



# Moving global business forward

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**IPMA**»  
international  
project  
management  
association

# ÐA 5! ðhYfbUhc bU`Dfc YVh` A UbU[ Ya Ybh'5ggc WUhc b

ÐA 5 'g'U'kcfX`YUX]b[ 'dfc YVh'a UbU[ Ya Ybh' organisation with over 40 000 members in 45 Vêi bhf]YgUfc bX h'Y'kcfX" ÐA 5 'g'U'bcbl dfc, h' c f[ Ub]gUhc b'UbX'kcf\_`Zc'f'h'Y'VYbY, h'cZ]hg' a Ya VYfg'UbX'W]Ybhg"

' ÐA 5 'g'U'W]h] Y'mYb[ U[ YX ]b' d'fc YVh'a UbU- [ Ya Ybh'dfc [ fYgg'UbX'dfca ch]cb" ð'UX]h]cb'hc'

h'Y'kcfX`YUX]b[ 'Wfh], WUhc b'gmghYa ž-ÐA 5' dfYgYbhg'dfc YVh'a UbU[ Ya Ybh'UkUfXg'UbX' d'fc] ]X'Yg'dfc YVh'a UbU[ Ya Ybh'idi V']WUhc b'g' UVci ha Uf\_Yh'hfYbXg'UbX'fYgYUfVW' X]gVêj Yf]Yg"" ""'6m'ê]b]b[ 'ÐA 5žnci 'a U\_Y'gi fY'hc '\_YYd'i d' k]h' h'Y'fUd]X'dfc [ fYgg'cZdfc YVh'a UbU[ Ya Ybh' UbX'hc' fYa U]b ]b Vê'a dYh]h]cb"

## 7Yfh], WUhc b'cb: ci f'@Yj Y`g

H'Y' ÐA 5'Zci f! `Yj Y`Wfh]Z]WUhc b'dfc [ fUa ' ]gX'Yg][ bYX'Ug'Ub'cb[ c]b[ 'Vê'a dYh'YbVW' XYj Y`cda Ybh'dfcVW'gg"9j YfmghY'd i d'h'Y'

Zci f! `Yj Y`Vê'a dYh'YbVW' gU]f' ]bVê'fdcfUhYg' adequate development in self-knowledge and j Yf], YX'Vê'a dYh'YbVW"

ÐA 5'7ca dYh'YbVW'@Yj Y`g

- A** Certified Projects Director
- B** Certified Senior Project Manager
- C** Certified Project Manager
- D** Certified Project Management Associate

**Level A: 7Yfh], YX Dfc YVh'a UbU[ Yf]Yg' able to manage Vê'a d'Yi 'dfc YVh'dc'f'Zc' ]cg'UbX' d'fc [ fUa a Yg"**

**@j Y`6. 7Yfh], YX GYb]c'f' Dfc YVh'a UbU[ Yf] able to a UbU[ Y Vê'a d'Yi 'dfc YVh'g' A ]b]a i a ; j Y'mYUfg'cZ YI dYf]YbVW"**

**@j Y`7. 7Yfh], YX Dfc YVh'a UbU[ Yf] able to manage d'fc YVh'g'k]h' ]a ]h'X'Vê'a d'Yi ]m'a ]b]a i a 'h'fY'Y'mYUfg' cZYI dYf]YbVW"**

**@j Y`8. 7Yfh], YX Dfc YVh'a UbU[ Ya Ybh'5ggc WUhc b' UY'Y'hc' Udd'mdfc YVh'a UbU[ Ya Ybh'\_bck YX[ Y'k'Y'b' kcf\_]b[ ]b U'dfc YVh'**

H'Y'UggYgga Ybh]g'VUgYX'cb'h'fY'Vê'a dYh'YbVW' fUb[ Yg'VY- \Uj ]c'fU'žh'VX'b]WU' UbX'Vê'bh'Y'i h' U""H'Y'UggYgga Ybh'Vê'bg]gh' cZU'Vê'a V]bUhc b'cZg'Y'Z Yj U'i Uhc]cbž]bh'Y'f] ]Y'kg'UbX'k'f]h'Y'b' YI Ua ]bUhc b'g"

""H'Y'Vê'bg]X'Y'fUhc b'cZd'Y'fg'cbU'ei U]h]Y'g'a U\_Y'g'h'Y' ÐA 5' Wfh], WUhc b' i b]ei Y""h'Y'b'U'V'g'Vê'a d'Ub]Y'g'UbX'Ya d'c'mY'fg'hc' a U'h'W' h'Y'f] [ \h'd'fc YVh'a UbU[ Y'f'k]h' h'Y'f] [ \h'd'fc YVh'z'VUgYX' cb'h'Y'f]g'h'Y'b[ h'g"

hc Wfh]žm'nci f'Vê'a dYh'YbVW' k]h' ÐA 5"

