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Karen Dittmann • Konstantin Dirbanis

Project Management (IPMA®)

Study Guide for Level D and Basic Certificate (GPM)

2nd Edition

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Product Management: Bettina Noé

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Welcome to the book!

This book is written for those interested in an introduction to project management. You can start with either an «IPMA Level D« course or the «Basic certificate (GPM)« course. The present textbook provides a basis for both courses. If you want to get a first impression or an overview of project management, you can simply read through it.

The basis for this book is the international project management standard of IPMA® in the current version of ICB4.0 (Individual Competence Baseline) as well as the further development of GPM from 2023. The international standard of ICB4.0 is divided into three competence areas. Accordingly, this book is also divided into these three competence areas and color coded accordingly:

- Competence area Perspective (Context)
- Competence area People (Personal and Social)
- Competence area Practice (Methods and Technical)

The three competence areas mentioned above are further subdivided into different competence elements in the ICB. These competence elements (CE) have a standard numbering system in ICB4.0. We have adopted the standard numbering of the CE in this book and use it to identify the respective book chapters by announcing the CE abbreviations in brackets. This ensures that the contents of the book refer to the current version of ICB4.0. Read more about ICB4.0 and other project management standards in Chapter 1.2.6 Project Management Standards.

The IPMA® standard is **hybrid**. This means that it contains both **traditional** (plan-based) and **agile** (value-based) methods and capabilities. The terms «traditional« and «plan-based« are used interchangeably in this book. Traditional project management is a well-established, long-standing term that is not easily erased from the minds of project managers. Plan-based project management, on the other hand, is now the more accurate term, especially in contrast to agile project management, where detailed long-term plans tend to take a back seat.

Content related to agile or hybrid project management is marked with this symbol.

Text passages in italics without references are extracted from Motzel's Project Management Lexicon or represent definitions by the authors. All other quotations are presented in italics with the source duly cited. Definitions are additionally marked in gray boxes.

We have integrated our extensive training experience into this book in terms of content, methodology and didactics. In this way, we aim to assist you in navigating the intricacies of project management.

The book's download area offers numerous templates for practical use, serving as a foundation for your individual project work.

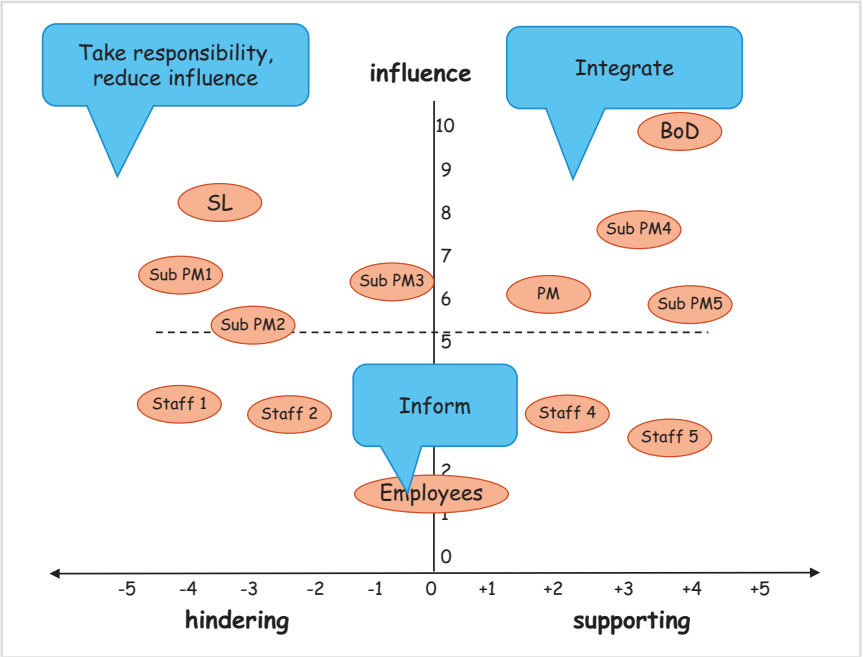

Fig. 14: Force field analysis

Stakeholders with a supportive attitude are welcome in the project. However, exclusively aligning with supporters may pose the risk of losing influence over potential opponents. Opponents can be handled by either be actively involving them to take responsibility (participative strategy) or attempts can be made to reduce their influence. When defining measures for controlling/influencing, the project team should focus on the stakeholders with the highest power/influence. This reduces the effort required while maximizing efficiency.

1.5 CE Culture and Values (4.3.5)

Every company has its own culture and its own values. This CE describes how each individual can reflect on the culture, gain insights from the reflection and use them for the success of the project.

1.5.1 The GPM Code of Ethics

The Code of Ethics of the German Association for Project Management e. V. (GPM 2021) is reproduced below. The Code is a binding template for the behavior of all persons certified to the IPMA® Standard.

Comments of the authors: The GPM Code of Ethics is not without controversy in the IPMA® community. We refrain from a critical discussion at this point. We have included it for the sake of completeness and for information purposes:

Preamble

Through their work, project managers influence the quality of life of every individual in society. Because of this far-reaching influence, project managers must base their actions and decisions on fundamental values: Responsibility, Authority and Integrity.

Compliance with moral and ethical maxims for action is the value standard for all project manager activities. With this in mind, GPM, as a professional and trade association, requires all project managers, and in a broader sense, all persons involved in project management, to comply with the following Code of Ethics:

Responsibility

Every project manager gives high priority to the common good and the health and safety of each individual. They strive to improve living conditions and the quality of the environment. Their attitude is one of openness and tolerance toward other cultures.

