



INVESTMENTS IN EDUCATION DEVELOPMENT


PPPM Competence Elements

PM standards

ICB = IPMA Competence Baseline

PM dictionary

International Standards of PM



INTERNATIONAL PROJECT MANAGEMENT ASSOCIATION

Home

Welcome to the website of the International Project Management Association (IPMA).

Member Associations
Our Member Associations are spread all over the world. If you would like to become a member, please contact the [Member Association](#) in your country. If IPMA is not represented in your country, please [contact IPMA](#). We would be very happy to assist you.

Certification
If you are looking for a Certified Manager, please look into our database of [Certified Project Managers](#).

Restricted Area
For entering this area please log in at the bottom of this page.

Contact information:
International Project Management Association
IPMA, PO Box 1167,
3860 BD Nijkerk, The Netherlands
Tel: +31 33 247 34 30
Fax: +31 33 246 04 70
Email: info@ipma.ch

19th IPMA World Congress
13-16 November 2005
New Delhi, India
...an experience
www.pma-india.org

International Project Management Award™ 2005
www.pm-award.de

Helsinki Conference
International PM Conference
29.9. - 2.10. 2004 in Helsinki, Finland
More information:
www.nor-net.com

Sponsors

Coaching & Ausbildung

News
2004-08-07
New Website online
Today the new website of IPMA has been launched! We would appreciate if you send your comments to: [ipma@ipma.org](#) or use the forum tool to inform us.

IPMA

LOG IN: _____ PASSWORD: _____

Copyright 2004 IPMA, PO Box 1167, 3860 BD Nijkerk, The Netherlands

www.ipma.ch



Project Management Institute
Building professionalism in project management

PMI Home About Global Membership & Communities Professional Development Professional Practices Publications & Information Resources

35 YEARS
ADVOCATING THE PROFESSION
1969-2004

Member Log On Contacts Sitemap

PMI is celebrating its 35th anniversary! Since 1969, PMI has been an advocate for the project management profession.

PMI CURRENT NEWS
Applications are now being accepted for Seminars in conjunction with the PMI Global Congress 2005-Asia Pacific. [More...](#)
eSeminarsWorld courses being offered at a discount to members of participating components! [More...](#)
Partial outage of PMI web site applications and services to occur on Saturday, 2 October between 10 a.m. and 2 p.m. Eastern Time. [More...](#)
PMI is now accepting presentation proposals for PMI Global Congress 2005-Asia Pacific, 21-23 February 2005, Singapore. [More...](#)
Registration is open for PMI Global Congresses 2004-Latin America. View the Web site in Spanish, Portuguese or English! [More...](#)
PMI eReads & Reference provides PMI members with around-the-clock access to leading project management and business books for reading, reference and research. [More...](#)
eSeminarsWorld™ web-based eLearning courses - Check out our October offerings on PM Fundamentals and Managing Virtual Teams! [More...](#)

EVENTS & TRAINING
[PMI Global Congress 2005-Asia Pacific](#)
[PMI Global Congress 2004-Latin America](#)
[PMI Global Congress 2004-North America](#)
[PMI Global Congress 2004-Europe](#)
[SeminarsWorld® and eSeminarsWorld™](#)
[PMI Registered Education Providers](#)
[Keep up-to-date with project management events.](#)

MEMBERSHIP
PMI is pleased to offer the convenience of online membership renewal! [More...](#)
Current Members
= [PMI Member Community](#)
= [Log On to the PMI Members Only Area](#)
= [PMI Educational Foundation](#)

PMP
= [Learn more about becoming a PMP](#)

BOOKSTORE
The PMI Bookstore is your online access to the most complete collection of project management information in the world. [More...](#)
Top-of-the-line golf shirts commemorate PMI's 35 outstanding years as the premier professional association for project management!
Show your pride and celebrate this milestone with your own ultra-professional collared shirts with the special 35th anniversary and PMI logo embroidery -- just \$24.95 to members and \$34.95 to non-members (\$29.95 and \$39.95 for 2XLs). Make sure you place your order today while supplies last! In charming light blue, the shirts are available in sizes: Small, Medium, Large, Extra Large and 2X Large.

