SYLLABUS

IPMA Level B: Certified Senior Project Manager Syllabus

This syllabus provides the details of the learning outcomes and assessment criteria for the IPMA Level B: Certified Senior Project Manager 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 Impact of Organisations on Project Management

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 can:	IPMA Competence Framework reference
1. Align project strategies and organisational objectives to corporate governance, structures and processes giving appropriate consideration to relevant compliance requirements, standards and regulations.	1.1 align an organisation's mission, vision and strategy into appropriate management control measures (such as critical success factors, success criteria, key performance indicators)	4.3.1.1, 4.3.1.4
	1.2 inform an organisation's strategy through the monitoring and reporting of project performance measures (such as key performance indicators)	4.3.1.2, 4.3.1.3, 4.3.1.5
	1.3 manage complex projects through project management principles and within existing governance, structures and processes where a project's and an organisation's decision making, reporting and quality are in alignment. (types of organisation setting, such as functional, matrix and projectised organisations)	4.3.2.1, 4.3.2.5
	1.4 manage compliant projects where relevant national and international standards and regulations are adhered to (such as the legal policies of the organisation, contract law, employment law, intellectual property, health and safety law, environmental law)	4.3.3.1, 4.3.3.2
	1.5 ensure complex projects and project teams comply with relevant codes of conduct, professional regulation and sustainability principles	4.3.3.3, 4.3.3.4
	1.6 combine performance benchmarks with professional development to support a continuous improvement culture	4.3.3.5, 4.3.3.6
	1.7 determine the relationship between a project, a programme and/or a portfolio of projects where the relationship exists in a complex context	4.3.2.2, 4.3.2.3

Unit 1 – continued

2. Deliver projects through others where collaborative relationships, individual as well as team power and influence are integrated into an organisation's culture.	2.1 consider individual personalities, working styles, ambitions and interests when establishing individual and team goals (such as Belbin, Margerison McGann, Myers Briggs)	4.3.4.1, 4.3.4.3
	2.2 determine the formal and informal impact of individuals and groups on a complex project (such as French and Raven Bases of Power)	4.3.4.2
	2.3 consider the impact of societal culture and the informal culture and values of an organisation when developing project plans and performance measures	4.3.5.1, 4.3.5.3
	2.4 align project aims, objectives and plans with the organisation's formal culture and values (such as Corporate Social Responsibility)	4.3.5.2
3. Develop a project structure which facilitates an effective information exchange between stakeholders of a complex project.	3.1 establish a project structure where a project's stakeholders, context, environment and location will influence organisational design	4.5.5.1, 4.5.5.2
	3.2 establish communication processes which embrace communication models, methods and control mechanisms within a complex project	4.5.5.3
	3.3 adjust a project's organisational structure in response to change drivers to ensure continual alignment with project and organisational strategies	4.5.5.4
4. Set a strategy to assure a complex project is adequately resourced where organisational strategies are effectively and efficiently delivered.	4.1 implement a resource plan where financial forecasting, planning and supporting functions are key considerations when determining the quality and quantity of required resources for a complex project	4.3.2.4, 4.3.2.6, 4.5.8.1, 4.5.8.2
	4.2 apply financial accounting techniques to determine project costs, funding and budgets (such as comparative, analytical, parametric, three-point)	4.5.7.1, 4.5.7.2, 4.5.7.3
	4.3 use a financial management, control and reporting system to identify and correct deviations (such as earned value management)	4.3.2.7, 4.5.7.4, 4.5.7.5
	4.4 effectively negotiate project resources with appropriate stakeholders	4.5.8.3
	4.5 follow a systematic approach to resource allocation which facilitates corrective action to be taken when required	4.5.8.4, 4.5.8.5

Unit 2 - Delivering Sustainable Change through Effective Project Leadership and Management