The project manager focuses his actions and decisions on the success of the project, which he must ensure for his project owner. He respects the trust of his client and the other project participants as a valuable asset.

Through his actions and decisions, the project manager upholds the reputation of the profession. Because project success is based on teamwork, the project manager considers the interests of the team members, other project participants and professional colleagues.

Authority

The project manager only undertakes projects where the complexity and consequences he or she fundamentally understands. They critically assess alternatives to uphold societal values. Respecting their freedom of action, the project manager makes decisions grounded in the common good.

Project managers strive for optimum efficiency. They use state-of-the-art methods, procedures and systems to ensure that the required functions and qualities, time and costs are met. They only take on tasks that match their experience and expertise. They take timely action to avoid project disruptions. They report openly and honestly on conflicts of objectives and project problems.

In order to improve their own skills and keep up to date with the latest knowledge, project managers are constantly learning. They also give team members and employees the opportunity for their own professional development and training. They ensure fair cooperation and objective criticism of themselves, team members and other project participants. At the same time, he protects

team members and project participants from unjustified criticism. Their behavior is always objective and balanced.

Integrity

Project managers observe the law and generally accept social values wherever they work in the world. In their actions and decisions, they always strive to prevent harm to the welfare of society. They are prepared to be accountable for their actions.

In all their actions and decisions, project managers maintain their independence and neutrality and are loyal trustees of their client. They respect the confidentiality of information and protect copyrights. They strictly reject any form of undue influence. At the same time, they themselves refrain from any undue influence of interests.

Project managers take full responsibility for their actions and decisions. Their professional standing is based on their own performance. They do not compete with others in an unfair or dishonest manner.

Adherence to these principles determines the status and social recognition of the individual project manager and the profession as a whole.

GPM (2021). Code of Ethics of the GPM German Association for Project Management e. V.

1.5.2 Aligning the Project with the Culture and Values of an Organization (according to Edgar Schein)

Companies are social systems, sustained by people and their communication. Social systems have the ability to differentiate themselves from other social systems to establish their own unique identity. This identity, which is usually not expressed but can be experienced by everyone, is called corporate culture.

The established culture of a social system is inert, i. e. it wants to remain as it is and does not like change. This is initially a good thing, because the corporate culture integrates the people in the company, coordinates them, gives them guidelines and, at best, motivates them. Inertia provides continuity and therefore emotional security for everyone in the company. It only becomes a problem when the corporate culture no longer fits the business area or the people in the company. It is then difficult to change due to inertia.

This book is not about changing the culture of an organization. Rather, we are interested in the influence of corporate culture on the projects that are carried out within it. Projects must always be seen in the context of the respective corporate culture. The culture of a company influences almost all aspects of its projects:

- The type of interaction between people at the same hierarchical level in the project and between employees and management,
- The technical equipment and budget of the projects in terms of economy or prestige,
- How overtime, mistakes, deadlines and decisions are handled,
- Dress code,
- Employee development with an appropriate training budget,
- …

Edgar H. Schein has developed a model of organizational culture that is widely used in science and practice, and which we can use as a basis for reflecting on our corporate culture. He distinguishes three levels of organizational culture, as shown in Figure 14.

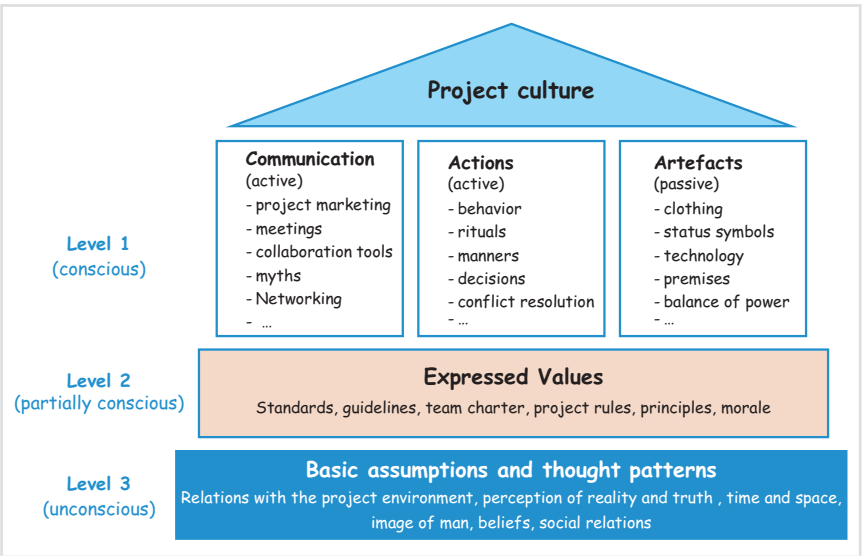

Fig. 15: Three-level model according to Edgar Schein (PM4, GPM 2019)

Level 1 of communication, actions and artifacts is most easily (directly) recognizable to outsiders. How are the offices set up? Do people speak in hushed voices? Are people dressed formally or more casually? But these observations do not yet explain why an employee behaves in a certain way or why certain rules apply. A look at level 2 can help.

Level 2 of values and norms lists the values that a company considers important (indirectly recognizable). Values such as teamwork, openness, customer orientation, etc. are often mentioned. If these values also correspond to the values practiced (value congruence), they can nevertheless be differentiated in two different companies. In company «A«, teamwork means a strict division of employees into defined teams

working on a specific task. In company «B«, teamwork means a self-organized and cross-hierarchical collaboration of employees. To understand these differences, we need to take a closer look at Level 3.

