

Courseware for IPMA® Individual Certification

Based on Project Management by ICB4



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First edition, first impression

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COLOPHON

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TABLE OF CONTENT

1. General Introduction	1
Practice Competences	7
3. Project Orientation	10
4.01 Project Preparation Stage	17
4.02 Stakeholders	21
4.03 Project Organisation	25
4.04 Requirements and Objectives	29
4.05 Risk and Opportunity	33
Practice Competences	43
5.01 Project Definition Stage	46
5.02 Project Design	49
5.03 Scope	53
5.04 Quality	57
5.05 Time	67
5.06 Resources	78
5.07 Finance	82
5.08 Business Justification	86
6.01 Procurement	89
6.02 Change Control	97
6.03 Information and Documentation	101
6.04 Control and Reporting	104
6.05 Organisational Change and Transformation	112
6.06 Project Closure	116
People Competences	119
7.01 Self-reflection and Self-management	122
7.02 Personal Integrity and Reliability	129
7.03 Personal Communication	133
8.01 Relationships and Engagement	140
8.02 Leadership	147
8.03 Teamwork	154
8.04 Resourcefulness	160
8.05 Result Orientation	168
8.06 Negotiation	172
8.07 Conflict and Crisis	175

Perspective Competences	181
9.01 Strategy	184
9.02 Programme Management	194
9.03 Portfolio Management	200
9.04 Supporting Functions and implementation PPP Management	204
9.05 Development Methods	210
10.01 Organisational Theories	220
10.02 Personnel Management	227
10.03 Financial Administration	229
11.01 Health, Safety, Security and Environment	236
11.02 Sustainability	240
11.03 Laws and Legislation	244
11.04 Power and Interest	248
11.05 Culture and Values	251
ANNEX	257
Bibliography	259

IPMA training course



1



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2



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3

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- There are many models and perspectives included in this courseware; see the Bibliography for references to these models and perspectives. These references are also listed in the textbook and preparation guide.
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IPMA World



4

International Project Management Association (IPMA)

- IPMA is an international federation of more than 70 national project management associations in Africa, Asia, Europe, and the Americas
- IPMA focuses on:
 - Professionalising project programme and portfolio management
 - Maintain Individual Competence Baseline (ICB4)
 - Organising knowledge and networking sessions
 - Accreditation of project, programme and portfolio roles
 - Maintaining the IPMA register

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IPMA Certification levels



5

IPMA D: Certified Project Management Associate

- You have knowledge of all elements of project management and can support the project manager of a limited complex project in all elements of project management

IPMA C: Certified Project Manager

- You can manage limited complex projects and support the project manager of a complex project in all elements of project management

IPMA B: Certified Senior Project Manager

- You can independently manage complex projects

IPMA A: Certified Projects Director

- You can independently manage complex projects at a strategic level

= Passing an exam is required for accreditation at IPMA D, C and B level =

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Entry criteria



6

Level D: Certified Project Management Associate

- A candidate has knowledge in all Competence Elements (CEs) related to Project Management (PM)
- No practice experience is required; however, it is an advantage if you already have some experience in projects
- Only knowledge regarding CEs related to PM is assessed

IPMA C: Certified Project Manager

- A candidate has acted in a PM role within a moderate complex project environment within an organisation
- Within the past 6 years, you need to have acquired a minimum of 3 years of experience in PM as a project manager, or a minimum of 3 years' experience in a responsible PM role assisting the project manager in complex projects
- The evidence timescale can be extended by 4 to 10 years with justification

IPMA B: Certified Senior Project Manager

- A candidate has acted in a complex project environment within an organisation
- Within the past 8 years, you need to have acquired a minimum of 5 years of experience as a project manager, of which at least 3 years in a responsible leadership function managing complex projects
- The evidence timescale can be extended by 4 to 12 years with justification

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Course objectives IPMA training

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7

Upon completion of this course:

