

PMKQ™ concept is a breakthrough approach to organization development



Project Management Knowledge Quotient (PMKQ™)

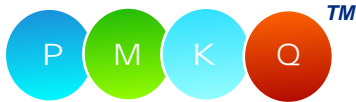


measures your depth of understanding in project management

Knowledge is the single most key ingredient in managing complexities of 21st century. Like Intelligence Quotient (IQ), Emotional Quotient (EQ) or Spiritual Quotient (SQ), PMKQ™ measures the Knowledge Quotient in the field of project management. We must know where we are and understand the knowledge gaps before taking corrective measures.

PMA, India, the only National Association of Project Professionals and a Member of IPMA's international fraternity, urges companies across the globe to have PMKQ™/PMKS™ based competency measurement exercise to fill up the knowledge gaps with planned HR strategic interventions.

Projects are undertaken to build the future. Let us create a bright future.



Project Management Knowledge Quotient (PMKQ™)

in conjunction with

Project Management Knowledge Scan (PMKS™)

Provides

An indepth assessment of the strengths and weaknesses covering 8 Project Life Cycles, 21 Knowledge Areas and 30 Project Management Concepts. This PMKQ™ Test reports can be broken upto 6 levels of classification.

The reports in this document cover the following 6 levels:

1. Company as a Whole
2. Regions
3. Projects
4. Functions
5. Employee Working Levels and
6. Employee

PMKQ™ related reports can be customized for a Company.

PMA, India administers the PMKQ™ Test

Foreword

Executives and managers especially in projects often believe that they have adequate knowledge on the various contemporary concepts of project management and thus do not need to further upgrade their knowledge base. This attitude is generally difficult to prove and could be disastrous for the organization. PMKQ™ is a small step in helping people and organizations to see where they stand, identify weak areas and realize the need for upgrading their knowledge base. The PMKQ™ Test has 48 questions covering the 8 Project Life Cycle phases, 21 Knowledge Areas and 30 Project Management related Concepts.

A major multinational company decided to use the PMKQ™ Test followed by a detailed assessment using the Project Management Knowledge Scan (PMKS™) tool. The 1000+ employees that were identified to take the PMKQ™ test covered 4 Regions, 20 Projects and over 40 Functions across 10 Employee Working Levels.

Out of the 1000+ employees that took the PMKQ™ test 50 employees held the CIPM Credential. This MNC had hundreds of employees who had cleared the Certificate In Project Management (CIPM) Credential. The various reports for this MNC shown in this report are for the purpose of illustration only. The results show that the CIPM Credential holders have performed far better. CIPM holders have shown substantial improvement in the PMKQ™ scores over other test takers as follows: Improvement by 87% in the overall PM Maturity; Improvement of 41% to 200% across eight Project Life Cycles; Improvement of 35% to 227% across the 21 Knowledge Areas and Improvement of 31% to 680% across the 30 PM Concepts. Based on this conclusive outcome as to the concrete advantage of the CIPM Credential, this MNC has recently decided to train an additional 1000 employees to acquire the CIPM Credentials to increase the PMKQ™ level across the company as a whole.

Project Management Knowledge Scan (PMKS™) tool was used to produce various reports showing each person's strengths and weaknesses. PMKS™ deploys SQL database technology to capture the answers of the PMKQ™ Test of 48 questions. For analysis purpose, PMKS™ assigns a question to the project life cycle, knowledge area and project management concept. PMKS™ also assigns marks for each question. The marks allocated vary from 1, 2, 4, 5, 6, 8 and 12 depending upon the complexity of the question. Negative marks are given in case of a wrong answer. The maximum marks for the entire 48 questions is 148. **PMKQ™ measures Knowledge level on a scale of 10.**

PMKQ/PMKS™ Concepts are a breakthrough in organization development.



Report on PMKQ™ Assessment of Global Company X

PMKQ Assessment Covers

Project Life Cycles (8)

- | | |
|------------------|-----------------------|
| 1. Conceptualize | 5. Control |
| 2. Plan | 6. Integrate |
| 3. Organize | 7. Deliver & Closeout |
| 4. Implement | 8. Knowledge Leverage |

Knowledge Areas (21)

- | | |
|----------------------------|--|
| 1. Business Case | 12. Issue Analysis |
| 2. Planning Management | 13. Quality |
| 3. Scope Definition | 14. Information Management & Reporting |
| 4. Time Management | 15. Team Performance |
| 5. Quality Considerations | 16. Conformance |
| 6. Role & Responsibilities | 17. Problem Solving |
| 7. Organization Structures | 18. Contract Administration |
| 8. Risk & Opportunity | 19. Close out |
| 9. Teamwork | 20. Project |
| 10. Issue Management | 21. PM Fundamentals |
| 11. Procurement | |

Concepts (30)

- | | |
|--|---|
| 1. Business Case Concepts | 16. Types of Teams |
| 2. Investment Appraisal | 17. Characteristics of Teams |
| 3. Types of Plan | 18. Issue Logs |
| 4. Work Breakdown Structure | 19. Contracting |
| 5. Project Network Diagrams | 20. Issue Analysis |
| 6. PERT | 21. Pareto Diagram |
| 7. Critical Path | 22. Information Management Fundamentals |
| 8. Project Network Analysis | 23. Conflict Resolution |
| 9. Gantt Chart | 24. Ensuring Conformance |
| 10. Cost of Quality | 25. Problem Solving |
| 11. Roles, Duties and Responsibilities | 26. Contract Administration |
| 12. Responsibility Assignment Matrix | 27. Contract Close Out |
| 13. Types of Organization Structures | 28. What is a Project? |
| 14. Risk Identification | 29. Project Management |
| 15. Risk Assessment | 30. Project Life Cycle |

Attributes collected from every employee for PMKQ™ Assessment

1. First Name :
2. Last Name :
3. Employee No :
4. Employee Level :
5. E-mail ID :
6. Region :
7. Project/Unit :
8. Function :

- | | | |
|-----|-----|---------------------------|
| F1 | F2 | F3 |
| F4 | F5 | F6 |
| F7 | F8 | F9 |
| F10 | F11 | Others : (Please specify) |

9. Since how long with Global Company X (No of years): (Optional)

Part No: P-1-1 Intellectual Property Rights (IPR) belongs to Centre for Excellence in Project Management (P) Ltd.



