



TECHNICAL LEARNING AND ASSESSMENT DOSSIER

Project Manager aligned with UNI 11648:2022 - Course + certificate

Course + certificate

780,00 €

VAT excluded

Course code

PM-UNI11648-COURSE

Minimum duration

2400 min

Final pass score

80%

Dossier issue

13/10/2026

1. Course identity, purpose and scope

Advanced professional preparation pathway in project management, with applications to construction, plant, infrastructure and complex contracts. It develops competence in governance, stakeholders, scope, schedule, cost, risk, quality, resources, procurement, control and project closure. It does not replace the personnel certification examination required by the applicable scheme.

This extended technical dossier describes the pathway as published in CIWZ Academy on the issue date. It consolidates purpose, references, learning architecture, module contents, assessment system, passing criteria and certificate conditions. It does not replace the official texts of the standards, laws, guidelines or schemes referenced.

2. Normative, regulatory and technical references

UNI 11648:2022; ISO 21500:2021; ISO 21502:2020; ISO 21506:2024; ISO 21508:2026; ISO 21512:2024/Amd 1:2024; ISO 31000:2018 principles

References are used as the learning and assessment framework within the limits of published content and available sources. For professional application, the official and current versions of the referenced documents always prevail.

3. Learning architecture and assessment system

- 10 structured learning modules
- minimum tracked time: 2400 min
- intermediate-check bank: 160 questions
- active final-exam bank: 100 questions
- final exam: 30 questions selected from the bank
- passing threshold: 80%
- Access to the pathway through the personal Academy profile or a corporate assignment.

- Sequential study of the modules, with server-side recording of progress and required minimum time.
- Intermediate checks linked to modules to verify understanding, application capability and quality of reasoning.
- Final exam unlock only after the pathway requirements have been completed.
- Protected final exam assembled by the platform through selection from the active course question bank.
- Recording of the result and, where applicable, the option to request the final certificate.

4. Official catalogue technical information

Purpose

Advanced professional preparation pathway in project management, with applications to construction, plant, infrastructure and complex contracts. It develops competence in governance, stakeholders, scope, schedule, cost, risk, quality, resources, procurement, control and project closure. It does not replace the personnel certification examination required by the applicable scheme.

References

UNI 11648:2022; ISO 21500:2021; ISO 21502:2020; ISO 21506:2024; ISO 21508:2026; ISO 21512:2024/Amd 1:2024; ISO 31000:2018 principles

Mode

Structured online learning with intermediate checks, minimum tracked study time and protected final assessment.

Certificate

The CIWZ certificate records successful completion of the CIWZ pathway or assessment. It does not replace third-party personnel certification, professional qualification, licence or credential where required.

5. Detailed course syllabus

The following syllabus is derived from the active modules published on the platform. Each module shows its minimum study time and the size of its available intermediate-check bank.

01 Governance, context and business case

Minimum time: 240 min | Intermediate questions: 16

02 Stakeholders, requirements and value

Minimum time: 240 min | Intermediate questions: 16

03 Scope, WBS and change control

Minimum time: 240 min | Intermediate questions: 16

04 Schedule, resources and milestones

Minimum time: 240 min | Intermediate questions: 16

05 Cost management, EVM and forecasting

Minimum time: 240 min | Intermediate questions: 16

06 Project risk management

Minimum time: 240 min | Intermediate questions: 16

07 Quality, procurement and suppliers

Minimum time: 240 min | Intermediate questions: 16

08 Leadership, team and communication

Minimum time: 240 min | Intermediate questions: 16

09 Integrated control and management reporting

Minimum time: 240 min | Intermediate questions: 16

10 Closure, lessons learned and post-project evaluation

Minimum time: 240 min | Intermediate questions: 16

6. Developed module-by-module contents

The following pages analytically describe the content actually associated with each platform module. The structure is designed so that learners, companies, HR, Quality, HSE or CISO functions can understand precisely what is studied and assessed.

MODULE 01**Governance, context and business case**

- Minimum required time: 240 min
- Available intermediate-check bank: 16 questions

1. Module objective

Module 1 addresses Governance, context and business case within the “Project Manager aligned with UNI 11648:2022” pathway. The goal is not rote learning: learners must identify the applicable requirement or criterion, translate it into an operational decision, identify necessary evidence and assess the quality of the outcome.

