



THE AMERICAN ACADEMY OF
PROJECT MANAGEMENT

INTERNATIONAL BOARD OF STANDARDS AND ACCREDITATION COUNCIL
AAPM STANDARDS OF PRACTICE HANDBOOK

Welcome – AAPM® Handbook ©

AAPM® Global Release:

12th Edition

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United States of America – New York – Colorado – LA

Middle East - Asia – India – Latin America – Africa - EU

AAPM ® Next-Generation Standards

A welcome note from the Chair of the Certifying Commission

Standards in education and career development is undergoing a revolution globally. The applications of project management are widespread in government, military, construction, technology and more. While some educational companies seek to engage (non college educated) professionals in training programs that take 21 months to 4 years (or even longer), the AAPM ® Board and IPMC Commission was established largely by leaders from PM Industry looking for methods of raising the bar in accreditation mandates in graduate management education.



Rather than create broad project management designation for anybody who has completed the fundamental terminology or with a entry level diploma, the AAPM ® IPMC has taken a graduate approach to our program design and created post-nominal designations and executive training for college educated and graduate educated sector of project management professionals. As such, The IPMC AAPM ® requirements ensures that each IPMC and AAPM professional maintains the highest level of demonstrated education and capability for a leadership or executive position in Project Management.

In the last few years, IPMC ™ and AAPM ® have had a meteoric rise in membership. We have expanded our operations globally with new alliances, training centers and operations in the USA, Middle-East, India, USA, Caribbean, South Africa, India, Eastern Europe, and throughout Asia. Of course at home in the Americas, we are still growing strong with increased recognition from the likes of the US Department of Education, United Nations, Dept of Labor, and others. Graduate applications for the MPM ® Masters Certification and the CIPM ® international core qualification are now possible through more than 40 of the world's leading colleges and universities that offer Project Management related Graduate Degrees. Although it can take 2-4 years to complete a degree with one of our IPMC ™ recognized programs, we do offer an executive intensive Certification training to groups that have met our admission and graduate educational requirements. This Copyrighted/Patented Executive Certification Training Model is available on location, in-house, on away at pre-determined resorts as per a corporate request.

Membership growth is accelerating with members in 140+ countries. Our quickest growing regions internationally are in EU, Asia, India, the Middle-East and Africa. I invite you to review our 2011 executive programs and online programs designed for corporations in your part of the world. Our relationships with leading fortune 500 company executives & employees continues to be a key strategy in defining the practical direction of our programs as our corporate members or clients have identified key development needs for their staff and for time management.

Together we are truly "Building the world's future leaders in Project Management ™"

Cordially and Kindest Regards,

Dr. George Mentz, JD, MBA, MPM®, CIPM®
Doctor of Jurisprudence and Notary Public - Licensed Counselor of Law
Founder, Chairman and General Counsel of the AAPM ® Board of Standards




®

“Making good decisions is a crucial skill at every level.”

– Professor Peter Drucker





AAPM ®

CERTIFICATION PROGRAM

Unmatched Quality
in Accredited Education and Exams
American Academy of Project Management ®

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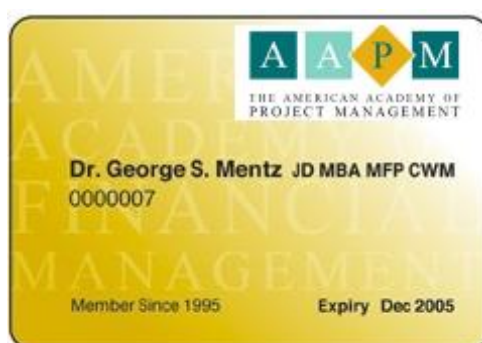
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Getting Started

When you've completed an AAPM ® Accredited and Qualified training program and been accepted for status as a Certification Holder in the American Academy you will receive the following items:

1. Designation Certification
2. Fellowship Declaration Certification
3. AAPM Handbook (this document)
4. Login credentials for the Members website
5. Access to AAPM Member network
6. Publication of your Name in the Global Verification Database

This handbook provides an introduction to the American Academy and answers some questions you might have. In addition, the full code of ethics and standards of practice are contained, along with information about how to contact the AAPM .



- *Secure online USA Verification System available for those who want a public listing with the AAPM ® Database. AAPM Member ID card is available in digital format for printing and use. Sample Above or you can purchase an ID from a Chapter and Member-Toolkit Provider.*

Questions new AAPM ® candidates ask.

It is likely that this document will be the first of the components of the membership documents that you receive, so below are some of the standard questions that our new members normally ask about the American Academy and membership.

Q. How long before I receive my official designation or board certification document ?

A. Certification Document processing normally takes a minimum of 6-8 weeks. You receive handsome membership document along with the certification document that you have been qualified and approved to receive. You may have also requested a Fellow of the Academy Document.

Q. When can I start to use my designation?

A. Immediately after approval, AAPM ® applicants receive confirmation of the acceptance of your membership or you have successfully registered for certification after completing a qualified and recognized executive program.

Q. What are the requirements for membership as an ‘Associate’?

A. If an individual working in the finance industry or as a Project Management professional has one of the following qualifications, you may immediately qualify for status as an Associate or Candidate Member: An ACBSP, AACSB, EQUIS or CHEA Project Management Related Degree (b) Enrolled in an Approved AAPM Program or Ongoing Program (c) Academic Researchers, Industry Experts, and Professors.

Q. What are the requirements for an AAPM ® professional certification or designation?

A. The primary method of certification in the USA is the completion of a recognized AAPM ® Executive training program or accredited diploma program or one of our other numerous degree providers. * AACSB and ACBSP related programs automatically qualify persons only for MPM Core Certification. Further executive training, experience, education, and approval qualifies the applicant to register for other Graduate Certifications. In exceptional circumstances primarily in the USA, the AAPM Board of Standards may offer exemption from further courses and assessment criteria for Graduate Certification. Board review is required for advanced standing qualifications, but the following are some of the criteria for exemption status:

- (a) An AACSB or ACBSP Project Management Related Graduate Degree, or EQUIS or ABA Degree Diploma, Engineering License, High Military Grade, or Equivalent
- (b) Vast Professional experience or Recognized Industry Expert (*As per Board Policy)
- (c) MBA/MASTERS or Law Degree, PhD, or CPA, Recognized Graduate Designations, & specialization work,
- (d) Professors and Academic Researchers (Professor/Doctorate Level)

Q. How is the AAPM ® Structured?

A. The AAPM is a graduate professional Certifying Body and Society governed by the IBS International Board of Standards and Presidential Advisors and a membership code of ethics and standards of practice. The AAPM is a legally chartered and limited liability entity founded and operated in the USA while promoting over 500 non-profit educational bodies. Some international chapters act as a ‘society’ or non-profit association. At all times the AAPM and the good standing of members is subject to the laws of the land and to policies of the Board of Standards. The Academy’s authority and certifications are structurally based the dictates or dictum of the US Supreme Court case (Ibanez vs. Florida and the Peel Case) & these cases illustrate general regulations, criteria, and policy of the AAPM marks in respect to quality standards and assurance for membership and certification.

