IPMA

international
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SYLLABUS

IPMA Level D: Certified Project Management Associate syllabus

This syllabus provides the details of the learning outcomes and assessment criteria for the IPMA Level D: Certified Project Management Associate qualification. Both the learning outcomes and assessment criteria are aligned to the *IPMA Individual Competence Baseline (ICB4)* document, but the presentation of the content better reflects teaching approaches than the functional breakdown of the IPMA ICB4 structure

Where the syllabus cites the term 'including', the information in brackets is topic coverage. All the cited terms are expected to be known by candidates taking the examination

Where the syllabus cites the term 'such as', the information in brackets provides general topic coverage. This means that the assessment criteria are expected to be understood by candidates and examined, but the content in brackets is purely indicative of the range of areas that candidates may respond with. Therefore, the candidate may answer more widely than these specified items in the examination.

Unit 1 - The Organisational, Societal and Political Context of a Project

Learning outcomes When awarded credit for this unit, a learner will have developed knowledge of how to:	Assessment criteria Assessment of this learning outcome may require a learner to demonstrate that they understand:	IPMA Competence Framework Reference
1. Manage a project through an understanding of strategy and strategic processes.	1.1 how to align a project to an organisation's mission and vision (use of diagnostic management control systems and formal tools, including critical success factors, success criteria, key performance indicators)	4.3.1
	1.2 how to identify and exploit opportunities to influence organisational strategy (implementing interactive control systems, including bottom up approach and stretch goals)	
	1.3 how to develop and ensure the ongoing validity of the business/ organisational justification	
	1.4 how to determine, assess and review critical success factors	
	1.5 how to determine, assess and review key performance indicators	

2. Participate in and manage the impact of governance, structures and processes on projects.	2.1 how the principles of project management are implemented (types of organisation setting, such as functional matrix and projectised organisation; maturity level of an organisation)	4.3.2
	2.2 how the principles of programme management are implemented (characteristics such as goals, inputs, outputs, outcomes, benefits)	
	2.3 how the principles of portfolio management are implemented (characteristics such as critical success factors and key performance indicators)	
	2.4 the role of supporting functions available to a project manager (such as a project office or IT support)	
	2.5 how to align a project to an organisation's decision making and reporting structures	
	2.6 how to align a project to an organisation's quality requirements	
	2.7 how to align a project with human resource processes and functions	
	2.8 how to align a project with finance and control processes and functions	
3. Influence and manage the alignment of a project to relevant standards and regulations.	3.1 how to identify and ensure a project complies with identified and relevant legislation (including the legal policies of the organisation, contract law, employment law, intellectual property)	4.3.3
	3.2 how to identify and ensure a project complies with all relevant health, safety, security and environmental regulations	
	3.3 how to identify and ensure a project complies with all relevant codes of conduct and professional regulation	
	3.4 how to identify and ensure a project complies with relevant sustainability principles and objectives	
	3.5 how to assess, use and develop professional standards and tools for a project	

4. Use power and interest techniques to achieve stakeholder satisfaction and deliver agreed project outcomes.	4.1 how to assess the impact of personal ambitions and interests of others on the project (use of techniques such as stakeholder power and interest grid, personal development review, interview)	4.3.4
	4.2 how to assess the impact of informal influence of individuals and groups on a project (such as French and Raven Bases of Power)	
	4.3 how to assess and employ the personalities and working styles of others for the benefit of a project (such as Belbin, Margerison McGann, Myers Briggs)	
5. Recognise the influence of internal and external culture on a project and integrate this into a project's approach, objectives and processes.	5.1 how to assess the culture and values of the society and their implications for the project	4.3.5
	5.2 how to align the project with the formal culture and corporate values of an organisation (such as Corporate Social Responsibility)	
	5.3 how to assess the implications for a project of the informal culture and values of an organisation	