CHOOSE YOUR CONTENT Select from the dropdown and click "View"
Introduction to PMI

Introduction to PMI
Established in 1969 and situated outside Philadelphia, Pennsylvania, USA, the Project Management Institute (PMI) was founded by five volunteers. The Commonwealth of Pennsylvania USA issued Articles of Incorporation for PMI which signified the official inception of the organization. During that same year, the first PMI Seminars & Symposium was held in Atlanta, Georgia USA and had an attendance of 63 people. [More...](#)
Since summer 2003, PMI has opened an EMEA Regional Service Centre serving Europe, the Middle East and Africa. [More...](#)

PMI Provides:
= [Information on becoming a PMP](#)
= [Online Communities](#)
= [Professional Standards](#)
= [Educational Seminars](#)
= [Professional Certifications... and much more!](#)

Advance Your Education ONLINE **BEST PRACTICES IN PROJECT MANAGEMENT** **Take the PMP Exam for FREE** **BOOT CAMP PMP CERTIFIED Six Days to Project Success** Find out how you can advertise. [More...](#) Web Advertising FAQs: [More...](#)

©2004 Project Management Institute, Inc. Linking to PMI | Terms of Use

www.pmi.org

PA179 PMSLC IPMA Competence Elements

PMI approach

- Process oriented
- 9 groups of processes
- Each group called “knowledge area”
- 44 processes grouped into 9 knowledge areas
- Much more like a “cookbook”
- Input-Transformation-Output fashion

PMI approach (cont.)

- Utilitarian approach (USA approach)
- Concerned more on HOW then on WHY and WHAT
- Very useful when training people to do their work well
- My opinion: not well in cases of unusual, complex and very new situations

PMI approach (cont.)

- The standard is manifested in the so called **PM BoK = Project Management Body of Knowledge**
- Since the year 2007 there exist two other standards:
Program Management Body of Knowledge
Portfolio Management Body of Knowledge

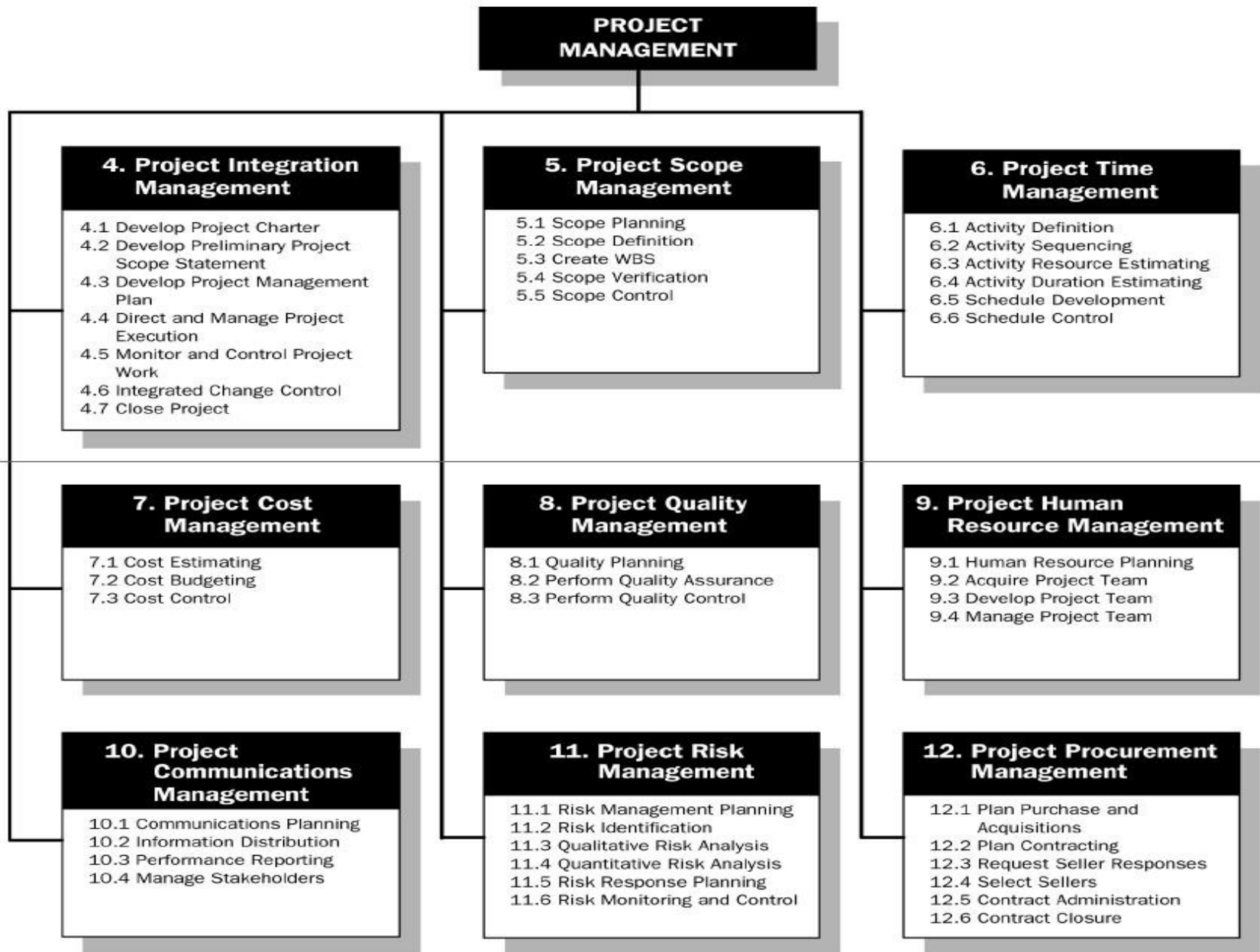


Figure 1-1. Overview of Project Management Knowledge Areas and Project Management Processes