2. Normative framework and criteria

Pathway references: UNI 11648:2022; ISO 21500:2021; ISO 21502:2020; ISO 21506:2024; ISO 21508:2026; ISO 21512:2024/1:2026; ISO 31000:2018 principles. The training material provides an applied interpretation and does not replace official texts. In case of conflict, amendment or transition, the current legal act, controlled official standard and applicable scheme/programme rules prevail.

3. Operational method

- Define scope, boundaries, accountability and expected result before choosing the solution.
- Separate legal, contractual, voluntary and internal requirements.
- Set verifiable criteria in advance: thresholds, documents, measures, owners and review method.
- Collect sufficient and relevant evidence, triangulating documents, data, observation and interviews.
- Control deviations and exceptions through justification, authorization, duration, residual-risk control and follow-up verification.

4. Application to Governance, context and business case

Decision quality depends on linking the technical criterion to the real context. A formally correct solution may be ineffective if interfaces, timing, input data, accountability, change and operating conditions are ignored. The professional should make the reasoning reconstructable: observed fact, applied criterion, assessment, decision, evidence and effectiveness check.

5. Evidence and controls

- approved, version-controlled documents aligned with actual practice;
- records showing who decided, on which information and with which checks;
- quantitative or qualitative data comparable over time with declared source and method;
- supplier, project or third-party controls where results depend on the value chain;
- follow-up reviews demonstrating effectiveness, not merely completion.

6. Errors to avoid

Critical errors include documentary-only conformity, use of standard wording without case-specific reasoning, selective evidence, absence of criteria before decisions and closing actions without measuring effectiveness. A certificate, declaration or label must never be treated as automatic proof of every requirement: scope, validity and relevance must be checked.

7. Applied case

Scenario: during a project review, the requirement concerning “Governance, context and business case” was managed through established practice but without measurable criteria and with incomplete evidence. The responsible person must avoid both a paper-only fix and indiscriminate suspension. The requirement must be reconstructed, risk assessed, a proportionate measure defined, evidence completed and effectiveness checked.

8. Mastery checklist

- Can I explain the topic without relying on memorized definitions?
- Can I distinguish requirement, verification criterion and evidence?
- Can I identify insufficient evidence even when a document exists?
- Can I select a measure proportionate to risk and context?
- Can I justify a conclusion so that another competent person can reconstruct it?

MODULE 02**Stakeholders, requirements and value**

- Minimum required time: 240 min
- Available intermediate-check bank: 16 questions

1. Module objective

Module 2 addresses Stakeholders, requirements and value within the “Project Manager aligned with UNI 11648:2022” pathway. The goal is not rote learning: learners must identify the applicable requirement or criterion, translate it into an operational decision, identify necessary evidence and assess the quality of the outcome.

2. Normative framework and criteria

Pathway references: UNI 11648:2022; ISO 21500:2021; ISO 21502:2020; ISO 21506:2024; ISO 21508:2026; ISO 21512:2024/1:2026; ISO 31000:2018 principles. The training material provides an applied interpretation and does not replace official texts. In case of conflict, amendment or transition, the current legal act, controlled official standard and applicable scheme/programme rules prevail.

3. Operational method

- Define scope, boundaries, accountability and expected result before choosing the solution.
- Separate legal, contractual, voluntary and internal requirements.
- Set verifiable criteria in advance: thresholds, documents, measures, owners and review method.
- Collect sufficient and relevant evidence, triangulating documents, data, observation and interviews.
- Control deviations and exceptions through justification, authorization, duration, residual-risk control and follow-up verification.

4. Application to Stakeholders, requirements and value

Decision quality depends on linking the technical criterion to the real context. A formally correct solution may be ineffective if interfaces, timing, input data, accountability, change and operating conditions are ignored. The professional should make the reasoning reconstructable: observed fact, applied criterion, assessment, decision, evidence and effectiveness check.

