



danskprojektledelse
danish project management association



This is to certify that

Mikael Johannes Pedersen

has attained the required level of competence to be granted

Certified Senior project Manager

IPMA Level B®

by the Certification Body of the Danish Project Management Association
using the Regulations of Danish Project Management Association
and the Danish National Competence Baseline (NCB)
as validated by

the International Project Management Association (IPMA).

The certification process was conducted in Danish.

DEN0403
Certificate number

20 March 2022
Valid until

13 June 2012
Initial certification

12:00:00 AM
Latest recertification

For the Certification Body

A handwritten signature in blue ink, appearing to read 'Klaus Tøge' or similar, written over a horizontal line.

IPMA® Level B Certification - In Brief

The IPMA® certification programme comprises four levels:



An IPMA® Certification at Level B requires that the candidate is competent in managing complex projects. The candidate can manage a project with many sub-systems/elements and relationships with several companies / organisations involved, and with many separate disciplines.

Certification process

The certification process has three steps:

Stage 1:

CV, self-assessment and written exam.

Stage 2:

Feedback on behavior and preparation of company report.

Stage 3:

Project case session and interview.

Assessment at Level A is made by two assessors.

The participants receive the book Competencies in Project Management (NCB) as part of the certification process.

Competence requirements

Experience applications:

Certification at Level B requires at least 60 man-months of experience as project manager, of which a minimum of 36 man-months must be from management of complex projects, i.e. projects with many interested parties with unpredictable behaviour and performed by a project organisation with several sub-projects. The 60 man-months of experience should not be older than 8 years.

Method applications:

The candidate must have a solid explicit knowledge of several methods and tools for most of the sub-competencies under the method elements of the NCB – as well as the capability to apply these in complex situations, including assessing and combining variants.

Further, the candidate must have practical experience from application – with several participants – in numerous situations of complex projects.

The NCB, also known as Competencies in Project Management, consists of five competence areas:

- Plan and evaluate project management
- Organise the project management phases
- Perform overall project management
- Perform ongoing project management
- Manage corporate project processes

Further, the candidate must have practical experience from the first four competence areas as well as good knowledge within the last area.

Leadership behaviour:

The candidate must be conscious of adequate leadership behaviour and often exercise it in several ways, even in case of difficult conditions involving resistance. The candidate must reflect on own behaviour and make improvements.

This includes behaviour that promotes the project in three ways:

- Develop confidence
- Handle relations
- Promote dynamics