IPMA approach

- Competences oriented
- Three groups of processes
- 46 competence elements
- Much more like a “definition”
- Specification + possible steps description fashion

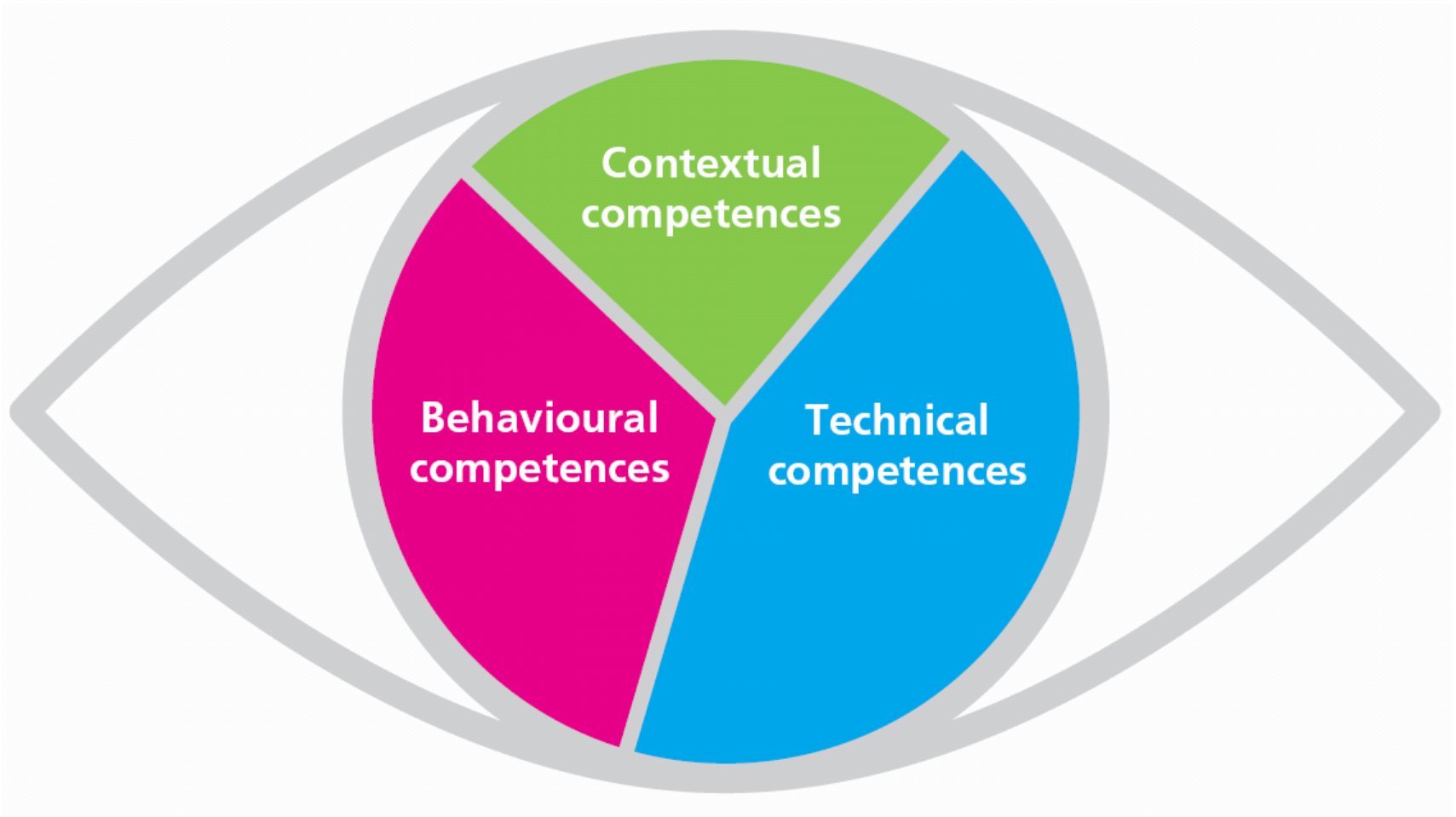
IPMA approach (cont.)

