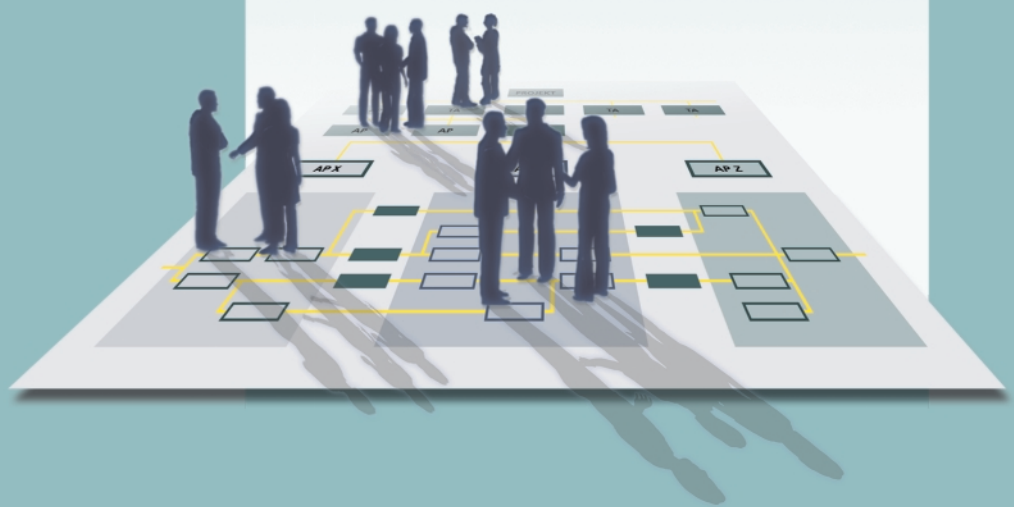


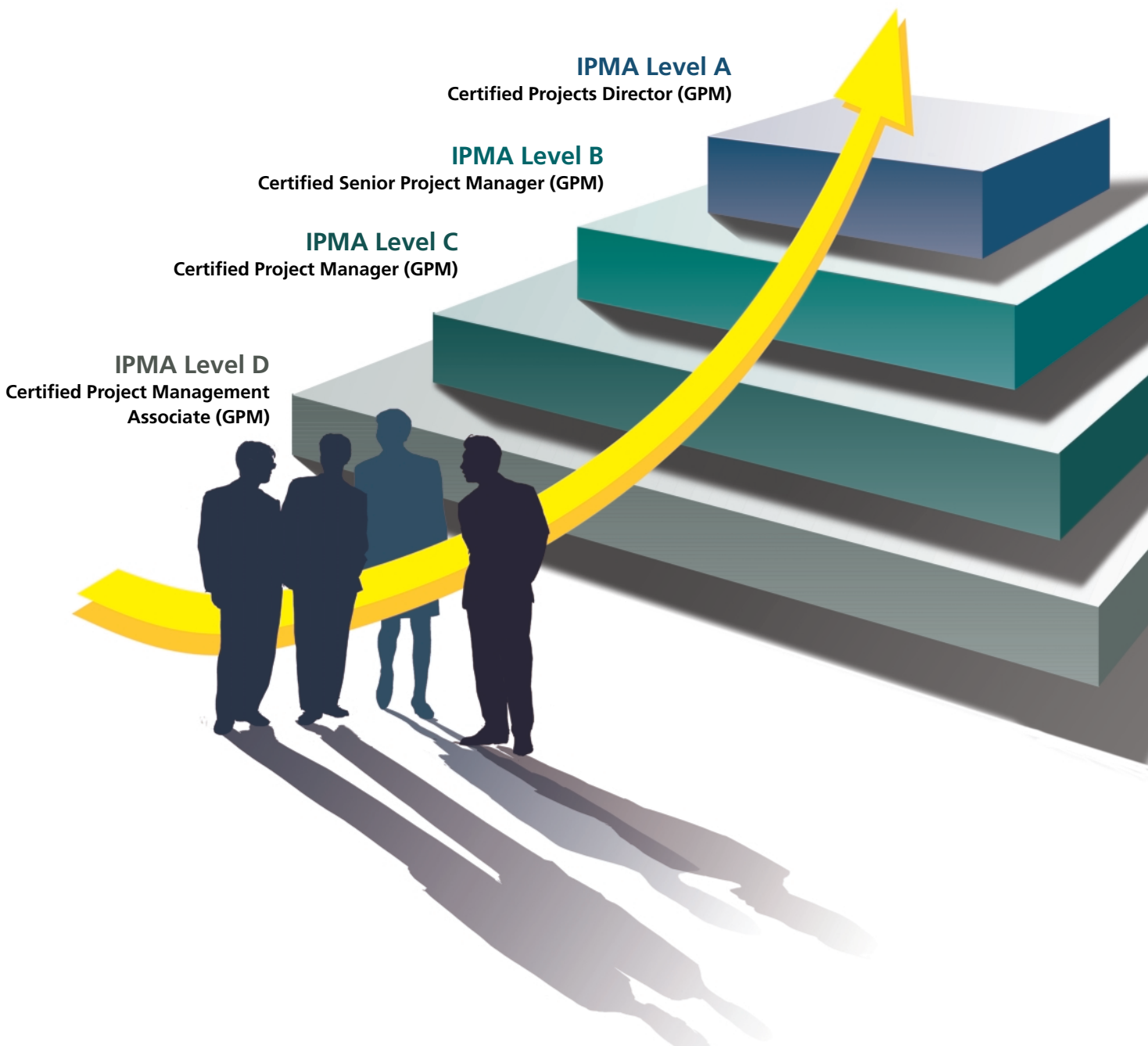
PROJECT MANAGER GPM

Four-Level Certification Programme



GPM German Association for Project Management

Project Manager GPM – the four-level certification programme



All candidates who complete the programme are certified in accordance with the IPMA International Project Management Association's standards.

A successful future – with project management!

Professional project management is the basis for successful projects and an increasing number of companies are now relying on project management organisational structures and methods.

People who work in projects are generally experts in their specific individual fields. However, many of them have no real experience in systematic planning, control, objective setting or dealing with cultural differences and conflicts within a team. They need the guidance and support from experienced project managers who act on the basis of up-to-date and verified knowledge in the field of project management. Organisations have to train and develop the skills of these project managers themselves because it is difficult to find them on the regular employment market.

Projects are an attractive field of work for experts in all disciplines who not only want to work on the development of technical or commercial solutions, but also to be involved in complex undertakings or complete programmes and to assume management functions.



The strategic certification partner

The national project management associations in the International Project Management Association (IPMA) certify the project managers that organisations need in order to be successful. The German IPMA member is the German Association for Project Management (GPM).

Project managers, their organisations and the organisation's customers need the assurance that PM training ...

- is based on solid experience gained in thousands of projects.
