

# THE PUBLIC PROJECT MANAGEMENT CERTIFICATION

The PuProMa® Certification is the only International Certification to help you accelerate your career in Project Management

- Simple, test-based: making it easy for the Professional
- Incorporates modern concepts: rich guidance notes provided
- Touches on the Fusion between Project Management, Business Management using Systems Thinking and Design Thinking
- No mandatory training requirements: flexible model of training and self-learning for the test taker
- Graded test: numerical scores give the test taker a more accurate assessment of their skills



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To register, contact:

ProMaCert Solutions  
302 Janmabhoomi Chambers  
Walchan Hirachand Marg  
South Mumbai, Mumbai 400 001  
India

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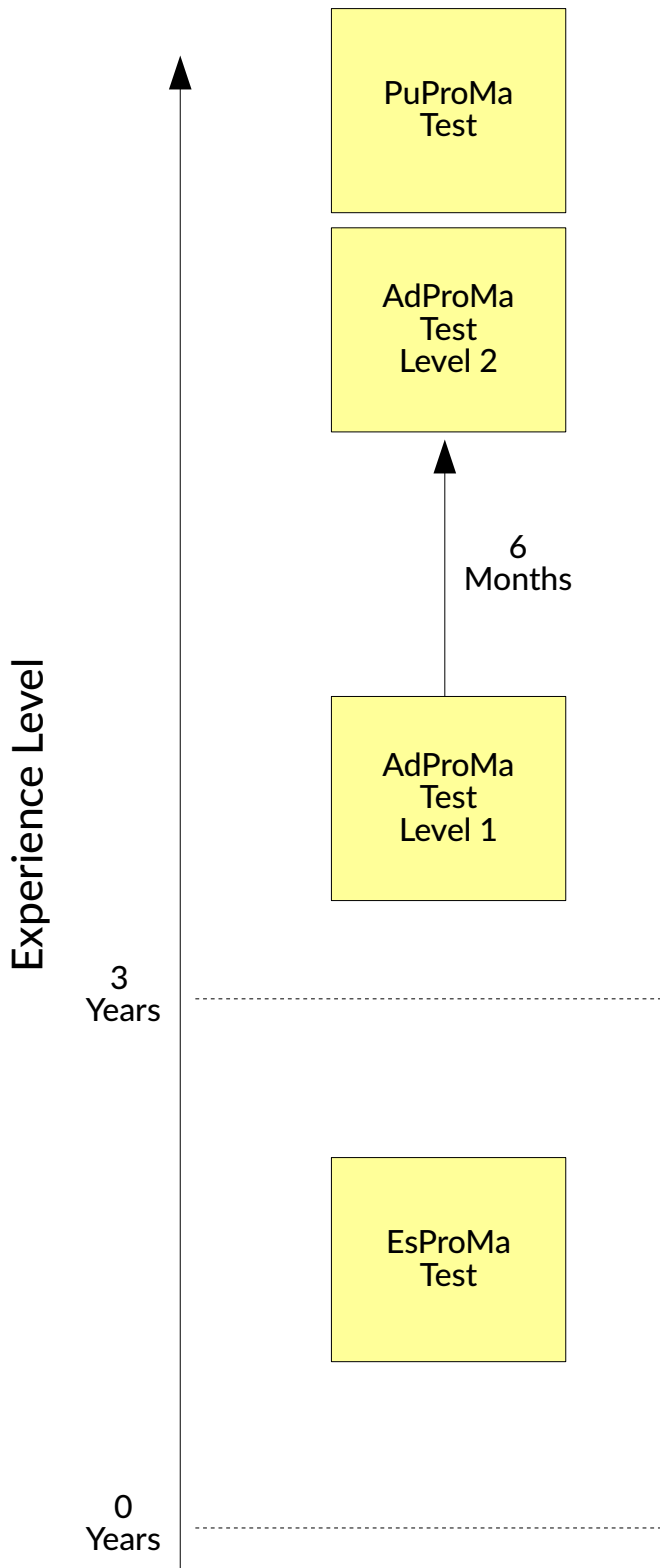
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# General Information



## Introduction

Improper management of projects is identified as the most significant reason for time and cost overruns in projects worldwide. It is reported that around 81% of projects run behind schedule! And around 42% of projects have significant cost overruns. Therefore, project managers today need to be empowered with specialized skills and a strong background in project and business management. This also indicates that the traditional project management approaches have gross inadequacies.

