



Workshop on Project Management Competence Development

*The best time to develop
yourself professionally!*

Continuous Competence Development

The Project management is the discipline of initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria. A project is a temporary endeavor designed to produce a unique product, service or result with a defined beginning and end undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. The temporary nature of projects stands in contrast with business as usual, which are repetitive, permanent, or semipermanent functional activities to produce products or services. In practice, the management of these two systems is often quite different, and as such requires the development of distinct technical skills and management strategies.

The primary challenge of project management is to achieve all of the project goals within the given constraints. This information is usually described in a user or project manual, which is created at the beginning of the development process. The primary constraints are scope, time, quality and budget. The secondary — and more ambitious — challenge is to optimize the allocation of necessary inputs and integrate them to meet pre-defined objectives.

Program (as per 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

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



Schedule Management

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

Cost Management

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

Resource Management

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

Monitoring & Control

In addition to EVM which is already covered

- Change Management
- Milestone trend chart

People Competencies

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

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 of Project Managers 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 Government are undertaken by PMA through its global and national level events, certification, membership, workshops etc. Classroom trainings are conducted by independent accredited organizations/freelance 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 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.

Who / Why to Attend

Professionals across all levels who want to understand the intricacies of Project Management and want to excel in managing projects to advance their career.

The fee for this 5 Day learning program (PMCB) is Rs 15000/- per person GST being extra @ 18%. **Payment is to be made by online transfer of money to the bank account. as per details enclosed here-with before start of the program.** Webinar registration link will be shared before the commencement of the sessions and after making payment.

This is one of the best opportunities to utilize your time gainfully while working from home Kindly register ASAP latest by **9th May 2020.**

After making payments, as per the bank details as attached, please send the transaction slip with your name and membership number at paramita.mukherjee@ieindia.org

For more details contact to:

Program Co-ordinator, Project Management Associates

FC-33, Plot No. 1 & 2, Periyar Centre, 3rd Floor, Institutional Area, Jasola, New Delhi - 110025

Tel: 011 41421511 Mob: +91 9711631534-35/39, 9840432229 Website: www.pma-india.org

Email: info@pma-india.org / rdsouth@pma-india.org / rdnorth@pma-india.org

WORKSHOP REGISTRATION PROCESS

The best time to develop yourself professionally!

Dear Members,

We wish you all well in this difficult time of COVID-19 and stay safe at home with your family.

Project Management Associates in collaboration with IEI is conducting an Online Learning Program from 12 to 16th May 2020 with on-line 5 Day webinar (video session) on Project Management Competence Building (PMCB) based on ICB Ver. 4 , knowledge base for IPMA 4 Levels , through one of our Accredited Training Organization (ATO) .

Learning Sessions (PMCB) on May 12 to May 16 (10 am to 1 pm and 2 pm to 5.30 pm)
Agenda enclosed (30/32 learning hours)

How is it conducted?

- Online session is conducted using Zoom Webinar from specially designed sound proof studio office .

Conference Management

The Webinar is efficiently well managed by host / co-host using Zoom controls . Following features are available

- Before the webinar, registration link is generated by the host / co-host, which is shared with the interested participants
 - The interested participants can register by replying to this mail giving their details .
 - The participants shall be authorized by the ATO once the payment is made
 - The authorized participants will receive a confirmation by email with the webinar link
 - Just by clicking on the webinar link received, they can join the session on the specified date and time
 - Note:- All participants need to download the Zoom application on their laptops / mobiles <https://zoom.us/support/download>
 - Laptop with inbuilt camera/mic/speaker
 - During the webinar, the host will start the session at the schedule date and time
 - Participants will join the webinar
 - Host will have following controls
 - Sharing presentations
 - Sharing screens
 - White board

- Recording of the webinar is also available
- Quiz
- Raising hands
- Mute / Un-mute
- Screen sharing privilege can also be given to the participants as required
- PDF copy of the handouts will be shared with participants on day to day basis at the end of each day.

The fee for this 5 Day learning program (PMCB) is Rs 15000/- per person GST being extra @ 18 % . Payment is to be made by on line transfer of money to the bank account as per details enclosed here-with before start of the program . Webinar registration link will be shared before the commencement of the sessions and after making payment.