- only encompasses important and specifically selected subjects.
- integrates social competence as a factor of success.
- can be adapted to sector-specific requirements.
- can be completed on an extra-occupational basis.
- leads to well-known and globally-recognised qualifications.
- is compatible with corporate project management career models.
- is based on the knowledge and experience of a global network.

GPM is a partner that offers this assurance and represents the state-of-the-art in successful project management. Both the subjects dealt with in its certification programme and the certificates that it issues are globally recognised globally.

Certification in accordance with international standards

Project managers and their teams face special new challenges in every project. In order to overcome these challenges, project-oriented organisations have to define various roles and create appropriate requirements profiles. The certification programme also has to efficiently address these challenges efficiently and provide the project managers with the skills that they require to overcome them.

The Project Manager GPM four-Level Certification Programme is based on three considerations:

- The IPMA Competence Baseline (ICB) is the framework for course content.
- The certification courses are adapted to the profiles in the IPMA's 4-Level Certification (4-L-C) programme for project managers.
- In terms of scope and intensity, they are designed to enable the assessment of the candidates' knowledge and skills in accordance with the level of certification that they wish to obtain.

The GPM has developed three specific courses to meet the above requirements:

- The basic course is the 15 year-old, successful and regularly optimised Project Management Associate (GPM) course.
- An advanced course prepares candidates for Level C and B certification.
- Personal coaching supports Level A certification candidates.