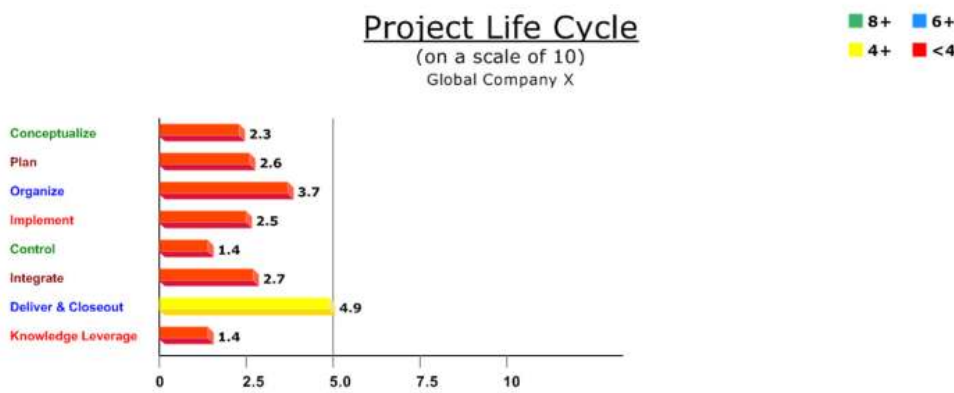
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Report on PMKQ™ Assessment of Global Company X