To assist managers in assessing their skillsets with a global standard, a range of certifications from ProMaCert Solutions have been launched in the Market.

## The PuProMa Test

Over the past few years, the applications of systems thinking and design thinking have become increasingly popular in mainstream management. It was realized that the methodologies have helped evolve a new approach called 'The Forward Looking Approach' to Project Management.

The Public Project Management (PuProMa) Test is a specialized testing instrument that touches on critical skills in areas including project management, business management, systems thinking and design thinking; all from a projects perspective that is specially catering to public projects and public-private partnership projects (where any one entity is a public entity). These skills are important for the modern day practising project manager, who is expected to go beyond the realms of his 'conventional' functional areas and address business relevant and specific skills that are required for project management professionals across all industries.

The vast expanse of topics under the PuProMa Test cover the following sets:

- Public Private Partnership Frameworks for the Project Manager: This covers the basic understanding of PPP projects using a consultative approach based on the systems thinking and design thinking frameworks
- General AdProMa content: This level looks at advanced topics using a skill-based application perspective that are also covered in AdProMa

The tests are administered using a paper-based mode across the world to ensure maximum integrity of the testing process. The certification is directed to provide the test taker and his employer / prospective employer the level of skills that the test-taker has in modern areas of project management.

The PuProMa test is ideal for persons who have had some work experience in the field of public project management. The certification is valid for 5 years.

# General Information

## The Test Structure

Questions in the PuProMa are of three types:

- **Multiple Choice Based Objective Questions:** Here the test-taker is expected to select the right answers from a given set of choices. It may be noted here that the questions and choices are such that one or more than one could be correct.
- **Subjective Questions:** Where the test-taker is required to touch upon the details of his approach and point-of-view in the space provided.
- **Numerical Problems:** Where the test-taker may not be given a set of answers to choose from. However, the test-taker solves the question and writes the correct answer in the space provided

Each of these questions would come in three sections. Part A is of Multiple Choice Questions which comprise of 60 questions for 1 hour.

Part B is the section of subjective questions, which comprise of 15 questions that need to be solved in 60 minutes.

Part C is of Numerical Problems which comprise of 20 problems that need to be solved in 60 minutes.

The test medium will be English and the number system to be used would be Hindu-Arabic numerals.

The tests will be taken at pre-designated test centres.

Unlike other certification programs, the PuProMa test will report the outcomes as follows:

- **Certified:** This status is given to test-takers who have cleared the test. The certificate will also give the scores of the test-taker. This will enable the test-taker to understand his skill level on a numerical scale.
- **Appeared:** This status is given to candidates who have taken the test but haven't secured the minimum scores for the test. Such a certificate would enable to test-taker to claim a discount if he goes for a re-test within 6 months of the declaration of the results.
- **Absent:** This status is given to candidates who have not taken the test, but had paid for the same.