ÐA 5 W]Ybhg'Vê'a Y Z'ca 'Uj Uf]Y'mcZ'Vi g]b'Ygg'g'YVh'c'fg' %H'UbX' h'Y'Vê'a a i b]WUhc b %bXi g'f'm'f'Vi ]X]b[ žd'\Ufa Už'Ui h'ca cV]Yžc' ]UbX' [ Ugç %Di V]WU'Xa ]b]g'h'fUhc b %6Ub\_'UbX' b'g] fUbVW %7cbg] 'h'UbVh'UbX'f'U]b]b[ %@ [ ]gh]Vg'UbX' h'f'U'bg'd'c'f'U]h]cb %b] ]Uhc b

### 5; `cVU'7Yfh], WUhc b

H'Y' ÐA 5' Wfh], WUhc b ]g'f'Y'Vê [ b]gYX'kcfXk ]XY""Cj Y'f'h'Y'Ugh' %m'Y'Ufg' ÐA 5' \Ug'Wfh], YX'UVci h%'\$ '\$ '\$ '\$ d'fc YVh'a UbU[ Yfg' ]b' ( ) Vêi bhf]Yg'U'W'c'gg'h'Y' [ `cVY"" "" ; `cVU' Vê'fdcfUhc b'g'VYbY, h'Z'ca 'ÐA 5'g] ]bh'Y'fbUhc b'U' dfYg'YbVW' UbX'f'Y'Vê [ b]h]cb""h'Y'b'U'V'g'h'Y'a 'hc' i g'Y' h'Y'g'Ja Y' Wfh], WUhc b'Zc'f'h'Y'Ybh'f'Y' Vê'a d'Ub]m]b'U""Vêi bhf]Yg'" ""H'Y'YI Ua ]bUhc b' d'fc W'gg' \Ug'bc' `Ub[ i U[ Y'V'U'f]Y'fg'" 7UbX]X'U'h'g'U'k'U'mg'\Uj Y'h'Y'VX'c]W'c'Z'X'c]b[ 'h'Y'Wfh], WUhc b' ]b'h'Y'f'c'k'b' `Ub[ i U[ Y'c'f' ]b' 9b[ ' ]g' `B'c'a U'h'Y'f'k'\Y'f' m'ci ' ]j Y'c'f'k'\U'h' `Ub[ i U[ Y'm'ci 'gd'Y'U\_žm'ci 'U'f'Y'U'k'U'mg'k'Y'Vê'a Y'

H'Y' i b]ei Yb'Ygg'cZ'h'Y' ÐA 5' Wfh], WUhc b

%5gg'Ygga Ybha UXY'Vmd'Y'c'd'Y' fU'gg'Ygg'c'fgç %7cbg]X'Y'fUhc b'cZV'\Uj ]ci fU' UbX'Vê'bh'Y'i h' U"" ""Vê'a dYh'YbVW'g %8Y'fg'c'bU'ž'f'cZ'Y'gg]c'bU' W'f'Y'f'X'Y'j Y'c'da Ybh' %ci f'Y'j Y'g'cZ'W'fh], WUhc b %B'c' `Ub[ i U[ Y'V'U'f]Y'fg'9b[ ' ]g' `c'f'bUhc ] Y'hc b[ i Y %bXY'dY'bXYbh'Z'ca 'gd'Y'V] W'f'U]b]b[ 'Vêi f'g'Yg



# ⇒6! 'ÐA 5'7ca dYhYbW'6UgY`]bY

HAY ÐA 5'7ca dYhYbW'6UgY`]bY f76E]gthY VUgJgZcfhY ÐA 5 Zci f! 'Yj Y' Wffh], WWhcb'gmghYa "'ñXYgW]VYg(' \* Vta - dYhYbW'YYa YbhcZdfcZggjcbU'dfc YVh'a UbU[ Ya Ybh' UbX'gYhgci hthY`\_bck`YX[ Y'UbX'YI dYf]YbW'YI dYVhYX`Zca` dfc YVh'a UbU[ YfgUhYUW'`Yj Y` "'HAY`76`]gUj U]UVY Vch` UgVcc`\_UbX`78`"Mti` Wb`Ugc` XckbcUX`mci` f'ckb`ZYj Yfgjcb`Uhkkk"da U'VW

