven PRINCE2 themes and describe how they are applied to a project. • Describe each step of the PRINCE2 journey, explaining the activities required to guide a project throughout its lifecycle. • Create the recommended PRINCE2 management products which include baselines, records and reports.
Delivery method and duration	Five days Virtual (online)
Course start dates	Monday 1 March 2021 Monday 8 March 2021 Monday 15 March 2021 Monday 22 March 2021 Tuesday 6 April 2021 Monday 12 April 2021 Monday 19 April 2021 Monday 26 April 2021 Monday 10 May 2021 Monday 17 May 2021 Monday 24 May 2021

Course title	**Prince2 Foundation**
Courses description and target audience	PRINCE2 is one of the world's most widely used project management methods. Based on best-practice, the method can be applied to any project irrespective of its size, industry sector, geographic location or culture. This PRINCE2 Foundation course provides a definitive overview of the latest version of PRINCE2, the 6th Edition. We cover its four integrated components – the principles, themes, processes and project environment. We also look at management roles required in a PRINCE2 project and what management products must be created to ensure the project is delivered in a coordinated, consistent and transparent manner. Using elements from QA's Performance-Based Learning approach, we help you to not only know PRINCE2, but also apply and tailor it for your projects. The Foundation course has been

designed by award-winning instructional designers to ensure that it provides an interactive and engaging introduction to PRINCE2. Our experienced PRINCE2 experts explain the method through a wide range of individual and group exercises, case-study application, learning games and practice exam questions.

Prerequisites
There are no formal prerequisites for this course but delegates would benefit from some experience of working in projects prior to attendance. We recommend that you have access to a personal device for extra curricula work.

Pre-course reading
You will be provided with a number of short activities to complete, including access to QA's interactive video-based learning, which will help you prepare for the course. These activities are expected to take approximately 1 hour to complete (although you may wish to spend longer to help you prepare more effectively).

Learning Outcomes
- Demonstrate that you understand and can recall the various components of the PRINCE2 method.
- Explain the PRINCE2 principles.
- Explain the purpose of the seven PRINCE2 themes.
- Describe each step of the PRINCE2 journey, listing the activities required to guide a project throughout its lifecycle.
- Identify the recommended PRINCE2 management products which include baselines, records and reports.

Delivery method and duration	Two days Classroom and virtual (online)
Course start dates	Monday 1 March 2021 Monday 8 March 2021 Monday 15 March 2021 Monday 22 March 2021 Monday 29 March 2021 Tuesday 8 April 2021 Monday 12 April 2021 Monday 19 April 2021 Monday 26 April 2021 Tuesday 4 May 2021 Monday 10 May 2021 Monday 17 May 2021 Monday 24 May 2021

Course title	Prince2 Practitioner
Courses description and target audience	PRINCE2 is one of the world's most widely used project management methods. Based on best practice, the method can be applied to any project irrespective of its size, industry sector, geographic location or culture.

This PRINCE2 Practitioner course provides a definitive overview of the latest version of PRINCE2, the 6th Edition. We cover its four integrated components – the principles, themes, processes and project environment. We also look at management roles required in a PRINCE2 project and what management products must be created to ensure the project is delivered in a coordinated, consistent and transparent manner.

Using elements from QA's Performance Based Learning approach, we help you to not only know PRINCE2, but also apply and tailor it for your projects. The PRINCE2 Practitioner course has been designed by award-winning instructional designers to ensure that it provides an interactive and engaging introduction to PRINCE2. Our experienced PRINCE2 experts explain the method through a wide range of individual and group exercises, case-study application, learning games and practice exam questions.

In addition to the pre-requisites cited below, delegates attending this course must bring their copy of their Managing Successful Projects in PRINCE2 manual. (ISBN9780113315).

Prior qualifications
You must provide evidence that you satisfy the prerequisite of holding the 2009 or 2017 version of the PRINCE2 Foundation qualification or one of the other suitable certifications listed on the AXELOS website (for example, PMI, CAPM and PMP or an IPMA Level A-D qualification).