Q. How and when was the AAPM ® Management Board founded?

A. The AAPM was founded in 1996, via a merger between the Condor Falcon Graduate Institute of Management and independent Board of Standards. The AAPM was originally established as a professional organization for investment managers, ebusiness consultants, engineers, military, and analysts. The merger of these two entities memberships provided a cross-discipline association, a laser focus on industry specialization, a high-level product line of training and graduate-level-certification opportunities, and a strong reach to a mature membership platform.

Q. How many members are in the American Academy of Project Management?

A. The AAPM® has grown quickly and recently has held over **25,000** PhDs, Lawyers, MBA's, CPAs, ACBSP Graduates, Masters Degree Holders, candidates, and executive members in over 151 nations. AAPM takes pride in holding a membership with superior qualifications, experience, and designations. The AAPM has stated that it wishes to grow that membership to 50,000 within 3 years and current growth is tracking against that objective.

Q. What are the benefits of being a member of the AAPM® ?

A. The key benefit for Certification Holders is obviously the ability to add a professional designation & post-nominal to your list of resume qualifications and display this on your business card, letter head, email signature, C.V. etc. For most individuals certification is one of the key drivers of membership and the pursuit of higher education through the AAPM accepted programs. However, other key benefits exist such as:

- i) Access to one the Top Graduate Project Management networks around the globe,
- ii) Access to the AAPM body of knowledge including articles, scorecards, calculators, simulators and other tools available exclusively to AAPM members online,
- iii) An online system that may confirm your membership and certification to employers or other interested parties.
- iv) Access to the AAPM Global Jobs Systems Online
www.certifiedprojectmanager.org/jobs.html
- v) Opportunities to network with charter holders and members throughout the world
- vi) Global Conferences and Networking Events www.GAFM.eu
- vii) Identical qualification received as those received by a graduate of a top-US business school program (in the case of the MPM offered to graduates of top schools in the USA, India, Arabia, UK, China and Asia for members), and
- viii) Recognition by alliance partners, corporate sponsors or multiple government bodies

Q. How can the American Academy of Project Management® offer professional awards from an executive program, that others claim should take years of study to achieve?

A. AAPM only offers Board Certification, Charter or Designation qualifications to individuals with a minimum graduate education requirement of professional working experience or industry expertise. AAPM is the First to promote double-accredited education and exams. While some organizations offer non-college educated applicants immediate entry into 'certified' training programs, the AAPM requires all professionals seeking to attain a specialist designation to have actual college education and working experience. Many of our contemporaries have a single qualification that focuses on project manager basics; however, The American Academy of Project Management® has specifically designed graduate & specialist designations curriculums targeted to the role of the professional in an international role, and has chosen to eliminate broader subject material so that just the core requirements for best-practice, multi-national employment are met. In this way, we have reduced program timeframes to essential skills, rather than overkill on the broker and insurance salesman subject matter our members are likely to never require in real life applications. Further, the majority of our graduate members already have an earned or accredited MBA, PE, Masters Degree, PhD or other licenses where they have passed a multitude of graduate exams that cover the fundamentals and theory from accredited colleges already.

Finally, AAPM® does not typically run programs over many years or months, instead choosing to accredit and sanction highly focused and rigorous executive programs conducted by world-class experts in an "executive fast track" format that allows specialization. While other programs can be done over years, we believe in efficient qualification programs for those who already have degrees, licenses, and expertise etc will bring a quality return on training investment.

AAPM ® Board of Standards official list of Primary Certifications - Charters and Designations

The American Academy of Project Management ® offers a range of certifications for the Industry, Senior Executives and Management, and Corporate professionals in the Middle-East and Asia. Programs can be taken individually as an 'Executive Charter or Certification' program or collectively to achieve a Masters Certification or International Charter. Some of these programs are offered in the public arena by partner providers such as our Alliance and Official Training Programs in: Kuwait, Dubai, Jordan, Saudi Arabia, India, Australia, Hong Kong, Singapore, South Africa and more, but others are specifically designed for deployment in-house in a customized fashion. Individual program units typically run for 4 or 5 days and require specific EDUCATIONAL prerequisites for entry, which vary depending on the award offered. The program details, by competency area, are classified as follows:

- ◆ CIPM Certified International Project Manager ®
- ◆ MPM Master Project Manager ®
- ◆ PME ™ Project Manager E-Business ™
- ◆ AAPM ® AgCC Agile Communications Certification or Accredited Agile Project Manager (Agile Project Management Certification)
- ◆ CPE ™ Certified Planning Engineer ™
- ◆ MQM ™ Master Quality Manager ™ (Quality Control)
- ◆ CPRM ™ Certified Project Risk Manager
- ◆ PME ™ Project Manager E-Business ™ (IT Web Focus)
- ◆ CMA ™ Certified e-Marketing Analyst (Project Marketing)
- ◆ CHRA ™ Chartered or Certified Human Resources Analyst ™
- ◆ CPC ™ Certified Project Consultant
- ◆ MCP ™ Management Consultant Professional ™
- ◆ QBC ™ Qualified Business Coach ™
- ◆ CLC ™ Certified Leadership Consultant ™ (Project Leaders)
- ◆ PMd ™ Project Management Designation ™ (Fundamentals)

Awards issued by the AAPM ® IPMC ™ through the American Academy of Project Management ® Worldwide, however, The MPM Masters Certification requirements can be met by attending one of our 40+ recognized accredited degree programs.

Proper and Ethical Use of AAPM ® designations

To add an AAPM ® post-nominal or certification to your business card or your resume requires you receive a recognized ‘award’, as such there are two specific types of awards available:

- i) Academic Award, such as an MBA, PhD, MSc, etc, and
- ii) Board Certification or Professional Award: MPM ®, CIPM ®, AAPM®, CPC™, etc

For the American Academy of Project Management ® to issue its members with a Professional Award, each designation or mark is a registered Service Mark or Trademark (and copyrighted or trademarked in other countries around the world.) This means that the marks or designations are owned by the American Academy of Project Management™ and members must comply with proper use regulations as contained below.