5. Evidence and controls

- approved, version-controlled documents aligned with actual practice;
- records showing who decided, on which information and with which checks;
- quantitative or qualitative data comparable over time with declared source and method;
- supplier, project or third-party controls where results depend on the value chain;
- follow-up reviews demonstrating effectiveness, not merely completion.

6. Errors to avoid

Critical errors include documentary-only conformity, use of standard wording without case-specific reasoning, selective evidence, absence of criteria before decisions and closing actions without measuring effectiveness. A certificate, declaration or label must never be treated as automatic proof of every requirement: scope, validity and relevance must be checked.

7. Applied case

Scenario: during a project review, the requirement concerning “Stakeholders, requirements and value” was managed through established practice but without measurable criteria and with incomplete evidence. The responsible person must avoid both a paper-only fix and indiscriminate suspension. The requirement must be reconstructed, risk assessed, a proportionate measure defined, evidence completed and effectiveness checked.

8. Mastery checklist

- Can I explain the topic without relying on memorized definitions?
- Can I distinguish requirement, verification criterion and evidence?
- Can I identify insufficient evidence even when a document exists?
- Can I select a measure proportionate to risk and context?
- Can I justify a conclusion so that another competent person can reconstruct it?

MODULE 03**Scope, WBS and change control**

- Minimum required time: 240 min
- Available intermediate-check bank: 16 questions

1. Module objective

Module 3 addresses Scope, WBS and change control within the “Project Manager aligned with UNI 11648:2022” pathway. The goal is not rote learning: learners must identify the applicable requirement or criterion, translate it into an operational decision, identify necessary evidence and assess the quality of the outcome.

2. Normative framework and criteria

Pathway references: UNI 11648:2022; ISO 21500:2021; ISO 21502:2020; ISO 21506:2024; ISO 21508:2026; ISO 21512:2024/1:2026; ISO 31000:2018 principles. The training material provides an applied interpretation and does not replace official texts. In case of conflict, amendment or transition, the current legal act, controlled official standard and applicable scheme/programme rules prevail.

3. Operational method

- Define scope, boundaries, accountability and expected result before choosing the solution.
- Separate legal, contractual, voluntary and internal requirements.
- Set verifiable criteria in advance: thresholds, documents, measures, owners and review method.
- Collect sufficient and relevant evidence, triangulating documents, data, observation and interviews.
- Control deviations and exceptions through justification, authorization, duration, residual-risk control and follow-up verification.

4. Application to Scope, WBS and change control

Decision quality depends on linking the technical criterion to the real context. A formally correct solution may be ineffective if interfaces, timing, input data, accountability, change and operating conditions are ignored. The professional should make the reasoning reconstructable: observed fact, applied criterion, assessment, decision, evidence and effectiveness check.

5. Evidence and controls

- approved, version-controlled documents aligned with actual practice;
- records showing who decided, on which information and with which checks;
- quantitative or qualitative data comparable over time with declared source and method;
- supplier, project or third-party controls where results depend on the value chain;
- follow-up reviews demonstrating effectiveness, not merely completion.

6. Errors to avoid

Critical errors include documentary-only conformity, use of standard wording without case-specific reasoning, selective evidence, absence of criteria before decisions and closing actions without measuring effectiveness. A certificate, declaration or label must never be treated as automatic proof of every requirement: scope, validity and relevance must be checked.

7. Applied case

Scenario: during a project review, the requirement concerning “Scope, WBS and change control” was managed through established practice but without measurable criteria and with incomplete evidence. The responsible person must avoid both a paper-only fix and indiscriminate suspension. The requirement must be reconstructed, risk assessed, a proportionate measure defined, evidence completed and effectiveness checked.

8. Mastery checklist

- Can I explain the topic without relying on memorized definitions?
- Can I distinguish requirement, verification criterion and evidence?
- Can I identify insufficient evidence even when a document exists?
- Can I select a measure proportionate to risk and context?
- Can I justify a conclusion so that another competent person can reconstruct it?

MODULE 04**Schedule, resources and milestones**

- Minimum required time: 240 min
- Available intermediate-check bank: 16 questions

1. Module objective

Module 4 addresses Schedule, resources and milestones within the “Project Manager aligned with UNI 11648:2022” pathway. The goal is not rote learning: learners must identify the applicable requirement or criterion, translate it into an operational decision, identify necessary evidence and assess the quality of the outcome.