The candidates learn and practice all knowledge and skills that they require to plan and control projects professionally, and to manage teams. The ultimate aim is customer satisfaction through project teams that can be relied on to achieve quality, cost and time objectives.

State-of-the-art project management

Over the decades, practitioners and scientists all over the world have developed project management methods in a step-by-step process, continually improving their concepts for the planning and control of non-routine undertakings on the basis of their experience. PM experts are in almost unanimous agreement about the elements of effective project management. There are international platforms (e.g. the annual World Congress) for the communication and evaluation of scientific findings and the practical experience of international project managers. They make the discovery of promising new methods and the continual improvement of existing ones possible.

The GPM plays a part in the identification of best practices and the development of standards through its membership in the IPMA.

Basic course

IPMA Level D Certified Project Management Associate (GPM)

The state-of-the-art Project Management Associate (GPM) course, which was further optimised in 2005, incorporates the GPM's accumulated expertise in the field of project management. This has been condensed into a framework that enables course participants to acquire new knowledge, or extend existing knowledge, and apply it in practice.

Participants

- are taught on the basis of examples taken from many sectors of industry.
- bring their knowledge up to date.
- are provided with a comprehensive introduction to the field of project management.
- are taught to use the correct PM terms.
- are provided with reliable, methodical tools.
- work with firmly-established standards and not transient fashions.
- learn to have the confidence and determination to assume a project management role.
- meet with the approval of their project customers and sponsors.

The course is held in several two or three-day workshops, depending on the GPM-licensed PM Trainer who is giving it. The entire course usually lasts from four to six months.

Objectives

The GPM's objectives in this course are:

- To furnish participants with the methodical and social competence to assume a project management function in non-complex projects.
- To close the gap between professional competence, on the one hand, and methodical, organisational and management competence, on the other.
- To prepare participants for Level D certification in accordance with the IPMA's 4-L-C programme.

Participants

This course is an ideal cross-departmental and multidisciplinary personnel development measure for junior managers and active project managers who would like to assume additional responsibility. Licensed PM Trainers (GPM) provide in-house seminars and public courses integrating all occupational groups, from technical and commercial staff, through developers and designers to marketing experts, controllers and many more.



What's new in the Project Management Associate (GPM) course?

The new aspects of the course are:

- *The Project Manager textbook, which contains all essential project management and related subjects in a process-oriented format. This 600-page textbook is a state-of-the-art learning tool for project managers. It provides knowledge in a summarised format, yet in adequate depth.*
- *The practice project that runs through the course days includes more and quickly processible exercises than before.*
- *Additional freedom for the licensed trainers who want to adapt their methods to the participants' specific requirements.*

Content

The content of each course is oriented to the level of certification that the participants want to obtain. They cover the field of project management on the basis of six different modules:

- A Project and project context
- B Model procedures
- C Operational project management
- D People in projects
- E Single projects and the project environment
- F Implementation and optimisation of project management

These six modules include all 42 elements of the ICB. This ensures that the courses satisfy international requirements and reflect project management practice.

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|---|------------------------------------|
| 1. Projects and project management | 22. Project organisation |
| 2. Project management implementation | 23. Teamwork |
| 3. Management by projects | 24. Leadership |
| 4. System approach and integration | 25. Communication |
| 5. Project context | 26. Conflicts and crises |
| 6. Project phases and life cycle | 27. Procurement, contracts |
| 7. Project development and appraisal | 28. Project quality |
| 8. Project objectives and strategies | 29. Informatics in projects |
| 9. Project success and failure criteria | 30. Standards and regulations |
| 10. Project start-up | 31. Problem solving |
| 11. Project close-out | 32. Negotiations, meetings |
| 12. Project structures | 33. Permanent organisation |
| 13. Content, scope | 34. Business processes |
| 14. Time schedules | 35. Personnel development |
| 15. Resources | 36. Organisational learning |
| 16. Project cost and finance | 37. Management of change |
| 17. Configurations and changes | 38. Marketing, product management |
| 18. Project risks | 39. System management |
| 19. Performance measurement | 40. Safety, health and environment |
| 20. Project controlling | 41. Legal aspects |
| 21. Information, documentation, reporting | 42. Finance and accounting |

What hasn't changed?