AAPM ® designations must be used appropriately if the Academy is to maintain control of their use and ensure that our high standards are adhered to. For the purpose of this discussion, we will use the Core AAPM qualification of **CIPM** or “**Certified International Project Manager**” as an example.

The MFP™ or Any AAPM™ mark must always be used as a Board Certification or Designation. Wherever possible, the full designation title should be used such as follows:

Ali Smith, MPM ®
Master Project Manager ®, or

John Smith CIPM, Certified International Project Manager

AAPM™ marks should not be used in the plural or in the possessive. If used in the abbreviated form, wherever possible use the trademark symbol next to the designation, such as:

MPM ® or CIPM®

In communication regarding your designation you may state that you are a “Fellow (Graduate Certification Holder) (Fellows are not given the designation but are awarded the right to use the AAPM designation by the Academy. Fellows can use their designation along with the fellowship mark as follows:

John Lee MBA, MPM®, (F-AAPM)

John Lee Suliman, CPC
Chartered Project Consultant™,
Fellow of the American Academy of Project Management ®

The AAPM ® Standards of Professional Conduct limits the use of the AAPM designations only to those who have received their Board Certification or charter documents and requires that such marks be used only in a dignified and judicious manner. The board of standards has previously stated that it is “...the responsibility of members, fellows, and candidates of AAPM Programs to use Certification marks or designations or refer to their membership in the Academy properly, professionally and in a manner that does not mislead third parties as to their affiliation with the Academy or the legal standing...” If you have applied for exemption status or advanced standing and you have not received your designation, you cannot make use of the AAPM mark or the designation. Additional information regarding the proper and ethical use of AAPM designations can be found on the AAPM website www.AAPM.eu or www.certifiedprojectmanager.org or by contacting the AAPM ® USA Legal offices.

AAPM ® Certifications, Masters Designations, Charters and proper use of credentials

You will be provided with two Official Documents upon completion of an AAPM ® designation carrying qualification. They are:

1. Membership Charter
2. Designation Board Certification (including fellow status)

Examples are shown below:



Figure 2 – Sample Certification and Fellowship declaration

The AAPM ® Quality Certification Documents can be displayed in plain view either mounted separately or together. The Certification, Membership & fellowship certification can only be displayed if you are in Good Standing with the Academy and you are recorded on the AAPM member register as a current member. US, Latin American and North American members receive the type of certification above. The approved official documents are more secure with even greater quality control.

AAPM ® Continuing Education Requirements

Annually, each AAPM charter holder and board certification holder should complete 15 hours or more of continuing education CE credits. Contained below is a list of education that counts toward CE credits with the AAPM. 15 hours would be equivalent to a 2 day seminar or conference event. Members receive 1 point or credit for 1 equivalent hour of recognized training.

Members may complete one of the below or a combination to fulfill their annual requirements.

1. The AAPM Approved Conference counts for full CE Credit. This is an approved 1-2 day conference or seminar event that counts for 15 hours.
2. Attendance of 15 or more hours of approved education for lawyers or CPAs. (2 days of training)
3. 15 Hours of executive education from an Approved Provider or AACSB, ABA, EQUIS, or ACBSP accredited business school approved program (i.e. or one full graduate course would count)
4. Publish an article in the AAPM Articles Journal or Qualified Peer Reviewed Journal
5. Attend one of our Global Project Management Conferences or Summits, or
6. Attend an AAPM recognized training program.
7. Led a training course or taught a course or program in your field. 1 hour = 3 Credits

Either email verify@certifiedprojectmanager.org or post a record of your attendance to the CE section of the Members website. Note: First year Exemption is available to new members. Fellows in their first year of membership are exempt from the CE requirements. CE must be done from the second year of fellowship only.

AAPM ® Certification Fees and Good Standing:

AAPM Certification and Professional Designation applicants pay initial certification and graduate fees. Good Standing fees are set by the board. In the United States, each applicant pays the initial certification and membership fee as set by the Board. After the initial membership and certification time period as stated on the actual certification or charter document, the member is expected to renew their designation and complete the required continuing education and ethics requirements. Sometimes, the approved educational institution collects the fees and processes membership and certification for the Board of Standards. In other cases, eligible applicants apply directly to the board on a “one-by-one” basis and make registration payment online.

AAPM ® Exams and Accreditation

AAPM ® Approved Providers and Trainers

The AAPM accredits or approves a limited number of training providers in each market it operates in. Typically 4 or 5 partner Universities are chosen per country (with the exception of double accredited AACSB and ACBSP registered business schools for CIPM Core Qualification program). Each accredited provider must demonstrate to the AAPM Board that they have the capability to offer the highest standard of training consistent with AAPM curriculum and requirements, and the status of these providers is reviewed on an annual basis to ensure that quality standards are maintained.

The AAPM encourages localization of course materials for each respective region and country. As a result, administration and trainers for local AAPM courses are eligible to conduct localized or custom courses, but they first must attain board certification or approval as AAPM faculty. Alternatively, the AAPM arranges for certified and experienced lecturers to conduct training programs in various locations around the world. Experienced lecturers come from: The USA, EU, Asia and other mature project management industry professional markets. The AAPM ® is the first to offer ABA Accredited Law School education in conjunction with AAPM ® Certification.

Examinations

Examinations and assessment are currently provided as part of the course framework of an AAPM registered or accredited training program, such as: Executive Programs provided by partner universities or world-class training companies. However, the AAPM does supply course providers with the standard exam criteria or TCO “Terminal Course Objectives”, which are then localized to allow for regional regulatory conditions, taxation requirements and other market specific situations.

Examinations are provided in the lingua-franca of the country where AAPM candidates are participating in the program. English Exams are not mandatory, as we wish to make the AAPM sponsored and recognized membership and education accessible to as many qualified individuals as possible.

Moving towards 2011, the assessment committee intends to centralize examinations with a local and international component to the examination program. Core programs will be the first to qualify for global assessment, with specializations being assessed through course framework as currently performed.