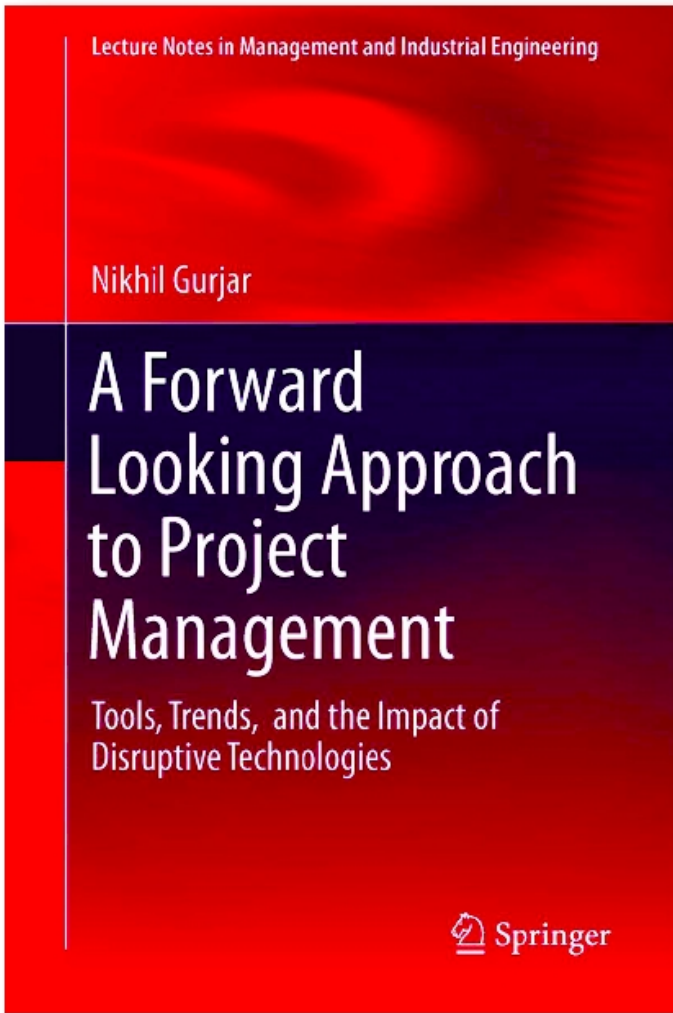
All the certified personnel will have their names and scores displayed on the website.



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## General Information



### Test Preparation

Test takers can prepare for the test by getting to know about the new approach called the Forward Looking Approach. The literature is based on the book released by Springer, in their Lecture Notes series in Industrial Engineering and Management. The book is titled as: A Forward Looking Approach to Project Management: Tools, Trends, and the Impact of Disruptive Technologies.

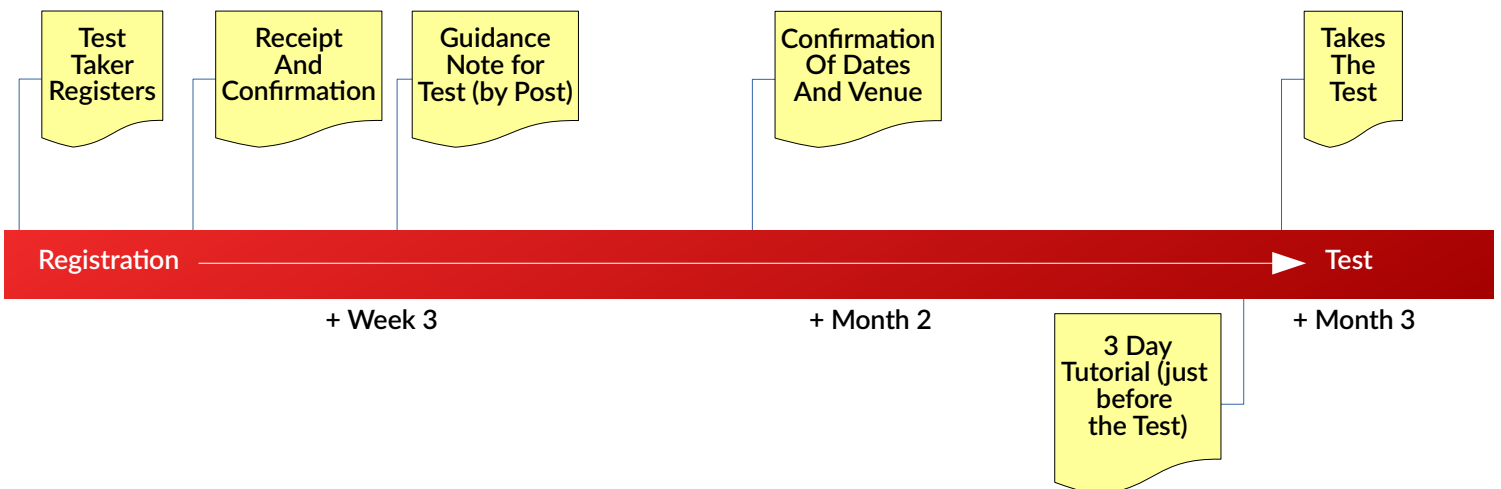
In addition, when the test taker registers for the test, a guidance note is also provided. The purpose of the guidance note is to understand the perspectives that need to be used while reading the literature. The guidance note will be provided free of cost to the test-taker. The reference book (image shown) will, however, need to be separately purchased by the test taker. In case the test taker has a problem in getting the reference book, we may be contacted for assistance.