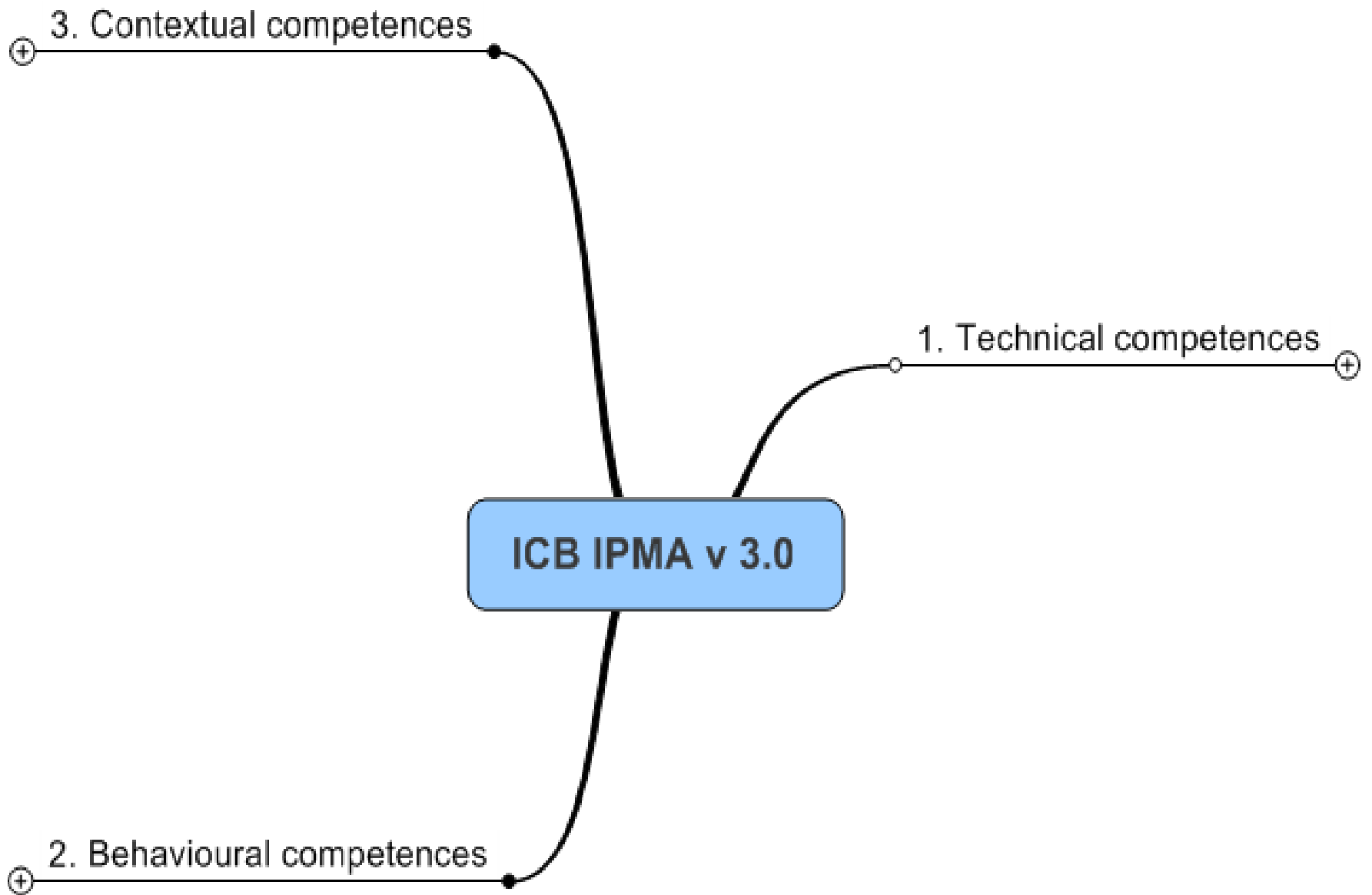
- Scientific approach
- Concerned more on WHAT and WHY not on HOW
- Very useful in cases of unusual, complex and very new situations
- My opinion: not so good when quick training of people to do their work well is needed