AAPM ® Board of Standards Accreditation Council

The Global Board of Standards and Honorary Advisors for AAPM Board has been traditionally composed of 50 member professionals including faculty from several universities, executives and managers, lawyers, judges, and world renowned PM practitioners. 10 Doctorate level professionals sit on our academic committee overseeing standards and ethics. AAPM was begun by executives, MBAs, professionals, lawyers, and faculty to provide specialized management education and certification worldwide through the use of executive training. AAPM's Board of Standards is a professional oversight committee that creates the standards for membership, requirements for board certifications, policies for ethics and methods to increase professionalism. AAPM owns the intellectual property, copyrights, designations, and marks used herein. The Accreditation Council

AAPM ® Super Board of Standards

- Prof. George Mentz, JD, MBA, CWM™, CTEP™, CPM, CAM - Chairman and General Counsel - AAPM Board of Standards
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- Prof. Dr. Roberto Santillan – Latin America - Mexico, Peru, Chile, Argentina
- Dir. Carl Thong, MBA, MPM, CWM – Asia China Training - Singapore
- Stephen Polak, MS, CPA, CWM® - USA Governmental Liaison

Presidential Advisors to the Super Board & AAPM Ambassadors

- Eric Sokol MPM - CEO PMRG Group
- Dr. C. Campbell - PhD - CEO OPMM
- Henry Ong, MPM - Philippines - CEO SGC Education
- Deepak Jain, MPM - AAPM Training CEO India - Mumbai and Delhi
- Mick Campbell, MBA, MPM, CIPM - OPMM and Head of Training Standards

*The AAPM Super Board of Standards is responsible for the administrative decisions for the Global Certification and Training Operations. Based on the advice of our legal committee, AAPM strives to maintain educational flexibility & strategic advantage for expansion; thus, the AAPM as a Board of Standards has always been registered and remained a Limited Liability Company registered in the United States.

AAPM ® Accreditation Council

The AAPM International Board of Standards and Honorary Advisors also serve as provincial counselors and commissioners to the International Board of Standards – Accreditation Council. The accreditation council helps decide which educational institutions are accredited, sanction or recognized as “REGISTERED” by the AAPM and International Board of Standards IBS.

The Council also decides which credentials, designations, charters and certifications will be nominated for approval and global use. The Global Board and Council also have the power to nominate new members for recognition and nominate organizations for alliances.

Global Board - Honorary Academic Advisory Council & Professors

These distinguished advisory board members are not faculty of AAPM . The majority of professors listed here are recipients of The AAPM honorary distinguished global advisors award, who retain teaching posts or have taught at a tertiary level for respected colleges and institutions around the world. Others have demonstrated exemplary industry knowledge or technical specialty in their field of endeavor and have been recognized by industry as amongst the pre-eminent professionals in their domain arena.

List of Global Honorary Advisory Council

- **Chairman** - Counselor & Dr. [George Mentz](#), JD, MBA, MPM™, CIPM™ - Atty at Law - - General Counsel USA - Doctor of Jurisprudence Master of Business Administration, Certification in International Legal Studies - Author of Project Management Books and Treatises and Teacher of PM College and Grad. Courses.
- Dr. Ruby Chua, EdD, Director of Technology Training Center at Queens College - Director of Project Management Professional Program - CUNY City University New York - Honorary Global Advisory Board
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- Sandeep Desai, PMP®, MPM®, CIPM® - AAPM® - Honorary Global Advisor
- Salvagni Enrico, MEMgt, BEng Mech. Eng. MPM® - MSE-MIET (UK); P.Eng(UK) FSPE, FIEng (ZA) , FABEI (I), - Design, Technology and Management Society Italian Representative- California University FCE Italian Representative- Vice President-Fellow of The Association of British Engineers in Italy- Consulting Engineer – Honorary Global Advisory Board
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- Hunsung Back, MBA, CCE®, PMP®, PMI-SP®, MPM®, CIPM®, CompTIA Project+, AAPM®. – Honorary Global Advisory Board member - Seoul, Rep of Korea
- Yinka Dixon-Oludaiye BA, MPM, CIPM, PME, AAPM, Dean, Premier College Ireland, International Project Manager, AAPM Global Advisor / IBS International Board of Standards - (www.irelandpremiercollege.com).
- Paul D. Ramirez Tapia, Engineering Manager, MQM- Master Quality Management, CIPM®, PMP, MCTS, Development Consultant - Honorary Advisory Board - Madrid, Spain
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- Eng. Ehab Abdo, MSc, PMP, CIPM™ - AAPM® Hon. Global Advisor, Palestine
- David J Bezuidenhout. B Proc, Dip Tax, Dip PM, MPM™, CIPM™, MAIPM, MQLS - Australia - Hon. Global Advisor

- *John E. Thompson, MPM, PMP, CIPM, CPRM, CPE, PME, SSBB – Director of Support – Ohio – Hon. Global Advisor*
- *Amy L. Ketchum, CPM, MPM, CIPM, PME - Ohio, USA. Senior Project Manager & business owner of Hip Gloss Productions, LLC– Honorary Global Advisory Board*
- *Dr. Ahmed A. Raouf Hamdy, MSc, MPM, CIPM, PMP - Project Management Consultant and Instructor, Certified Arbitrator and Expert. Egypt, Kuwait – Honorary Global Advisory Board*
- *Shweta Gupta, CPRM – Masters in Project Management (The George Washington University, Washington D.C.) – Hon. Global Advisor - India and USA*
- *Kent Chan Siewbo, Malaysia CPE, CIPM Chapter President Special Adviser in Conjunction with International Project Management Council*
- *Dr. Sean Mark Francis, DBA, CIPM ® - South Africa - Hon. Global Advisor*
- *Prof. Dr. Bethel Erastus-Obilo ~ LLB., Ph.D., MPM™, CIPM™ - Hon. Global Advisor*
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- *Michael A. Goodman, MPM: Director - Hon. Global Advisory Council North America*
- *Eng. Ehab Abdo, MSc, PMP, CIPM ®. - AAPM ® Hon. Global Advisor, Palestine*
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Srinakharinwirot University
Syarikat Takaful Holding
American Bourses Corp
Apac Development
Bernard Lim & Associates
SingTel
PCCW
China Mobile
Bank of Communications
Bank of China
Development Bank of Singapore

AAPM ® Alliances and Official Recognition

Global Recognition of AAPM®

The AAPM ® is recognized globally. We are the 1st graduate organization in the world for Project Managers where we offer Board Certification in key fields. Led by our Global Board of Standards that are professors, government leaders, ranking military from various countries, experts, scientists, and PhDs from around the world, the AAPM is a truly international organization that requires accredited education and experience.

The AAPM ® accredits approved graduate training in over 20 countries working in conjunction with accredited and leading education and training providers around the world.