The test-takers are also expected to read on their own for the test. Reading material could include standard textbooks, reference books, journal papers and training material for the test.

There are no mandatory training hours required as part of this test. The test taker is free to choose the training agency, if they desire to have one.

A Tutorial (doubt clearing) session of three days would be conducted for test-takers in select cases. These would be conducted by faculty from the core team of the test. This is an optional offering and would be charged separately; depending on the location and the number of participants.

The duration between Registration and the Test is expected to be a minimum of 3 Months.



## General Information

### Syllabus

The syllabus for the PuProMa Test focuses majorly on Public Project Management concepts. The details of which are given below:

- Public Private Partnerships in Projects: Introducing PPP, A better understanding of PPP, Common Analogy, Complex Analogies, A Simplistic View, Why is PPP so important, Key Dimensions and Challenges, Environmental Readiness Phase, Initiation Phase, Realization Phase, Post Implementation Phase
- Key Mantras in PPP Projects: The Experience Dimension, The First Mantra, Incentivising the PPP Project, The Second Mantra, Cases, Unorthodox Views on Independent Contracting, The Third Mantra, Ensuring Integration, Contrasting Philosophies, The Fourth Mantra, Curbing Corruption, The Fifth Mantra

The remainder would be similar to the AdProMa syllabus given below:

- Introduction: Introduction, How Project Management Evolved, How are these methods different?, Types of Project Environments, Types of Projects, The Distinction between the Two Approaches
- Basic Misconceptions in Projects: Drawing the Line between Projects and Operations, Projects in Business, Project Evaluation and Appraisal
- The Systems View of Management - I: Introduction, An Example Framework, The Project Management Context, Project Phase, Project Life Cycle, Types of Project Lifecycles, A Quick Simulation, A Generic Treatment
- The Systems View of Management - II: The Project Organization, The Structural Frame, The Human Resource Frame, The Political Frame, The Symbolic Frame, Types of Structural Frames, The Biological Entrepreneurial Model
- Basic Mantras of Project Management: Formal Project Management, Project Stakeholders, Project Scope Management, Project Plan and Schedule Management, Two Problems to Avoid, Project Costing, The Pseudo Management Problem, Project Quality, Project Communication Management, Pitfalls of Improper Communication Management



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- Second Level Review – I: Re-engineering the Processes, Project Management Tools, Mantras for Project Management Tools, Understanding the Management Context, A Look at Potential Manueuvres for Management, Factoring Additional Information in the Sample Case, Devising a Good Framework for the Decision, The Modeling Approach, Understanding Critical Paths, Three Point Estimation
- Second Level Review – II: Reporting, Important Aspects of Reporting, Impression Management at Work, The Most Common Mistake in Reporting, Defining Metrics, Earned Value Analysis, Problems with EVA, Understanding Schedules for EVA
- Second Level Review – III: The Many Forms of Truth, The Race Between Cost and Time, Important Concepts on Integration, The Strategic Time-Window, The Opportunity Cost
- Basics Mantras of Risk Management: Some Basic Checks to Start, Prioritizing Risks, Controlling Risks, Classifying Risks, Re-visiting Rankings, Risk Hierarchy
- How Risky Is Your Risk Management?: Introduction, What is Risk?, Phases in Risk Management, The Numerical Perspective, The Extremes Perspective, The Measurement Perspective, Method of Capture, Periodicity, Control System, Quality of Information, Spread of Analysis, The Transition
- Project Management in R&D: Introduction, Misconceptions in R&D, Challenges and Market Responses
- Tools in Risk Management: A Brief History, Critical Issues, The Decision Tree, Incorporating More Information, The Utility Function, Incorporating the Procrastinator Manager, Two Quick Mantras, Some Strategies for Decision-Trees, Risk-Averse Organisations, Ready-to-Jump!, Game Theory, Basic Game Theory, The Schedule Chicken, Another Variation of Game Theory
- Risk Parameters: Revisiting the Perspectives Involved, Scenario Planning in Risks, Sunk-Cost Fallacy, Greyhound Fallacy, The Last Mile Phenomenon, Control Risk through Meetings, Revisiting Utility Functions, Threshold Methods, The Constant Stimulus Method, The Method of Limits, Combining Parameters, Micro-Planning
- Basics of Scheduling: Reviewing Basics, Derive the Schedule, Slacks or Floats, Resources and Calendars, Resource Leveling, Updating Schedules, Basic Schedule Analysis, Robustness, Variances in the Plan, Activity Assignments, Clear Activity Definition
- Advanced Planning and Schedule Analysis: WBS and its Link with the Project Plan, 3D Project WBS, WBS Maturity Model, Multi-tasking in Projects, Establishing Successful Baselines, Some myths about Baselines, Define the Baseline, Dimensions to ensure a Successful Baseline, Linkage with the Business Case