Level 3 cannot be described by the companies themselves (not even indirectly recognizable). It is practiced unconsciously by employees and the management team and ingrained in their **basic assumptions.** The values that are practiced are shaped by the patterns of success that a company has established over time. These values have often been unconsciously modeled by the company's founders. Because companies are not consciously aware of them, but they still have a very strong influence on the behavior of the company, they are difficult to change (founder myths).

Example:
Belief: «We have always been successful when we have worked hard and diligently«.

In such a company, the implicit assumption is that only hard work that produces immediate results counts. Training, group work to create new ways of doing things etc. may be difficult to implement, even if a further training or innovation initiative is communicated at Level 1.

1.5.3 Traditional versus Agile Values

In this textbook, we look not only at traditional project management, but also at agile project management and its hybrid combination. The values of the two approaches differ greatly, which is why we will first look at them separately and then compare them for use in hybrid projects.

1.5.3.1 Traditional Values

Based on our consulting practice and the codes of ethics of GPM and PMI, we have attempted to summarize the values of traditional project management (Dittmann/Zaeri Esfahani 2023):

- **Planning certainty**
  At the start of a project, a plan is established. This should be the basis for deciding whether it is worth starting the project at all. The project then follows the approved and communicated plan. Everyone adheres to the plan so that the project can be carried out successfully. Changes are incorporated into the plan in a controlled manner.
- **Allocation of responsibilities in the company's organizational structure**
  The responsibilities of the project management, project owner and project team members are clearly defined. There is a hierarchical reporting chain from the bot-

2.1.4 Personal Competence Development in Project Management

2.1.4.1 Career Planning in Three Approaches

Since this is a textbook on **project managemen**t, we will outline career planning in three approaches based on project planning principles.

Option 1: Traditional, Plan-Based Approach

As in the waterfall model, we plan our career and then realize the achieve milestones step by step.

The easiest way to start is to formulate goals: What do I want to achieve in my career?

Examples:

- Middle management position
- Project management of major projects
- Self-employment in consulting

Starting from this goal, we formulate the necessary steps backwards: What milestones do I need to reach along the way?

Option 2: Pure Intuition

With this approach, we are guided by our gut feeling. Here, we have maximum flexibility to take advantage of opportunities as they arise, as there are no pre-formulated milestones in the way. This approach works well if we are already reflective in our personal development and are largely aware of distorting influences and can block them out.

Distorting influences can be, for example:

- being seduced by money,
- underestimating or overestimating yourself,
- blindly following a charismatic leader.

Another danger of this approach is losing sight of the big picture and getting bogged down over time.

Option 3: Agile Life Planning

This approach combines the best of options 1 and 2. The agile principle of transparency/review/adapt accompanies us on our career path.

- We develop a vision (transparency). In this way, we create a ‹North Star’ to guide us.
- We plan the next steps toward the vision in concrete terms (transparency).

- We stop, reflect (check) and adjust our control (adapt). This can be done in regular time frames (until New Year's Eve, birthday, summer holidays, etc.).
- The results of this reflection are concrete measures that we plan to take for our career path in the next iteration (transparency).

The most important aspect of this approach is transparency. This means not only thinking about it, but also writing it down, making it visible (visualization) and getting regular feedback from others.

2.1.4.2 The IPMA® 4-Level Model

The IPMA® Project Management Certification is a personal certification. Project members can qualify and obtain international certification at each of the ascending certification levels on their project management career path. On a national level, the GPM (German Association for Project Management) has created an additional entry and certification level (Basic Certificate (GPM)), which is also based on the IPMA® standard.

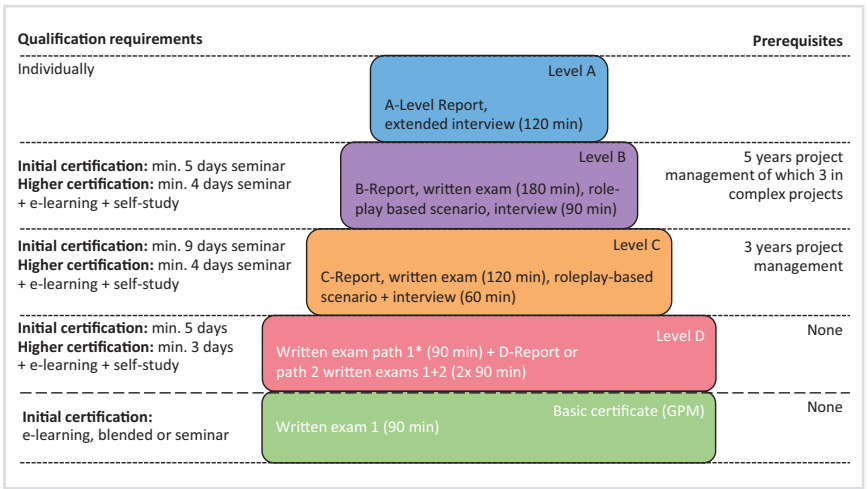

Fig. 20: 4-level IPMA® qualification supplemented by the «fifth level« of GPM

2.2 CE Personal Integrity and Reliability (4.4.2)

Personal integrity and reliability are the breeding ground on which good cooperation in a project can succeed. These concepts are closely linked to trust and a culture of error in project work.