- US Government Recognizes The [AAPM ® Trademark](#) Registration USPTO
- US Government Recognizes The [CIPM ® Certified International Project Manager Trademark Registration](#) USPTO - US Copyright of Curriculum and CIPM Program Creation
- US Government Recognizes The [MPM ® Master Project Manager International Trademark](#) Registration USPTO - US Copyright of Curriculum and CIPM Program Creation
- US Dept of Education - Disclosure and Listing of Standards.
- Recognized in the USA **New York Times** - "About" Project Management Certification Reference Authority Section Each Year for over 5 Years. [See Evidence](#)
- [AABFS Arab Academy of Banking and Financial Services](#) **الأكاديمية العربية للبنوك والخدمات المالية**
- Arab League of States via the AABFS
- NOCA National Organization for Competency Assurance - Certifying Organ. Member. - International Board of Standards
- Member of the ANSI American National Standards Institute
- Recognized University of California - Legal Alliance with Univ. of California Silicon Valley with Chapter Authority to University of California
- Recognized by the CUNY City University of New York & Queens College USA - Articulation
- The Chinese University of Hong Kong - Articulation
- Alliance George Washington University - Washington DC - GWU Masters in Project Management Program Articulation
- Recognized by [PM Qualifications Registry](#)
- Academic Articulation with Southern California Chapter Accredited Program - Diamond Graduate Law Program - AAPM Approved e-Business and PM Diploma Courses
- UK and EU University Chapter Recognition - Spain, Scotland, UK, and others.
- [United Nations Civil Society](#) Registered and Disclosed as a Board of Standards
- US Department of Education Disclosed and Transparent International Board of Standards Government Websites on Professional Organizations
- US Department of Labor - Certification Listings - Career Voyages.gov
- **EUROPEAN** - [ABEI - British Engineering Society](#) - EUROPEAN - AAPM Italy Chapter- Casella Postale 1 2 28197 - Ronco Scrivia (Ge) - Italy Examination Center ABEI - British Engineering Society - address: via Padova, 127 20127 Milano – Italy
- CIPM Certified International Project Manager ® Hong Kong Trademark

- US Dept of Interior Guidelines - AAFM Project Management Standard and Protocols Recognized
- AAPM Guides and Handbooks used a major colleges such as some of the New York Stock Exchange DeVry University Project Management Courses
- IBA Indian Business Academy
- Graduate Management Board and International Management Consultants Advisory Council
- The List of **Top 3 Global Project Management Certifications:** [Article](#)
- 美国项目管理标准认证委员会
- AEDE Business School EU Chapters
- India - भारत व्यापार अकादमी संस्थान
- ACCE The African Economists Association
- EFI The Egyptian Finance Institute
- LAC The Latin American Capitulo
- The Royal Society of Fellows RSOF
- Certification Council International
- Government of India - Presidential Advisors Recognition
- NBEA National Business Education Association NBEA
- NASA Recommended Resources
- [The History of Project Management](#) - How AAPM was the first graduate project management body.
- PMQ PM Qualifications Authority
- ISBE International Society of Business Education
- American Academy of Financial Management™
- Institute of Certified E-Commerce Consultants™
- [IBC Global 2010 - Informa - See Press](#) - AAPM ® Copyrights IP Agreement Recognized in Contractual Alliance Agreement
- University of International Cooperation Americas
- International Federation for Financial Standards
- Forbes News Morningstar News
- Digital 50 - Ad Hoc News - CentreDaily News
- Yahoo Finance
- 中国人力资本部
- □□ □□ □□□ □□ □ □□ □□□□ □□□□□ □□ □□□□ □
- Profesionales de América Latina Grupo Bancario
- आई आई एफ एम वित्तीय प्रबंधन के इंडियन एकेडमी
- Internasionale Instituut vir Belasting & Finansies IITF
- 中國財富管理金融論壇
- Arab League Arab Academy Recognized in over 20 Arab League nations



Benefits of Membership and Certification by AAPM ®

- Gain Post Nominal recognition from our Global International Board of Standards
- Use of AAPM ® Professional Designations after your name on your Business Card and on your Promotional Materials.
- Online Career Tools
- Professionally promote and illuminate your graduate education, hard work, accredited education, and specializations.
- Protect your job with an independent, recognized and global society and authority
- Digital Competitiveness - You can add AAPM ® to your Online Resume & Improve your image and salary potential
- Handsome membership and Certification Documents suitable for framing shipped to you.
- Use of our AAPM ® Member CEC Job Tools and Job Board
- Use of the AAPM ® Research, Publications and Web Tools
- Global Verification of Members for Employment
- Ability to be listed on our employment certification verification web registry and possibly become a committee member.
- Possibility to earn further AAPM ® graduate certification or charter in areas of: Quality, Service/Process, HR, Marketing, and Planning.
- Fellows of the Academy and Advisory Council Members can: Nominate new members for certification, Author & Publish Articles in our Network, Add the Fellow distinction to their resume, open a local chapter, provide executive insights for innovation to the Board.
- Become a Fellow of the Academy
- Obtain Dual membership in the Global Academy.
- Free Digital Books and Tools for Members

The Board of Standards and Academy Strategic Mission:

The AAPM ® IPMC TM International Project Management Commission provides standards for Board Certification in the areas of Graduate Project Management Knowledge and Methodology.

Rational:

As there had not been a graduate professional project manager organization specifically for Executives, MBAs, Managers of Teams, PhDs and accredited degree holders, The AAPM ® has met this need and become the organization of choice for highly educated individuals or industry experts because AAPM requires an accredited college degree or equivalent for membership and certification. The AAPM ® receives its license, sanction and authority from the IPMC International Project Management Commission TM.

Project Management - Certification Requirements



www.aapm.eu

www.certifiedprojectmanager.us

UnMatched Graduate Standards in Project Management

The AAPM ® Executive Designation Programs provide the assurance that the holder has met the suggested criteria for graduate credentials set out in the Ibanez US Supreme Court Dictum and Decision. Further, the IPMC ™ and AAPM ® board certification requires meeting 6 different levels of global criteria including ethics and our global body of standards which are the 1st Standards specifically based on the documented methodology used by government agencies and departments. Acceptance into the AAPM ® is a high distinction and requires the holder to possess a graduate level portfolio of skills and knowledge. Acceptance statistics are not high, and the designation when achieved is a high honor strictly for accredited degree holders or individuals with equivalent backgrounds.

6 Graduate Standards & Requirements of AAPM ® and IPMC:

1. AAPM ® IPMC ™ Commission Sanctioned Education
2. College Education or Equivalent
3. Successful Assessment or Testing
4. Abiding by the AAPM ® IPMC ™ Ethics Agreement
5. Project Management Experience
6. Sanctioned IPMC AAPM ® Continuing Education

After completing the training with an approved provider and successfully completing all membership criteria for AAPM ® certification, the training provider can then forward the nomination to the IPMC ™ Board of Standards for Processing and Registration for global board certification and designations. You then become listed on our global database which allows you to be credential checked and confirmed online from around the world while also giving you private login access to world class project management articles, publications, power points, job tools, and information.