## General Information

- More Advanced Planning: Change in WBS and Baselines of a Project, Integration in Planning, Light Version of 4D Models, Complexity of Perspectives, Integrating Schedules with Logistics, Integrating Schedules as Schedules, Retained Logic and Schedule Override, Selective Update of Contractor Schedules, Activity vs. Milestone based Scheduling, Critical Chain Project Management
- Procurement: Commercial Risks Dimension: Pricing for Risks, Bidding Dimensions and Risk Management, Getting to Contract, Basic Contract Types: Cost Perspective, Contract Types: Supplier Perspective, Contract Types: Business Case Perspective, Innovations in Contracts

The spread of the topics is done such that the key emphasis for AdProMa contents would be restricted to 20-30% in order to ensure continuity.

### Sample Questions

Example questions on the Objective Multiple Choice Questions are given below:

- What are the limitations of the process-centric classifications (conventional) of Project Environments?
  - (a) Defined by Managers for Managers, thereby ignoring other stakeholders
  - (b) Varying perceptions due to organizations having different needs of technical and management skills making it largely unuseable.
    1. (a)
    2. (b)
    3. Both (a) and (b)
    4. Neither (a) nor (b)
- In the Ownership Model for Classification of Project Environments, which are the conditions found in low-ownership environments (Check all that apply):
  - (a) Competence
  - (b) Formal Assignment
  - (c) Managers willingness to own
  - (d) Management Support



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- Which of the following investment appraisal criteria use Discounted Cash Flow method? (Check all that apply)
  - (a) Payback Period
  - (b) Net Present Value
  - (c) Accounting Rate of Return
  - (d) Benefit Cost Ratio
  - (e) Internal Rate of Return

Subjective questions need to be answered only in the space provided. No additional sheets would be given. Candidates may use parts of the question-paper to work out or note anything of interest. Examples of Subjective Questions are given below:

- In the ownership model of classification of project environments, explain the typical failures in situations with high ownership on the strategic dimension and low ownership on the operational dimension
- EVA assumes a project manager to be 'dumb'. Explain this statement.
- Under what circumstances is it prudent for the project manager to ignore sunk costs.
- In what kind of project situations would one use interfering floats as a basis for discussions.

Numericals too need to be answered in the space provided. It could well be that the set of numericals have a common theme or a case to work on. The numericals could also be stand-alone questions. Examples are given below:

- The cash flows for a given project are denoted below. Answer each of the questions individually. A negative value means a net outflow (spend or expense) while a positive value means a net inflow (revenue or income). All amounts are denoted in USD Million:
 

Year	1	2	3	4
Cash Flow	-2	3	4	3.6

 (USD m)
  - (a) The IRR of the project
  - (b) If the project goes overbudget by 50% without a delay, calculate the new IRR
  - (c) If the project gets delayed by a year, with an overspend of 25%, calculate the new IRR
  - (d) As a project manager, if (b) and (c) are options to expedite vs. Letting the project delay, which would be the ideal choice, considering implications on the strategic time window to be USD 1 million per year of delay.