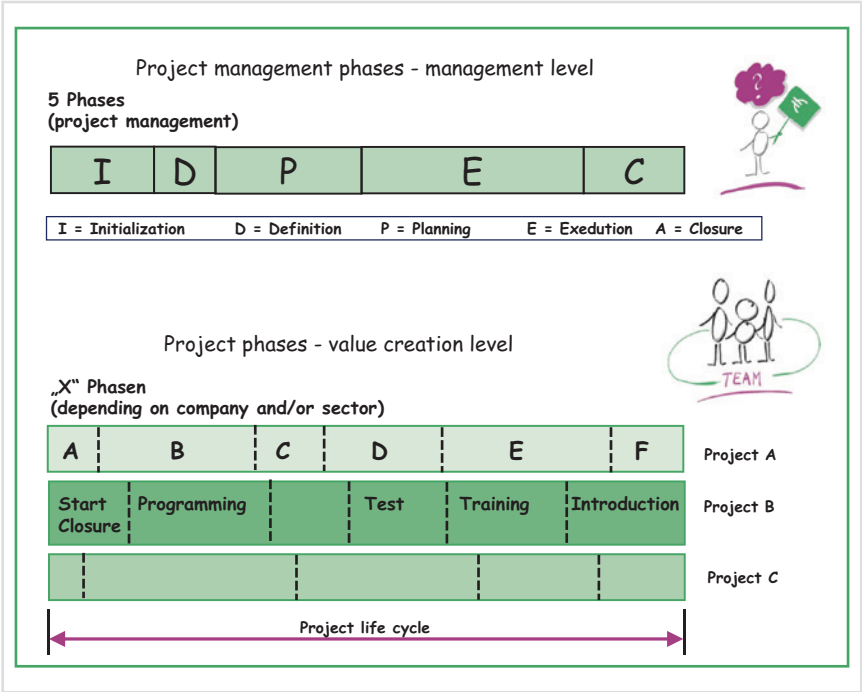

Fig. 73: Phases at different management levels

Phases can also be planned at the value creation level. They are then specific to each project. An IT project is divided into different phases than a project that organizes a music festival.

As the people in the project identify more with the content of the project than with the management view, planning the phases at value creation level is easier for them to understand and is therefore better accepted.

«Tell me how a project starts and I'll tell you how it ends.«

Project management wisdom

3.3.4 Starting the Project and Obtaining Approval (4.5.10)

Project Start [Ger. Projektstart]

«Note: The term ‹project start' is used in different ways in the project management practice. On the one hand, the ‹start of the project' is considered a defined date or time (project start) and, on the other hand, a certain period (project phase or process).

(1) ‹Interface' between the preparation and the execution of the project, basically the entrepreneurial decision that the endeavor shall be carried out as a project, with the following conditions:

- *project manager and project team are named*
- *the project objectives are confirmed*

- *the project budget is approved*
- *the project manual has been drafted and will be completed quickly*
- *all project files are created*

(2) Early project phase in which the foundations for a successful project execution are established and which is often characterized by undefined expectations, uncertainties, and urgent time pressure.

(3) Process during which the project manager carries out the following tasks:

- *brings project staff together and forms the team*
- *defines, records, and communicates the project's objectives and contents*
- *clarifies and shapes framework conditions*
- *secures equipment and facilities*
- *defines and sets up the project organization*
- *defines cooperation rules [editorial remark: together with the team]*
- *starts project planning*
- *secures the project order*

An ‹orderly' project start usually includes a preliminary project meeting, an official kick-off meeting, and/or a start-up workshop. This also communicates the ‹official' start of the project in general.« (Motzel)

If we want to describe the project start as a process, it is divided into three steps:

1. **Generate commitment**: the project manager discusses objectives with the project owner and determines the objective priority with them. They submit the project order to the portfolio board and has the project implementation approved (or not).
2. **Empower the team**: In rare cases, the project manager can put together their team themselves. In most cases, the people are provided by the line organization after the resource request. Once the team is available, the project manager can start team building.
3. **Create a project plan**: In the project startup workshop (see below), the team agrees on the project plan and creates the rough planning based on this. Once this has been approved, the team goes into detailed planning and completes the project manual. The results are approved by the steering committee and presented to the stakeholders at the project kick-off.

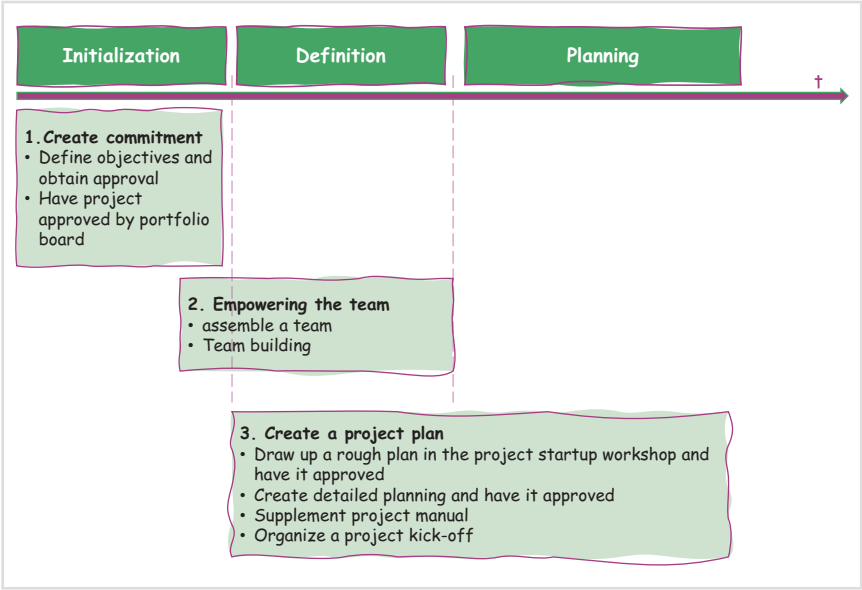

Fig. 74: Plan-based project start process

The process described here can be found in many variations in practice and should be adapted to the specific project by the project manager.