Acceptable forms of evidence are as follow:
• A copy of your examination certificate
• Confirmed entry in the AXELOS Successful Candidate Register. You will need to provide the full SCR number (registration/candidate number located on your certificate)

Learning Outcomes
• Demonstrate that you can apply and tailor the PRINCE2 method to a real project.
• Explain and apply the PRINCE2 principles.
• Explain the purpose of the seven PRINCE2 themes and describe how they are applied to a project.
• Describe each step of the PRINCE2 journey, explaining the activities required to guide a project throughout its lifecycle.
• Create the recommended PRINCE2 management products which include baselines, records and reports. |

Delivery method and duration	Three days Virtual (online)
Course start dates	Wednesday 3 March 2021 Wednesday 10 March 2021 Wednesday 17 March 2021 Wednesday 24 March 2021 Monday 29 March 2021 Wednesday 7 April 2021 Wednesday 14 April 2021 Wednesday 21 April 2021 Wednesday 28 April 2021 Wednesday 5 May 2021 Wednesday 12 May 2021 Wednesday 19 May 2021 Wednesday 26 May 2021

Course title	**Running Containers on Amazon Elastic Kubernetes Service (Amazon EKS) (inc. exam)**
Courses description and target audience	Amazon EKS makes it easy for you to run Kubernetes on AWS without needing to install, operate, and maintain your own Kubernetes control plane. In this course, you will learn container management and orchestration for Kubernetes using Amazon EKS. You will build an Amazon EKS cluster, configure the environment, deploy the cluster, and then add applications to your cluster. You will manage container images using Amazon Elastic Container Registry (ECR) and learn how to automate application deployment. You will deploy applications using CI/CD tools. You will learn how to monitor and scale your environment by using metrics, logging, tracing, and horizontal/vertical scaling. You will learn how to design and manage a large container environment by designing for efficiency, cost, and resiliency. You will configure AWS networking services to support the cluster and learn how to secure your Amazon EKS environment. **Activities** This course includes instructor lecture, presentations, hands-on labs, demonstrations, and group exercises/discussions. **This course is intended for:** - Those who will provide container orchestration management in the AWS Cloud including: - DevOps engineers - Systems administrators **We recommend that attendees of this course complete this digital course:**

Amazon Elastic Kubernetes Service (EKS) Primer

Delegates will learn how to
- Review and examine containers, Kubernetes and Amazon EKS fundamentals and the impact of containers on workflows.
- Build an Amazon EKS cluster by selecting the correct compute resources to support worker nodes.
- Secure your environment with AWS Identity and Access Management (IAM) authentication by creating an Amazon EKS service role for your cluster
- Deploy an application on the cluster. Publish container images to ECR and secure access via IAM policy.
- Automate and deploy applications, examine automation tools and pipelines. Create a GitOps pipeline using WeaveFlux.
- Collect monitoring data through metrics, logs, tracing with AWS X-Ray and identify metrics for performance tuning. Review scenarios where bottlenecks require the best scaling approach using horizontal or vertical scaling.
- Assess the tradeoffs between efficiency, resiliency, and cost and impact for tuning one over the other. Describe and outline a holistic, iterative approach to optimizing your environment. Design for cost, efficiency, and resiliency.
- Configure the AWS networking services to support the cluster. Describe how EKS/Amazon Virtual Private Cloud (VPC) functions and simplifies inter-node communications. Describe the function of VPC Container Network Interface (CNI). Review the benefits of a service mesh.
- Upgrade your Kubernetes, Amazon EKS, and third party tools.

Delivery method and duration	Three days Virtual (online)
Course start dates	Monday 29 March 2021 Tuesday 4 May 2021

Course title	Scrum Alliance Certified Scrum Master
Courses description and target audience	Scrum is a simple framework that empowers people to higher performance and allows organisations to maximise value to customers and return on investment, where management take a less directive and a more leadership-based role, supporting small multi-disciplined teams and removing anything that stands in their way. It uses frequent inspection points to implement change based on experience and feedback.

Because Scrum is simple, it requires a different way of thinking when compared to traditional project management. It also requires the application of a key set of principles to guide the implementation of Scrum to realize its benefits in complex environments.

