Project Management by ICB4

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Project Management by ICB4

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PREFACE

This book is intended for project professionals, students, and graduates of project management, and is arranged to reflect tools and methods behind the competences (People, Practice and Perspective) prescribed by the standard IPMA Individual Competence Baseline 4.0 (ICB4). It should be embraced as a guide for practicing project management on different levels of career development and project complexity. It is also intended as a book of knowledge for supporting the IPMA ICB4 when preparing for certification of competence in project management. For project managers, these are: IPMA Level A: Certified Projects Director, IPMA Level B: Certified Senior Project Manager, IPMA Level C: Certified Project Manager and IPMA Level D: Certified Project Management Associate. (more at www.ipma.world)

The book begins by emphasising the importance of the role of project manager, project management, and project setting and promotes project culture in everyday work. Thus it introduces the theoretical and practical components that constitute the field of project management.

Being both academic and practitioner in project management, I often witness project managers becoming so consumed in delivery and technical details that they forget the need to generate value for both clients and the people involved. The authors, Bert Hedeman and Roel Riepma so eloquently remind us of this need that beside technical aspects managers need to focus on their leadership and people skills and deliver value within a contemporary context. This is even more relevant considering the rapidly changing environment we are facing. With fewer resources, uncertain supply chains, less water, more carbon, labour shortage and a rapidly changing climate – project management can only get tougher, and more important.

Formal education and academia can grasp the opportunities to stimulate and inform future generations of project professionals... However, it is the current generation, who frequently have had little formal or systematic training in project management and who will immediately face the challenges and seize the opportunities. Therefore, this book is important for so called self-educated project professionals and ad hoc managers for improving their skills in everyday work.

Whether you are a serious project professional or a student in project management, you will find 'Project Management by ICB4' thought-provoking and will keep you willing to test the tools in real life. Reading this book will be enjoyable for anyone interested in the broad field of managing work through projects and is a required reading for those interested in contributing to project management discipline and continuously developing competences in project management.

This book is the product of two partnerships, IPMA and Van Haren Publishing. Many people have helped us to develop the ideas put forward in the book. Of course, the main authors: Bert Hedeman and Roel Riepma, but also the wide team of reviewers: Peter Pürckhauer, Rebeka Danijela Vlahov Golomejić and Kristijan Robert Prebenić and IPMA Publications Review and Editing team led by Reinhard Wagner have made this book a success.

Prof. Dr. Mladen Vukomanović,
Vice President Professional Development
IPMA

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International Project Management Association (IPMA) is the oldest non-profit professional organisation dedicated to promoting excellence and professionalism in project, program, and portfolio management. It was founded in 1965. in Switzerland and nowadays operates in more than 70 countries worldwide through its Member Associations, thus providing a global platform for connecting practitioners and organisations, enabling collaboration and cooperation, sharing ideas and benchmarking, as well as advancing practices and competences in the field. Join the IPMA community at: www.ipma.world.

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GENERAL INTRODUCTION

IPMA observes an increasing number and importance of projects in business, public and people's lives, also known as 'projectification', which is why we need to engage more and more in projects. IPMA stands for *International Project Management Association* and is a federation of about 70 Member Associations for project management.

This book provides a knowledge base for developing individual competences for managing projects as described in the IPMA Individual Competence Baseline version 4.

IPMA defines a project as a unique, temporary, multidisciplinary and organised endeavour to realise agreed deliverables within predefined requirements and constraints. Projects drive the development of new products and services, expansions, new capabilities, implementation of new strategies and new generations of infrastructure, but also major maintenance and upgrade of existing facilities and infrastructure.

We recognise that projects begin and end with people and that their competent performance is at the heart of every successful project. This textbook describes the processes and steps applied in project management and the relevant knowledge basis for the people and perspective competences.

Please observe that some of this book's elements may be the subject of patent rights. IPMA shall not be held responsible for identifying such patent rights. Any trade name in this document is information given for users' convenience and does not constitute an endorsement.

PURPOSE

IPMA realises that no single book can contain the complete knowledge needed to develop project management skills and abilities. No two projects are the same, nor are the people who work on them, nor the stakeholders, nor the context within the project to be implemented. However, this book offers a knowledge base that can be built on further in developing individual competences in project management to make projects succeed.

Theories and practices for all ICB4 competences are described. They are logically sequenced, explained and enriched with practical theories, which can be learned and applied in the daily practice of project management. As such, it is entirely in line with IPMA's vision: to strengthen competence across society to enable a world in which all projects succeed. This book also supports obtaining an IPMA certificate as proof of your competence in projects.