2. Normative framework and criteria

Pathway references: UNI 11648:2022; ISO 21500:2021; ISO 21502:2020; ISO 21506:2024; ISO 21508:2026; ISO 21512:2024/A1:2026; ISO 31000:2018 principles. The training material provides an applied interpretation and does not replace official texts. In case of conflict, amendment or transition, the current legal act, controlled official standard and applicable scheme/programme rules prevail.

3. Operational method

- Define scope, boundaries, accountability and expected result before choosing the solution.
- Separate legal, contractual, voluntary and internal requirements.
- Set verifiable criteria in advance: thresholds, documents, measures, owners and review method.
- Collect sufficient and relevant evidence, triangulating documents, data, observation and interviews.
- Control deviations and exceptions through justification, authorization, duration, residual-risk control and follow-up verification.

4. Application to Schedule, resources and milestones

Decision quality depends on linking the technical criterion to the real context. A formally correct solution may be ineffective if interfaces, timing, input data, accountability, change and operating conditions are ignored. The professional should make the reasoning reconstructable: observed fact, applied criterion, assessment, decision, evidence and effectiveness check.

5. Evidence and controls

- approved, version-controlled documents aligned with actual practice;
- records showing who decided, on which information and with which checks;
- quantitative or qualitative data comparable over time with declared source and method;
- supplier, project or third-party controls where results depend on the value chain;
- follow-up reviews demonstrating effectiveness, not merely completion.

6. Errors to avoid

Critical errors include documentary-only conformity, use of standard wording without case-specific reasoning, selective evidence, absence of criteria before decisions and closing actions without measuring effectiveness. A certificate, declaration or label must never be treated as automatic proof of every requirement: scope, validity and relevance must be checked.

7. Applied case

Scenario: during a project review, the requirement concerning “Schedule, resources and milestones” was managed through established practice but without measurable criteria and with incomplete evidence. The responsible person must avoid both a paper-only fix and indiscriminate suspension. The requirement must be reconstructed, risk assessed, a proportionate measure defined, evidence completed and effectiveness checked.

8. Mastery checklist

- Can I explain the topic without relying on memorized definitions?
- Can I distinguish requirement, verification criterion and evidence?
- Can I identify insufficient evidence even when a document exists?
- Can I select a measure proportionate to risk and context?
- Can I justify a conclusion so that another competent person can reconstruct it?

MODULE 05**Cost management, EVM and forecasting**

- Minimum required time: 240 min
- Available intermediate-check bank: 16 questions

1. Module objective

Module 5 addresses Cost management, EVM and forecasting within the “Project Manager aligned with UNI 11648:2022” pathway. The goal is not rote learning: learners must identify the applicable requirement or criterion, translate it into an operational decision, identify necessary evidence and assess the quality of the outcome.

2. Normative framework and criteria

Pathway references: UNI 11648:2022; ISO 21500:2021; ISO 21502:2020; ISO 21506:2024; ISO 21508:2026; ISO 21512:2024/1:2026; ISO 31000:2018 principles. The training material provides an applied interpretation and does not replace official texts. In case of conflict, amendment or transition, the current legal act, controlled official standard and applicable scheme/programme rules prevail.

3. Operational method

- Define scope, boundaries, accountability and expected result before choosing the solution.
- Separate legal, contractual, voluntary and internal requirements.
- Set verifiable criteria in advance: thresholds, documents, measures, owners and review method.
- Collect sufficient and relevant evidence, triangulating documents, data, observation and interviews.
- Control deviations and exceptions through justification, authorization, duration, residual-risk control and follow-up verification.

4. Application to Cost management, EVM and forecasting

Decision quality depends on linking the technical criterion to the real context. A formally correct solution may be ineffective if interfaces, timing, input data, accountability, change and operating conditions are ignored. The professional should make the reasoning reconstructable: observed fact, applied criterion, assessment, decision, evidence and effectiveness check.

