

FEBRUARY 2023

# IAPM MAGAZINE

The first month of 2023 has already passed and today we present the second IAPM Magazine of the year. It's amazing how quickly time flies when you spend it doing things you enjoy. If you are also happy in your job as a project manager, Scrum Master or similar and would like to talk about your experiences in the project environment, then write a blog article that will be published on our blog!

The focus of this month's IAPM Magazine is on our certifications and the blog posts published this month. Newcomers to project management will find a lot of information in this issue.

Enjoy reading!



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## IAPM Certifications

New year, new certificate? The first month may be over, but your New Year's resolutions should not be written off just yet. If one of your New Year's resolutions is to find your first job after graduation or to get into project management, then our [Certified Junior Project Manager \(IAPM\)](#) certification is for you. The best part? You can prepare for the exam on your own. The web-learning platform is free to use: [iapm-cert.net/weblearn/cjpm-en/](http://iapm-cert.net/weblearn/cjpm-en/)

Are you already a step ahead and have a basic knowledge of traditional project management? Then add the [Certified Project Manager \(IAPM\)](#) certification level to your portfolio! What are the benefits? This certificate is globally recognized and valid for life - no need for costly and time-consuming recertification. To make the certification accessible to everyone around the world, it is completed entirely online and can be studied at an individual's own pace.

This certification validates your knowledge of the hard and soft factors of project management. It demonstrates not only your technical ability to manage a project, but also your interpersonal skills. No prior experience is required for this level of certification.



## Our book recommendations

Many people work on and manage projects without knowing that they are project managers, or without ever having received any project management training. But many people who work as unofficial project managers don't see the point of training, because all they have to do is complete a project, and that's not so hard, is it? For those who want to successfully complete a project, even if it is not officially called a 'project', we recommend the book '[Project Management for the Unofficial Project Manager](#)'. It will give you a first insight into what is important in project management.

Do you want to delve deeper into project management? Then becoming a [Certified Project Manager \(IAPM\)](#) might be for you.

For many people, writing their own book is a long-held dream. But how does it become a reality? Mario Neumann, project management expert, consultant and author, tells us how he came to write his debut book, Projekt-Safari, and how he went about it. Many thanks to Mario Neumann for his insights: [iapm.net/en/blog/book-presentation-projekt-safari/](http://iapm.net/en/blog/book-presentation-projekt-safari/)



## Project management terms

In January we defined two terms for you: [time-boxed](#) and [objective setting](#). Didn't get what's behind them or interested in more definitions? In our glossary you will find agile and general project management terms defined.

Look up project management terms in our glossary, both traditional and agile: [iapm-cert.net/documents/glossary-en/index.html](http://iapm-cert.net/documents/glossary-en/index.html)

## IAPM Essentials

On 5 May 2020, a Tuesday, we published the IAPM Essentials for the first time. At that time, we selected fourteen articles and provided links to them as well as a short description. In October 2020, with IAPM Essentials 23, we changed the format and since then we have summarised three articles in more detail and simply linked the remaining eleven articles. We did this until the end of 2022, i.e. until IAPM Essential 138. Every Tuesday there was a new edition, we recommended many articles and read even more articles.

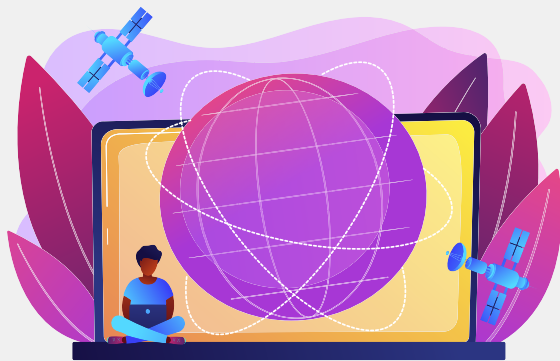
But now, with the new year, we wanted to start something new and leave the old behind. This was a very difficult step for us to take, especially as IAPM Essentials has been with us for 138 weeks, almost 1000 days, but we have decided to take it in order to focus our resources elsewhere. But we're not saying it's over for good, we want to take a break and see how things develop in the future, and who knows: maybe it will continue sometime.