# Test Registration

## Eligibility

The eligibility criteria for the PuProMa Test are as given below.

- Government officials responsible for projects worth over INR 10 crore are eligible.
- Team members of various projects that are of INR 10 crore or over are eligible.
- Projects could include construction, implementation of new technologies, innovative contracting, process improvement, PPP, etc. These could be in areas like Infrastructure, Roads and Urban Development, Transport, Healthcare, Education, Law and Order, Waste Management, Energy, etc.

If you are unsure about the suitability of the test, please send us an mail along with your detailed CV and details or copies of your educational qualifications at [proma@promacert.com](mailto:proma@promacert.com).

## Registration Requirements

The registration requirements are given below:

- Valid ID Proof issued by a government authority with a photo matching the current appearance of the test taker.
- Copies of degree / diploma certificates or transcripts for candidates with less than 8 years of work experience.
- Copies of experience certificates from present and previous employers.
- Proof of payment made in full (in case of electronic fund transfer, transaction numbers, date and time as well as the details of the crediting account may be provided)
- Bank draft or cheque for enabling full payment of the fees, payable at the location specified.
- In case of name change (if the names are not matching in the certificates), please include the original transcripts from the respective institution or provide for a copy of the certificate specifying the change of names.
- Ensure that you provide the exact/same names as given in all the documents. Changes in the names could disqualify the candidature.
- Duly filled application form.

In case of any questions in the registration documents and requirements, you are requested to connect via email with [proma@promacert.com](mailto:proma@promacert.com)

Please also include an address to send the receipt of the payment and other test related material.



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## Test Registration

### Scheduling the Test

Once the registration is complete, test takers would receive a receipt of the payment along with guidance notes to prepare for the test. These guidance notes will provide the test takers with a generic overview. By default, test takers are provided with slots that are 3 months or further away, to take the test. The dates are to be confirmed at the time of the registration. It is advisable to give a time-gap of 3 months between the registration and the test.

The test takers are expected to spend sometime in reading the study material, reference material as well as other books and ensure appropriate pacing of their preparation.

Once registered, the test dates would be confirmed to the test takers. This would depend on the available size of the venue and the other registrations that exist on that day. In order to accommodate more number of test takers, it is possible that the venue location is changed. However, any such change would be intimated atleast a week in advance to the test takers. The test date would remain fixed.

**Rescheduling the Test:** Test takers may reschedule the test by giving a notification atleast 15 days in advance. The notification application will need to have the application details and would also need to have the necessary payment of fees for rescheduling the test.

If the test taker is to take the test at any other location, the procedure would be the same, but the fees would differ from one location to the other. They would also depend on the date and the venue.

**Cancelling the Test:** A test taker could cancel the test within 48 hours of registration. If the payment is done using a physical cheque or Bank Draft, the same would be returned to the test taker. In case of electronic payments and others, the transaction charges would be deducted from the amount and reimbursed to the test taker. In all other cases, the applicant will not be eligible for any refund.

Registrations, once paid for, will not be refunded unless they are cancelled within 48 hours. In all other cases, no partial refund will be provided.

Rescheduling of the tests would be possible with the payment of the appropriate test fee.

Test taker may not transfer his/her registration to anyone. As a policy, this would not be allowed.

# Test Registration

## Fees for the Test and Related Services

The details are given below:

- Test Fees:
  - (1) PuProMa: USD 500
  - (2) Discounted Fee for Retaking within 6 Months: USD 300
- Rescheduling of Tests:
  - (1) PuProMa Test: USD 275
- Cancelling of Tests:
  - (1) Until 48 Hours: Full Refund excluding Minor Charges of Postage Fees for Demand Drafts and Transfer Charges for Electronic Payments
  - (2) Beyond 48 Hours: No Refund policy
- Tutorial Sessions (Minimum 20 Students per Location):
  - (1) Cost per Person: USD 900 for 3 Days for a Face-to-Face on-Location Interaction
  - (2) Cost per Person: USD 400 for 6 Hours for a Web-based Interaction

## Payment Options

Fees are Payable to the following Accounts. All payments will be receivable by Consulting Connoisseurs in Navi Mumbai, India:

- Reference Account: 010120100001691  
MMID No: 9109001  
IFSC Code: TJSB0000010  
MICR Code: 400109010  
Beneficiary Name: CONSULTING CONNOISSEURS
- For international remittances, please use the SWIFT code: TJSKINBB along with the details given above.