This interactive Certified ScrumMaster class is a great course for anybody who is new to Scrum or applying it within their organisation and covers in-depth the full Scrum Framework, Scrum practices, roles, artefacts and the values and principles that underpin it. The course also covers many agile practices that support Scrum including User Stories and relative estimation as well as examining strategies for scrum masters to coach the product owner, development team and the rest of the organisation.

The course builds on a combination of interactive exercises, practical real-life examples, and lively discussion and will equip you with the knowledge required to understand Scrum in depth so that you can be an effective ScrumMaster or Scrum team member.

This is a Scrum Alliance Certified ScrumMaster course; on successful completion of the 2-day course you eligible for the Scrum Alliance's Online CSM assessment (Online, 50 multiple choice questions, pass mark 37 out of 50, 60-minute time limit).

Once the test has been successfully completed, you will then become a Scrum Alliance Certified Scrum Master® (CSM) and have a two-year membership to the Scrum Alliance.

Please note that this is a certified course which requires 6 hours training time per day. This means a 9:00am start and a 5pm finish each day, with 1.5 hours for breaks.
Delegates must attend for this time to be eligible for certification. The trainer reserves the right to not register delegates for the Scrum Alliance if they do not attend the training for the full 12 hours.

Post attendance the trainer will register the delegates for the exam (registration fees are included in course price). Delegates will then receive an email from the Scrum Alliance with a link to the CSM online exam.

Attendees on the course will receive:
- Highly interactive training from a Scrum Alliance Certified Scrum Trainer, using a combination of interactive exercises, practical real-life examples, and lively discussion in order to provide a rich learning environment and maximise attendee participation.
- Digital reference materials and links to additional articles that will assist continuing the learning journey.

	• Scrum Alliance 2-year membership on successful completion of an examination • Certified Scrum Master certification on successful completion of an examination • 14 Category B Professional Development Units (PDUs) can be claimed for this course. **Prerequisites** **Essential pre-reading** • The Scrum Guide **Suggested pre-reading** Scrum Values • Commitment • Courage • Focus • Openness • Respect Roles • What is a ScrumMaster? • What is a Product Owner? • What is the Development Team? Useful videos • Dan Pink - Drive: The surprising truth about what motivates us • Product Ownership in a Nutshell
Delivery method and duration	Two days Virtual (online)
Course start dates	Monday 8 March 2021 Monday 22 March 2021 Monday 29 March 2021 Monday 12 April 2021 Monday 26 April 2021 Tuesday 6 May 2021 Monday 10 May 2021 Monday 17 May 2021 Thursday 20 May 2021

Course title	**SDI Service Desk Analyst - SDA (inc. exam)**
Courses description and target audience	Excellent Service Desk support is vital to ensure a company consistently delivers the required IT service levels. The responsibilities of the support analyst are many and they evolve constantly, so a diverse skill-set is required to meet the challenging demands placed on them. The course also looks at support methodologies and technologies and the tools utilised within the Service Desk. It reviews issues

such as Service Level Agreements, the benefits and pitfalls and the importance of metrics; the implementation of service management processes and effective problem solving techniques that a Service Desk Analyst can utilise. It is based upon the standards and objectives for SDI™'s Service Desk Analyst qualification and ensures that delegates are provided with the knowledge, information and tools to take the SDA exam.

Target Audience
1st line IT support, Helpdesk/Service Desk and support analysts with at least 9 months experience in an IT service and support environment.

Prerequisites
There are no formal prerequisites for this course.

At the end of this course you will have:
- essential skills and competencies to deliver efficient and effective support in the Service Desk environment
- practical knowledge of how to use these skills to deal effectively with a variety of situations
- a clear understanding of how to identify customer needs and motivations, and how to handle difficult situations
- understand the importance of teamwork in the support environment
- a thorough grounding in the skills, competencies, responsibilities and knowledge required of a professional and effective Service Desk analyst

Delivery method and duration	Three days Virtual (online)
Course start dates	Monday 1 March 2021 Monday 22 March 2021 Tuesday 30 March 2021 Tuesday 6 April 2021 Monday 10 May 2021

Course title	SDI Service Desk Manager - SDM (inc. exam)
Courses description and target audience	Being an effective Service Desk Manager requires a broad range of talents, from people-oriented abilities and an awareness of logistics to financial acumen and presentation skills. This course provides a thorough understanding of, and qualification in, Service Desk management. The course also looks at the management of support methodologies and technologies and the tools utilised within the Service Desk.