## HFYbXg]b hY'a Uf\_Yh! 'gUm]b Vta dYh]hcb` k ]h` ÐA 5

A Ubmic Zci f`]bhYfbUhcBU` W]YbhcUfY Vi ]X]b[ `i d`hY]f` ]bhYfbU` Vta dYhYbW' UbX`WfYf`XYj Y`cda Ybhdfc[ fUa g` VUgYX`cb hY`ÐA 5`Wffh], WWhcb'gmghYa "'6mXc]b[ `h`]g`h`Ym

VVta Y`UhfUW]j`YYa d`cmYfg]b`hY`YnYgcZWffh], YX'dfc`YVh` a`UbU[`Yfg`UbX`UfY`UV`Y`hc`fYVh` ]hthY`VYghdfc`YVh'a`UbU[`Yfg`cb`hY'a`Uf`\_Yh`"

HAY ÐA 5 Vta V]bU]hcb`cZUggYgga Ybha Yh.cXg  
%6Y`ZUggYgga`Ybh  
%K`f]hY'b`YI`Ua`]bU]hcbg  
%Dfcj`Yb`YI`dYf]YbW'  
%6XYdYbXYbhth`jX`dUf]m]bhYj`]Yk

ÐA 5`Wffh], WWhcb`\_Ug[ ]j`Yb` a`Y`gY`Z`\_bck`YX[`Yž`Ub`YI`hYb`XYX` bYh`c`f`\_`UbX`U`j`Yf], WWhcb`c`Z` a`mVta`dYhYbW'CE  
DYf!`C`c`ZGubXVYf[`]g`cbY`c`Z`h`Ya`"



HAYfY`UfY`cb`m`&\$`\$`ÐA 5`5!`Wffh], YX'dfc`YVh` a`UbU[`Yfg]b`hY`k`c`f`X`za`cgic`Zh`Ya` ]b`h`cd` management positions within their business UfYUg"DYf!`C`c`ZGubXVYf[`]g`cbY`c`Z`h`Ya`"

h]cb`hc`\_Ubmc`bY`k`\_c`k`Ubhg`hc`j`Yf]Zmth`Y]f`Vta`dYhYbW'`UbX` take one step further in both personal and professional XYj`Y`cda`Ybh`CE

DYf!`C`c`Zk`cf`\_g`Ug`Program`Manager`UhthY`G96`6Ub`\_]b` Gk`XYXb`"<`Y`fYW]j`YX`hY`5!`Wffh], WWhY`]b`&\$`\$`\*` and thinks h`UhthY`Wffh], WWhcb`dfc`Wgg`has`bchcb`m`h`U`Yb`\_`]g`a`UbU` [`Ya`Ybhg`\_]`g`cbY`gh`rd`Z`fh`Yf`Z`Vi`h`Ugc`\_Y`d`YX`\_`]a``hc`[`fck`\_cb` U`d`Yfg`cbU`\_`Yj`Y`"CE`cf`\_]b[`k`]h`\_a`mVffh], WWhcb`\_`Uj`Y`W]h]W`\_m` Yj`U`i`UhYX`\_a`mYI`dYf]YbW'za`Yh`c`Xc`\_c`[`m`UbX`VY`\_Uj`]ci`f`Ug`U` \_YUXYf`\_`Uj`Y`YI`hYb`XYX`\_a`mdfc`YVh'a`UbU[`Yf`b`Yh`c`f`\_`Vch`\_]b` Gk`XYXb`UbX`]bhYfbUhcBU`\_m`\_fYVta`a`YbX`hY`ÐA 5`Wffh], W-

5b`ÐA 5`Wffh], WWhY`[ ]j`Yg`nci  
%6hYfbUhcBU`fYVta`[`b]h]cb`c`Z`mci`f`Vta`dYhYbW'  
%6V`YVh]j`Yzb`Yi`h`U`Vta`b,`fa`Uhc`cb`c`Z`dfc`YVh` "'a`UbU[`Ya`Ybh`UV]`]m`  
%a`dfcj`YX`WfYf`c`ddc`f`fi`b]h]j`Yg`  
%6YhYf`VX`Ub`Vg]b`hY`a`Uf`\_Yh`  
%6XXYX`j`U`i`Y`Zc`f`hY`c`f`[`Ub]g`U]h`cb`  
%6b`]bhYfbUhcBU`\_m`fYVta`[`b]h]Y`h]hY`