Please mention your application number in the field to enable tracking. Please provide your proof of payment (Transaction Reference Number) along with the application form to enable us to track and trace the same at our end.

Payments can also be made using demand drafts that should be mailed to the following address:

- Consulting Connoisseurs  
Office no. 4, 1<sup>st</sup> Floor, Sai Baba Plaza,  
Sector-15, Airoli, Navi Mumbai 400 708  
India

In case of any questions in the registration documents and requirements, you are requested to connect via email with the email address given below: [proma@promacert.com](mailto:proma@promacert.com). An acknowledged-gement along with the receipt would be sent to test taker.



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## Test Registration

### Refund Policy

There is no refund for the test taker who registers for the test.

As an exception, however, test takers who have registered by mistake would be eligible for a refund provided that they cancel their registration within 2 days.

No refund eligibility exists for test takers who haven't cleared the test.

In the event where a test taker wants to take a re-test within 6 months of his previous test, a discounted fee would apply. Test takers availing this discount would not be provided with guidance notes. To avail for this discount, the candidate will need to furnish the details of the previous application number, the transaction reference number as well as the acknowledgement number. The test-taker will need to have appeared for the test. A person absent for the test will not be eligible for this facility.

As a policy, no request for re-evaluation would be entertained and the official scores given would be the final. No compensation would be provided for poor scores obtained by the test taker.

No cash refunds would be provided in any case. All refunds will be provided in INR equivalents of the USD amount. Transaction and bank charges, if applicable, would be deducted from the refund amount. If the electronic transaction or bank charges are intimated to be higher than the refund amount, a physical cheque will be sent to the test taker by post to deposit the same in their account.

If a test taker is unable to take the test for genuine reasons like:

- Being unwell and hospitalized on the test day
- Or having a death of a close member in the family (father, mother, wife, children)

He is eligible for a waiver of 50% in the rescheduling fee provided all the necessary certificates (hospitalization certificate from a government run hospital or appropriate death certificate issued on the test day or upto 3 days before the test) are submitted along with the rescheduling request that needs to be received within 7 days of the test date. Failure to submit the documents on time would not allow the candidate to apply for a refund later.

# On The Test Day

## What to Bring to the Test Center?

The following need to be brought by the candidate to the test center:

- Valid photo ID
- 2 HB Pencils and an Eraser
- Printout of the Confirmation Email

## ID Requirements

All test takers are responsible for bringing valid and acceptable identification each time they report to a test center. It is your responsibility to ensure that your ID documents are up-to-date and available on the day of the test.

You are responsible for ensuring that the name you used to register exactly matches (excluding accents, apostrophes and spaces) the name on the ID document(s) you will present at the test center.

If the test administrator questions the ID you present, you may be required to provide supplemental ID. If positive confirmation cannot be made, you may not be permitted to test or your test score may be withheld.

Your test fees will not be refunded if you are not permitted to test or if your scores are withheld or canceled because of invalid or unacceptable ID.

General rules for the ID include the following that the ID must:

- Be an original document; photocopied documents are not acceptable
- Be valid; expired documents will not be entertained
- Have photographs of the test taker that match his current appearance
- Have signatures of the test taker
- Have the full name of the test taker as mentioned in the form
- Be issued by a government entity (Passport, Social Security Card, Aadhaar Card, Driving License, etc.) where the test is to be taken.

Following ID would not be acceptable:

- Issued by employers
- International cards
- Temporary ID
- Notarized documents, etc.

Test takers are required to carry atleast two IDs to the centre to avoid any problems in the admission to the test centre.