5. Evidence and controls

- approved, version-controlled documents aligned with actual practice;
- records showing who decided, on which information and with which checks;
- quantitative or qualitative data comparable over time with declared source and method;
- supplier, project or third-party controls where results depend on the value chain;
- follow-up reviews demonstrating effectiveness, not merely completion.

6. Errors to avoid

Critical errors include documentary-only conformity, use of standard wording without case-specific reasoning, selective evidence, absence of criteria before decisions and closing actions without measuring effectiveness. A certificate, declaration or label must never be treated as automatic proof of every requirement: scope, validity and relevance must be checked.

7. Applied case

Scenario: during a project review, the requirement concerning “Cost management, EVM and forecasting” was managed through established practice but without measurable criteria and with incomplete evidence. The responsible person must avoid both a paper-only fix and indiscriminate suspension. The requirement must be reconstructed, risk assessed, a proportionate measure defined, evidence completed and effectiveness checked.

8. Mastery checklist

- Can I explain the topic without relying on memorized definitions?
- Can I distinguish requirement, verification criterion and evidence?
- Can I identify insufficient evidence even when a document exists?
- Can I select a measure proportionate to risk and context?
- Can I justify a conclusion so that another competent person can reconstruct it?

MODULE 06**Project risk management**

- Minimum required time: 240 min
- Available intermediate-check bank: 16 questions

1. Module objective

Module 6 addresses Project risk management within the “Project Manager aligned with UNI 11648:2022” pathway. The goal is not rote learning: learners must identify the applicable requirement or criterion, translate it into an operational decision, identify necessary evidence and assess the quality of the outcome.

2. Normative framework and criteria

Pathway references: UNI 11648:2022; ISO 21500:2021; ISO 21502:2020; ISO 21506:2024; ISO 21508:2026; ISO 21512:2024/1:2026; ISO 31000:2018 principles. The training material provides an applied interpretation and does not replace official texts. In case of conflict, amendment or transition, the current legal act, controlled official standard and applicable scheme/programme rules prevail.

3. Operational method

- Define scope, boundaries, accountability and expected result before choosing the solution.
- Separate legal, contractual, voluntary and internal requirements.
- Set verifiable criteria in advance: thresholds, documents, measures, owners and review method.
- Collect sufficient and relevant evidence, triangulating documents, data, observation and interviews.
- Control deviations and exceptions through justification, authorization, duration, residual-risk control and follow-up verification.

4. Application to Project risk management

Decision quality depends on linking the technical criterion to the real context. A formally correct solution may be ineffective if interfaces, timing, input data, accountability, change and operating conditions are ignored. The professional should make the reasoning reconstructable: observed fact, applied criterion, assessment, decision, evidence and effectiveness check.

5. Evidence and controls

- approved, version-controlled documents aligned with actual practice;
- records showing who decided, on which information and with which checks;
- quantitative or qualitative data comparable over time with declared source and method;
- supplier, project or third-party controls where results depend on the value chain;
- follow-up reviews demonstrating effectiveness, not merely completion.

6. Errors to avoid

Critical errors include documentary-only conformity, use of standard wording without case-specific reasoning, selective evidence, absence of criteria before decisions and closing actions without measuring effectiveness. A certificate, declaration or label must never be treated as automatic proof of every requirement: scope, validity and relevance must be checked.

7. Applied case

Scenario: during a project review, the requirement concerning "Project risk management" was managed through established practice but without measurable criteria and with incomplete evidence. The responsible person must avoid both a paper-only fix and indiscriminate suspension. The requirement must be reconstructed, risk assessed, a proportionate measure defined, evidence completed and effectiveness checked.

8. Mastery checklist

- Can I explain the topic without relying on memorized definitions?
- Can I distinguish requirement, verification criterion and evidence?
- Can I identify insufficient evidence even when a document exists?
- Can I select a measure proportionate to risk and context?
- Can I justify a conclusion so that another competent person can reconstruct it?

MODULE 07**Quality, procurement and suppliers**

- Minimum required time: 240 min
- Available intermediate-check bank: 16 questions

1. Module objective

Module 7 addresses Quality, procurement and suppliers within the “Project Manager aligned with UNI 11648:2022” pathway. The goal is not rote learning: learners must identify the applicable requirement or criterion, translate it into an operational decision, identify necessary evidence and assess the quality of the outcome.