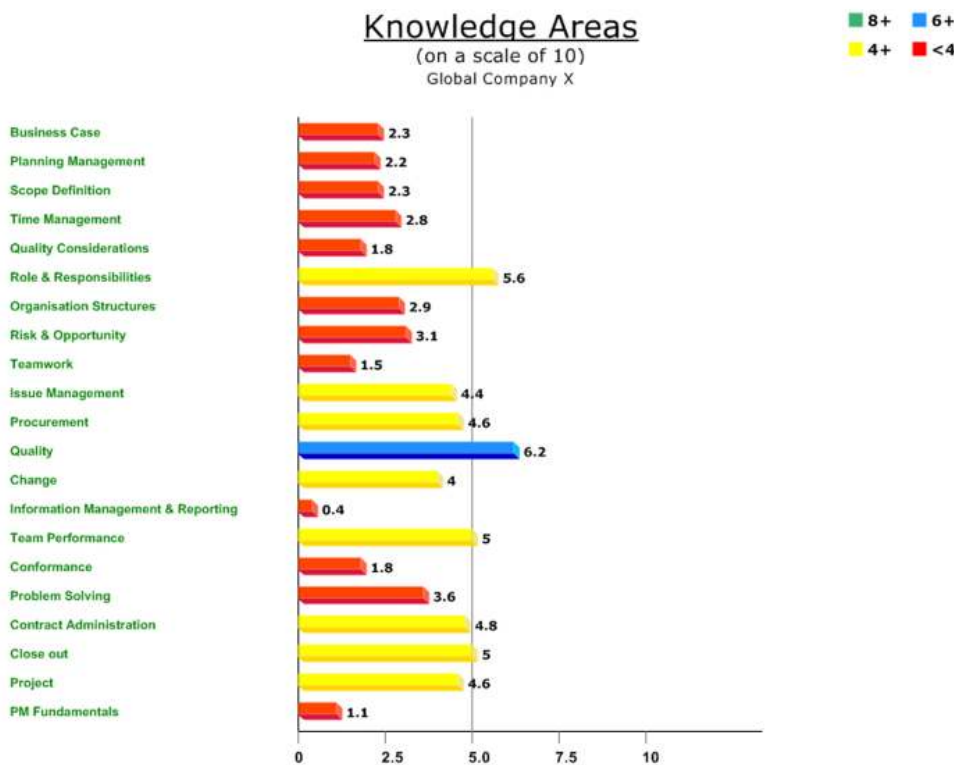
Overall PMKQ™ of Global Company X



Across 8 Project Life Cycle



Across 21 Knowledge Areas

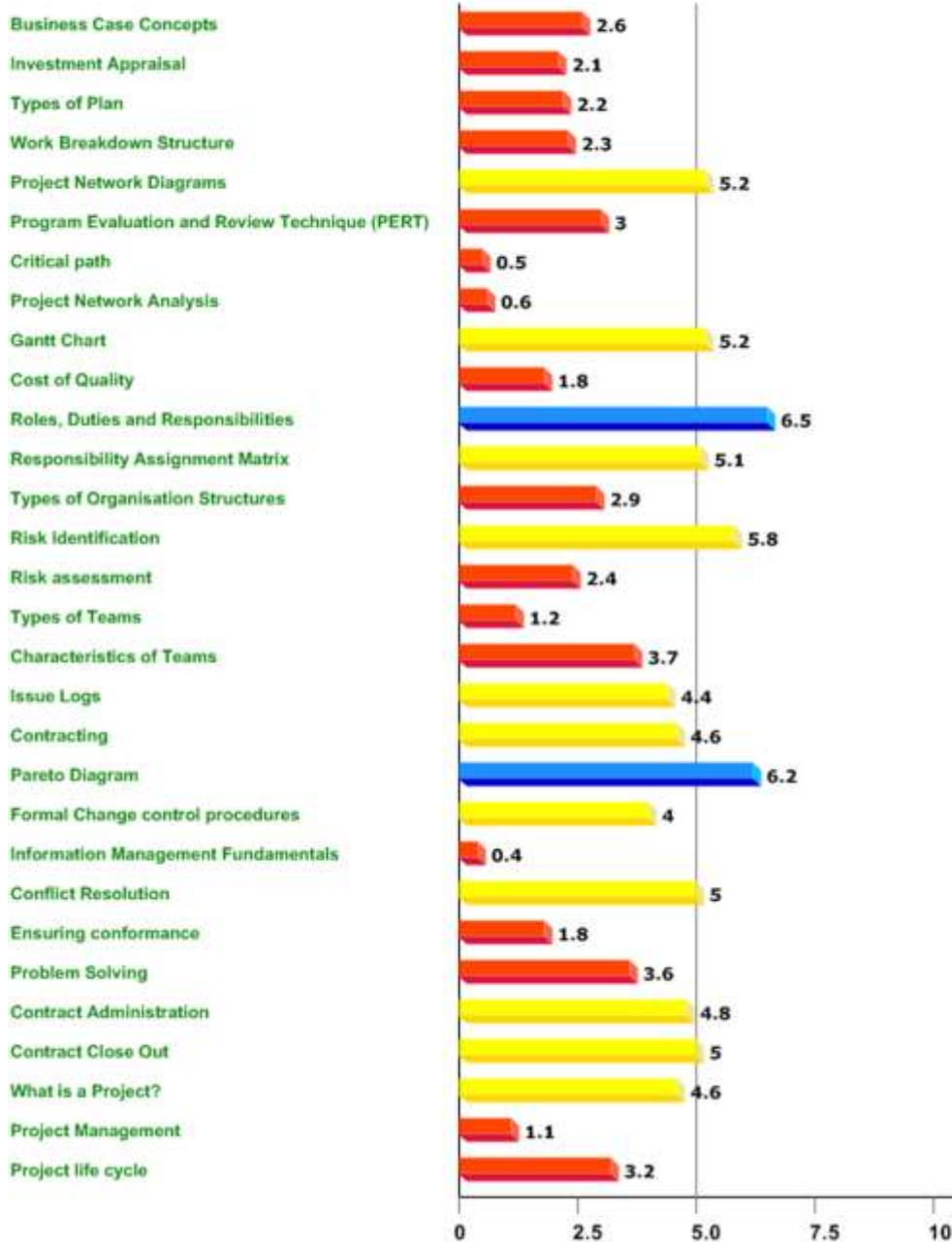




Report on PMKQ™ Assessment of Global Company X

Overall PMKQ™ of Global Company X
Across 30 Project Management Concepts

Concepts
(on a scale of 10)
Global Company X





Report on PMKQ™ Assessment of Global Company X

Overall PMKQ™ Levels Across 4 Regions & 20 Projects

| | Region | Maturity Level on a Scale of 10 | Projects | Maturity Level on a Scale of 10 |
|---|-----------|---------------------------------|----------|---------------------------------|
| Global Company X | | 2.3 | | |
| | R1 | 3.3 | | |
| | | | P1 | 2.4 |
| | | | P2 | 1.7 |
| | | | P3 | 2.0 |
| | | | P4 | 5.3 |
| | | | P5 | 5.0 |
| | | | P6 | 3.1 |
| | | | P7 | 4.5 |
| | | | P8 | 3.2 |
| | R2 | 1.4 | | |
| | | | P9 | 1.1 |
| | | | P10 | 2.6 |
| | | | P11 | 1.6 |
| | | | P12 | 1.9 |
| | | | P13 | 2.6 |
| | R3 | 2.5 | | |
| | | | P14 | 2.6 |
| | | | P15 | 3.2 |
| | | | P16 | 1.9 |
| | | | P17 | 2.7 |
| | | | P18 | 2.5 |
| | R4 | 2.7 | | |
| | | | P19 | 3.2 |
| | | | P20 | 2.4 |
| Overall Maturity Index based on Project Management Knowledge Scan across 8 Project Life Cycle, 21 Knowledge Areas & 30 Concepts | | | | |



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Report on PMKQ™ Assessment of Global Company X

Overall PMKQ™ Levels
Across 10 Employee Levels

| EMPLOYEE Level | Maturity Level on a Scale of 10 | Ranking |
|----------------|---------------------------------|---------|
| Level1 | 1.7 | 9 |
| Level2 | 2.2 | 7 |
| Level3 | 2.3 | 6 |
| Level4 | 2.4 | 5 |
| Level5 | 3.1 | 1 |
| Level6 | 2.6 | 3 |
| Level7 | 2.5 | 4 |
| Level8 | 2.0 | 8 |
| Level9 | 2.9 | 2 |
| Level10 | 2.9 | 2 |

Overall Maturity Index based on Project Management Knowledge Scan across 8 Project Life Cycle, 21 Knowledge Areas & 30 Concepts

Across 4 Regions, 21 Knowledge Areas
& Global Company X as a whole

| KA | Global Company | R1 | R2 | R3 | R4 |
|------------------------------|----------------|-----|-----|-----|-----|
| Business Case | 2.3 | 3.5 | 1.4 | 2.2 | 3.2 |
| Planning | 2.2 | 2.9 | 2.5 | 0.4 | 1.6 |
| Scope Definition | 2.3 | 3.8 | 1.7 | 1.9 | 3.2 |
| Time Management | 2.8 | 4.1 | 1.5 | 3.0 | 3.3 |
| Quality | 1.8 | 3.1 | 1.2 | 1.4 | 2.1 |
| Role & Organisation | 5.6 | 7.1 | 4.2 | 5.7 | 6.0 |
| Risk & Opportunity | 2.9 | 3.8 | 2.1 | 2.8 | 3.9 |
| Teamwork | 3.1 | 5.1 | 1.4 | 3.2 | 3.9 |
| Issue Management | 1.5 | 1.8 | 1.3 | 1.8 | 1.8 |
| Procurement | 4.4 | 5.4 | 2.5 | 5.7 | 5.9 |
| Quality | 4.6 | 4.7 | 4.8 | 4.2 | 5.0 |
| Change | 6.2 | 7.1 | 4.5 | 7.5 | 6.7 |
| Inf. Mgmt & Team Performance | 4.0 | 5.1 | 2.4 | 4.8 | 4.6 |
| Conformance | 0.4 | 0.6 | 0.0 | 1.0 | 0.0 |
| Problem Solving | 5.0 | 6.3 | 4.0 | 5.0 | 5.2 |
| Contract | 1.8 | 2.5 | 1.5 | 1.6 | 1.7 |
| Close out | 3.6 | 5.0 | 3.0 | 3.0 | 4.3 |
| Project | 4.8 | 5.8 | 3.7 | 5.2 | 5.7 |
| PM Fundamentals | 5.0 | 6.4 | 3.8 | 5.6 | 5.2 |
| | 4.6 | 5.6 | 3.4 | 5.3 | 4.9 |
| | 3.1 | 2.2 | 0.3 | 1.3 | 1.5 |



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Report on PMKQ™ Assessment of Global Company X

Overall PMKQ™ Levels

Across 4 Regions, 30 Project Management Concepts & Global Company X as a whole

| Concepts | Global Company X | R1 | R2 | R3 | R4 |
|------------------------------------|------------------|-----|-----|-----|-----|
| Business Case Concepts | 2.6 | 3.3 | 2.0 | 2.6 | 2.9 |
| Investment Appraisal | 2.1 | 3.6 | 1.0 | 2.0 | 3.4 |
| Types of Plan | 2.2 | 2.9 | 2.5 | 0.4 | 3.5 |
| Work Breakdown Structure | 2.3 | 3.3 | 1.7 | 1.9 | 3.2 |
| Project Network Diagrams | 5.2 | 6.7 | 3.6 | 5.8 | 5.8 |
| Program Evaluation and Review | 3.0 | 5.2 | 1.1 | 4.3 | 1.6 |
| Critical path | 0.5 | 1.3 | 0.0 | 0.4 | 3.6 |
| Project Network Analysis | 0.6 | 1.7 | 0.0 | 0.4 | 1.3 |
| Gantt Chart | 5.2 | 6.8 | 3.5 | 6.1 | 5.1 |
| Cost of Quality | 1.8 | 3.1 | 1.2 | 1.4 | 2.1 |
| Roles, Duties and Responsibilities | 6.5 | 8.0 | 4.8 | 7.1 | 7.5 |
| Responsibility Assignment Matrix | 5.1 | 6.6 | 3.9 | 4.9 | 6.2 |
| Types of Organisation Structures | 2.9 | 3.8 | 2.1 | 2.8 | 3.9 |
| Risk Identification | 5.8 | 7.0 | 3.8 | 7.0 | 6.4 |
| Risk assessment | 2.4 | 4.6 | 0.8 | 2.3 | 3.3 |
| Types of Teams | 1.2 | 1.2 | 1.0 | 1.4 | 1.1 |
| Characteristics of Teams | 3.7 | 3.7 | 3.0 | 4.3 | 4.9 |
| Issue Logs | 4.4 | 5.4 | 2.5 | 5.7 | 5.9 |
| Contracting | 4.6 | 4.7 | 4.8 | 4.2 | 5.0 |
| Pareto Diagram | 6.2 | 7.1 | 4.5 | 7.5 | 6.7 |
| Formal Change control procedures | 4.0 | 5.1 | 2.4 | 4.8 | 4.6 |
| Information Management | 0.4 | 0.6 | 0.0 | 1.0 | 0.0 |
| Conflict Resolution | 5.0 | 6.3 | 4.0 | 5.0 | 5.2 |
| Ensuring conformance | 1.8 | 2.5 | 1.5 | 1.6 | 1.7 |
| Problem Solving | 3.6 | 5.0 | 3.0 | 3.0 | 4.3 |
| Contract Administration | 4.8 | 5.8 | 3.7 | 5.2 | 5.7 |
| Contract Close Out | 5.0 | 6.4 | 3.6 | 5.6 | 5.2 |
| What is a Project? | 4.6 | 5.6 | 3.4 | 5.3 | 4.9 |
| Project Management | 1.1 | 2.1 | 0.2 | 1.2 | 1.4 |
| Project life cycle | 3.2 | 4.8 | 2.2 | 2.9 | 3.3 |