Since the learning is based on IPMA Syllabus i.e. . ICB 4, a candidate may appear for level D or Level C Assessment depending on the eligibility / fulfilling entry conditions as given on our website at www.ieindia.org- Certification and by paying requisite certification fee as applicable to respective level . **The Assessments in both the cases are Physical and not online (1 day for level D and 3 days for level C). There-fore, it will be conducted at PMA Delhi OR Chennai office after lock down ends.**

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Thanks

Ms.Paramita Mukherjee

Dy. Director, Education, Examinations & Accreditation

Course Contents and benefits from IPMA Certifications in Project Management

(As per IPMA Individual Competence Baseline (ICB4) for Project, Programme and Portfolio Management)

a) Content Richness

1. IPMA 4LC Uniquely Covers a Complete Career Path of a Professional

- **IPMA's 4 Level Certification System in Project Management is uniquely designed to cover a Complete Career Path of a project professional.** Every step of the 4 Level Competence stair incorporates adequate development in self-knowledge and verified competence.

Assessment process for the IPMA Levels C and B includes preparation of Executive Summary Reports as per IPMA guidelines and interviews with PMA's panel of Assessors, who are leading Project Professionals with Senior Management experience – this provides a unique value addition to the participants.



2. Competence Elements approach includes Perspective, People & Practice aspects of PM as well

IPMA's globally recognized Certification system follows a Unique Competence elements based approach to Project, Programme and Portfolio Management, based on the **IPMA Individual Competence Baseline (ICB4)**.



The ICB4 is a global standard that defines the competences required by individuals working in the fields of project, programme and portfolio management. The ICB4 represents a major advancement for successful, modern project, programme and portfolio management. **The ICB4 takes the Eye of Competence into the next generation, with a redefinition of the Competence Elements (CEs) required by the modern project manager. 29 CEs are organized in 3 competence areas as given below:**

(4.3) 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 (5 CEs)

4.3.1 The Strategy

4.3.2 Governance, structures and processes

4.3.3 Compliance, standards and regulations

4.3.4 The informal Power and interest

4.3.5 The culture and values

(4.4)People competences:personal interpersonal competences (10 CEs)

- | | |
|---|----------------------------|
| 4.4.1 Self-reflection and self-management | 4.4.6 Teamwork |
| 4.4.2 Personal integrity and reliability | 4.4.7 Conflict and crisis |
| 4.4.3 Personal communication | 4.4.8 Resourcefulness |
| 4.4.4 Relations and engagement | 4.4.9 Negotiation |
| 4.4.5 Leadership | 4.4.10 Results orientation |

(4.5)Practice competences:specific methods, tools & techniques (14 CEs)

- | | |
|--|----------------------------------|
| 4.5.1 A project, programme or portfolio Design | 4.5.8 Resources |
| 4.5.2 Goals, objectives and benefits | 4.5.9 Procurement |
| 3 4.5.Scope | 4.5.10 Plan and control |
| 4.5.4 Time | 4.5.11 Risk and opportunity |
| 4.5.5 Organization and information | 4.5.12 Stakeholders |
| 4.5.6 Quality | 4.5.13 Change and transformation |
| 4.5.7 Finance | 4.5.14 Select and balance |

Some of the useful concepts covered are:

- ❖ Network Exercises
- ❖ Gantt Charts
- ❖ Histograms 'S' Curves
- ❖ Resource Levelling
- ❖ PERT, CPM
- ❖ Project Life Cycle
- ❖ Investment Appraisal
- ❖ Payback, Net Present Value NPV, Internal Rate of Return IRR concepts
- ❖ Earned Value Management System
- ❖ Earned Value Exercises
- ❖ Project Structures
- ❖ PBS Product Breakdown Structure
- ❖ WBS Work Breakdown Structure
- ❖ CBS Cost Breakdown Structure
- ❖ RBS Resource Breakdown Structure

While the competence elements are the same for all Levels of IPMA Certifications, the level of Knowledge and the extent of applying these elements in simple / complex projects decide the actual levels of assessment for individuals.

There are 4 levels in the IPMA 4 LC System, Levels A, B, C and D. The IPMA level definitions are constructed against the following core criteria:

Level A is constructed in terms of the leadership of others in very complex projects throughout the life cycle at a strategic level. This also applies to portfolio and programme management roles and life cycles (where applicable).

