

## عنوان مقاله:

Developing PEM using ICB standard to achieve Integrity & relationship between them

## محل انتشار:

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## خلاصه مقاله:

The IPMA Project Excellence Model (PEM) is adapted :fi-om the EFQM model and developed by IPMA to assess the project excellence. The IPMA PEM is developed using research findings from both studies on success criteria and critical success factors for projects. The PEM consists of five "Project Management" areas covering critical success factors regarding the projects process, procedures and management and also four result areas covering the project success criteria and various results. The IPMA Competence Baseline (ICB) is an IPMA standard which sets out the knowledge and experience expected :fi-om the managers of projects, programs and portfolio consist of forty six competencies categorized and arranged into three groups: Technical, Behavioral and Contextual. It is expected from IPMA as the world leader in Project Management to produce and offer the systematic and related products and standards but the problem is that there is no obvious relationship and integrity between these two IPMA products. The aim of this paper is setting the relationship between the IPMA PEM content and the IPMA ICB elements. We mapped the fOI1y six elements of ICB with the PEM nine areas and through identifying the interaction between these .components we showed the improvement points for integration & relationship of these two valuable IPMA products

## کلمات کلیدی:

PEM, ICB, Sub-criteria, Technical, Behavioral, Contextual, Competencies

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