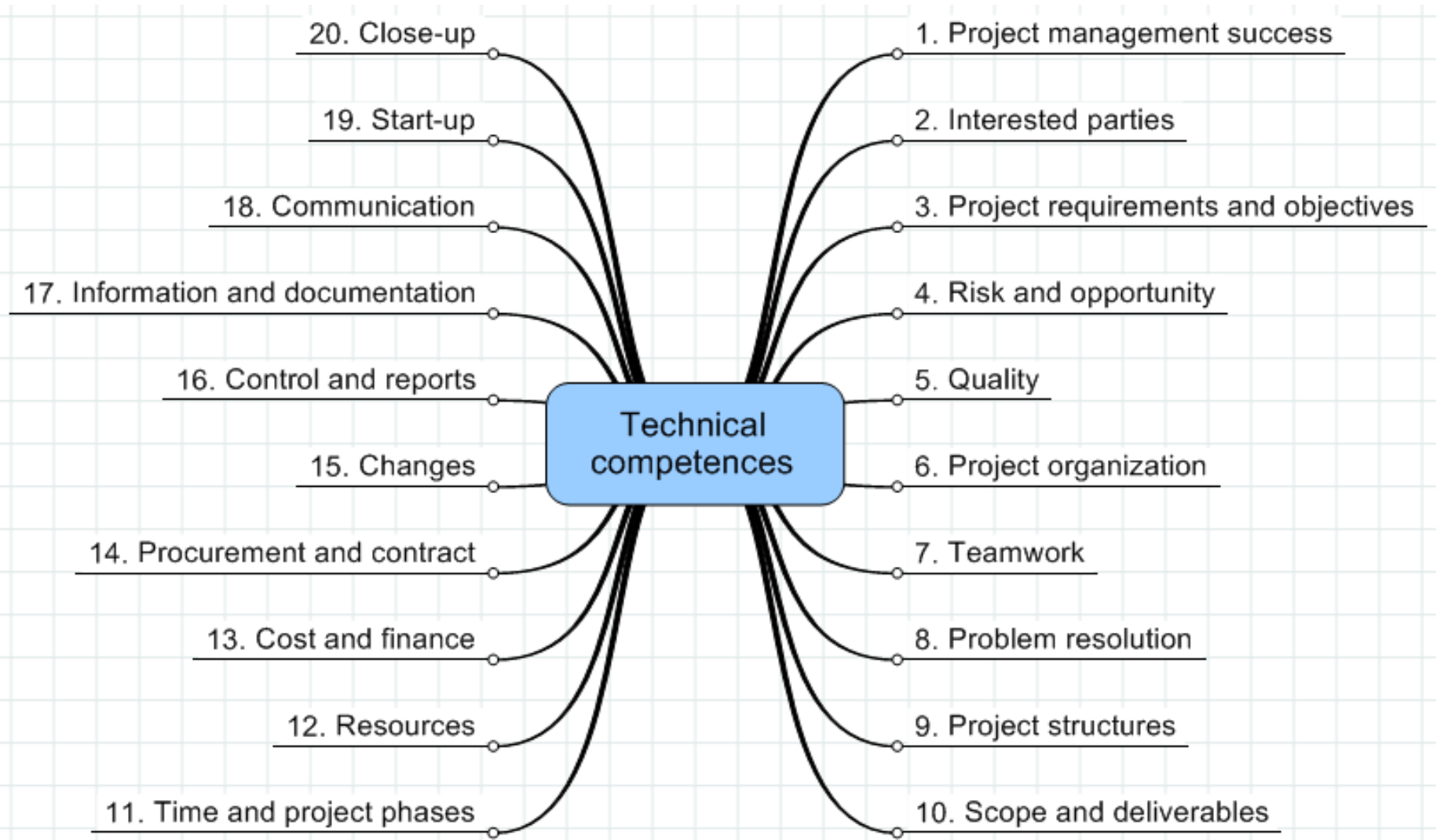
IPMA approach (cont.)