AUDIENCES AND USES

Like the IPMA ICB4, this book is intended for a wide range of audiences across many uses. It was written with these audiences in mind. The audiences mentioned below are by no means exhaustive.

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Project professionals – The primary audience is the project professionals, providing a basis for their professional development, as a reference guide, also as a basis to prepare for their certification. In the context of this book, project professionals are anyone who plays a role in managing the project and those who support them; these are the (sub-)project manager, work package leader, and project support staff. From convenience, we usually address the reader from their role as project manager.

IPMA Member Associations – This book is also intended for the various IPMA Member Associations (MAs), their certification boards, and assessors if they wish to strengthen their knowledge base for certifying project professionals and attract new members. This book may provide a solid foundation for that. Member Associations can add theories for certification on a chapter-by-chapter basis. Future versions of this book may include these theories.

Trainers and educators – Furthermore, this book may be used by trainers and educators as a basis for their curriculum and as a guide for delivering project management training. This applies, in particular, to those certified under the IPMA Education & Training Registration System (REG Partners).

Companies, governments, and not-for-profit organisations – Finally, this book is practical for decision-makers in companies, governments, and not-for-profit organisations to decide how to shape the competence development of project professionals within their organisations with the IPMA ICB4.

CERTIFICATION SCHEME

IPMA has developed a 4-level certification schema for project professionals based on the Individual Competence Baseline. The four levels of individual certification and their titles are described on the website of IPMA World (https://ipma.world).

Level D: Project Management Associate – An IPMA Level D certification requires that the candidate is knowledgeable in all Competence Elements (CEs) related to project management. As such, they possess broad project management knowledge and can work in a project team. No previous experience is required.

Level C: Project Manager – An IPMA Level C certification requires the candidate should have a minimum of three years of experience in the last six years as a project manager within projects of moderate complexity or in a responsible project management role assisting the project manager in complex projects.

Level B: Senior Project Manager – An IPMA Level B certification for project management requires that, in the last eight years, the candidate should have a minimum of five years of experience as a project manager, of which at least three years were in a responsible leadership function managing complex projects.

Level A: Projects Director – An IPMA Level A certification for project management requires that, in the last twelve years, the candidate should have a minimum of five year experience as a project manager in a responsible leadership function managing complex projects, of which a minimum of three years at a strategic level.

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For Levels B, C and D, candidates should complete a self-assessment and pass an examination. The self-assessment is designed to provide a clear picture of an individual's experience in project-related environments. The exam aims to test your level of knowledge as a project professional. The knowledge tested is based on the competences described in the IPMA *Individual Competence Baseline*. The Certification Bodies of the IPMA Member Associations are responsible for the individual assessments and certification.

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1. STRUCTURE OF THE BOOK

For project management, the Individual *Competence Baseline* version 4 (ICB4) describes 28 competences, subdivided into (see Table 1.01):

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

Perspective competences		People competences		Practice competences	
4.3.1	Strategy	4.4.1	Self-reflection and self-management	4.5.1	Design
4.3.2	Governance, Structures and processes	4.4.2	Personal integrity and reliability	4.5.2	Requirements, objectives and benefits
4.3.3	Compliance, standards and regulations	4.4.3	Personal communication	4.5.3	Scope
4.3.4	Power and Interest	4.4.4	Relationships and engagement	4.5.4	Time
4.3.5	Culture and values	4.4.5	Leadership	4.5.5	Organisation and information management
		4.4.6	Teamwork	4.5.6	Quality
		4.4.7	Conflict and crisis	4.5.7	Finance
		4.4.8	Resourcefulness	4.5.8	Resources
		4.4.9	Negotiation	4.5.9	Contracts and procurement
		4.4.10	Result orientation	4.5.10	Plan and control
				4.5.11	Risk and opportunities
				4.5.12	Stakeholders
				4.5.13	Change and transformation

Table 1.01 ICB4 competence overview

The perspective competences define the contextual competences to navigate projects within and across the broader environment. The people competences define the personal and interpersonal competences required to succeed in projects. The practice competences define the technical aspects of managing projects.

ORDER OF SUBJECTS

To meet the readers' needs, this book starts with an introduction to projects and project management. Next, the practice competences are described, then the people competences, and finally, the perspective competences.

The practice competences are described in the sequence of the project lifecycle. Starting with the project preparation (Part 4), then project definition (Part 5) and finally, project delivery (Part 6). To do this logically, the ICB4 sequence has been changed, and competences have also been split up, as sections of certain ICB4 competences are particularly relevant for one particular project stage.

The people competences are described in Parts 7 and 8. The chapters in Part 7 focus mainly on managing yourself, and in Part 8, more on the interpersonal competences that connect with others.

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