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 can:	IPMA Competence Framework reference
1. Reflect on own actions, values and emotions to develop behaviours which are informed by integrity and the requirement to be a trusted and reliable project manager.	1.1 use individual experiences and self-awareness to inform future performance, recognise areas for improvement and build on existing strengths	4.4.1.1, 4.4.1.2
	1.2 support appropriate workplace behaviours through effective self-direction, goal setting, time management and organisational skills based on a continual desire to learn and develop within the context of a complex project	4.4.1.3, 4.4.1.4, 4.4.1.5
	1.3 act ethically towards, and with responsibility for, own actions and decision making	4.4.2.1, 4.4.2.3
	1.4 deliver sustainable, complete and accurate outcomes through a consistent approach to decision making based on a holistic view of a complex project and its context	4.4.2.2, 4.4.2.4, 4.4.2.5. 4.4.8.5
2. Develop productive and engaging relationships where open and transparent communication plays a significant role within a complex project.	2.1 apply appropriate techniques which support and facilitate a structured and open approach to inclusive communication within a complex project	4.4.3.1, 4.4.3.2, 4.4.3.5
	2.2 determine appropriate communication methods considering the situation and audience, including virtual teams (such as language, channel, content, time zones)	4.4.3.3, 4.4.3.4
	2.3 develop a network of internal and external contacts to establish relationships which will support the achievement of a complex project's vision and goals	4.4.4.1, 4.4.4.2, 4.4.4.5
	2.4 use appropriate techniques to understand the concerns of others thereby developing respectful and meaningful professional relationships	4.4.4.3, 4.4.4.4

Unit 2 – continued

3. Demonstrate inspirational leadership where the behaviour of individuals and teams are challenged and where empowerment is an explicit characteristic within a complex project.	3.1 apply appropriate power and leadership styles alongside coaching and mentoring techniques to influence the behaviour of others to achieve established and evolving goals (such as Blake and Mouton, Hersey Blanchard)	4.4.5.3, 4.4.5.4
	3.2 positively inform the behaviours and actions of others through a proactive approach to supporting individuals and teams and through taking ownership of a complex project's objectives	4.4.5.1, 4.4.5.2
	3.3 communicate a course of action based on informed decisions in situations where uncertainty influences actions	4.4.5.5
	3.4 establish an effective and efficient team where cooperation, internal networking and shared objectives lead to better performance, based on a culture of empowerment, within a complex project (models such as Belbin, Margerison-McCann, Myers Briggs, Tuckman)	4.4.6.1, 4.4.6.2, 4.4.6.4
	3.5 reflect on areas for improvement in performance to promote a culture of continuous improvement in individuals and teams	4.4.6.3, 4.4.6.5
	3.6 inform the strategies of a complex project through an open working relationship between and within teams, where information sharing is used to promote conceptual thinking	4.4.8.1, 4.4.8.2
	3.7 apply appropriate analytical techniques to different but complex situations which require creative and alternative solutions.	4.4.8.3, 4.4.8.4
	3.8 anticipate individual and team needs to support effective operations in a healthy, safe and productive but complex working environment	4.4.10.2, 4.4.10.3

Unit 2 – continued

4. Deliver project outcomes through effective negotiation and conflict resolution.	4.1 recognise and interpret existing and potential areas of conflict, being mindful of the possible impact on people, to inform appropriate responses and resolutions (models such as Thomas/Kilmann, Blake and Mouton)	4.4.7.1, 4.4.7.2, 4.4.7.3
	4.2 reflect on the impact, potential or real, of conflicts and crises to stimulate learning and strengthen team cohesion	4.4.7.4
	4.3 apply appropriate negotiation techniques to establish interests, needs and constraints which support the creation of a negotiation strategy to achieve objectives	4.4.9.1, 4.4.9.2, 4.4.9.3
	4.4 achieve satisfactory agreements with others where exploiting new opportunities is a key negotiating factor	4.4.9.4, 4.4.9.5
	4.5 manage a complex project effectively and efficiently, engaging with stakeholders to gain acceptance of project goals, processes and outcomes	4.4.10.4, 4.4.10.5
	4.6 measure the impact of decisions and actions on the success of a complex project and the achievement of organisational objectives	4.4.10.1
5. Support organisational change and transformation.	5.1 consider an organisation's capacity to change when establishing change requirements and transformation opportunities	4.5.13.1, 4.5.13.2
	5.2 develop and implement a change or transformation strategy within the context of a complex project	4.5.13.3, 4.5.13.4