It reviews issues such as Service Level Agreements, the benefits and pitfalls and the importance of metrics; the implementation of service management processes and effective problem solving techniques that a Service Desk Manager can utilise. The course is based upon the standards and objectives for SDI™'s Service Desk Manager qualification and ensures that delegates are provided with the knowledge, information and tools to take the SDM exam.

Target Audience
The course is designed for both new and experienced Service Desk Managers, team leaders and supervisors. Between 3 and 5 years experience of the Service Desk environment is ideal.

Prerequisites
It is strongly recommended that delegates have more than 3 years experience within the Service Desk environment before attending this event.

By the end of this course you will:
- gain a thorough grounding in the skills required to build, lead, motivate and manage a Service Desk team
- get a guide to the practical Service Desk management tools, tips, standards and support
- gain an overview of industry recognised IT Service Management best practices, including ITIL processes
- achieve an internationally recognised Service Desk Management qualification

Delivery method and duration	Four days Virtual (online)
Course start dates	Monday 19 April 2021 Tuesday 27 April 2021

Course title	**Understanding Cisco Collaboration Foundations (inc. exam)**
Courses description and target audience	The Understanding Cisco Collaboration Foundations (CLFNDU) 1.0 course gives you the skills and knowledge needed to administer and support a simple, single-site Cisco® Unified Communications Manager (CM) solution with Session Initiation Protocol (SIP) gateway. The course covers initial parameters, management of devices including phones and video endpoints, management of users, and management of media resources, as well as Cisco Unified Communications solutions maintenance and troubleshooting tools. In addition, you will learn the basics of SIP

dial plans including connectivity to Public Switched Telephone Network (PSTN) services, and how to use class-of-service capabilities.

This course provides the fundamental knowledge needed to take CCNP® Collaboration certification courses. It also serves as entry-level training for newcomers to Cisco on-premise collaboration technologies.

Who should attend
- Students preparing to take the CCNP Collaboration certification
- Network administrators
- Network engineers
- Systems engineers

Prerequisites
This course is intended to be an entry-level course. There are no specific prerequisite Cisco courses; however, the following skills are required:
- Internet web browser usability knowledge and general computer usage
- Knowledge of Cisco Internetwork Operating System (Cisco IOS®) command line

After taking this course, you should be able to:
- Define collaboration and describe the main purpose of key devices in a Cisco collaboration on-premise, hybrid, and cloud deployment model
- Configure and modify required parameters in Cisco Unified Communications Manager (CM) including service activation, enterprise parameters, CM groups, time settings, and device pool
- Deploy and troubleshoot IP phones via auto registration and manual configuration within Cisco Unified CM
- Describe the call setup and teardown process for a SIP device including codec negotiation using Session Description Protocol (SDP) and media channel setup
- Manage Cisco Unified CM user accounts (local and via Lightweight Directory Access Protocol [LDAP]) including the role/group, service profile, UC service, and credential policy
- Configure dial plan elements within a single site Cisco Unified CM deployment including Route Groups, Local Route Group, Route Lists, Route Patterns, Translation Patterns, Transforms, SIP Trunks, and SIP Route Patterns
- Configure Class of Control on Cisco Unified CM to control which devices and lines have access to services
- Configure Cisco Unified CM for Cisco Jabber and implement common endpoint features including call park, softkeys, shared lines, and pickup groups
- Deploy a simple SIP dial plan on a Cisco Integrated Service Routers (ISR) gateway to enable access to the PSTN network

	• Manage Cisco UCM access to media resources available within Cisco UCM and Cisco ISR gateways • Describe tools for reporting and maintenance including Unified Reports, Cisco Real-Time Monitoring Tool (RTMT), Disaster Recovery System (DRS), and Call Detail Records (CDRs) within Cisco Unified CM • Describe additional considerations for deploying video endpoints in Cisco Unified CM • Describe the integration of Cisco Unity® with Cisco Unified CM and the default call handler
Delivery method and duration	Five days Classroom or virtual (online)
Course start dates	Monday 22 March 2021 Monday 10 May 2021