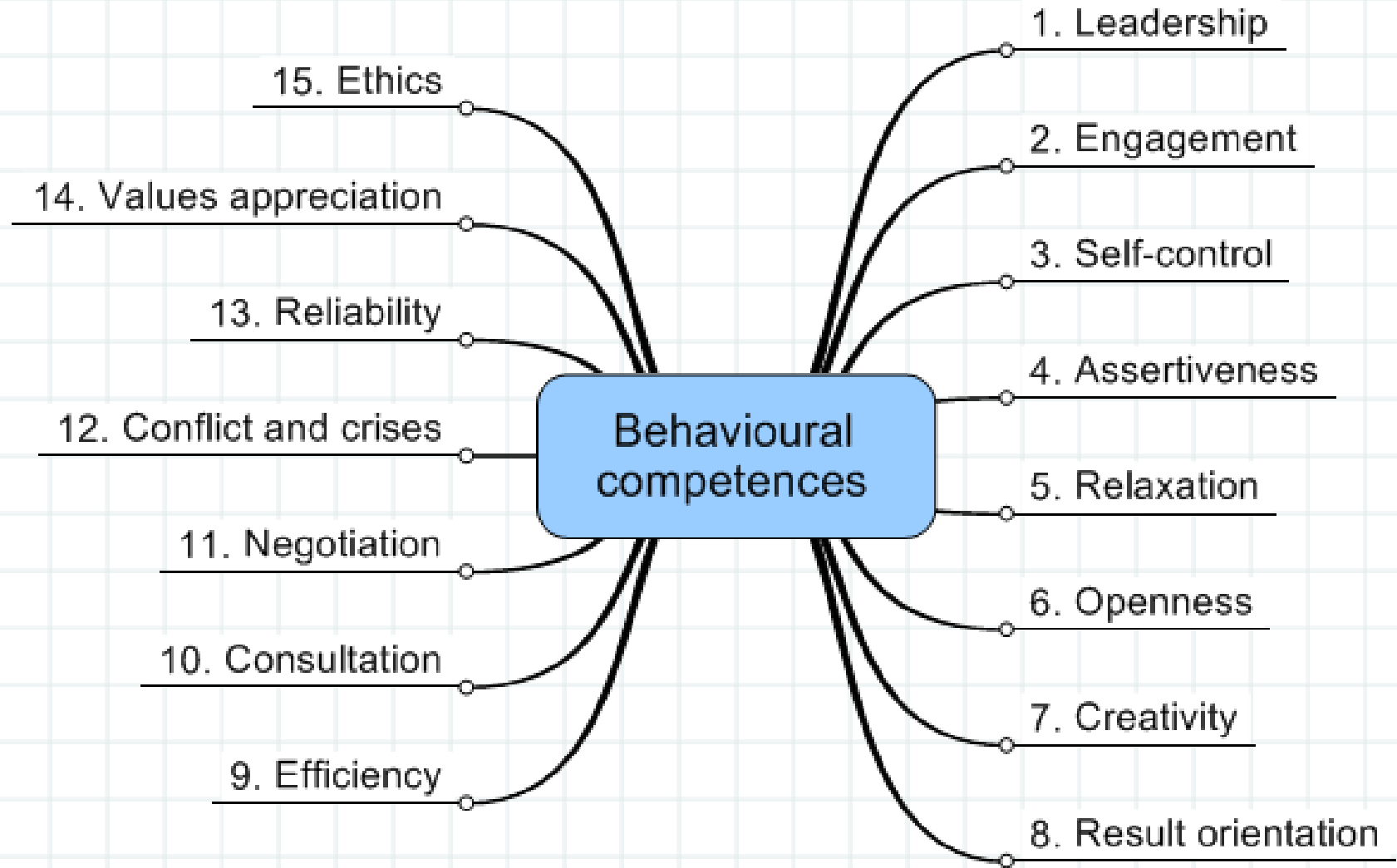
- The standard is manifested in the so called **ICB = IPMA Competence Baseline**
- Since the year 2008 version 3: Program Management and Portfolio Management incorporated
- 2011-2013: IPMA Consensus Programme ICB4