2. Normative framework and criteria

Pathway references: UNI 11648:2022; ISO 21500:2021; ISO 21502:2020; ISO 21506:2024; ISO 21508:2026; ISO 21512:2024/1:2026; ISO 31000:2018 principles. The training material provides an applied interpretation and does not replace official texts. In case of conflict, amendment or transition, the current legal act, controlled official standard and applicable scheme/programme rules prevail.

3. Operational method

- Define scope, boundaries, accountability and expected result before choosing the solution.
- Separate legal, contractual, voluntary and internal requirements.
- Set verifiable criteria in advance: thresholds, documents, measures, owners and review method.
- Collect sufficient and relevant evidence, triangulating documents, data, observation and interviews.
- Control deviations and exceptions through justification, authorization, duration, residual-risk control and follow-up verification.

4. Application to Quality, procurement and suppliers

Decision quality depends on linking the technical criterion to the real context. A formally correct solution may be ineffective if interfaces, timing, input data, accountability, change and operating conditions are ignored. The professional should make the reasoning reconstructable: observed fact, applied criterion, assessment, decision, evidence and effectiveness check.

5. Evidence and controls

- approved, version-controlled documents aligned with actual practice;
- records showing who decided, on which information and with which checks;
- quantitative or qualitative data comparable over time with declared source and method;
- supplier, project or third-party controls where results depend on the value chain;
- follow-up reviews demonstrating effectiveness, not merely completion.

6. Errors to avoid

Critical errors include documentary-only conformity, use of standard wording without case-specific reasoning, selective evidence, absence of criteria before decisions and closing actions without measuring effectiveness. A certificate, declaration or label must never be treated as automatic proof of every requirement: scope, validity and relevance must be checked.

7. Applied case

Scenario: during a project review, the requirement concerning “Quality, procurement and suppliers” was managed through established practice but without measurable criteria and with incomplete evidence. The responsible person must avoid both a paper-only fix and indiscriminate suspension. The requirement must be reconstructed, risk assessed, a proportionate measure defined, evidence completed and effectiveness checked.

8. Mastery checklist

- Can I explain the topic without relying on memorized definitions?
- Can I distinguish requirement, verification criterion and evidence?
- Can I identify insufficient evidence even when a document exists?
- Can I select a measure proportionate to risk and context?
- Can I justify a conclusion so that another competent person can reconstruct it?

MODULE 08**Leadership, team and communication**

- Minimum required time: 240 min
- Available intermediate-check bank: 16 questions

1. Module objective

Module 8 addresses Leadership, team and communication within the “Project Manager aligned with UNI 11648:2022” pathway. The goal is not rote learning: learners must identify the applicable requirement or criterion, translate it into an operational decision, identify necessary evidence and assess the quality of the outcome.

2. Normative framework and criteria

Pathway references: UNI 11648:2022; ISO 21500:2021; ISO 21502:2020; ISO 21506:2024; ISO 21508:2026; ISO 21512:2024/A1:2026; ISO 31000:2018 principles. The training material provides an applied interpretation and does not replace official texts. In case of conflict, amendment or transition, the current legal act, controlled official standard and applicable scheme/programme rules prevail.

3. Operational method

- Define scope, boundaries, accountability and expected result before choosing the solution.
- Separate legal, contractual, voluntary and internal requirements.
- Set verifiable criteria in advance: thresholds, documents, measures, owners and review method.
- Collect sufficient and relevant evidence, triangulating documents, data, observation and interviews.
- Control deviations and exceptions through justification, authorization, duration, residual-risk control and follow-up verification.

4. Application to Leadership, team and communication

Decision quality depends on linking the technical criterion to the real context. A formally correct solution may be ineffective if interfaces, timing, input data, accountability, change and operating conditions are ignored. The professional should make the reasoning reconstructable: observed fact, applied criterion, assessment, decision, evidence and effectiveness check.

5. Evidence and controls

- approved, version-controlled documents aligned with actual practice;
- records showing who decided, on which information and with which checks;
- quantitative or qualitative data comparable over time with declared source and method;
- supplier, project or third-party controls where results depend on the value chain;
- follow-up reviews demonstrating effectiveness, not merely completion.