Foundational Ethical Policy and Code of Conduct for the AAPM ® Global Members

- Members agree to abide by all of the laws of your jurisdiction and country of employment regardless of where you are living.
- To keep all customer and project relationships and information confidential unless Members can legally disclose it.
- Members are to engage all projects with effectiveness and efficiency.
- To work with zeal and diligence with all projects
- To communicate in good faith with your team members
- You are to use the IPMC Trademarks in the spirit of high ethical standards

IPMC TM Commission - Purposes of Project Management

The purpose of Executive Project Management is to ensure the project achieves its goals & objectives, by planning, directing, tracking, and controlling, and improving the activities necessary for development and delivery of required products and services. The IPMC TM Project Management Methodology involves developing plans and maintaining them throughout the project life cycle. Estimates are established and maintained regarding cost, schedule, size of work products, and critical technical parameters. Commitments to project objectives and plans are established and maintained throughout the project. Project participants and stakeholders are identified and organized to meet project objectives. As the project is executed, the project and performance are monitored and tracked in accordance with the plan. Corrective actions are taken as needed to ensure the project will meet its objectives. Continuous improvement is enhanced at all levels.

Goals of Executive Project Management

1. Projects are established, maintained, and executed to provide required products and services that reflect customer and stakeholder needs.
2. Estimates of the project's planning parameters are established and maintained to support resource estimates.
3. Commitments related to the project are established and maintained.
4. Progress of the project is evaluated against its plans.
5. Corrective actions are taken when appropriate and managed to closure.

The Essence of the AAPM® IPMC Methodology

Project management methods are used to establish and evolve project plans, to assess actual achievement and progress against the plans, and to control execution of the project to successful conclusion. The resources applied to project management should be scaled according to the size and complexity of the project. Stakeholders should be involved in project planning to ensure every participant understands what resources are required and commits to providing them when needed. Examples of small projects are typically found in research or infrastructure efforts. The determination and continuous adjustment of the appropriate effort and scope for management of a project is an appropriate activity of Project Management. Coordination and commitment among affected groups and individuals (stakeholders) is critical to successful development and execution of plans. The detail and formality with which Project Management steps are applied should be adjusted according to the size, criticality, complexity, and risk of projects. Some level of disciplined project management is appropriate for the smallest of projects. Project Management methods and steps are applicable to all manner of projects, including planning, new product or service design and development, production, operations, maintenance, product or services evaluation, and support. Project Management applies to managing a business unit or a service organization. The project manager is ultimately responsible to the customer.

Project Management Gains Control Over the following

- **TIME** - The amount of time required to complete the project. Typically broken down for analytical purposes into the time required to complete the components of the project.
- **COST** - Calculated from the time variable. Cost to develop an internal project is time multiplied by the cost of the team members involved.
- **QUALITY** - The amount of time put into individual tasks determines the overall quality of the project.
- **SCOPE** - Requirements specified for the end result. The overall definition of what the project is supposed to accomplish, and a specific description of what the end result should be or accomplish.
- **RISK** - Potential points of failure. Most risks or potential failures can be overcome or resolved, given enough time and resources.

AAPM® Methods are composed of several key activities such as:

- ◆ Planning the work
- ◆ Investigation and Diagnosis
- ◆ Assessing risk
- ◆ Estimating resources
- ◆ Organizing the work
- ◆ Acquiring human and material resources
- ◆ Assigning tasks
- ◆ Directing activities
- ◆ Controlling project execution
- ◆ Reporting progress
- ◆ Analyzing the results based on the facts achieved
- ◆ Continuous Improvement

AAPM® IPMC™ 12 Steps to Project Management © and Project Management Best Practices

1. **Define project objectives, scope, and outputs:** Define project objectives, scope, and the work products and services that are to be provided by the project.
2. **Define the activities and life-cycle approach:** Define the activities needed to achieve project outputs and the life-cycle approach that will be used.
3. **Estimate planning parameters:** Estimate and document the work product and task planning parameters that provide a basis for resource estimates.
4. **Estimate project resource requirements:** Estimate the project effort, cost, and other resource requirements.
5. **Establish schedules:** Develop management and technical schedules for the project.
6. **Establish and maintain plans:** Establish and maintain a complete set of plans for providing the products and services throughout the project life cycle.
7. **Establish commitment:** Establish and maintain commitment of affected groups and individuals to project objectives and plans, and commitment of resources as identified in the plan.
8. **Organize to meet project objectives:** Identify individuals or teams that will be assigned the resources and responsibilities for meeting project objectives.
9. **Direct the project:** Communicate project plans, direction, corrective actions, and status, and coordinate project activities.
10. **Monitor Project Performance:** Monitor and track project activities and results against plans.
11. **Review and Analyze Project Performance:** Conduct formal and informal reviews of project performance and analyze variances from plans.
12. **Take Corrective Action:** Take corrective actions to address problems.

Ethics & Code of Conduct for AAPM® IPMC™ ©

1. You agree to abide by all of the laws of your jurisdiction and country of employment regardless of where you are living.
2. To keep all customer and project relationships and information confidential unless you can legally disclose it.
3. To work with zeal and diligence with all projects
4. To communicate in good faith with your team members and supervisors.
5. Promote Productivity, Efficiency and Effectiveness.
6. You are to use the IPMC Trademarks in the spirit of high ethical standards
7. Assist other project managers in their professional development
8. Engage fair and just treatment of other project managers.
9. Ethically provide information about project cost, time and quality.
10. Use utmost care in the receipt of gifts or any other perks.
11. Maintain personal accountability and responsibility for projects.
12. Maintain high professional conduct in my affairs.
13. Encourage others to act fairly and ethically.
14. Strive to protect the safety and health of the public at-large in our work and projects.
15. Avoid legal conflicts of interest.

Breach of Conduct:

At any time, a member can be put on probation or have their use of credentials stripped for any of the following reasons:

- Lapse of good standing with the organization. Good standing includes lack of payment for membership, certification, course, or designation use.
- A breach of any of the above ethics guidelines.
- Mis-use of any of the AAPM IPMC trademarks, content, literature, training materials or brand.

If a member has breached the Board of Standards rules, the Board may review and vote to either put the member on probation or revoke the certification and membership. A revocation would include banning the member name from any AAPM or IPMC materials and the legal injunction upon the member to not use any of the AAPM or IPMC brand or marks ever again.