The degree of maturity and thus the quality of the project management and the organization's handling of projects can already be seen in this very early phase of the project. Coherent and conscious planning that is coordinated at several levels (project owner, project manager, stakeholder) will carry the project through to the end. Important decisions made at the beginning of a project are difficult to correct as the project progresses.

3.3.4.1 Creating a Project Plan

The objective of the **project start** is to develop a project plan, validate it and obtain approval for project implementation. This takes place during or after a project startup workshop (see below).

Project Management Plan

«The term ‹project management plan', which initially seems very general, is rarely used in German project management practice. It originates from Anglo-Saxon project management and alternates between ‹project plan' and ‹project management plan' in German translations. DIN 69901 [1] speaks of ‹project plan' and thus refers to the totality of all plans available in the project.« (Motzel)

According to Motzel, the project plan comprises all the plans for a project, i. e. it is the plan of project plans. Contents of the project plan are, for example

- Project profile
- WBS
- Project scheduling
- Resource planning
- Cost planning
- …

The **project plan** overlaps with the project manual. While the project plan only describes all agreed-upon plans, the **project manual** also contains project-specific agreements on role definitions, contact details, acceptance procedures and criteria other than the plans:

- Project definition and service planning, e.g. service descriptions, contracts, interfaces, acceptance procedures;
- Project organization, e.g. roles, responsibilities, contact persons, contact details, project context;
- Project information management and communication, e.g. rules, reporting, documentation, filing;
- Project monitoring and control, e.g. changes, performance control, feedback, key date evaluation;
- Project closure, e.g. line handover, final documentation, experience backup.

In short, the project manual contains the project plan, sometimes called the project management plan.

3.3.4.2 Project Startup Workshop

Project Startup Workshop

«(1) Workshop of the project team in which the project objectives, project organization, procedures, etc. are developed and agreed upon.

(2) Meeting of the project team, possibly with representatives of key project stakeholders, at the start of the project to set the course for the project. A project startup workshop is held in particular when the project content and scope, framework conditions and project objectives require initial or further clarification. It is usually moderated by the project manager.

The tasks of the project startup workshop include in particular

- *Project (objective) definition, project environment analysis, risk analysis,*
- *Project structuring,*
- *Project organization,*
- *Scheduling and cost planning.*

The results of the project startup workshop are generally reflected in the first edition of the project manual. Particularly in the case of cross-company or virtual project teams, the project startup workshop also promotes the formation of a consistent language and project culture.« (Motzel)

In the project startup workshop, the team meets to go through the first iteration of the project planning cycle and thereby create a first version of the project manual. This is where the most important key points for the project are developed. Depending on the scope of the project, the workshop can last from a few hours to several days to achieve the required results. The detailed planning can then begin after this initial workshop.

Example agenda for a project startup workshop:
1. Introductions and getting to know each other
2. Communicating the project objectives and expectations
3. Explaining how the project fits into the company's strategic objectives
4. Disclosure of the requirements
5. Clarification of project roles
6. Project design
7. Communication channels within the team
8. Feedback round
9. Adoption of the project manual for submission to the steering committee

The detailed planning can then begin after this initial workshop.

3.3.4.3 Project Kick-off

Kick-off

Synonyms: Project Kick-off, Kick-off-Meeting

«(1) Project kick-off – with an official announcement and implementation of the objectives and rules for the project.

(2) Meeting between representatives of the project sponsor organization, the project management and project staff (possibly also representatives of the project environment) at the start of the project with the objective of announcing key project information and developing a common understanding of the project. Depending on the characteristics (duration, group of participants, etc.), the kick-off can be associated with further objectives, e.g. distribution of project tasks, conscious development of a ‹sense of unity', early recognition of potential, risks and possible conflicts.« (Motzel)

In the Kick-off, the most important stakeholders should get to know the project better and be brought on board. Affected areas should be able to identify when additional work or the provision of resources is desired. The project owner's approval is also ob-

tained for the approach, main objectives, time requirements and budget. The Kick-off follows the project startup workshop, as its initial content is required, which is communicated in the Kick-off. The Kick-off itself serves as a communication event in which the most important questions are answered. The event usually lasts for 1–2 hours.

3.3.4.4 Project Start in Agile Projects

The project start can be much faster in agile projects, as it is not necessary to invest a lot of time in the definition and detailed planning. The project start process (see Ch. 3.3.4) is very similar to that of plan-based projects, but much simpler in terms of content.