Report on PMKQ™ Assessment of Global Company X

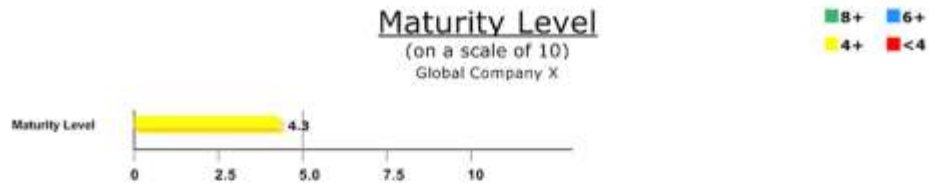
Overall PMKQ™ Levels Across 46 Functions

| Function | Maturity Level on a Scale of 10 | Users |
|----------|---------------------------------|-------|
| F1 | 3.5 | 3 |
| F2 | 3.3 | 5 |
| F3 | 4.2 | 3 |
| F4 | 1.3 | 9 |
| F5 | 0.5 | 14 |
| F6 | 1.5 | 6 |
| F7 | 2.1 | 59 |
| F8 | 2.7 | 9 |
| F9 | 1.3 | 5 |
| F10 | 1.4 | 61 |
| F11 | 2.3 | 1 |
| F12 | 2.4 | 1 |
| F13 | 2.6 | 1 |
| F14 | 2.3 | 12 |
| F15 | 3.4 | 3 |
| F16 | 0.1 | 22 |
| F17 | 2.8 | 20 |
| F18 | 2.9 | 1 |
| F19 | 1.6 | 1 |
| F20 | 3.3 | 1 |
| F21 | 2.4 | 67 |
| F22 | 5.0 | 2 |
| F23 | 2.1 | 8 |
| F24 | 2.8 | 14 |
| F25 | 1.8 | 72 |
| F26 | 0.6 | 1 |
| F27 | 3.3 | 34 |
| F28 | 1.5 | 1 |
| F29 | 1.8 | 3 |
| F30 | 2.1 | 237 |
| F31 | 3.6 | 1 |
| F32 | 1.3 | 6 |
| F33 | 1.7 | 5 |
| F34 | 1.2 | 3 |
| F35 | 2.0 | 250 |
| F36 | 2.8 | 3 |
| F37 | 1.5 | 2 |
| F38 | 2.0 | 1 |
| F39 | 3.2 | 146 |
| F40 | 4.4 | 36 |
| F41 | 1.6 | 10 |
| F42 | 2.2 | 3 |
| F43 | 2.5 | 2 |
| F44 | 2.8 | 40 |
| F45 | 1.8 | 2 |
| F46 | 3.7 | 2 |

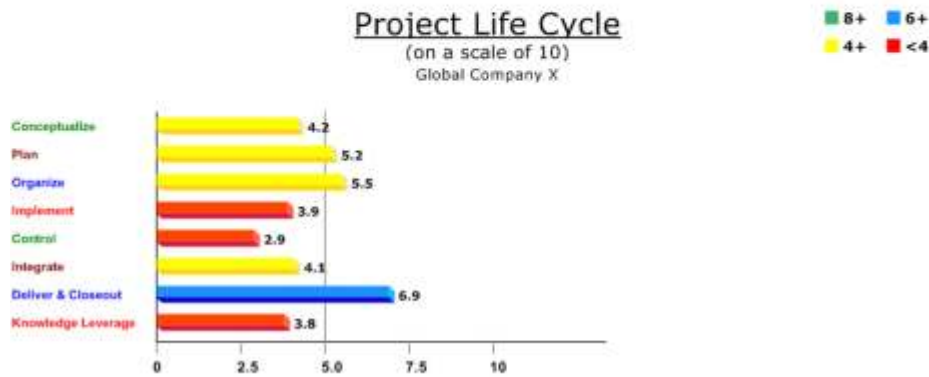


Report on PMKQ™ Assessment of Global Company X

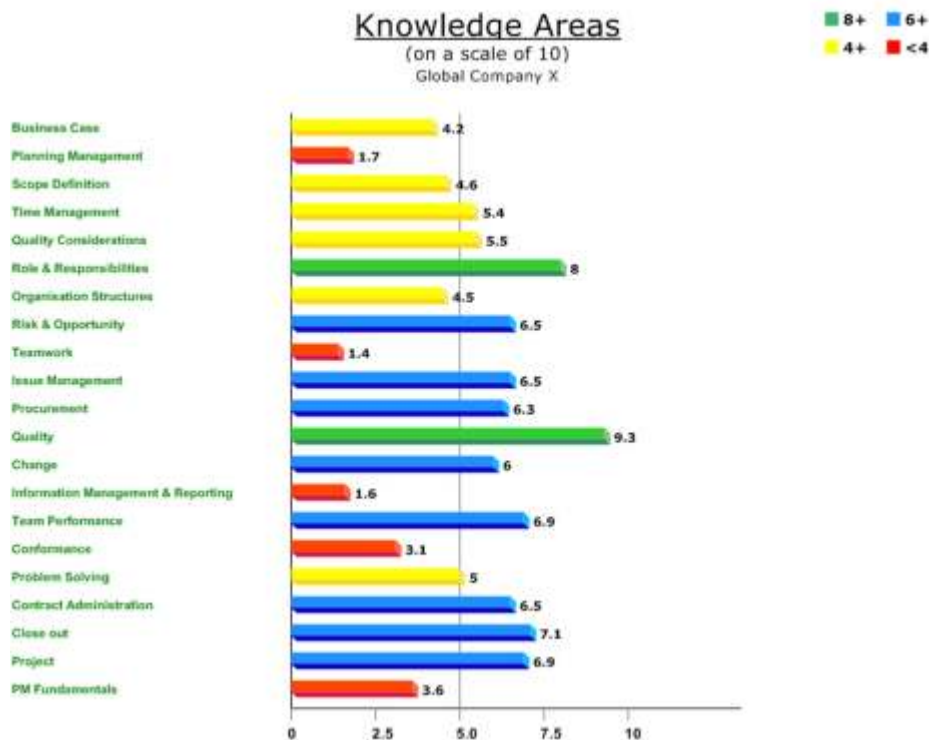
Overall PMKQ™ Levels
Of those who have acquired Certificate in Project Management (CIPM) Credentials