Unit 2 - The Personal and Social Competences Required to Manage a Project

Learning outcomes	Assessment criteria	IPMA
When awarded credit for this unit, a learner will have developed knowledge of how to:	Assessment of this learning outcome may require a learner to demonstrate that they understand:	Competence Framework Reference
1. Reflect on and understand the impact of own emotions, behaviours, preferences and values on the project.	1.1 how to identify and reflect on the ways in which own values and experiences affect work 1.2 how to build self-confidence of personal strengths and weaknesses 1.3 how to identify and reflect on personal motivations to set personal goals and maintain focus 1.4 how to organise own work based on resource availability and the situation 1.5 how to take responsibility for own personal learning and development	4.4.1
2. Maintain personal integrity through a consistent approach to decision making, actions and behaviours when managing a project.	2.1 how to take responsibility for own actions 2.2 how to act, take decisions and communicate in a consistent way 2.3 why it is important to complete tasks thoroughly to build confidence with others	4.4.2
3. Communicate efficiently and effectively in a variety of situations, to different audiences and across cultures	3.1 how to provide clear and structured information to others and verify understanding 3.2 how to facilitate and promote open communication 3.3 how to choose a communication channel and style to meet the needs of an audience, situation and/or management level 3.4 how to communicate effectively with virtual teams (including language, channel, content, time zones)	4.4.3

Unit 2 – continued

4. Build and maintain relationships, using personal engagement as the basis for collaboration.	4.1 the importance of initiating and developing professional relationships 4.2 the importance of building, facilitating and contributing to social networks 4.3 the behaviours required to encourage collaborative working for the benefit of the project (understanding of motivational theories, including Maslow, McGregror)	4.4.4
5. Lead, provide direction and motivate others to enhance individual and team performance.	5.1 how to provide direction, coaching and mentoring to improve individual and team performance 5.2 how to exert appropriate power and influence over others to achieve goals (models such as Blake and Mouton, Hersey Blanchard) 5.3 how to make, enforce and review decisions	4.4.5
6. Effectively lead a team.	6.1 how to select and build a team (models such as Belbin, Margerison-McCann, Myers Briggs, Tuckman) 6.2 how to promote co-operation and networking between team members 6.3 how to support, facilitate and review the development of the team and its members 6.4 how to empower teams by delegating tasks and responsibilities 6.5 how to recognise errors and mistakes to facilitate learning	4.4.6
7. Take effective action in conflict situations.	7.1 how to anticipate and possibly prevent conflicts and crises 7.2 how to analyse the causes and consequences of conflicts and crises 7.3 how to select appropriate responses to conflicts and crises (models such as Thomas/Kilmann, Blake and Mouton) 7.4 how to mediate and resolve conflicts and crises 7.5 how to minimise the impact of conflict and crises 7.6 how to use learning from conflicts and crises to improve future practice	4.4.7

Unit 2 – continued

8. Find alternatives to and resolutions for uncertainty, problems, changes and limitations.	8.1 how to stimulate and support an open and creative environment	4.4.8
	8.2 the importance of conceptual and creative thinking to define solutions to problems	
	8.3 the benefits of applying analytical techniques to situations and financial and organisational data and trends	
	8.4 the benefits of taking into account multiple perspectives	
9. Reach satisfactory agreements with others by using negotiation techniques.	9.1 how to identify and assess the interests of all parties involved in the negotiation	4.4.9
	9.2 how to develop and evaluate options and alternatives to meet the needs of all parties	
	9.3 how to define a mutually acceptable negotiation strategy in line with own objectives	
	9.4 how to reach negotiated agreements with other parties which are in line with own objectives	
10. Focus on the agreed project outcomes and drive towards making the project a success.	10.1 how to evaluate all decisions and actions against their impact on the success of a project	4.4.10
	10.2 how to balance needs and means to optimise outcomes and success	
	10.3 how to promote and sell the project, its processes and outcomes	
	10.4 how to deliver results and get acceptance	

Unit 3 - The Organisational Influences and Demands on the Management of a Project

Learning outcomes When awarded credit for this unit, a learner will have developed a capability to:	Assessment criteria Assessment of this learning outcome may require a learner to demonstrate that they understand:	IPMA Competence Framework Reference
1. Successfully integrate all contextual and social aspects to determine the most advantageous approach for a project to ensure buy-in and success.	1.1 how to acknowledge, prioritise and review success criteria 1.2 how to review, apply and exchange lessons learned from and with other projects (including use of strategic project office, knowledge base, internal social network) 1.3 how to select and review the overall project management approach (including waterfall, agile) 1.4 the benefits of producing a high-level project overview	4.5.1
2. Establish the relationship between stakeholder expectations and project outcomes.	2.1 how to define and develop the project goal hierarchy 2.2 how to identify and assess project stakeholder needs and requirements 2.3 how to prioritise and decide the requirements and acceptance criteria	4.5.2
3. Manage the scope of a project.	3.1 how to define the project deliverables (including Product Breakdown Structure) 3.2 how to structure the project scope (including Work Breakdown Structure) 3.3 how to define the project's work packages 3.4 how to establish and maintain scope configuration	4.5.3

