

The programme content and learning outcomes are aligned with International Project Management Association (IPMA) Individual Competence Baseline (ICB) for Projects, Programme and Portfolio Management.

- 1. Research competencies:** be able to develop and implement a scientific research strategy in order to advance project management field.
 - 1.1. Demonstrate ability to identify relevant problems in the field internationally, formulate research topic and research questions, perform literature review and develop relevant research strategy within PM field.
 - 1.2. Demonstrate ability to independently execute research strategy, apply research methods and techniques, analyse and present results of the research with critically sound arguments as well as develop relevant recommendations for improvement within PM field.

- 2. Social competencies:** be able to communicate and cooperate with peers and stakeholders productively in complex situations
 - 2.1. Demonstrate knowledge, comprehension and application of abilities in PM teamwork, leadership, including abilities to cooperate and communicate with peers and other stakeholders, effectively lead and manage the team on national as well as international scale.
 - 2.2. Demonstrate knowledge, comprehension and application of abilities related to culture and values within PM field, including the ability to recognise and integrate influence of international cultural aspects within project, programme and portfolio management.

- 3. Personal competencies:** be able to reflect own achievements, learning process as well as professional progress, make healthy professional choices
 - 3.1. Demonstrate knowledge, comprehension and application of abilities in personal communication, including the ability to communicate efficiently and effectively in a variety of situations, to different audiences and across different cultures internationally in projects, programmes and portfolios.
 - 3.2. Demonstrate knowledge, comprehension and application of abilities such as self-management, including ability to control and direct own behaviour, efficiently

and effectively use own resources and work energy in projects, programmes and portfolios, develop balance between inside and outside work.

4. **PM knowledge and practice competencies:** be able to take into account the most state-of-the-art knowledge, methods, tools and techniques used in projects, programmes or portfolios (P3) to realise their success.

4.1. Demonstrate knowledge and comprehension of different PM approaches – classical and agile, including ability to choose relevant approach in different PM environments.

4.2. Demonstrate knowledge, comprehension and application of abilities to design, set goals, objectives, define and manage scope, time, procurements and risk and opportunity in projects, programmes and portfolios management.

4.3. Demonstrate knowledge, comprehension and application of project finance abilities in projects, programmes and portfolios management.

4.4. Demonstrate knowledge, comprehension and application of project HR management, project quality management capabilities in projects, programmes and portfolios management.

5. **PM perspective competencies:** be able to take into account the most state-of-the-art knowledge, methods, tools and techniques through which individuals interact with their environment, as well as the rationale that leads people, organisations and societies to start and support projects, programmes or portfolios (P3).

5.1. Demonstrate knowledge, comprehension and application of strategy, quality assurance and process management capabilities in projects, programmes and portfolios management on national as well as international scale.

5.2. Demonstrate knowledge and comprehension of principles within innovation and change management as well as rapidly developing information technology tools and infrastructure on national as well as international scale.