- At IPMA D level, the participant has knowledge and insight into all elements of project management and can support the project manager of a limited complex project in all elements of project management
- At IPMA C level, the participant has knowledge and insights into all elements of project management to manage limited complex projects and to support the project manager of a complex project in all elements of project management
- At IPMA B level, the participant has knowledge and insights into all elements of project management to manage complex projects
- Participants can prepare themselves for the exam

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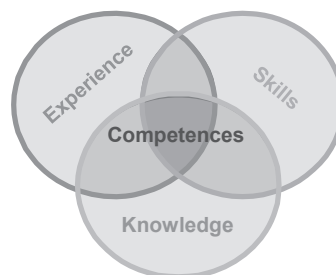
IPMA Individual Competence Baseline version 4.0

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8

For Project Management:

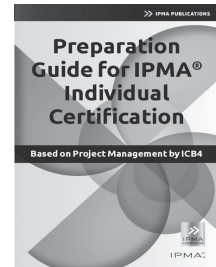
- 13 Practice competences
- 10 People competences
- 05 Perspective competences



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Project Management by ICB4

Remember to consult the textbook and preparation guide for more detailed information and exercises on the presented competence elements



Reference to ICB4

- *Project Management by ICB4* and *Preparation Guide for Individual Certification* are based on the *Individual Competence Baseline version 4.0* for Project Management
- However, to meet reader's needs, the competence elements are presented in a different order:
 - First, the Practice competence elements
 - Second, the People competence elements
 - Finally, the Perspective competence elements
- Furthermore, the practice competence elements are presented in the order of the project lifecycle
- Where necessary, competence elements are split up to meet the project lifecycle sequence
- For a cross-reference to the ICB4 competence elements, see the textbook
- For the key competence indicators per chapter, see the preparation guide

Guide to this courseware



11

For each part, the relevant chapters are listed
For each chapter, the relevant learning objectives are listed

All informative slides are marked with a B or A in the top left corner:

- B > Topics from the Basic section of the textbook
- A > Topics from the Advanced section of the textbook
- AB > Topics of which a part is explained in the Basic and in the Advanced section

There are many models and perspectives provided to support the individual competence elements
Many of these models and perspectives can also be used in other circumstances

Your Member Association determines which topics are a learning objective for your exam
The actual order of the topics in the course are determined by the trainer

Schedule courseware



12

- Practice competence elements
 3. Project Orientation
 4. Project Preparation
 5. Project Definition
 6. Project Delivery
- People competence elements
 7. Managing Yourself
 8. Connecting with Others
- Perspective competence elements
 9. Implementing Changes
 10. Internal Context
 11. External Context

PRACTICE COMPETENCES

PART 3 PROJECT ORIENTATION

PART 4 PROJECT PREPARATION



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**Practice Competence
Elements**

**Project Orientation
and
Project Preparation**

Project orientation and project preparation

Project Management by ICB4

- 03 Project Orientation
- 04.01 Project Preparation Stage
- 04.02 Stakeholders
- 04.03 Project Organisation
- 04.04 Requirements and Objectives
- 04.05 Risk and Opportunity

03 Project Orientation

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15

Learning objectives:

- What is a project, and what is project management?
- Reasons to initiate a project
- Prerequisites for a project
- Position projects within the permanent organisation
- The different work forms
- Project lifecycle
- Stages and phases in a project
- Project at different levels
- Control aspects in a project
- Magic triangle and the iron square
- Projects within the product lifecycle
- Agile versus Waterfall
- Sustainability and projects
- IPMA Project Excellence Baseline (advanced)



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B

What is a project and project management?