**Thank you to everyone who has read and given feedback on IAPM Essentials, and especially to those who have curated and summarised the articles.**

## Published articles

Projects can be found in all sectors of business and personal life, in not-for-profit organisations as well as in the public sector. Projects are often undertaken with the aim of achieving technical or organisational improvements, and they can be cross-organisational or limited to one or a few functional areas within an organisation. So we can find projects everywhere. But what exactly is a project? Find out in this article by Dr Roland Ottmann: [iapm.net/en/blog/what-is-a-project/](https://iapm.net/en/blog/what-is-a-project/)



But projects can also take place in an international context. So it's not surprising that intercultural competence is increasingly in demand, as you can read in many job advertisements. But what does this term actually mean and how can intercultural competence be acquired and improved? Find out in our blog article: [iapm.net/en/blog/intercultural-competences/](https://iapm.net/en/blog/intercultural-competences/)

Does international project management sound like what you want to focus on in the future? Then get certified: [Certified International Project Manager \(IAPM\)](https://iapm.net/en/blog/certified-international-project-manager-iapm/).

As you can see, projects play an important role in all sectors and regions. As a result, competition is increasing and the need for good people, including qualified project managers, is growing. In order to be seen as a high-potential candidate in the recruitment market, project managers need to be excellent at what they do. This includes meeting deadlines, working with the whole team, organising work and dealing with the pressure of recurring meetings. But how do you become a project manager? There is no one right way to become a project manager, but there are a few things to keep in mind if you want to pursue this career: [iapm.net/en/blog/project-management-career/](https://iapm.net/en/blog/project-management-career/)





## Published articles

You don't want to work as a project manager in a company, but you want to do your own thing and start your own business? Even then, you are not immune to project management. In a start-up, project management is particularly challenging because there are usually not enough resources to employ experienced project managers. And yet, start-ups will benefit from project management. So take a look at this article if you are just getting your first projects off the ground: [iapm.net/en/blog/project-management-in-start-ups/](https://iapm.net/en/blog/project-management-in-start-ups/)



Especially if you are new to the project game, it can be difficult to decide which approaches make sense, which frameworks to use and which tools are most helpful. The selection of a project management approach provides a clear view of potential challenges and recommendations for the management approach to be used. For example, Stacey's system and the Cynefin sensemaking framework can be useful in this context. When it comes to deciding whether a project should be delivered using traditional or agile approaches and tools, both models can provide valuable guidance. But how are the two models different, and does it make sense to consider them separately? Find out: [iapm.net/en/blog/choosing-the-right-project-management-approach/](https://iapm.net/en/blog/choosing-the-right-project-management-approach/)



Some projects need to be organised in a traditional way, where cost, time and performance targets are defined, there are specifications and requirements, and everything is planned in detail from start to finish. And an alternative to the traditional planning approach is the agile approach. In this article you will learn what you need to consider when implementing agile approaches, why Scrum doesn't always work and why the word "mindset" is often mentioned in connection with agility: [iapm.net/en/blog/agile-approaches/](https://iapm.net/en/blog/agile-approaches/)

## Published articles

Before deciding whether to run projects in an agile or traditional way, projects should first be classified. Typically, each classification focuses on one or two aspects of projects: Is your project contracted internally or externally? What is the deliverable of your project? In our article, we present you with differentiation criteria to help you find out what type of project your (future) projects are:

[iapm.net/en/blog/project-types/](https://iapm.net/en/blog/project-types/)

Let us now turn our attention away from the basic decisions about project approach and type and focus on a method that can be useful in project work: The ABC analysis. It is important for the project manager and senior management to know which influencing factors lead to the success of a project. These factors include, for example, stakeholders, customers or products that are needed in the course of the project or for its completion.

The ABC analysis, which originated in business management but has since been extended to other fields such as project management, is used to assess these factors. Interested in how ABC analysis can positively impact your project? Find out more: [iapm.net/en/blog/abc-analysis/](https://iapm.net/en/blog/abc-analysis/)



Finally, we would like to introduce you to a concept that is not used in project work, but can be valuable in project management training: the concept of the inverted classroom. It is not entirely new, but it has been given a significant boost by Covid. The core idea is to turn traditional teaching and learning behaviour on its head: unlike in schools or many universities, "learners" come together for a face-to-face phase only after a preparatory phase in which they work on the basics themselves, mostly online, with the help of digital learning tools and on their own responsibility. In this context, the work of Marion Rink from Bielefeld, Germany, is recommended to anyone interested. Can you imagine how project management trainers can benefit from this concept? Find out in this article: [iapm.net/en/blog/project-management-trainer-of-the-future/](https://iapm.net/en/blog/project-management-trainer-of-the-future/)

## A few final words

This issue was not as varied as usual in terms of topics, there was a lot of coverage of our certifications and there were quite a few article recommendations. What do you think? Is there anything you would like to see in future issues? Be it article topics, methods you are interested in or something else entirely? Let us know!



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Thank you for reading and we hope you  
enjoyed it as much as we and the whole IAPM  
team enjoyed creating it!

*Linda & Janek*