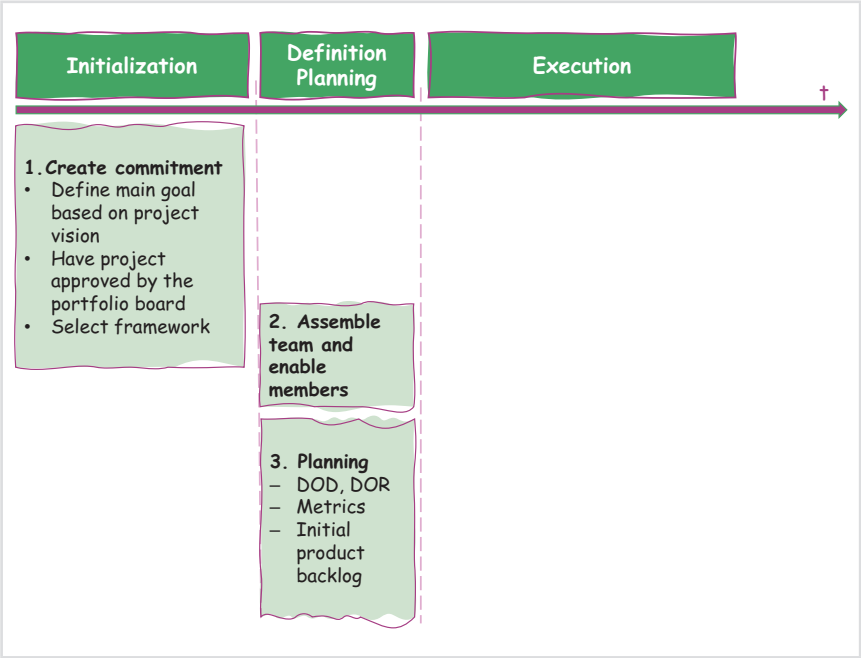

Fig. 75: Agile project start process

1. **Generate commitment**: The project manager discusses the main objective with the project owner based on the vision, submits the project order to the portfolio board and obtains approval (or not) for project implementation. The framework is selected.
2. **Make the team capable of acting**: Naming the team members and filling the specified project roles. Explanation or training of the agile framework (Scrum, Kanban). Initialization of team building and support by the Scrum Master.
3. **Creating a project plan**: Planning and organization of the initially planned number of iterations (sprints). The team defines DoD (Definition of Done) and DoR (Defi-

This can best be counteracted with a percent complete (PC) measurement method that is based on objective criteria, such as the status step method.

The percent complete (PC) of a work package is determined (at least) once in the controlling interval. The person responsible for the work package can carry out an additional validation for their own progress control at any time.

3.5.4 Determining Project Progress in an Agile Environment (4.5.10)

Project progress in agile projects can be determined by the number of iterations (sprints) already carried out in relation to the number of initially planned iterations (sprints).

Example: completed sprints: 10, number of planned sprints: 40 = 25 % progress (10/40 × 100)

On the other hand, progress can be determined using the level of product maturity achieved – MVP or MMP.

In addition, metrics are set up that show an increase in the team's performance. These can be used to determine the expected achievable scope.

Example:
- Total number of story points in the current product backlog after 10 completed sprints: **1,978**
- Velocity (average delivery speed of story points per sprint by the team): **55**
- Iterations (sprints) required to process the product backlog: 1,978 story points/55 = **35 sprints**

The number of sprints still required for the defined MVP or MMP can be calculated in the same way.

Sprint Burndown Chart[8]
Burndown charts show the remaining effort in a sprint (sprint burndown), a product backlog (backlog burndown) or a product development (product burndown). Burndown charts are typically used in Scrum. However, they can also be applied to other approaches.

8 Not relevant for «Level D« certification.

A sprint burndown chart shows

- The number of tasks to complete (measured in story points «complexity« or person hours «effort«);
- The number of days in the sprint;
- The amount of remaining effort/remaining complexity.

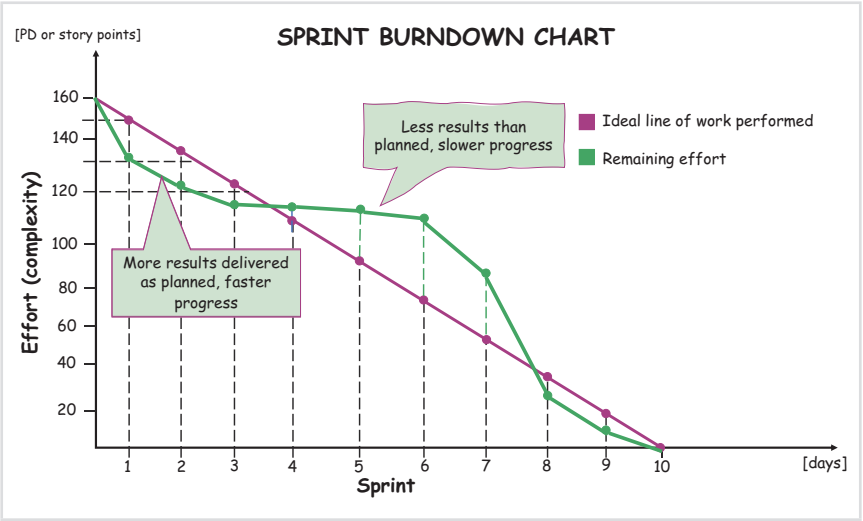

Fig. 136: Sprint burndown chart example

The graphical representation shows the work remaining in the sprint (What still needs to be completed?) and the development of the work performed (What has already been completed?). Burndown charts show the probability with which the team will be able to complete its tasks in the remaining time and deliver all the user stories that have been pulled into the sprint.

Velocity

Velocity is an indicator for the working speed of a team within a timebox (e.g. sprint). Its reference values are story points and the respective timebox on the time axis (e.g. sprints). Velocity describes the working speed and indicates how many story points a team can work through per sprint.

Velocity increases planning certainty regarding the performance and therefore the progress of the team. At the start of the project, the team's velocity is estimated very imprecisely as no empirical values are available. The experience gained from the sprints that have already been completed means that the estimates become more and more accurate as the project progresses.

The team size (basic capacity) and a changing team composition (member changes) can cause the velocity to fluctuate greatly.