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16

Project:

- A unique, temporary, multi-disciplinary and organised endeavour to realise agreed deliverables within predefined requirements

Project management:

- All managerial tasks necessary to deliver the project deliverables successfully
 - *Management* - planning, organising, monitoring and controlling all aspects
 - *Leadership* - leading the team and motivating all persons involved

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B

Reasons to initiate a project

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17

The endeavour cannot (easily) be carried out during Business as Usual

- The result is a one-off within a given context
- Multidisciplinary teams need to be involved
- The result cannot be specified in detail in advance
- Many stakeholders need to be involved in the decision-making
- The realisation transcends the individual domains
- Much management attention is required

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B

Prerequisites for a project

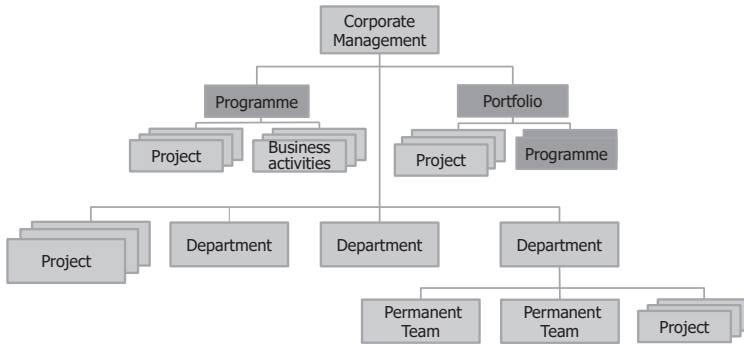
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18

- A purpose and intended output
 - A defined start and end
 - A temporary organisation
 - A predefined scope and conditions
- +
- The decision to carry out the endeavour as a project
 - The agreement between the sponsor and project manager to start it

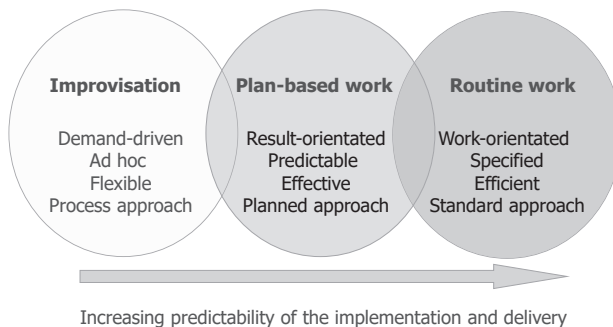
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B Position projects within the permanent organisation



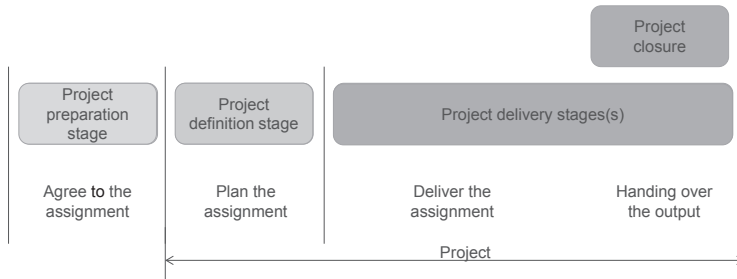
= The position of projects within the permanent organisation has a major impact on the projects themselves =

B Work forms (Groote, et al., 2011)



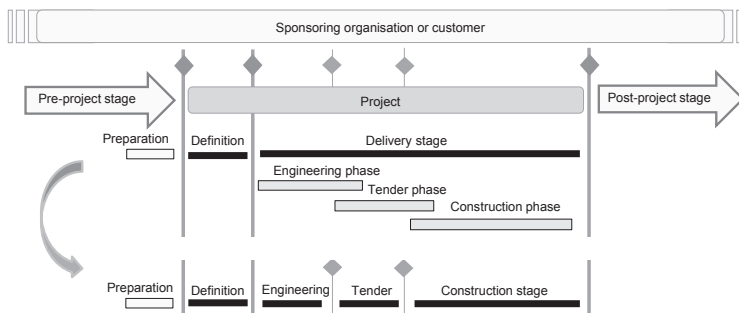
= In projects, all work forms are applied, but managing projects is mainly done plan-based =

B Project lifecycle



= The project lifecycle is defined by plan-based work to realise the deliverables for the sponsoring organisation or customer =

B Stages and phases in a project



= Project delivery can be divided into several phases and stages =