Across 8 Project Life Cycle



Across 21 Knowledge Areas



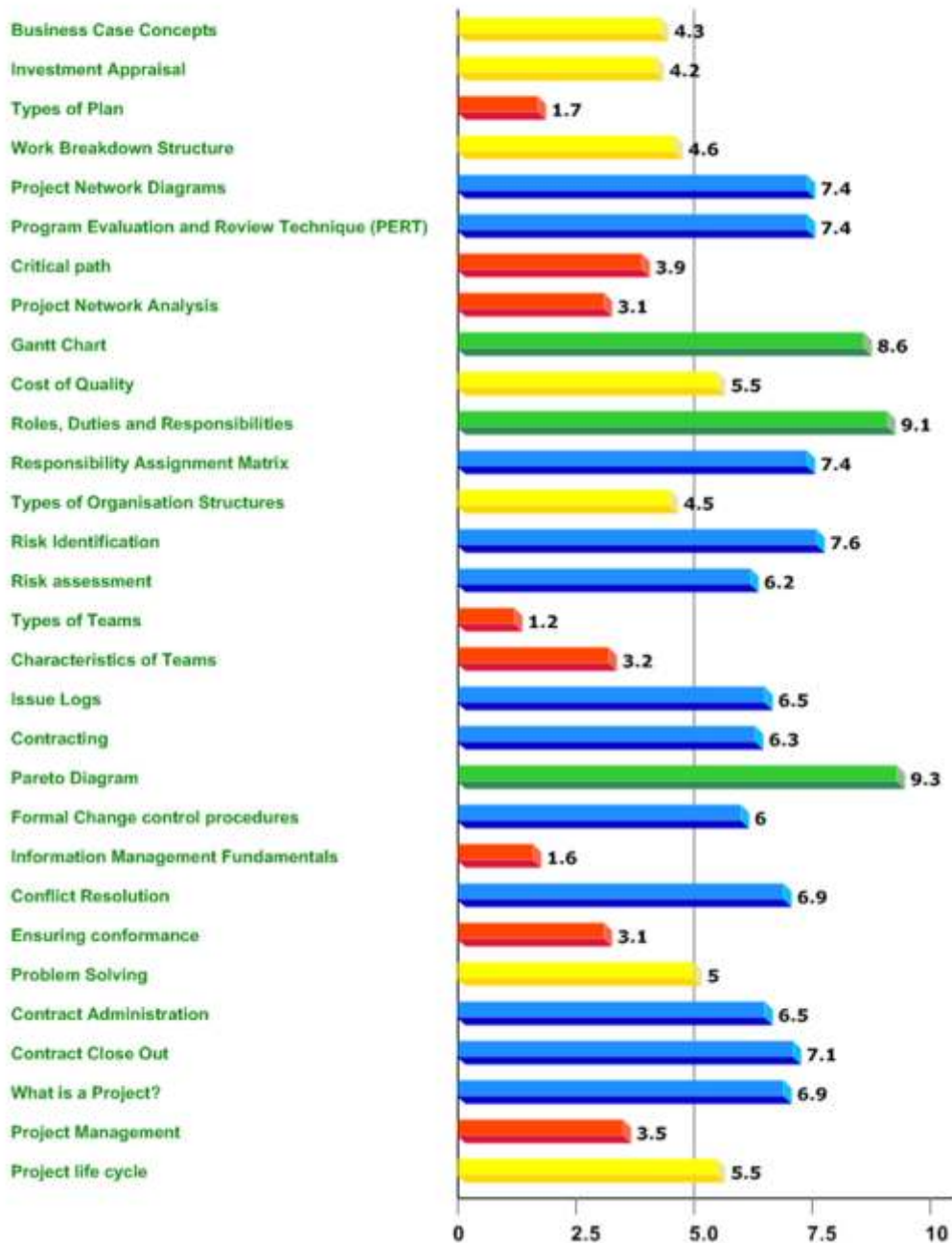


Report on PMKQ™ Assessment of Global Company X

Overall PMKQ™ Levels
 Of those who have acquired Certificate in Project Management (CIPM) Credentials
 Across 30 Project Management Concepts

Concepts
 (on a scale of 10)
 Global Company X

■ 8+ ■ 6+
 ■ 4+ ■ <4



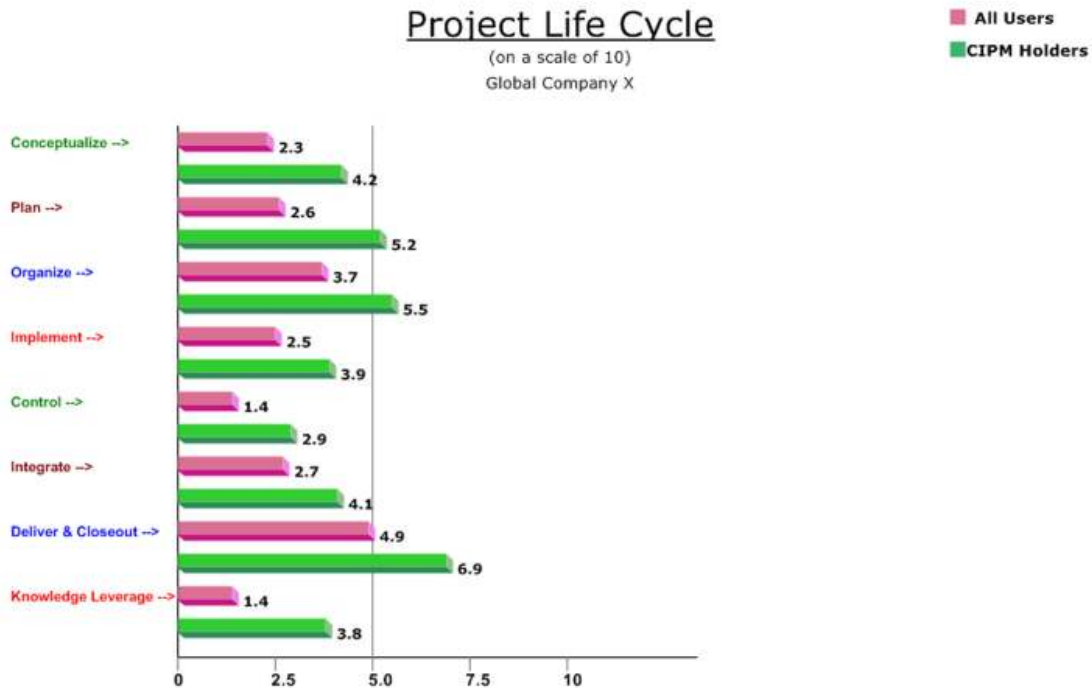


Report on PMKQ™ Assessment of Global Company X

Comparison of Overall PMKQ™ Levels
between those who have CIPM Credentials shown in ■ colour
With those without CIPM Credentials in ■ colour