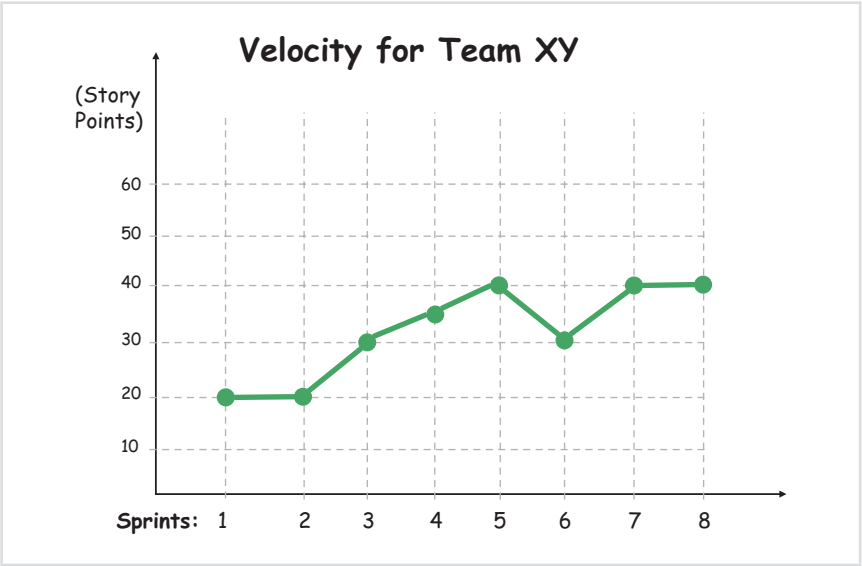

Fig. 137: Example of the development of a team's velocity according to user stories done (completed user stories, story points) per sprint

3.5.5 Compare Project Plan with Actual Data (4.5.10)

For project management, it is important to compare planned data with regularly recorded actual. If deviations occur, those responsible must draw conclusions how to proceed. A distinction must be made between two basic scenarios:

- The plan no longer fits the project because the environment conditions have changed. Then the plan must be changed.
- The plan is still correct. Then the project must be adapted to the plan again.

Both scenarios are part of integrated project management. This follows the cycle of planning – monitoring – controlling.

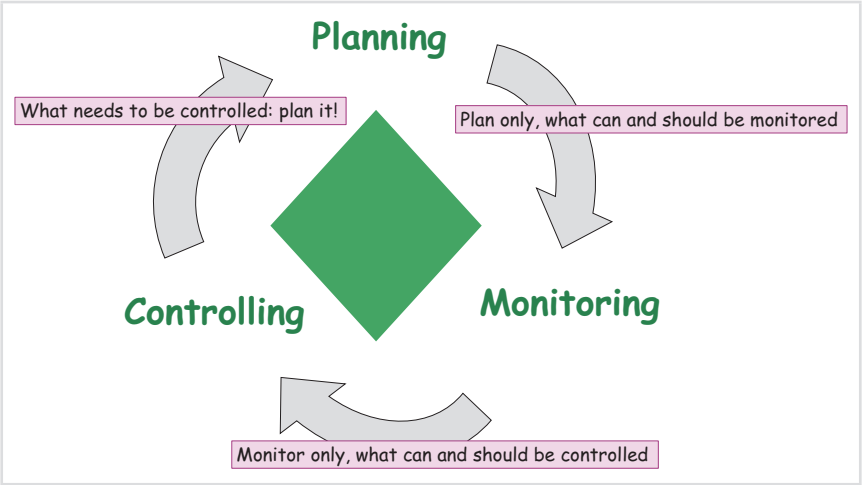

Fig. 138: Project management cycle

During monitoring, the following controlling instruments are used for project management by means of target/actual comparisons:

- Earned value analysis (completion value analysis)
- Cost forecast (additive – linear) and cost trend analysis
- Milestone trend analysis

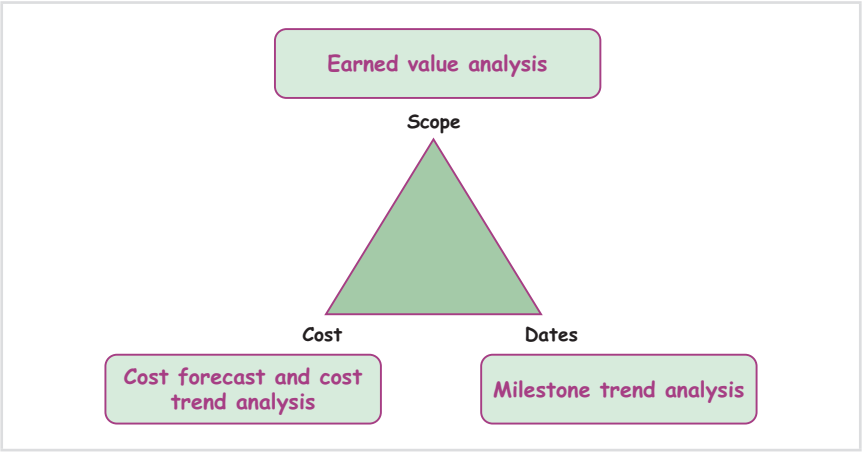

Fig. 139: Controlling instruments

In project controlling, a distinction is made between target values, actual values and calculated indicators. The abbreviations used here are common but may vary depending on the company and context. So please do not be confused!

Planned values

Planned data/Target data [Ger. Plan-Daten/Soll-Daten]

«Planned data: Totality of information and dimensional data resulting from the project plan.

Target data: Information and measurements for the project process in the future based on a planning update at a specific project time (data date). … In practice, planned data and target data are often not distinguishable or not consistently distinguished. … The term target should only be used for data at a data date and in the future.« (Motzel)

The budgeted costs at completion (BAC) represent the sum of all planned costs for services and material resources up to the end of the project. The total costs are determined at work package level and then added up at project level.