Level B is constructed in terms of the leadership of others in complex projects throughout the life cycle. This also applies to portfolio and programme management roles and life cycles (where applicable).

Level C is constructed in terms of the management of others in projects of moderate complexity throughout the life cycle through the application of knowledge/theory across all relevant competences.

Level D is constructed in terms of knowledge across all relevant competences only.

The 8 profiles in the IPMA 4 LC system are:

Domain →	Project	Programme	Portfolio
Level A	Certified Project Director	Certified Programme Director	Certified Portfolio Director
Level B	Certified Senior Project Manager	Certified Senior Programme Manager	Certified Senior Portfolio Manager
Level C	Certified Project Manager		
Level D	Certified Project Management Associate		

- ❖ Level A requires a candidate to demonstrate evidence of 80% of the domain CEs defined in the ICB, in a very complex environment.
- ❖ Level B requires a candidate to demonstrate evidence of 80% of the domain CEs defined in the ICB, in a complex environment.
- ❖ Level C requires a candidate to demonstrate evidence of 80% of the domain CEs defined in the ICB, in a moderately complex environment.
- ❖ Level D requires a candidate to demonstrate knowledge of 80% of the domain CEs defined in the ICB.

Assessment path steps

The Table 1 below summarizes the assessment paths and steps that PMA Cert will apply for the initial certification of a Candidate.

	IPMA Level →	Level A		Level B		Level C		Level D
	Path →	1	2	1	2	1	2	N/A
Stage	Step							
1	Application	R		R		R		R
	CV	R		R		R		N/A
	Executive Summary Report	R		R		R		N/A
	Full Self-assessment	R		R		R		N/A
	Knowledge self-assessment	N/A		N/A		N/A		R
	Referees	R		R		R		N/A
2	Exam ←	N/A		R		R		R
3	Report ←	R		R		R		N/A
4	Extended Interview ←	R	N/A	R	N/A	R	N/A	N/A
	Simulation / Role Based Scenario ←	N/A	R	N/A	R	N/A	R	N/A
	(Regular) Interview ←	N/A	R	N/A	R	N/A	R	N/A
5	Final Evaluation	R		R		R		R
	Decision	R		R		R		R
	Certificate	R		R		R		R
	Feedback	R		R		R		R
	Archiving	R		R		R		R
	Legend:							
	R = Required							
	C = On request of Candidate							
	N/A = Not applicable & shall not be requested							
← = If deemed not yet competent in first attempt, step can be repeated once								

Table 1

The re-certification period for Levels A to D is due 5 years after initial certification for each level of certification and domain. It is the responsibility of the certificate holder to initiate, through application, the re-certification process up to a maximum of 6 months from their certificate expiry date. An extension up to 12 months from the certificate expiry date may be provided with justification. If the certificate holder fails to re-apply within the time period, a new application will need to be undertaken under the initial certification process.

	Level A	Level B	Level C	Level D
Domain-related experience required by the Applicant	Minimum evidence of 30 months of practical experience over 5 year period			Not applicable
	Complexity			Not applicable
	Leadership of others		Management of others	Not applicable

	Minimum of 35 hours' evidence of CPD per annum (175 hours total) since the last (re-) certification
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Legend:

CPD – Continued Professional Development

b) Proficiency Achieved /Benefits Gained From The Program:

1) Level A [Certified Project / Programme / Portfolio Director]:

IPMA Level A is the highest level of certification. In order to qualify for this, a candidate must have minimum 10 years' experience in Project / Programme / Portfolio management with strategic relevance. Level A requires candidates to submit a detailed report and appear for an extended interview by two IPMA Certified Assessors for 2 hours and the evaluation is made on 29 IPMA Competency elements. As on 01.01.2016, there were 788 IPMA Level A certified professionals worldwide, China had 137 Level 'A' certified professionals and India has 25 as on date (List is enclosed). Level A is based on an interview by 2 Assessors for about 2 hours. The title given after qualifying through the process is 'Certified Projects Director' (CPD).

2) Level B [Certified Senior Project / Programme / Portfolio Manager]:

IPMA Level B is the second highest level of certification. In order to qualify, a candidate must have at least 8 years of project / Programme / Portfolio management experience and 5 years of which in responsible leadership functions of complex projects. A candidate is required to pass 2 written exams, participate in the workshop for the evaluation of his/her behavior competencies, report evaluation and appear for an interview of 1.5 hours by two IPMA Certified Assessors. All the four components for qualifying for Level B i.e. written exam, 1 day workshop, report evaluation and personal interview are based on 29 IPMA Competency elements. The title given after qualifying through the process is 'Certified Senior Project Manager' (CSPM).