Online Law School – The LLM Graduate Law School

ONLINE Courses <http://llmprogram.org/AAPM.html> are sanctioned by the *American Academy of Project Management*TM (AAPM). Successful course graduates are eligible to petition Prof. Byrnes or Prof. Mentz for charter and certification without further examination.. The International Board of Standards already has articulation agreements with the AACSB International and the ACBSP Accreditation Agencies. After your petition and nomination by the Deans offices, you can process your application directly to the AAPM Board of Standards.

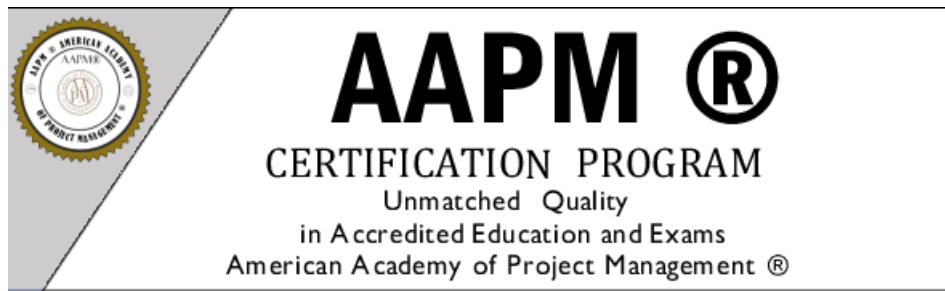
Thomas Jefferson School of Law is fully accredited by the [American Bar Association](#) and is a member of the American Association of Law Schools. The Diamond LLM Program is hosted and delivered from the TJSL law School.

- TJSL is Accredited and Recognized by the American Bar Association
- TJSL is a recognized member of the AALS American Association of Law Schools
- This Graduate Law Program is approved to offer: 1) LLM Master of Laws for attorneys and CPAs, 2) JSD Doctor of Juridical Science (PhD Level Research Degree), and JSM Masters for non-graduate degree holders.,
- TJSL is a [recognized provider](#) of Post Doctorate Law Programs and Graduate Legal Education by the American Bar Association - [See ABA Link](#)
- This Diamond TJSL Graduate program is recognized and listed on the Section of Legal Education and Admission to the Bar on the [ABA Website](#)
- This TJSL [Diamond Program is officially listed and recognized](#) on the ABA Section of International Law in the International Law Programmes sanctioned list. [See Link](#)
- Our EDU Official Address is here: www.llmprogram.tjsl.edu

*Legal Note: Each jurisdiction globally and in the USA in particular may have various promotional rules and advertising regulations for persons who provide legal advise and and hold out legal credentials to the public..

*Select Global Training Providers included: AAFM® , USA, Queens College, University California Silicon Valley, Project Management Resource Group, IIR, , IBC Asia, INFORMA, Lignum Technologies, and many more. All members and certification holders subject to laws and jurisdiction of their own country. Please read terms and disclaimer of the IPMC Board Website as they apply to this handbook.

Partner with AAPM to Provide Approved Certification Programs



AAPM is experiencing phenomenal worldwide growth. To capitalize on our global certifications and brand, we seek to expand alliances and approved new providers of our education in relevant territories.

Partnership / Provider Requirements

The best alliances are typically: established colleges, conferencing organizations, training companies, consulting firms, or universities. You should already have marketing in place with an extensive database of clients and prospects. Our successful alliances also contacts and existing relationships with the major corporations, banks, industries, airlines, government departments and so forth in your location.

If you are in Asia, India, Africa, Europe, China, Canada, USA or Latin America, we can discuss options where you can be an approved provider of qualifying certification programs.

Appendix A – AAPM ® Facts and Trademark Regulation

USA - Hong Kong – New Orleans –US – India – Africa – Singapore – Dubai – Beijing and More



AAPM ® Structure and Authority

The AAPM™ has seen a meteoric rise to affluence and membership in recent years, as executives, managers, and degree holders strive to maintain and augment their education, credentials, integrity, and skill sets.

The AAPM® Board of Standards™ is the certifying body and regulatory body for the much sought after AAPM® Designations and Credentials. AAPM Executive Designation Programs provides the assurance that the holder has met the suggested criteria for graduate credentials set out in the Ibanez US Supreme Court Decision. Further, the AAPM board certification requires passing 6 different levels of standards including: College Education, Testing, Ethics & Professionalism, Degree, Experience, & Continuing Education. Acceptance into the AAPM™ is a high distinction and requires the holder to possess a graduate level portfolio of skills and knowledge. Acceptance statistics are not high, and the designation when achieved is a high honor strictly for those who have earned a college education.

The AAPM® was the first in the USA to offer a Graduate Wealth Management Charter Certification. The AAPM® Flagship CWM® program has had a huge impact worldwide in the pedagogy and quality of education standards.

The American Academy of Project Management® is governed by a vendor-neutral independent professional Super Board of Standards and Accreditation Council. The AAPM Board of Standards is made of appointments from amongst the professional, academic and industry pool of membership and currently includes Professors, Doctorate Holders, and Professionals from the Finance & Business sectors worldwide. Board Members nominated are typically recognized because of their outstanding contribution to the Industry or to best practice principles in the field of professional education. Board Members retain their board position for a period of two years. The Super Board is responsible for the following high level actions:

1. Regulation of AAPM® Intellectual Property and the issuance and use of any Certification, Charter, Member Document, Content, Exams or other IP.
2. Approval of new AAPM® college providers or any training partners as the Accreditation Council.
3. Approval and oversight of curriculum and examination requirements globally
4. Policy and standards development for the AAPM Code of Ethics and Charter documents.
5. Regulation of member behavior and action for breach of the AAPM code of ethics.
6. Approval of new chapters in developing member markets

Appendix B – AAPM ® - Mission and Regulation

AAPM ® Mission Statement

AAPM's mission is to serve its global membership and stakeholders as a world leader in educating and reinforcing the international knowledge of executives and potential leadership of institutions. AAPM mandates consent to high standards of professional conduct & ethics, and AAPM activities are International in nature and scope.

AAPM ® Certification Board Mission Statement

- To Continue to Be a World Class Certifying Body and Board of Standards
- To promote high standards as a Global Accreditation Council
- Assist in the professional, executive training, and social development of management professionals interested in investments, PM planning, corporate finance, estate planning, asset management, risk management, taxation, international business, and market analysis. This includes the perspectives of economics, political-legal environmental issues; NGOs; and private enterprises.
- Promote and protect the integrity of the AAPM Membership, Training, and Designations both nationally and internationally.
- Provide a structure for interaction between members and the professional community, business executives, government officials, and related academic professionals.
- Enhance employment opportunities for AAPM Members at all levels via networking, training, and outreach.
- To continue to grow internationally with specialized on-site executive training available at select accredited colleges and training centers.