The planned costs/planned value (PV) represent the accrued costs planned up to the data date. The sum of the planned costs on the respective reporting dates results in the planned S-Curve.

At the start of the project, data dates (DD) are defined for which current actual values are collected. These data dates can be based on the logical sequence of a project (e.g. milestone dates) or are collected continuously (e.g. weekly, monthly).

Abbreviation	Name	Calculation	Terms in use
Planned figures			
BAC	Budgeted cost at completion		BAC = budget at completion
PV	Planned costs (as of the data date) or planned value	PV = BAC x planned PC	PV = planned value
DD	Data date		DD = data date/A-of-date

Tab. 64: Overview of planned values

Actual Data

Actual data [Ger. Ist-Daten]

«Actual data: Information and measurements about the actual project progress and the current project status on a specific data date. Actual data generally only refers to data from the past up to the data date.« (Motzel)

The **percent complete** (PC) of a project describes the percentage of progress toward achieving the result relted objective relative to the overall project. Progress is both planned and measured. Accordingly, there are planned and actual values. At the start of a project, its percent complete (PC) is 0 %.

Various methods can be used to measure the percent complete (PC), such as the 50/50 method or determination based on defined status steps (see Ch. 3.5.3 Determining Project Progress)

The **current actual costs** (CAC) are continuously collected over the entire project life cycle and totaled across all work packages at project level. They include all costs incurred on the data date, e.g. for personnel, materials, and services.

Abbreviation	Name	Calculation	Terms in use
Current values			
$PC_{planned}$	Planned percent complete or planned progress degree		PCT/PC = percent(age) complete or progress degree planned
PC_{actual}	Actual percent complete or actual progress degree		PCT/PC = percent(age) complete or actual progress degree
CAC	Current actual costs (as of the data date)		AC = actual cost

Tab. 65: Overview of actual data

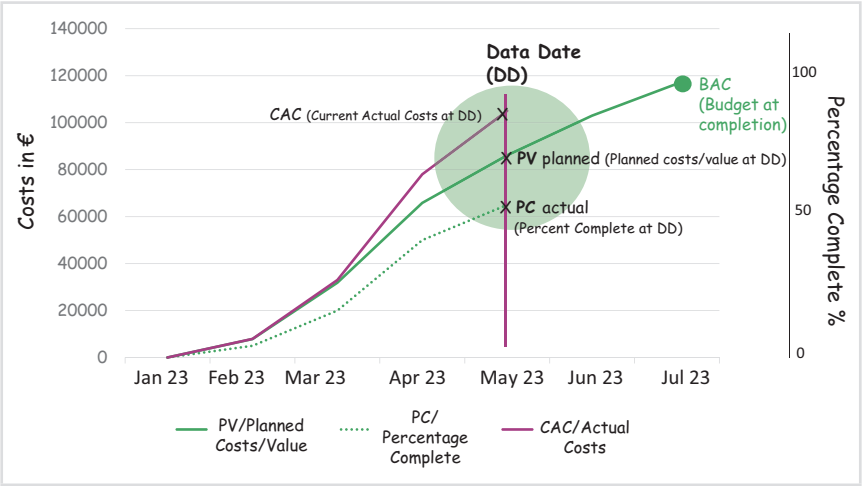

Fig. 140: Costs: planned and actual values

Calculated Key Figures

Key Figures are calculated to provide information on the status of the project. These values are collected regularly and either provide information about the individual project or are used for comparisons between projects. One key figure considered here is the CEV (Current Earned Value).

List of Technical Terms German-English/ English-German

Project managers often use various terms, synonyms, and idioms, and there can be differences in terminology between American and English project managers, as well as variations between organizations like, IPMA® and PMI.

The list of technical terms in our book is the result of many conversations with colleagues and literature research. It does not claim to be exhaustive or entirely accurate. It is intended as an aid for German project managers working in an English-speaking environment and for English-speaking project managers working in a German environment.

The authors

German – English

DE	EN
Ablagestruktur	filing structure
Ablauf- und Terminplanung	project scheduling
Ablauforganisation	process organization
Ablaufplanung	time planning
Abnahme	acceptance
Abnahmekriterien	acceptance criteria
Abnahmeprüfung	acceptance inspection
Abwicklungserfolg	project success
AGBs	terms and conditions
Agil	agile
aktives Zuhören	active listening
AKV (Aufgabe, Kompetenz, Verantwortung)	TCA (task, competence, responsibility)
Anfang-Anfang Beziehung	start-to-start sequence
Anfangsfolge	start sequence
Anforderung	requirement
Anordnungsbeziehung	logical relationship
Anwendungserfolg	product success

About the authors

Dr. Karen Dittmann is an entrepreneur, consultant and coach in project management. She runs the consulting firm PM Dittmann, is an authorized training partner, course provider and accredited trainer of the GPM and guides project managers of all levels through the qualification system according to the IPMA® standard. Together with her colleague Konstantin Dirbanis, she runs the training platform «Better Project Training«. Their objective is to enable project managers and organizations to manage their projects successfully. And always with the awareness that the focus is on the people involved.

Konstantin Dirbanis is a freelance consultant, trainer and coach for project management, with over 34 years of experience in industries such as finance, automotive, pharmaceuticals and aviation. He runs the consulting firm Bulbb GmbH and is an Certified Trainer in project management (CT) of IPMA. He has already accompanied more than 1,200 graduates to their IPMA® certification. Together with Dr. Karen Dittmann, he runs the training platform «Better Project Training«. His guiding principle: «People make the projects, not the tools – but they are valuable aids!«