4. Schedule project activities to achieve the optimum time execution.	4.1 how to establish the activities required to deliver a project (such as use of a Work Breakdown Structure)	4.5.4
	4.2 how to determine the work effort and duration of activities (estimating techniques such as analytical, comparative, parametric, three-point, PERT formulae)	
	4.3 how to decide on a schedule and stage approach (such as waterfall, iterative)	
	4.4 how to sequence project activities and create a schedule	
	4.5 how to monitor progress against the schedule, adjusting if necessary (such as earned value analysis)	
5. How to implement, monitor and review the organisation of a project.	5.1 how to define the structure, roles and responsibilities within a project	4.5.5
	5.2 how to establish infrastructure, processes and systems for information flow	
	5.3 the benefits of regularly reviewing the temporary organisation of a project during the project life cycle	
6. Establish and manage the quality of the deliverables.	6.1 how to develop a quality management plan	4.5.6
	6.2 how to monitor and revise a quality management plan	
	6.3 the importance of reviewing the project deliverables to ensure they meet the requirements of the quality management plan	
	6.4 how to ensure quality throughout the project (such as Deming Cycle)	

Unit 3 – continued

7. Ensure that financial resources are budgeted, monitored, reported and properly used during the project.	7.1 how to estimate project costs (such as comparative, analytical, parametric, three-point)	4.5.7
	7.2 how to establish a project's budget	
	7.3 how to secure project funding	
	7.4 how to maintain a financial management and reporting system for the project (such as cost to complete, earned value)	
	7.5 how to monitor project financials to identify and correct deviations from plan (such as earned value management, Schedule Performance Indicator (SPI), Cost Performance Index (CPI))	
8. Ensure required resources are available and appropriately assigned.	8.1 how to develop a strategic resource plan to deliver a project	4.5.8
	8.2 how to define the quality and quantity of required resources	
	8.3 how to identify the potential sources of required resources	
	8.4 how to negotiate the acquisition of required resources	
	8.5 how to allocate and distribute resources to meet the requirement	
	8.6 how to evaluate the use of resources and take necessary corrective actions	
9. Obtain the best value possible from suppliers and partners to meet project objectives.	9.1 how to agree procurement requirements, options and processes	4.5.9
	9.2 how to contribute to the evaluation and selection of suppliers and partners	
	9.3 how to contribute to the negotiation and agreement of contractual terms and conditions (including fixed price, cost plus fixed fee, cost plus percentage fee, target cost contracts)	
	9.4 how to supervise the execution of contracts, address issues and seek redress where necessary	

10. Establish and maintain a balanced and integrated view over the management of a project.	10.1 how to develop and get agreement on the project plan	4.5.10
	10.2 how to initiate and manage the transition to a new phase of the project	
	10.3 how to control performance against the project plan and take remedial action where necessary	
	10.4 how to report on progress	
	10.5 how to assess, get agreement on, and implement project changes	
	10.6 how to close and evaluate a project phase or project	
11. Effectively manage risks and opportunities.	11.1 how to develop and implement a risk management framework	4.5.11
	11.2 how to identify project risks and opportunities	
	11.3 how to assess the probability and impact of risks and opportunities	
	11.4 how to select strategies and implement response plans to address risks and opportunities	
	11.5 how to evaluate and monitor risks and opportunities and implement responses	
12. Engage with stakeholders to effectively manage their influence, interests and expectations.	12.1 how to identify stakeholders	4.5.12
	12.2 how to assess stakeholder interest and influences	
	12.3 how to develop and maintain a stakeholder strategy and communication plan	
	12.4 how to engage with the executive, sponsors and higher management to gain commitment and manage interests and expectations	
	12.5 how to engage with users, partners, suppliers and other stakeholders to gain their co-operation and commitment	
	12.6 how to organise and maintain networks and alliances	

13. Achieve benefits and goals of the project.	13.1 the impact of change from the delivery of project outcomes and possible organisational resistance	4.5.13
	13.2 the benefits of a change or transformation strategy	
	13.3 different approaches to overcoming resistance to change (including innovators, early adopters, the majority, laggards)	

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