If you have any questions on the ID you are carrying, please contact us with a copy of the ID, via email, at [proma@promacert.com](mailto:proma@promacert.com)



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## On The Test Day

### Conduct During the Test

The following are general guidelines for test takers:

- Dress so that you can adapt to any room temperature.
- Report to the test center at least 20 minutes prior to your scheduled testing time. If you arrive late, you may not be admitted. However, even if you would be admitted, no additional time would be given (in lieu of the delay) to take the test.
- Food, beverages, tobacco and firearms are not allowed in the testing room.
- The test administrator will assign you a seat.
- You are not permitted to go outside the test center building unless it is to use the restroom only during the test administration, including breaks.
- Test-related information written on clothing, ID documents or on any parts of the body is prohibited.
- Personal items other than ID documents are not allowed in the testing room. This includes any phones, PDAs, all watches, including digital, analog and smartwatches, and other electronic, recording, listening, scanning or photographic devices. If you are seen using or accessing any of these electronic devices and/or transmitting data, including but not limited to text messaging, email and photographs, your device may be inspected and/or confiscated. You may not access your phone during the test or during breaks to check messages or to check the time.
- The test administrator's decision would be final in all cases of improper conduct.

No test taker would be eligible for any refund for misconduct. This is a test, so it needs to be made clear that the test takers are to maintain the appropriate decorum while dealing with test administrators and officials.

The test administrator is not bound to provide a reason to the test taker if he dismisses the test taker for improper conduct. The details will be shared with the test taker separately on email, on an as-needed basis.

ProMaCert Solutions reserves the right to take all action—including, but not limited to, barring you from future testing and/or withholding or canceling your scores—for failure to comply with test administration regulations or the test administrator's directions. If your scores are canceled, they will not be reported, and your registration and test fees will not be refunded. Reports of cheating or fraud will be investigated thoroughly and offenders may be prosecuted to the full extent of the applicable laws.

## Results and Certification

### Getting your Score

The PuProMa test is a highly competitive one and has both objective and subjective components. Once the test is taken, the answer sheets are sent to the central section of ProMaCert Solutions. Here the papers are graded and scores are given.

This process typically takes 3-4 weeks of time. If you don't hear from us in 5 weeks, please drop us a mail giving the details. The mail address is [proma@promacert.com](mailto:proma@promacert.com)

Scores would be sent via email to the test taker.

### Getting your Certificate

If the test taker qualifies the test, he gets a certificate. This would contain the status as Certified and would give the scores of the test taker.

Those who appear would get a certificate of appearance. This could be used to avail the discounts if the test taker re-registers for the test within 6 months of the first registration.

Certificates will be sent via post to the address of the test taker. In case there is a change of address, please notify us immediately after taking the test.

### Details on the Certificate

Each certificate will contain the name of the test taker and will provide the status of the certification along with the scores.

### Verification Notes on the Website

A query based system is proposed to be launched on the website to enable test takers to authenticate their certification status. They could provide this status to their employers or prospective employers who could check the details online.

However, due to potential breaches, this system is currently not implemented. It will, however, be possible for test takers, employers or other personnel to send us a verification email to check the status of the certification. Confirmation would be sent over an email.



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## Test Dates

### Periodic Test Dates

The following are the regular test dates in India and the US:

- The Second Wednesday of each month
- The venues will be announced shortly.
- The location of the test centres are Mumbai, Maharashtra, India and Sunnyvale, CA, USA.

### Corporate Test Dates

For 20 or more participants from a given corporate, a separate test venue can be arranged by the corporate agency. This facility is extended free of charge to the respective agency.

THE  
**PUBLIC  
PROJECT  
MANAGEMENT  
CERTIFICATION**

A Joint Collaboration between:



**CONSULTING CONNOISSEURS**

THE QUALITY OF BEING PREDICTABLE WITH GREAT CONFIDENCE



**AiBigData Technologies**



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302 Janmabhoomi Chambers  
Walchan Hirachand Marg  
South Mumbai, Mumbai 400 001  
India

Email: [proma@promacert.com](mailto:proma@promacert.com)