6. Errors to avoid

Critical errors include documentary-only conformity, use of standard wording without case-specific reasoning, selective evidence, absence of criteria before decisions and closing actions without measuring effectiveness. A certificate, declaration or label must never be treated as automatic proof of every requirement: scope, validity and relevance must be checked.

7. Applied case

Scenario: during a project review, the requirement concerning “Leadership, team and communication” was managed through established practice but without measurable criteria and with incomplete evidence. The responsible person must avoid both a paper-only fix and indiscriminate suspension. The requirement must be reconstructed, risk assessed, a proportionate measure defined, evidence completed and effectiveness checked.

8. Mastery checklist

- Can I explain the topic without relying on memorized definitions?
- Can I distinguish requirement, verification criterion and evidence?
- Can I identify insufficient evidence even when a document exists?
- Can I select a measure proportionate to risk and context?
- Can I justify a conclusion so that another competent person can reconstruct it?

MODULE 09**Integrated control and management reporting**

- Minimum required time: 240 min
- Available intermediate-check bank: 16 questions

1. Module objective

Module 9 addresses Integrated control and management reporting within the “Project Manager aligned with UNI 11648:2022” pathway. The goal is not rote learning: learners must identify the applicable requirement or criterion, translate it into an operational decision, identify necessary evidence and assess the quality of the outcome.

2. Normative framework and criteria

Pathway references: UNI 11648:2022; ISO 21500:2021; ISO 21502:2020; ISO 21506:2024; ISO 21508:2026; ISO 21512:2024/1:2026; ISO 31000:2018 principles. The training material provides an applied interpretation and does not replace official texts. In case of conflict, amendment or transition, the current legal act, controlled official standard and applicable scheme/programme rules prevail.

3. Operational method

- Define scope, boundaries, accountability and expected result before choosing the solution.
- Separate legal, contractual, voluntary and internal requirements.
- Set verifiable criteria in advance: thresholds, documents, measures, owners and review method.
- Collect sufficient and relevant evidence, triangulating documents, data, observation and interviews.
- Control deviations and exceptions through justification, authorization, duration, residual-risk control and follow-up verification.

4. Application to Integrated control and management reporting

Decision quality depends on linking the technical criterion to the real context. A formally correct solution may be ineffective if interfaces, timing, input data, accountability, change and operating conditions are ignored. The professional should make the reasoning reconstructable: observed fact, applied criterion, assessment, decision, evidence and effectiveness check.

5. Evidence and controls

- approved, version-controlled documents aligned with actual practice;
- records showing who decided, on which information and with which checks;
- quantitative or qualitative data comparable over time with declared source and method;
- supplier, project or third-party controls where results depend on the value chain;
- follow-up reviews demonstrating effectiveness, not merely completion.

6. Errors to avoid

Critical errors include documentary-only conformity, use of standard wording without case-specific reasoning, selective evidence, absence of criteria before decisions and closing actions without measuring effectiveness. A certificate, declaration or label must never be treated as automatic proof of every requirement: scope, validity and relevance must be checked.

7. Applied case

Scenario: during a project review, the requirement concerning “Integrated control and management reporting” was managed through established practice but without measurable criteria and with incomplete evidence. The responsible person must avoid both a paper-only fix and indiscriminate suspension. The requirement must be reconstructed, risk assessed, a proportionate measure defined, evidence completed and effectiveness checked.

8. Mastery checklist

- Can I explain the topic without relying on memorized definitions?
- Can I distinguish requirement, verification criterion and evidence?
- Can I identify insufficient evidence even when a document exists?
- Can I select a measure proportionate to risk and context?
- Can I justify a conclusion so that another competent person can reconstruct it?

MODULE 10**Closure, lessons learned and post-project evaluation**

- Minimum required time: 240 min
- Available intermediate-check bank: 16 questions

1. Module objective

Module 10 addresses Closure, lessons learned and post-project evaluation within the “Project Manager aligned with UNI 11648:2022” pathway. The goal is not rote learning: learners must identify the applicable requirement or criterion, translate it into an operational decision, identify necessary evidence and assess the quality of the outcome.