Unit 3 - Implementing Effective Project Management in Stable and Uncertain Environments

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 can:	IPMA Competence Framework reference
1. Utilise effective stakeholder engagement to deliver successful projects.	1.1 prioritise project goals where requirements and acceptance criteria are based on a stakeholder analysis	4.5.2.1, 4.5.2.2, 4.5.2.3, 4.5.12.1
	1.2 develop networks and alliances through the implementation of a stakeholder strategy and communication plan for a complex project	4.5.12.2, 4.5.12.5
	1.3 engage effectively with key internal and external stakeholders to inform project progress	4.5.12.3, 4.5.12.4
	1.4 establish project success criteria within a design which has the flexibility to respond to changing priorities	4.5.1.1
	1.5 adopt a 'lessons learned' approach to inform future projects	4.5.1.2
	1.6 select a project management approach which considers the complexity of a project and the potential impact of internal and external influences on that approach	4.5.1.3, 4.5.1.4
	1.7 establish a project execution architecture based on an agreed approach to managing a complex project	4.5.1.5
2. Maintain the scope of a complex project ensuring time is scheduled efficiently to optimise project execution.	2.1 structure the scope of a complex project based on definable project deliverables (such as Product Breakdown Structure, Work Breakdown Structure)	4.5.3.1, 4.5.3.2
	2.2 define project work packages which can be maintained within scope	4.5.3.3, 4.5.3.4
	2.3 apply project management techniques to establish activities, work effort and activity duration to deliver a complex project (estimating techniques such as analytical, comparative, parametric, three-point, PERT formulae)	4.5.4.1, 4.5.4.2
	2.4 apply appropriate planning techniques to sequence and schedule activities based on the selected project management approach (such as waterfall, iterative)	4.5.4.3, 4.5.4.4
	2.5 apply schedule control systems to determine variances and inform scheduling adjustments within a complex project (such as earned value analysis)	4.5.4.5

Unit 3 – continued

3. Plan and monitor the execution of a complex project engaging with stakeholders to help ensure quality of process, product and output.	3.1 work with stakeholders to determine procurement requirements, project suppliers and partners	4.5.9.1, 4.5.9.2 (part)
	3.2 prepare appropriate documentation to procure goods and services based on negotiated and agreed contractual terms and conditions (such as fixed price, cost plus fixed fee, cost plus percentage fee, target cost contracts)	4.5.9.3, 4.5.9.2 (part)
	3.3 effectively manage contract performance taking appropriate and timely action when required	4.5.9.4
	3.4 develop and implement an effective and efficient quality management plan which has the flexibility to respond to the outcomes of audits and any review of the quality of project deliverables throughout a project	4.5.6.1, 4.5.6.2, 4.5.6.5
	3.5 work with key stakeholders to establish plans to verify project quality requirements, objectives and standards, and to validate project outcomes for a complex project	4.5.6.3, 4.5.6.4
	3.6 start and execute a complex project based on an agreed project management plan which supports the transition to subsequent phases of a project	4.5.10.1, 4.5.10.2
	3.7 implement a performance control cycle which informs appropriate reporting mechanisms	4.5.10.3, 4.5.10.4
	3.8 implement agreed project changes following an appropriate assessment	4.5.10.5
	3.9 close and evaluate a phase or a project	4.5.10.6
4. Manage risk and opportunity within a complex project.	4.1 identify risks and opportunities within a risk management framework	4.5.11.1, 4.5.11.2
	4.2 determine the impact of risks and opportunities through qualitative and quantitative assessments	4.5.11.3
	4.3 determine, monitor and evaluate appropriate strategies and response plans to address risks and opportunities for a complex project	4.5.11.4, 4.5.11.5

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