



Chapter IV

The Project Management Discipline

Those who cannot remember the past are condemned to repeat it.

(George Santayana)

Professional organizations that have developed around the world to foster the project management discipline (Morris, 2001) have recognized that a distinct skill set is necessary to ensure successful project managers, and these organizations are devoted to assisting their members develop, improve, and keep these skills current (Boyatzis, 1982; Caupin, Knopfel, & Morris, 1998). In this chapter, I discuss the methods, techniques, and standards that these organizations have formalized.

Project Management Organizations

The Project Management Institute (PMI) is the largest organization in the world devoted to project management. Other major international organizations include the Association for Project Management (APM), British Standard Institute (BSI), Engineering Advancement Association (ENAA) of Japan, Australian Institute of Project Management, and the International Project Management Association (IPMA). Each of these organizations has developed a set of project management standards as has the ISO (International Organization for Standards) with its ISO 10006 *Guide to Quality in Project Management*. These various project management standards can be compared using word size (Crawford, 2004):

PMBOK—56,000
 APM BoK—13,000
 IPMA ICB—10,000
 ENAA P2M—36,000

The APM has developed a Body of Knowledge (BoK) of Project Management Competencies, which identifies 40 key competencies grouped as follows:

- *Project Management*: Covering the key elements that differentiate projects from general management
- *Organizations and People*: Detailing the main qualitative skills of a project manager
- *Techniques and Procedures*: Details the quantitative methods
- *General Management*: Covers industry specific concepts

The APM Body of Knowledge also provides a focal point for many of the programs run by the APM, including their Certification Programme, which assesses a person's competence in managing a project; the Course Accreditation Programme, which reviews training courses run by both commercial private training companies and higher education institutes; and the Project Management Capability Test, which assesses a person's knowledge in the APM Body of Knowledge.

The British Standards Institute publishes the *Guide to Project Management (BS6079)*. This standard has been adopted by the British government and industry, and establishes commonly accepted terminology. The stated objectives of BS6079 are to provide guidance to

- General managers, to enable them to provide proper support for project managers and their teams;
- Project managers, to improve their ability to manage their projects;
- Project support staff, to help them understand project management issues and solutions; and
- Educators and trainers, to help them understand the project management environment and the context in which project management methods are deployed.

The International Project Management Association is a federation of national project management associations for several European countries. It publishes the IPMA Competency Baseline (ICB) in English, French, and German (it was first published in 1998). The content is similar to the APM BoK, but the organization is different and is termed the *Sunflower*. The IPMA encourages each national organization to form its own competency baselines, called "National Competency Baselines." There are now about 30 countries with NCBs throughout Europe, Egypt, India, and China.

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