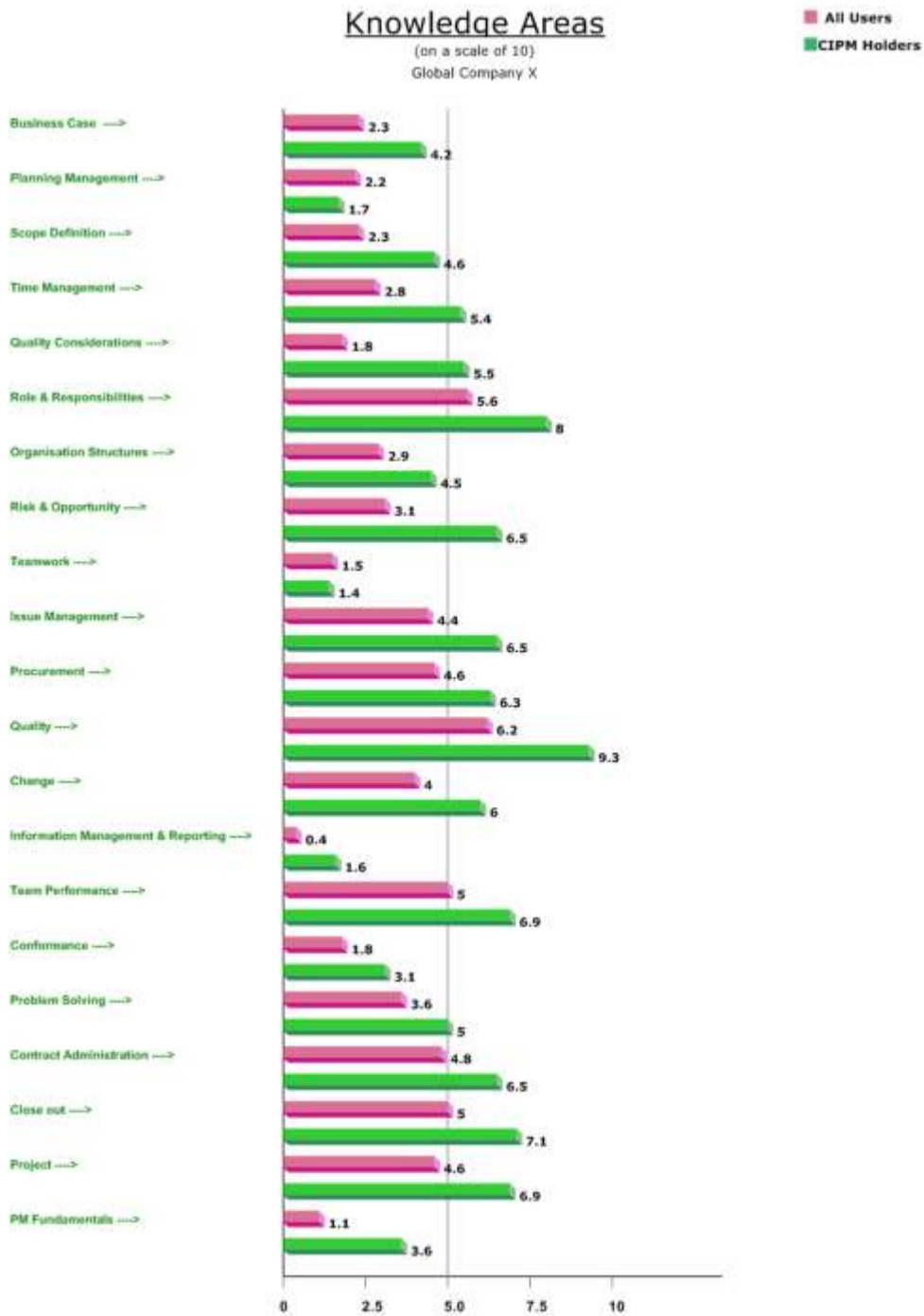
Across 8 Project Life Cycle





Report on PMKQ™ Assessment of Global Company X

Comparison of Overall PMKQ™ Levels
 between those who have CIPM Credentials shown in ■ colour
 With those without CIPM Credentials in ■ colour
 Across 21 Knowledge Areas