3) Level C [Certified Project Manager]:

IPMA level C is the most desired and popular International level certification in Competency based category. China has 23,466 Nos as on 1.1.2016 whereas in India, we have only 815 as on date. We have to catch up very fast. In order to qualify for IPMA Level C, a candidate should have at least 5 years of project management experience out of which 3 years in responsible leadership functions of non-complex projects. The candidate has to submit Executive Summary Report only and is assessed by two IPMA Certified Assessors. The name of the qualified person appears on IPMA and PMA Websites. The title given after qualifying through the process is 'Certified Project Manager' (CPM).

4) Level D [Certified Project Management Associate]:

IPMA Level D is the starting level certification. The candidate shall have project management knowledge in all the competence elements. This is only exam based certification, covering 29 IPMA Competency elements. There are 2 written exams and a candidate is required to pass in both the papers. Passing marks are 60%. The title given after qualifying through the process is 'Certified Project Management Associate' (CPMA). As on date, there are more than 6100 Level D certified persons in India.

c) Comparison and Benchmarking of Leading PM Certification Systems

- **IPMA Project Management certification system has been rated higher, compared to all its other global counterparts, both on Content coverage and rigor of Assessment.**

The Global Alliance for Project Performance Standards (GAPPS) is a not for profit independent institution, based in Australia and a globally well-known institution in the field of project

management, which published a report on standards and benchmarking of various certification systems.

GAPPS carried out a study of the elements which are necessary for project managers. During their study, they identified 64 elements which are of importance for project managers. Based on these 64 elements, they carried out a detailed benchmarking of the various project management certifications. Based on the IPMA Competence Baseline (ICB ver. 3.0) and the PMBOK® Guide 2008. They found that IPMA Competence Baseline (ICB ver. 3.0) covers 62.5 elements out of the 64 elements whereas the PMBOK® Guide 2008 covers only 45 elements. As per GAPPS, IPMA got 98% rating while the PMBOK® Guide got 70% rating. This reflects the high standard of competence in IPMA. It may be mentioned here that ICB is used for the IPMA Levels A, B, C & D certifications and PMBOK® Guide for the PMP® Certification of PMI. Similarly in their index for Robustness of Assessment, IPMA Certification Levels score higher than any of the international counterparts.

Charts Summarizing the Benchmarking study are shown below:

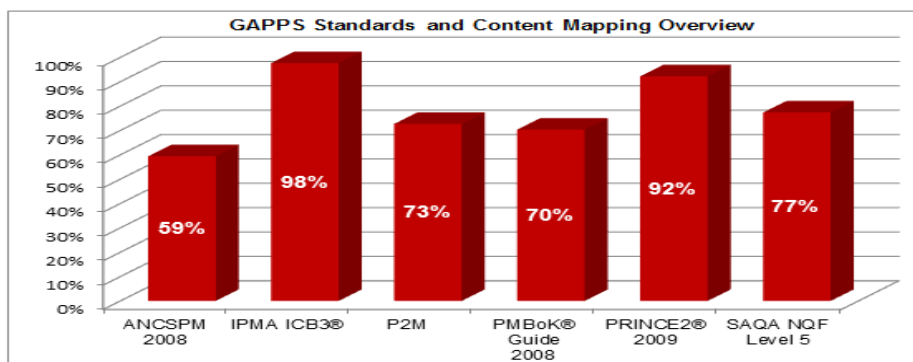


Chart 2, GAPPS Standards and Content Mapping Overview (extracted from GAPPS analysis)