Appendix C – AAPM ® Terminal Course Objectives

AAPM ® approves and sponsors a multitude courses in many countries around the world. Each course has a recommended curriculum or topic coverage. Although our topic coverage or TCO Terminal Course Objectives contain major areas of focus, the individual course provider has the flexibility to localize and tailor a certification course to meet the local laws, regulations, or even the local industry needs.

As an example, AAPM ® recognizes several educational providers and their existing training programs. Thus, an organization that already has a high-quality set of courses in areas such as: Project Management, Project Risk, Quality Control, Agile Communications, Human Resources, E-Business and more.

Our committee of professors and industry experts review each course for quality. AAPM also reserves the right to review and approve copies of course promotions, course notes, course exams and hand-outs.

Appendix D – AAPM ® Courses & Ethics and Professionalism

All AAPM ® courses are expected to contain a segment on ethics and professionalism. Ethics and Professionalism varies due to government laws of each country. However, AAPM Certified Trainers and experts should be able to teach on the varying laws and regulations on the issues of: Integrity, Conflicts of Interest, Self Dealing, Confidentiality, Privacy, Securities Regulations and related statutes and codes.

Appendix E – AAPM ® Board of Standards & Legal Contact Information

AAPM ® USA North America

Attn: George Mentz, JD, MBA, CWM®

AAPM ® General Counsel - Attorney at Law (LA-EDLA)

Suite 293, 1670-F East Cheyenne Mtn. Blvd, Colorado Springs, CO 80906

Tel: 504-495-1748 Fax: 419-828-4923 Email: info@certifiedprojectmanager.us

www.CertifiedProjectManager.Net

AAPM ® Asia Singapore, Hong Kong & Beijing

www.AAFMAsia.com

AAPM ® West Indies

www.lignumtech.com

AAPM ® Middle East – Arabia

AAPM ® Arabia 22 Countries - in alliance with Arab Leagues' AABFS Arab Academy

AAPM ® Latin America – Training Headquarters

Prof. Dr. Santillan

www.AAFMLA.com

AAPM ® China – AAPM China Mainland and Hong Kong

Counselor Meocre Li www.AAFMChina.org

AAPM ® India – AAPM – Bombay/Mumbai

Dir Deepak Jain - Mumbai, Chennai, Delhi www.AAFMIndia.com

AAPM ® Africa – AAPM – South Africa

Dir. Samuel Temitope, MPM

AAPM ® Brazil – AAPM Brasil

Dr. Lincoln Silva-Rosa www.AAFMBrazil.com

AAPM ® Brazil – AAPM Philippines

Henry Ong, MPM, CIPM www.AAPMPhillippines.org

AAPM ® WEB RESOURCES

www.CertifiedProjectManager.us (Board of Standards USA)

www.AAPM.eu (International Board of Standards headquarters website)


Other Global AAPM ® Training Websites

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CWM ® Chartered Wealth Manager ® AAPM ® Certified Program is Federally Trademarked and Copyrighted ©



Global Accreditation Programs and Worldwide Recognition in Diplomatic Agreements and International Outreach and Volunteerism.

- The AAPM ® works again this year with the Department of Labor USA. 
- AAPM Board also has consulted to assist United Nations and World Bank
- AAPM Included in the websites of: Department of Labor, Project Authority Reference Guides, About PM Guides
- AAPM ® Offering Programs Internationally and 1st in the world to have Certification Programs with a USA **Accredited Law School** and Post Graduate Program
- AAPM ® Recognized in Diplomatic Agreement with the **Arab Academy** which is owned by the League of Arab States
- AAPM ® The first to be recognized by the **India** Institute of Finance and the President of India's offices.
- AAPM ® Recognized by the ACCE **African Economists Association**.
- Board of Standards Recognized by **Chinese Government** Ministry of Human Resources.
- AAPM ® Recognized by the Consortium of Top Latin American Business Schools.
- Accreditation Council for Business Schools and their 500+ Accredited business schools recognize the AAPM ® Certifications.
- AAPM Certification Programs count for Human Resources Continuing Education

All Rights Reserved 1996-20112 All applicants or members make a good faith legal presentation and declaration of credentials, licenses, degrees and experience which is covered by the Digital Signature Act and International Treaties. All designation holders are subject to their own laws of their respective jurisdictions and can only use our designations positively in conjunction with local, state, provincial, and federal laws. If anyone reports false or fraudulent information, we can simply report this fraud or misrepresentation to the relevant legal authorities and place a BAN on our website for the individual who has falsified any application. You comprehend that we do not offer any degree or diploma from the USA, but we do offer professional designations to those who have met the accredited education and training and experience requirements. You understand that the AAPM effectively recognizes and accredits over 560 double accredited business schools globally. You agree that you have read the terms and disclaimers and other requirements publicly listed on the AAPM USA websites.

Regional University and Engineering Chapters

1. University of California - Silicon Valley
2. New York - Queens College Chapter
3. China - China University of Hong Kong
4. PMRG - Ohio Chapter
5. Italy EU Engineering Society
6. Singapore Project Management Inst.
7. African Project Management Chapter
8. India Chapter - Mumbai
9. Athens Greece Chapter - George J. Anastasopoulos, PhD
10. Latin America Chapter - Dr. Santillan
11. National Business School
12. University for International Cooperation
13. Lignum Institute in the Bahamas
14. Philippines Chapter - www.AAFMPhilippines.org
15. Kuwait Chapter - Kuwaiti Engineering Society
16. Russia - National Research University
17. Jamaica – University of Technology

Online Networking and Jobs - LinkedIn Group # 49529

LinkedIn - <http://www.linkedin.com/groupRegistration?gid=49529>

Websites:

www.CertifiedProjectManager.net
www.CIPM.us
www.AAPM.eu
www.ProjectManagementCertification.org
www.CertifiedProjectManager.org
www.CertifiedProjectManager.us



AAPM® Certification Board Authority

Legal Counsel and Compliance Offices United States

Attention: Prof. G.S. Mentz, JD, MBA, MPM

Suite 293, 1670-F East Cheyenne Mountain Blvd.

Colorado Springs, Colorado USA

email: info@ {CertifiedProjectManager.us}

Phone: 877-588-2698

- www.CertifiedProjectManager.US
- www.CertifiedProjectManager.ORG
- www.CertifiedProjectManager.Net
- www.CertifiedProjectManager.EU