Report on PMKQ™ Assessment of Global Company X

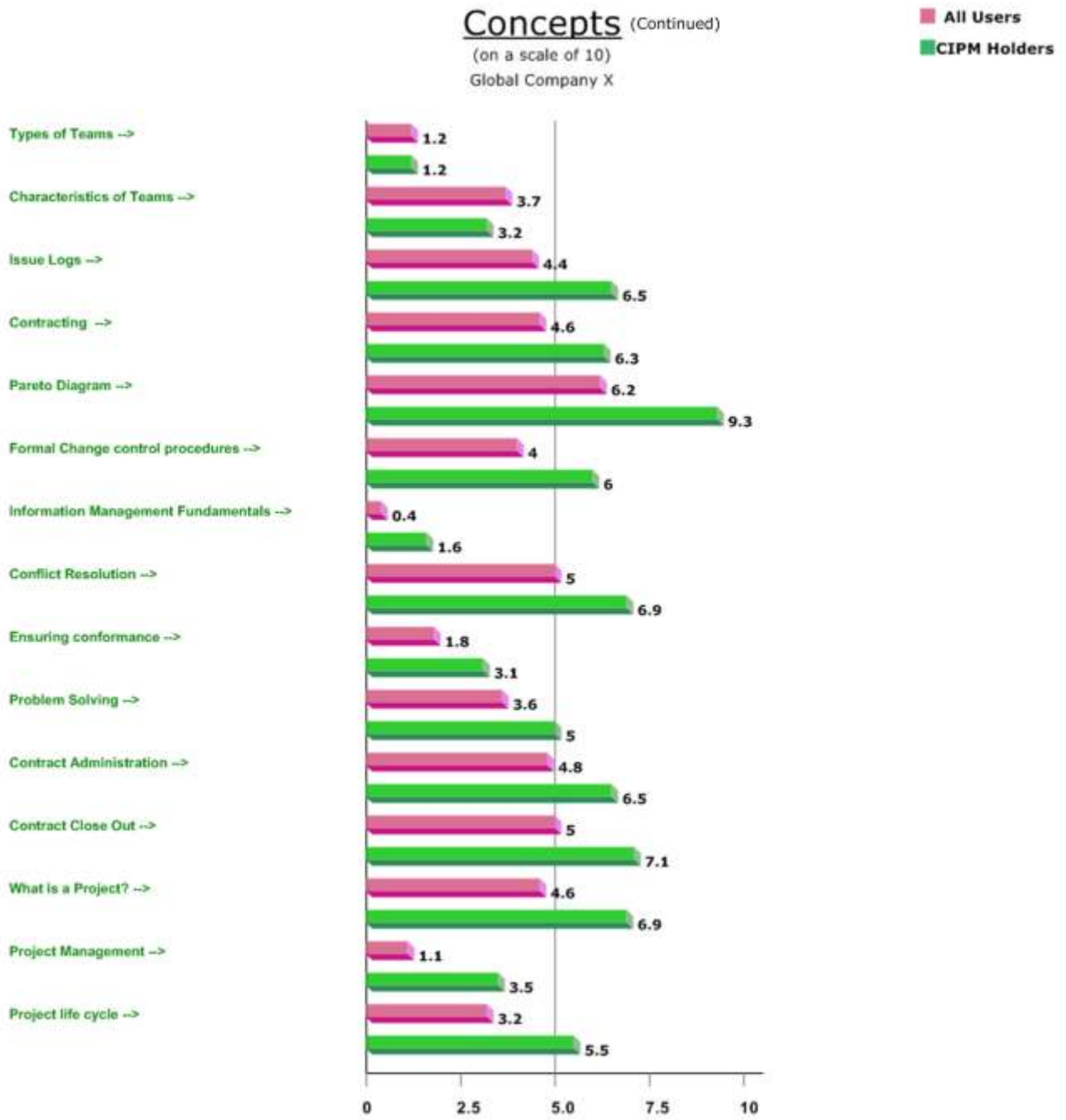
Comparison of Overall PMKQ™ Levels
 between those who have CIPM Credentials shown in ■ colour
 With those without CIPM Credentials in ■ colour
 Across 30 Project Management Concepts





Report on PMKQ™ Assessment of Global Company X

Comparison of Overall PMKQ™ Levels
between those who have CIPM Credentials shown in ■ colour
With those without CIPM Credentials in ■ colour
Across 30 Project Management Concepts (Continued)





Report on PMKQ™ Assessment of Global Company X

Note: This page replaces the Page 17 in the report.

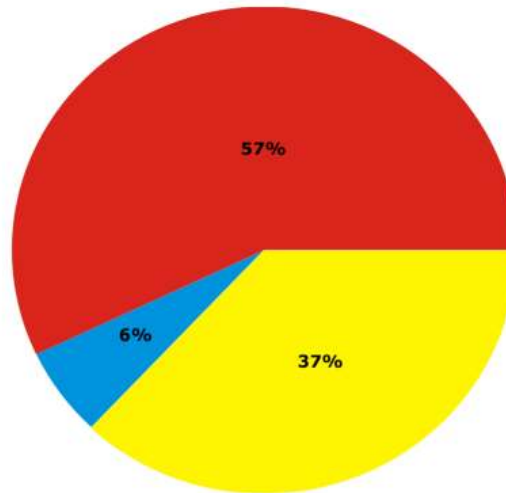
Comparison of Overall PMKQ™ Levels
between those who have CIPM Credentials & without CIPM Credentials
Across 4 Regions, 30 Project Management Concepts & Global Company X as whole

| Concepts | Global Company X | | R1 | | R2 | | R3 | | R4 | |
|--|------------------|------|-------|------|-------|------|-------|------|-------|------|
| | Total | CIPM | Total | CIPM | Total | CIPM | Total | CIPM | Total | CIPM |
| Business Case Concepts | 2.6 | 4.3 | 3.3 | 4.4 | 2.0 | 3.6 | 2.6 | 4.5 | 2.9 | 4.1 |
| Investment Appraisal | 2.1 | 4.2 | 3.6 | 5.8 | 1.0 | 0.5 | 2.0 | 3.7 | 3.4 | 3.5 |
| Types of Plan | 2.2 | 1.7 | 2.9 | 1.9 | 2.5 | 4.0 | 0.4 | 0.0 | 3.5 | 1.1 |
| Work Breakdown Structure | 2.3 | 4.6 | 3.3 | 5.6 | 1.7 | 3.3 | 1.9 | 3.2 | 3.2 | 6.7 |
| Project Network Diagrams | 5.2 | 7.4 | 6.7 | 8.6 | 3.6 | 3.2 | 5.8 | 8.5 | 5.8 | 6.7 |
| Program Evaluation and Review Technique (PERT) | 3.0 | 7.4 | 5.2 | 10.0 | 1.1 | 3.7 | 4.3 | 7.2 | 1.6 | 0.0 |
| Critical path | 0.5 | 3.9 | 1.3 | 5.6 | 0.0 | 1.0 | 0.4 | 1.3 | 3.6 | 10.0 |
| Project Network Analysis | 0.6 | 3.1 | 1.7 | 4.1 | 0.0 | 0.0 | 0.4 | 4.4 | 1.3 | 0.0 |
| Gantt Chart | 5.2 | 8.6 | 6.8 | 9.5 | 3.5 | 3.7 | 6.1 | 10.0 | 5.1 | 10.0 |
| Cost of Quality | 1.8 | 5.5 | 3.1 | 6.9 | 1.2 | 4.0 | 1.4 | 3.3 | 2.1 | 6.7 |
| Roles, Duties and Responsibilities | 6.5 | 9.1 | 8.0 | 10.0 | 4.8 | 7.7 | 7.1 | 8.0 | 7.5 | 10.0 |
| Responsibility Assignment Matrix | 5.1 | 7.4 | 6.6 | 9.0 | 3.9 | 1.8 | 4.9 | 7.6 | 6.2 | 10.0 |
| Types of Organisation Structures | 2.9 | 4.5 | 3.8 | 5.3 | 2.1 | 2.8 | 2.8 | 4.4 | 3.9 | 2.9 |
| Risk Identification | 5.8 | 7.6 | 7.0 | 8.2 | 3.8 | 6.0 | 7.0 | 8.0 | 6.4 | 5.6 |
| Risk assessment | 2.4 | 6.2 | 4.6 | 8.5 | 0.8 | 1.7 | 2.3 | 4.6 | 3.3 | 6.7 |
| Types of Teams | 1.2 | 1.2 | 1.2 | 0.7 | 1.0 | 0.8 | 1.4 | 2.1 | 1.1 | 2.2 |
| Characteristics of Teams | 3.7 | 3.2 | 3.7 | 3.8 | 3.0 | 2.4 | 4.3 | 1.8 | 4.9 | 5.6 |
| Issue Logs | 4.4 | 6.5 | 5.4 | 6.1 | 2.5 | 6.3 | 5.7 | 7.7 | 5.9 | 6.7 |
| Contracting | 4.6 | 6.3 | 4.7 | 6.4 | 4.8 | 5.0 | 4.2 | 6.2 | 5.0 | 10.0 |
| Pareto Diagram | 6.2 | 9.3 | 7.1 | 10.0 | 4.5 | 6.0 | 7.5 | 10.0 | 6.7 | 10.0 |
| Formal Change control procedures | 4.0 | 6.0 | 5.1 | 5.1 | 2.4 | 3.4 | 4.8 | 9.0 | 4.6 | 10.0 |
| Information Management Fundamentals | 0.4 | 1.6 | 0.6 | 1.7 | 0.0 | 0.0 | 1.0 | 2.9 | 0.0 | 0.6 |
| Conflict Resolution | 5.0 | 6.9 | 6.3 | 7.2 | 4.0 | 5.0 | 5.0 | 8.2 | 5.2 | 5.6 |
| Ensuring conformance | 1.8 | 3.1 | 2.5 | 4.0 | 1.5 | 1.8 | 1.6 | 2.3 | 1.7 | 2.6 |
| Problem Solving | 3.6 | 5.0 | 5.0 | 5.9 | 3.0 | 4.1 | 3.0 | 3.9 | 4.3 | 4.1 |
| Contract Administration | 4.8 | 6.5 | 5.8 | 6.8 | 3.7 | 4.7 | 5.2 | 7.4 | 5.7 | 5.6 |
| Contract Close Out | 5.0 | 7.1 | 6.4 | 7.6 | 3.6 | 5.2 | 5.6 | 8.0 | 5.2 | 5.6 |
| What is a Project? | 4.6 | 6.9 | 5.6 | 7.2 | 3.4 | 5.7 | 5.3 | 7.1 | 4.9 | 8.3 |
| Project Management | 1.1 | 3.5 | 2.1 | 4.6 | 0.2 | 1.7 | 1.2 | 2.6 | 1.4 | 3.1 |
| Project life cycle | 3.2 | 5.5 | 4.8 | 7.4 | 2.2 | 3.4 | 2.9 | 3.1 | 3.3 | 5.6 |