2. Normative framework and criteria

Pathway references: UNI 11648:2022; ISO 21500:2021; ISO 21502:2020; ISO 21506:2024; ISO 21508:2026; ISO 21512:2024/1:2026; ISO 31000:2018 principles. The training material provides an applied interpretation and does not replace official texts. In case of conflict, amendment or transition, the current legal act, controlled official standard and applicable scheme/programme rules prevail.

3. Operational method

- Define scope, boundaries, accountability and expected result before choosing the solution.
- Separate legal, contractual, voluntary and internal requirements.
- Set verifiable criteria in advance: thresholds, documents, measures, owners and review method.
- Collect sufficient and relevant evidence, triangulating documents, data, observation and interviews.
- Control deviations and exceptions through justification, authorization, duration, residual-risk control and follow-up verification.

4. Application to Closure, lessons learned and post-project evaluation

Decision quality depends on linking the technical criterion to the real context. A formally correct solution may be ineffective if interfaces, timing, input data, accountability, change and operating conditions are ignored. The professional should make the reasoning reconstructable: observed fact, applied criterion, assessment, decision, evidence and effectiveness check.

5. Evidence and controls

- approved, version-controlled documents aligned with actual practice;
- records showing who decided, on which information and with which checks;
- quantitative or qualitative data comparable over time with declared source and method;
- supplier, project or third-party controls where results depend on the value chain;
- follow-up reviews demonstrating effectiveness, not merely completion.

6. Errors to avoid

Critical errors include documentary-only conformity, use of standard wording without case-specific reasoning, selective evidence, absence of criteria before decisions and closing actions without measuring effectiveness. A certificate, declaration or label must never be treated as automatic proof of every requirement: scope, validity and relevance must be checked.

7. Applied case

Scenario: during a project review, the requirement concerning “Closure, lessons learned and post-project evaluation” was managed through established practice but without measurable criteria and with incomplete evidence. The responsible person must avoid both a paper-only fix and indiscriminate suspension. The requirement must be reconstructed, risk assessed, a proportionate measure defined, evidence completed and effectiveness checked.

8. Mastery checklist

- Can I explain the topic without relying on memorized definitions?
- Can I distinguish requirement, verification criterion and evidence?
- Can I identify insufficient evidence even when a document exists?
- Can I select a measure proportionate to risk and context?
- Can I justify a conclusion so that another competent person can reconstruct it?

7. Assessment system, final exam and passing criteria

- Intermediate checks are linked to individual modules and provide progressive learning control before access to the final assessment.
- The final assessment consists of 30 questions selected from the active course bank. The platform applies an anti-repetition logic for new attempts when the bank size allows it.
- Final question-bank size detected at generation time: 100 active questions.
- Published passing threshold for the course: 80%.
- Questions are intended to assess not only recall but also interpretation, application, evidence selection, scenario assessment and quality of decision-making, depending on the subject matter.

8. Tracking, learning continuity and session integrity

- Path status, completed modules and recorded time are managed server-side when the course uses the Academy learning mode.
- The platform allows the pathway to resume from the recorded point and retains the results of required checks.
- Assessment sessions may be subject to the integrity and proctoring controls enabled by the platform and described in the applicable usage rules.
- Technical and integrity events support assessment and do not replace professional judgement where human review is required.

9. Certificate, use and limitations

The CIWZ certificate, where provided by the pathway and requested after passing, records the result achieved in the stated CIWZ pathway or assessment. It does not automatically replace personnel certification, professional registration, statutory licence, legal qualification or credentials issued by third-party bodies where such requirements are imposed by the applicable scheme.

10. Commercial and tax conditions

- Course + certificate: 780,00 € VAT excluded.
- UAE VAT is applied to UAE customers according to billing data and the applicable tax rules.
- Any specific commercial terms, agreements or corporate orders override the public price only when formally accepted by Certificato IWZ FZCO.

11. Dossier document control

- Document automatically generated by CIWZ Academy from the course data published at the time of the request.

- Course code: PM-UNI11648-COURSE
- Document language: EN
- Generation date: 13/10/2026
- For normative and professional application, the current official sources and any applicable procedures/schemes prevail.