Program on
Project Management Competence Building

Globally Recognised
IPMA Level D® Certification
(Certified Project Management Associate)

Dates
18 - 21 July 2022
&
Certification Exam on
23 July 2022

Venue
ONLINE

ICB4 - People, Practice & Perspective Competences

Methods, tools & techniques through which individuals interact with the environment as well as the rationale that leads people, organizations, societies to start and support projects, programmes and portfolios

1. Strategy
2. Governance, structures and processes
3. Compliance
4. Power and interest
5. Culture and values

Perspective

People

Practice

Not the best practice, but better!

1. Design
2. Requirements, objectives and benefits
3. Scope
4. Time
5. Organization and information
6. Quality
7. Finance
8. Resources
9. Procurement and partnership
10. Plan and control
11. Risk and opportunity
12. Stakeholders
13. Change and Transformation
14. Select and balance (Programme Management)

personal interpersonal competences

1. Self-reflection and self-management
2. Personal integrity and reliability
3. Personal communication
4. Relations and engagement
5. Leadership
6. Teamwork
7. Conflict and crises
8. Resourcefulness
9. Negotiation
10. Result orientation.
The word Project has come from Latin word ‘Projectum’, which means to throw something forward. Projects in essence are undertaken to build future. Future is uncertain and hence risky. Global authorities have evolved a set of competencies which are imperative for people who want to be associated with this profession of building future.

International Project Management Associates (IPMA), formed in 1965 is the oldest global association of Project Management professionals focused on building skills of Project Management professionals. It has Member Associations across 72 countries. IPMA offers 4 Level Certification system covering entire career path of a project professional. Project Management Associates, established in 1993, is a not for profit society and an exclusive Member Association of IPMA in India.

PMA India has designated “PMA Cert” [a self-reliant entity within PMA India] as Certification Body (CB) for carrying out all activities related to IPMA Certification in India.

**Benefits of the Program**

There is growing realization across Industries that competent Project Management is critical to business performance and the need for Project Management to be developed as an independent competence is being actively recognized across sectors. A planned project execution can bring down cost and time overrun to a great extent, say project management experts.

The program aims to address this need by:

- Providing a formal structured orientation required to inculcate Project Management Mindset.
- Covering key concepts, tools and techniques including PERT, CPM, Milestone Charts and others.
- Opportunity to acquire a Globally recognized Project Management Certification.

**Program Outline (based on ICB Ver4)**

**Project Management Foundation**
- Need for Project Management benchmark
- Project, Programme, Portfolio
- Product & Project lifecycle
- Project Management Success

**Organization**
- The Strategy
- Governance, structures, processes
- Compliance, standards, regulations
- Power & Interest
- Culture & values

**Stakeholder Management**

**Scope Management**
- Requirements (Functional, Non-functional)
- Product Scope
- Project Scope
- Work Breakdown Structure and its types
- Scope Creep & Gold Plating
- Configuration Management

**Schedule Management**
- Project Network Diagram (Activity on Node diagram)
- Estimation
- Critical Path Method & Network analysis
- Schedule compression (Crashing , Fast tracking)
- Resource histogram, smoothing, leveling
- Gantt & Milestone chart

**Cost Management**
- Formulating Project Budget & S Curve
- Contingency & Management reserve
- Chart of Accounts & Cost breakdown structure
- Direct & Indirect cost

**Earned Value Management (EVM)**
- Quantitative Project Performance Measurement
- Forecasting Budget & Project Duration
- Application of EVM for uniform and un-uniform work

**Risk & Opportunity Management**
- Risk identification & aiding tools
- Qualitative & Quantitative Risk Analysis
- Strategies for addressing Negative & Positive Risks
- Risk Response Planning, Residual Risk & Risk Control

**Procurement Management**
- Contract & Purchase order
- Steps in Procurement
- Types of Contract
- Supplier Management

**Quality Management**
- Quality concepts
- Quality Planning, Assurance & Control
- Cost of Quality
- Quality Tools

**Resource Management**
- Resource Planning
- Project Organization, Responsibility Assignment Matrix
- Project Communication

**Monitoring & Control**
- Change Management
- Milestone trend chart

**People Competencies**
- Self-reflection & self-management
- Personal integrity & reliability
- Personal communication
- Relationships and engagement
- Leadership & Teamwork
- Conflict and crisis

*Go for the best - IPMA Competence Baseline (ICB)*
IPMA Level D, Certified Project Management Associate, is an exam-based assessment of a wide range of project management knowledge. IPMA 4 Level Certification System is uniquely designed to address the developmental and assessment needs of all Project Professionals, based on a comprehensive inventory of Project Management Competences in People, Practice and Perspective domains.