Report on PMKQ™ Assessment of Global Company X

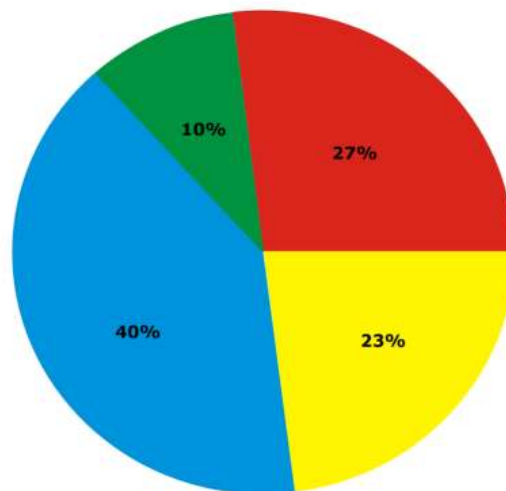
Pie Chart base Comparison of Performance of Employees with CIPM Credentials and those without CIPM Credentials

Pie Chart for 1134 Employees WITHOUT CIPM Certification



PMKQ of > 6 on a scale of 10 can be seen for only 6% of the Total PM Concepts - 30 in Number.

Pie Chart for 54 Employees WITH CIPM Certification



PMKQ of > 6 on a scale of 10 can be seen for more than 50% of the Total PM Concepts - 30 in Number.

NOTE: The above comparison shows dramatic improvement in the PMKQ™ score for those who have gone through CIPM Certification.



As can be seen from the Pie Charts on the adjacent page (Page 16), professionals holding the Certificate In Project Management (CIPM) Credential have scored a much higher PMKQ™ than those without the Certificate In Project Management (CIPM) Credential.

It is recommended that your organization use the PMKQ™ Assessment and the CIPM certification for the employees. CIPM provides a common vocabulary across the enterprise.

Recommendations for Organizations

- Step 1** Decide the number of employees for going through the CIPM certification.
- Step 2** Enroll with PMA, India for the CIPM Certification.
- Step 3** Make payment for the CIPM Training through Internet or CD / (desktop) as per the slab.
The training is for 35 hours available for 2 months.
- Step 4** Each employee gets the Login and Password for starting the training via email.
- Step 5** Complete the CIPM Training Course.
- Step 6** Apply to PMA, India for scheduling the CIPM Exam and pay the exam fee to PMA.
- Step 7** Candidates can appear for CIPM Exam either through Online mode (Internet based) or conventional Paper and Pencil mode.
- Step 8** Clear the CIPM Exam and get the Certificate In Project Management (CIPM) from PMA, India.
- Step 9** A person can now use the suffix 'CIPM' after their name.



CIPM Exam Pattern

CIPM examination has 1 multiple choice paper with four Sections. Minimum marks is 175. Section 1 and Section 2 contains three Types of questions i.e. Type 1, Type 2 and Type 3. In Type 1 questions, you are required to make 1 selection out of 4 choices. Each right answer carries 1 Mark. In Type 2 questions, you are required to make 1 selection out of 5 choices. Each right answer carries 2 Marks. In Type 3 questions, one needs to compute and then make 1 selection out of the 4 choices. Each right answer carries 5 Marks.

It is necessary to obtain 50% marks in each Section independently i.e. Section 1, 2, 3 and 4. It is also necessary to get overall 60% i.e. 105 marks out of the maximum marks of 175. If a candidate fails in any one of the four Sections, he/she has to reappear in the CIPM Exam again.

Break-up of the CIPM Exam Questions and Passing Criteria

| | | Type 1 Questions 1 Mark each | | Type 2 Questions 2 Marks each | | Type 3 Questions 5 Marks each | | | | |
|--------------|-------|---------------------------------|-----------|----------------------------------|-----------|----------------------------------|-----------|-------------------|-------------|------------------|
| Section | PLC* | No | MM* | No | MM* | No | MM* | Total Question | Total MM | Passing Marks |
| 1 | 1 & 8 | 15 | 15 | 5 | 10 | 2 | 10 | 22 | 35 | 17 |
| 2 | 2 & 3 | 28 | 28 | 11 | 22 | 4 | 20 | 43 | 70 | 35 |
| 3 | 4 & 5 | 25 | 25 | 5 | 10 | - | - | 30 | 35 | 17 |
| 4 | 6 & 7 | 25 | 25 | 5 | 10 | - | - | 30 | 35 | 17 |
| Total | | 93 | 93 | 26 | 52 | 6 | 30 | 125 | 175 | 105 |

MM* - Maximum Mark PLC* - Project Life Cycle - for numbers 1 to 8

*Whatever you can do or dream, you can begin it.
Boldness has genius, power and magic in it.*

Goethe



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