- *The quality of this state-of-the-art course as an inter-industry standard for professional project management certification.*
- *The course still provides a solid and broad foundation for all certification levels.*
- *It incorporates all aspects of social competence that are relevant for success.*
- *Knowledge transfer verification based on a real, participant-specific transfer project in their own working environment.*
- *Courses are designed as genuine management courses and oriented to the role of the project manager in project management functions.*

Documents

The Project Manager textbook is the basis for qualification and certification in IPMA's 4-L-C programme and, at the same time, a standard reference work for project managers in their everyday work. It contains all the knowledge that the project manager needs for certification and covers all four internationally-recognised IPMA certification levels. Project Manager not only offers a comprehensive and well-researched introduction to the field of project management, it also represents an advanced training tool for project management professionals.

In the textbook we strongly emphasise the topics People in Projects and Communication, because we feel that both areas have been underrated in terms of importance in the past and that there is a great deal of ground to make up. This also allows us to push the focus of international development more strongly towards the essential human factor in project management.

If necessary, additional organisation-specific documents are used for in-house courses. In public courses, the participants can bring in their own materials.

Methods

Participants are taken through all phases of a project, from project start-up to project follow-up. They clarify the objectives, analyse the project environment, put together the team, plan processes, time-frames, resources and costs and consider finance requirements, document and distribute information, track and report on project progress, integrate changes, handle contract and claim management, conduct negotiations, deal with conflicts, dynamic team processes and many other things.

On course attendance days, participants listen to lectures, perform exercises, take part in discussions and role plays and listen to feedback from other participants. They prepare for certification by studying the specific reading matter in Project Manager and by completing a transfer project. The trainer helps them intellectually to connect the wide variety of topics and to establish and further develop an integrated understanding and approach.

Exercises and transfer projects are excellent practical preparation for the final optional assessment, and they also enable a smooth transition from project management theory to practice in the work environment.

Advanced courses

IPMA Level C Certified Project Manager (GPM)

IPMA Level B Certified Senior Project Manager (GPM)

Many Level D certificate holders want to obtain certification of additional practical experience in complex and high-risk projects that they have gained after the Level D course. For example, the more advanced certification levels also include contract and business management-related issues. The participants have to be more analytical, provide more explanations and have a deeper understanding of project management practices. The advanced course is at least 40 hours in length, deals with project management topics in greater depth and builds on the participants existing methodical knowledge and skills. The course covers issues such as the establishment and development of project management processes in an organisation, and also the project manager's motivational and management functions.

Objectives

The GPM's objectives in this course are:

- To prepare participants for the assumption of a project management role in complex or risky projects and to enhance their methodical and social awareness and competence.
- To advance and refine methodical, organisational and management skills.
- To promote their understanding of and ability to communicate project management-related issues.
- to prepare participants for Level C or B certification in accordance with the IPMA's 4-L-C programme.

Candidates must have proven experience in the field of project management.

Participants

The advanced course is the ideal cross-departmental and multidisciplinary personnel development tool for active project managers who want to assume additional responsibility in complex projects or multi-project environments.

Methods

The trainers systematically introduce all assessed elements to course participants and practice them in typical situations. The course consists of lectures by trainers, group work, role plays, discussions and feedback from other participants. The course textbook is Project Manager, and participants are also required to process and submit other certification-relevant documents.

Individual coaching

IPMA Level A Certified Projects Director (GPM)

In order to satisfy the requirements for Level A certification, expertise in other project management-related fields such as programme management, multi-project management or the management of project organisations is necessary. Certain forms of behaviour are also evaluated in the assessment. Our licensed PM Trainers (GPM) provide individual coaching to prepare candidates for assessment.

Certification process – *independent and objective*

This certification process is based on an external assessment by independent PM-ZERT assessors who are proven experts in project management theory and practice with training in the fields of objective observance and consistent assessment. The assessment at each certification level consists of a two-hour written examination and an interview. If it is required for the level of certification to be obtained, the assessors also assess the transfer project and the documents supporting the candidate's competence (e.g. project summary, literature overview and project case study). This procedure enables the GPM to maintain the reputation and quality of the certificates.