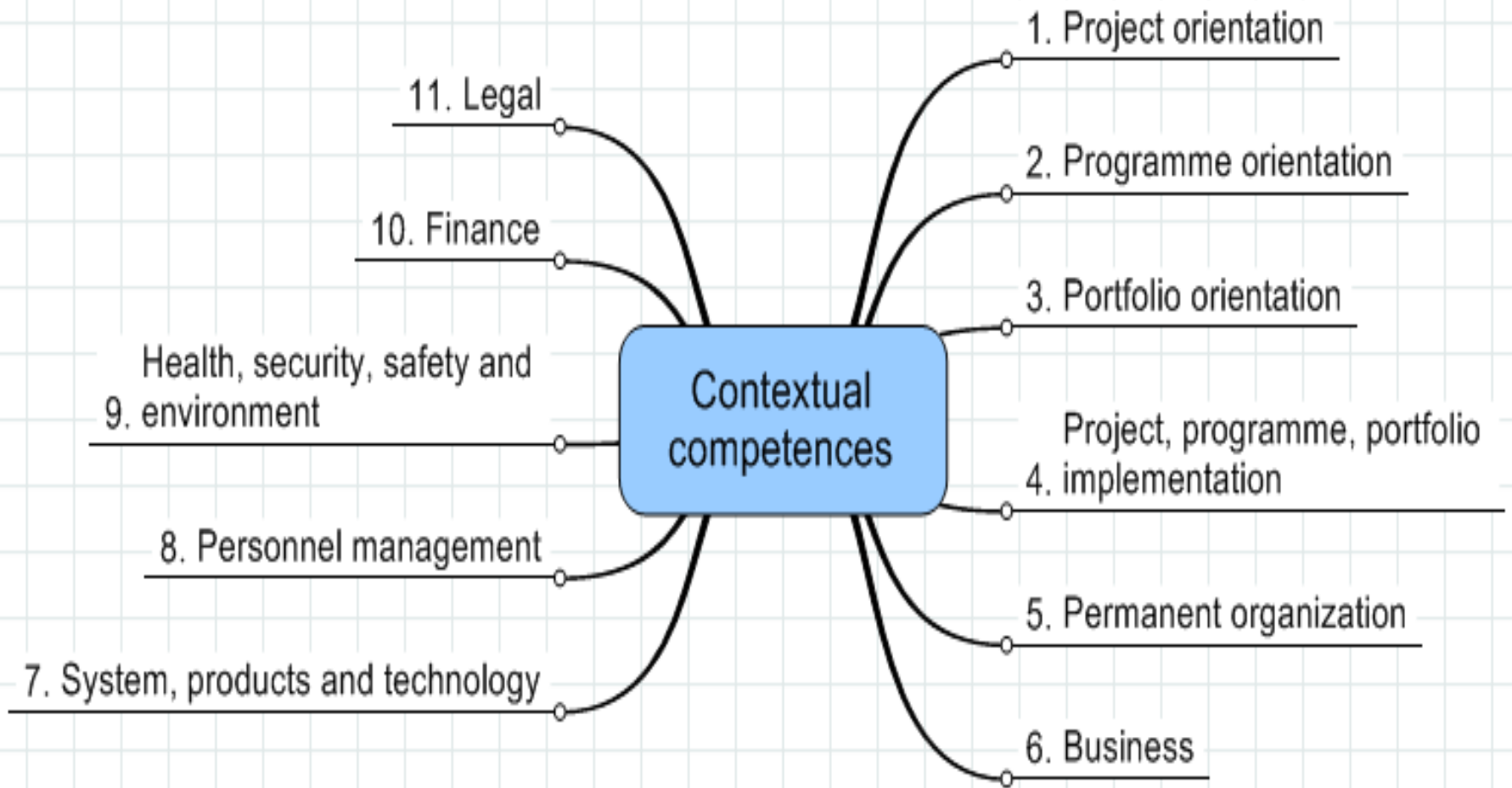
IPMA Competence Baseline











Certification process (levels D, C, B, A)

... a PM profession

How the Certif. process relates to **ICB** (**IPMA C**ompetence **B**aseline)

- The **ICB** provides the official definition of the competences expected from project management personnel by the IPMA for certification using the universal IPMA four-level-certification system.
- It is a general reference document for assessment, training materials preparation, research purposes, information about the PM profession.

Long title	Capabilities	Certification Process			Validity	
		Stage 1	Stage 2	Stage 3		
Certified Projects Director	Competence = knowledge + experience	A	Application, Curriculum vitae, self- assessment, references, project list	Director report	Interview	5 years
Certified Senior Project Manager		B		Exam, Project report		
Certified Project Manager		C		Exam, Short project report		
Certified Project Management Associate	Knowledge	D	Application, Curriculum vitae, self - assessment	Exam		

Certification programme IPMA 4-L-C

Experience for levels B, C, D

- **B: at least 5 years in the management of complex projects with strategic relevance**
- **C: at least 3 years in the management of not complex projects or parts of complex projects**
- **D: application of knowledge without deep experience**

Experience for level A

- **at least 5 years in portfolio management and/or programme management with strategic relevance**
- **of which at least 3 years were in responsible leadership functions in the management of complex portfolios or programmes**
- **and in this case the remaining 2 years of experience in managing projects (within a programme or a portfolio)**
- **Certified Senior Project Manager**

Education

- 30-45 hours (workshop, seminar, conference, course ect.)
- as a member, or
- as a lecturer and course developer (A and B level)