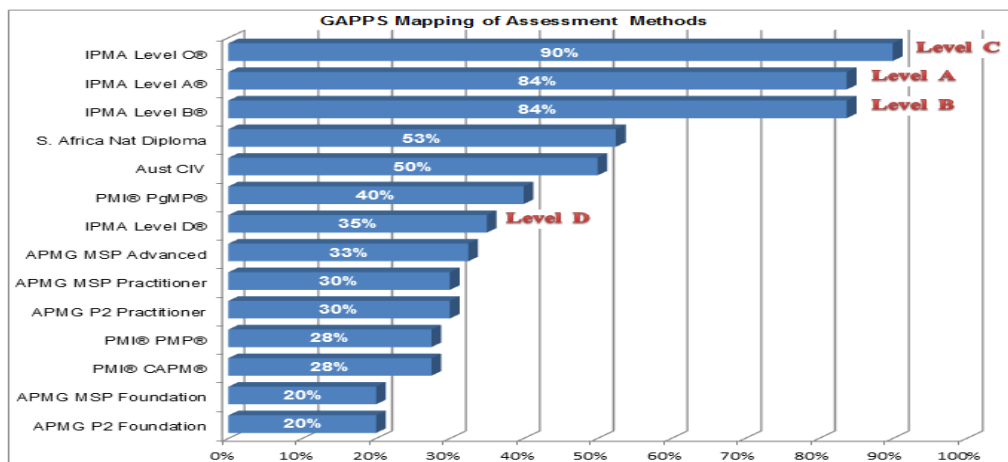


Chart 3: GAPPS Mapping of Assessment Methods for Global Project Management Certifications, Credentials and Qualifications (our graphic is based on an extract from GAPPS data)

5 day Agenda on Web learning based Project Management Competence Building (PMCB) Program

Day 1

10am to 01 pm

- Introduction
- About IPMA Competence Framework
- Projects & Operations, Programs, Portfolios

02 pm to 5.30 pm

- Project Management Success
- Business Strategy
- Business Case, Investment Appraisals, PESTLE

Analysis

- Project Charter, Project Organization

Day 2

10am to 01 pm

- Compliance & HSSE
- Interested Parties/Stakeholders
- Project Requirements & Objectives

02pm to 5.30 pm

- Scope Management, WBS
- Configuration Management
- Change Control
- Network Planning Models, Critical Path
- PERT

Day 3

10am to 01 pm

- Responsibility Matrix, Communication
- Quality Assurance, Quality Control
- TQM
- Pareto Chart, Cause and Effect Diagram

02pm to 3.30 pm

- Cost Management
- Estimation Methods
- Resource Histograms

3.30pm to 5.30 pm

Expert Session

Day 4

10am to 01 pm

- Procurement
- Types of Contracts
- Control & EVMS

02pm to 3.30 pm

- Risk Management

3.30 to 5.30 pm

Expert Session

Day 5

10am to 01 pm

- People Competencies
- Self-Reflection and Management
- Personal Communication
- Leadership

02pm to 5.00 pm

- Teamwork
- Conflict Management and Crisis
- Negotiation
- Result Orientation

05pm to 06pm

Closing and feedback

Pl note:

- PDF Copy of hand outs will be mailed on day to day basis after completion of each day sessions.
- For passing the exam and better results it is expected that the candidate will be mentally present all five days.
- 5 day program will cover 30 to 32 learning hours. The candidates are expected to devote at least 2 to 3 hours every day as home work for better understanding of the course material.
- Web learning Program will be conducted by our Accredited Trainer approved for this purpose
- Examination is paper pencil type and it will be organised after close down opens.

Dear Sir / Madam,

Re: Payment through RBI Electronic NEFT Systems

We hereby give our mandate to credit in our Bank Account through the NEFT for all payments to be made to us henceforth. Details of the Bank Account are given below.

Name of the Beneficiary	:	Project Management Associates
PAN Number	:	AAATP0724G
Name of the Bank & Branch	:	Axis Bank Ltd, Jasola
Address of the Branch	:	Ground Floor & Basement, Plot No 51, Pocket I Jasola, New Delhi 110025
Branch Telephone No.	:	011 41006570
NEFT IFSC Code / Bank Key	:	UTIB0001148
Account Type	:	Savings
Account No.	:	916010011859755
MICR Code:	:	110211085

We are enclosing a photocopy of a cancelled cheque to enable you to verify the details mentioned above.

We hereby declare that the particulars given above are correct and complete. If the transaction is delayed or lost because of incomplete or incorrect information, we would not hold the company / institution responsible.

Thanking you,

For Project Management Associates



Authorised Signatories



Bank Certificate

We certify that "Project Management Associates" has a Account No. 916010011859755 with us and we confirm that the details given above are correct as per our records.

Date: 03/05/2016

Place: _____

Bank Seal & Signature