A strategic certification partner

Basic or advanced course? Level C or Level D?

Have you already got project management experience but aren't sure whether you are a suitable candidate for Level C or B certification? Or maybe you would like to systematically refresh your knowledge of project management methods?

GPM suggests that you participate in the basic course first of all. If you satisfy the personal and professional requirements for Level C or B certification you then have the option of obtaining the Project Management Professional (GPM) certification at the end of the course. Your trainer will advise you on this.

4-Level Certification System of the IPMA

International Project Management Association

The 4-Level Certification (4-L-C) system and its certificates differentiate between four project management roles. The certificates build upon a common knowledge base and ascend in order from D to A. Candidates at each level must demonstrate a specific level of knowledge and experience to obtain certification. They furnish evidence of this knowledge and experience in complex written and oral examinations.

Level D	<p><i>The Level D certificate corresponds to</i></p> <p>Certified Project Management Associate Zertifizierter Projektmanagement-Fachmann (GPM), or PMA</p>
Level C	<p><i>It focuses on comprehensive project management knowledge, and knowledge application skills are demonstrated in practical exercises. Re-certification is necessary after five years. Level D is the most widely held certificate.</i></p> <p><i>Approx. 31,000 IPMA Level D certificates are awarded at the end of 2005, of which approx. 8,000 are IPMA Level D by PM-ZERT, Germany.</i></p>
Level C	<p><i>To obtain Level C certification, the candidate must prove at least three years of project management experience with management responsibility. The certificate is called</i></p> <p>Certified Project Manager Zertifizierter Projektmanager (GPM), or CPM</p>
Level B	<p><i>The questions and exercises in the certification process are designed to verify that the candidate actually does have previous experience. Re-certification is necessary after five years.</i></p> <p><i>Approx. 11,900 IPMA Level C certificates are awarded at the end of 2005, of which approx. 650 are IPMA Level C certificates by PM-ZERT, Germany.</i></p>
Level B	<p><i>Level B is for project managers who are capable of managing complex national and international projects. The certificate is called</i></p> <p>Certified Senior Project Manager Zertifizierter Senior Projektmanager (GPM), or CSPM</p>
Level A	<p><i>Holders must be able to assume responsibility for results, apply and communicate methods and management experience. Re-certification is necessary after five years.</i></p> <p><i>Approx. 2,600 IPMA Level B certificates are awarded at the end of 2005, of which approx. 350 are IPMA Level B by PM-ZERT, Germany.</i></p>
Level A	<p><i>Level A stands for the less common role of</i></p> <p>Certified Projects Director Zertifizierter Projektdirektor (GPM), or CPD</p> <p><i>Holders of this certificate have at least five years of experience in multi-project and programme management, three of which are in responsible project coordination and portfolio management functions. They are also able to take charge of many different projects and of the organisation's project management system. Re-certification is necessary after five years.</i></p> <p><i>Approx. 80 IPMA Level A certificates are awarded at the end of 2005, of which approx. 20 are IPMA Level A by PM-ZERT, Germany.</i></p>

Licensed PM Trainer (GPM) – Partners for successful certification

The German Association for Project Management holds the intellectual property rights to, and is mentor of, the Project Manager GPM certification programme and associated certification courses. However the courses are run by experienced partners and not by the GPM itself.

Only carefully selected project management trainers with excellent qualifications and practical experience in diverse sectors of industry are authorised to run courses. They are certified as PM Trainer (GPM) by PM-ZERT assessors in a comprehensive assessment process and licensed by the GPM to implement their own courses.

These selected trainers are the only people entitled to hold certification courses with original training documents in accordance with the GPM's quality standards. Since all certification courses lead to examinations and assessments within the framework of the IPMA certification process, the GPM trainers are automatically assessed in the same process. The performance of course participants is a clear reflection of the performance of their trainer.

Depending on their customers' preferences, our licensed trainers can use different timeframe models for their courses, vary course implementation methods and use specific organisation-related content.

Note: All certificate names are registered trademarks of the GPM.