Assignment 1

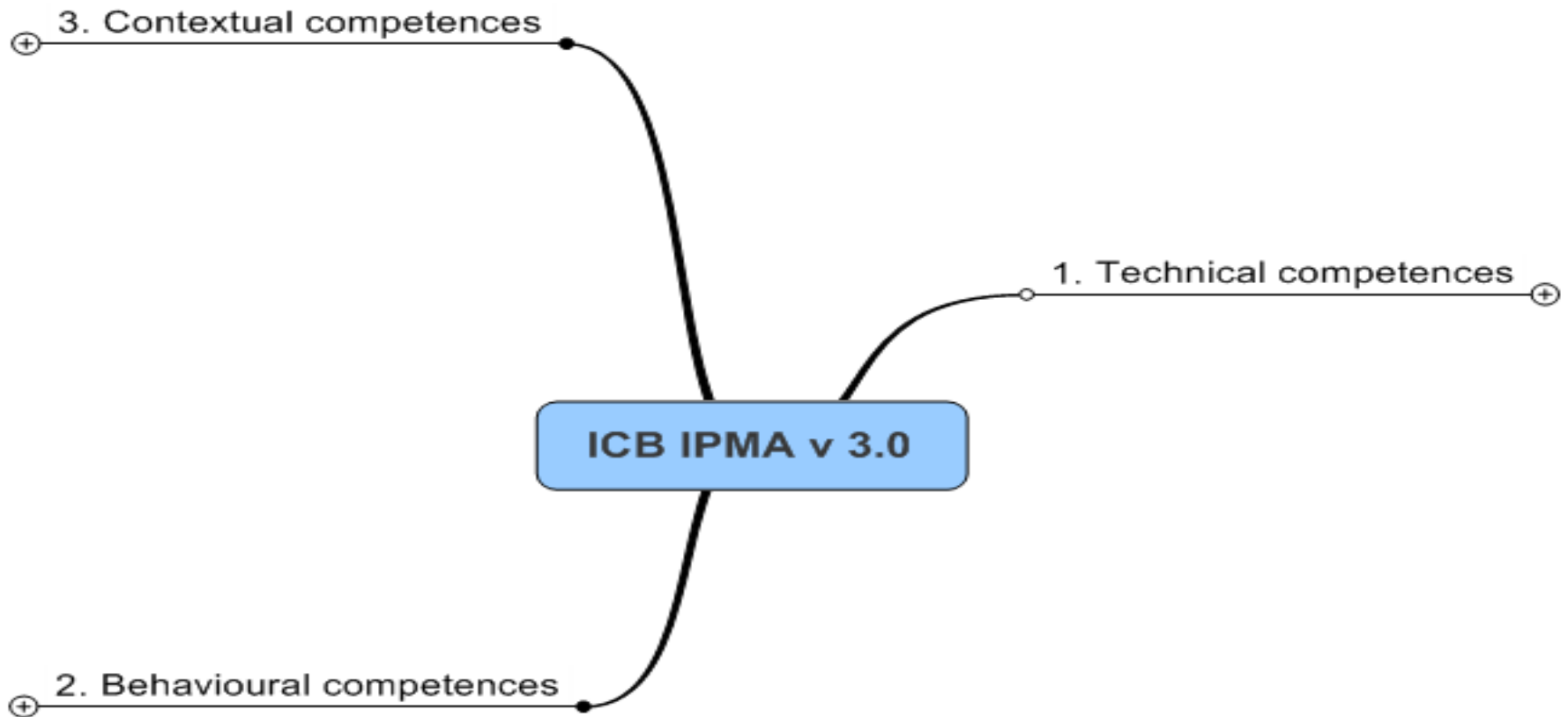
Mind Maps of the domain of PPPM
(A readable breakdown structure of the
PPPM domain)

Mandatory to pass the course
3 person squads

Results submitted in X-Mind
Presentation of chosen results

Assignment 1 -- cont.

- The map of 1st level is given:



Assignment 1 -- cont.

- Three maps of 2nd level **you will create**
- For each group of competences one
- In each 2nd level map you will make sub-grouping of competence elements
 - Each sub-group will have its name
 - A short annotation/description of this subgroup will be connected
- Arguments for your sub-grouping will be expressed in a form of explanatory branch of the 2nd level map
- To each sub-group particular competence elements will be connected

Assignment 1 -- cont.

- 46 maps of 3rd level **you will create**
- For each ICB3 competence element one
- In each 3rd level map you will put sub-elements of the particular given competence element
 - Each sub-element will have its name
 - A short annotation/description of this sub-element will be connected
- Arguments for your sub-elements will be expressed in a form of explanatory branch connected to each of the 3rd level map
- If necessary, you can repeat this procedure recursively

Assignment 1 -- cont.

The explanation of sub-elements:

1. Our brains function on fundamental hierarchy principle; this means: a complex item of knowledge is composed from less complex items recursively, i.e. the knowledge is organized in a form of interconnected trees of partial knowledge.
2. Each such tree is a “breakdown structure”.
3. Thus to describe something complex can be naturally done by using breakdown structure and usually it serves as the most comprehensible description for any audience.
4. Points 1 – 3 are arguments for sub-elements approach.

Assignment 1 -- cont.

- To find out appropriate sub-elements use the following:
 - ICB3
 - Wikipedia
 - Any book on PM
 - CzNCB Dictionary

...

... see the CzNCB Dictionary

Assignment 1 -- cont.

Organization

- 3-persons squads
- Mind Maps in the X-Mind tool (freeware)
- Delivery date: Nov-1-2010
- Nothing delivered after this date will be evaluated
- Presentations of chosen works
Nov-12-2012