The Certified Project Management Associate is an internationally recognized entry-level qualification in the area of project management. The certificate is valid for five years.

**IPMA Level D Certification Exam**

**Certified Project Management Associate entry requirements:**
- Must hold a Bachelor's Degree from a nationally recognized University.
- Experience in the project management competence elements is not compulsory; but it is an advantage if the Applicant already has applied his project management knowledge to some extent.
- Candidates applying for IPMA Level D certification must agree to abide by the IPMA code of ethics and professional conduct by endorsing his/her signature in his application.

**Certified Project Management Associate core competence:**
- Shall have the knowledge in all competence elements and be able to apply it.

**Certified Project Management Associate additional requirements:**
- Can practice in any competence element. May work in some fields as a specialist.
- Works as a project team member or a member of the project management staff.
- Has broad project management knowledge and the ability to apply it.

**Processes/Steps:**
1. Submit Application along with
2. Knowledge self assessment and
3. Appear in 2 exams (Paper 1 & Paper 2)

**International Rating for IPMA Certifications**

GAPPS: Global Alliance for Project Performance Standards based out of Australia, is a well recognised reference benchmark for alignment and transportability of competency based Project and Program standards and qualifications. GAPPS Mapped 64 key concepts for Project Management for all the certification bodies and published report on their web site [http://www.globalpmstandards.org/main/page_download_now.html](http://www.globalpmstandards.org/main/page_download_now.html)

![GAPPS Mapping of Rigour of Assessment Methods used for Global Project Management Certifications](chart.png)

**Who / Why to Attend**

Experienced professionals junior to senior management who want to understand the intricacies of Project Management and want to excel in managing projects to advance their career.

*Knowing is not enough; we must apply - Goethe*
Indian Member of
IPMA®

PMA is a not for profit registered Society, established in 1993, with the vision to ‘Create a Project Oriented India.’

PMA, as a National Association for Project Profession in India is actively engaged with the Industry, Academia and Govt. Departments to promote competence based Project Management. PMA strives to promote competence at different levels to facilitate successful completion of all projects. Competence building and development of Project Management Mindset across Industry, Academia and Institutions are undertaken by PMA through its global and national level events, certification, membership, workshops etc. Classroom trainings are conducted by independent accredited organizations/individuals qualified for the task. PMA actively recognizes the spirit of excellence among Projects, Young Project Managers, Project Leaders and Organizations through Excellence Awards.

PMA is the Exclusive Indian Member of the International Project Management Association (IPMA), a Federation of Member Associations representing 72 countries (www.ipma.world) and a leading global authority on Project, Program & Portfolio Management. Appropriate best practices in Project Management, learnt and shared by IPMA, from their wealth of experience and knowledge base, are passed over to Project practitioners and Academia by PMA.

PMA has a wide network of Members. Ministry of Shipping and Road Transport & Highways, GoI and over 75 leading organisations including from Maharatnas, Navratnas and Private companies are PMA’s Life Members. With its headquarters at New Delhi, PMA’s wide network of Chapters and Regional offices across India lend robust support to its mission.

IPMA’s 4 Level Certification system in Project Management is exclusively administered and awarded in India by PMA through its Certification Body - PMA Cert. Close to 8000 professionals across a range of leading organizations in India, have been awarded IPMA Certifications. PMA also offers industries a unique and comprehensive organisation level assessment of Project Management Maturity.

Standing Conference of Public Enterprises (SCOPE) is the apex body of Central Government owned Public Enterprises. SCOPE has all the Central Public Enterprises, a few State Government Enterprises and some nationalised banks as its members.

SCOPE’s objective is to promote excellence in organizations where public investment is involved, in order to enable them to be globally competitive. SCOPE has been a catalyst in increasing government’s focus on reform and restructuring of PSEs in line with opening up of the Indian economy and increased integration with the world economy.

Some leading companies whose employees have acquired the IPMA Level D certification

Registration Fee
Fee: Rs.26,000/- per person plus GST @18%

- Registration fee is non-refundable. However, alternate person(s) can be nominated.
- Cheque/draft payable to: "Project Management Associates" or by NEFT / RTGS

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