



CERTIFIED
Professional in Management®

AMA CERTIFIED PROFESSIONAL IN MANAGEMENT®

RECERTIFICATION HANDBOOK

© Copyright 2023 American Management Association International.

All rights reserved. This material may not be reproduced, stored in a retrieval system, or transmitted in whole or part, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior written permission of the publisher.

Published by American Management Association, 1601 Broadway, New York, NY 10019, www.amanet.org

DISCLAIMER

AMA disclaims and makes no guarantee or warranty that the information in this document will fulfill any of your purposes or needs. AMA does not undertake to guarantee the performance of any individual by virtue of this guide.

AMA, AMERICAN MANAGEMENT ASSOCIATION, and the AMA logo are trademarks of American Management Association International. All third-party trademarks referenced herein are the property of their respective owners and are used for identification purposes. Use of such third-party trademarks does not represent any endorsement or recommendation by their respective owners.

TABLE OF CONTENTS

Welcome to the AMA Certified Professional in Management® (AMA-CPM®) Recertification Program	4
Why Maintain Your AMA-CPM Credential?	4
The Recertification Cycle	5
How to Enter PMUs	6
PMUs for Education	6
PMUs for Work	8
PMUs for Volunteering	9
Completing the Recertification Application	10
Application Review and Audit	10
Appendix A: AMA Standard in Management™	11



Welcome to the AMA Certified Professional in Management® (AMA-CPM®) Recertification Program

Congratulations! You clearly recognized the importance of attaining your AMA-CPM credential; now, it is just as important to maintain your certification.

American Management Association International (AMA) is committed to providing quality management and leadership training and educational services to individuals and organizations while maintaining the highest commitment to ethical business practices, high-quality products, and services. AMA serves as a forum for the exchange of leading concepts, ideas, and insights on management practices and trends.

As AMA-CPM credential holders seek to maintain their credential through recertification, it is important to provide a wide range of high-quality courses, webinars, seminars, and workshops so that credential holders have a choice from which to choose their continuing education.

AMA-CPM recertification recognizes the need to provide a broad range of management development and educational services to support the intellectual curiosity and well-being of the AMA-CPM community.

Why Maintain Your AMA-CPM Credential?

“The bottom line is, bad managers are bad for business, and they are even worse for their employees.” —Leah Arnold-Smeets

Per the Organisation for Economic Co-operation and Development (data-explorer.oecd.org), 21.4% of the workforce are managers. Use your AMA-CPM credential to help advance your career and benefit your organization.

Advance Your Career	Benefit Your Organization
<ul style="list-style-type: none">• Increase your worth and value to an organization	<ul style="list-style-type: none">• Improve the positive impact successful managers have on your organization’s bottom line
<ul style="list-style-type: none">• Enhance your ability to be hired and promoted	<ul style="list-style-type: none">• Provide an indicator of managerial competence across the organization
<ul style="list-style-type: none">• Help distinguish yourself from others who are not certified	<ul style="list-style-type: none">• Recognize and motivate leadership potential
<ul style="list-style-type: none">• Foster greater career success as a more well-rounded manager with knowledge across multiple areas	<ul style="list-style-type: none">• Decrease the likelihood that team members may leave due to poor management

“A bad manager can take a good staff and destroy it, causing the best employees to flee and the remainder to lose all motivation.” —Peter Drucker



The Recertification Cycle

To maintain your AMA-CPM, it is necessary to recertify every 3 years. The 3-year recertification cycle begins on the day you pass your initial certification exam.



During the 3-year recertification cycle, credential holders must accumulate **60** Professional Management Units (PMUs) through activities such as education, work, and volunteering. Credential holders will track PMUs directly in their CMS account (ama.learningbuilder.com).

If, during the 3-year recertification cycle a total of 60 PMUs have not been submitted, the AMA-CPM credential will expire.

There are multiple paths to accumulate PMUs:

Path	Minimum Number of PMUs	Maximum Number of PMUs	Examples
Education	32	60	In-person learning events, webinars, self-paced learning, etc.
Work	0	20	Serving as an active contributing team member, serving as a team lead, having responsibility for organizing other team members, etc.
Volunteering	0	8	Chairing committees, serving on a board, leading chapters, etc.



How to Enter PMUs

Once you pass your exam, you will be able to start entering PMU activities.

Log into your AMA-CPM account to start entering your PMU activities (ama.learningbuilder.com).





To receive PMUs all activities must have occurred during the 3-year recertification cycle.

PMUs for Education

32 PMU Minimum and 60 PMU Maximum

1 hour of instruction = 1 PMU

All learning activities must correlate to at least one of the four management domains as presented in the AMA Standard in Management ([Appendix A](#)).

Four Management Domains:	
	Professional Effectiveness
	Relationship Management
	Business Acumen
	Analytical Intelligence



Classification of Education	Number of PMUs Awarded
Instructor-led or self-paced learning events	1 hour of instruction = 1 PMU
Semester-long college course (Based on a 14-week semester)	1 credit = 14 contact hours/semester = 14 PMUs 2 credits = 28 contact hours/semester = 28 PMUs 3 credits = 42 contact hours/semester = 42 PMUs 4 credits = 56 contact hours/semester = 56 PMUs

In case a learning event has already been assigned Continuing Education Credits (CEUs), the basic rule of thumb is:

0.1 CEU = 1 PMU (10 hours of instruction is 1 CEU)

To enter your **Education** activities, you will need the following information:

- Course name
- Education provider
- Completion date
- Hours of instruction

Please note, if you get selected for a random audit, you will be required to submit additional information, including course description, proof of completion, etc.

Once you open the **Education** section, under Professional Management Units Earned Through Continuing Education, click on **Add Activity**, and enter the required information.

As you add activities, note how the progress bar moves under Requirements.



PMUs for Work

20 PMU Maximum

1 hour of work-related activities = 1 PMU

Work includes:

- Serving as an active contributing team member
- Serving as a team lead
- Having responsibility for organizing other team members
- Driving and motivating team members
- Acting as an influencer or “go-to” person without title authority
- Managing one or more direct reports

To enter your **Work** activities, you will need the following information:

- Work-related activity
- Hours
- Brief description (minimum of 200 characters)

Please note, if you get selected for a random audit, you will be required to submit a more detailed description of your work-related activities.

Once you open the **Work** section, click on **Add Activity**, and enter the required information.

As you add activities, note how the progress bar moves under Requirements.



PMUs for Volunteering

8 PMU Maximum

1 hour of volunteering = 1 PMU

Many who volunteer find the work engaging and enlightening, and enjoy the opportunity to work with colleagues from other industries.

Volunteering includes:

- Chairing committees
- Serving on boards
- Leading chapters, etc.

To enter your **Volunteer** activities, you will need the following information:

- Volunteer activity
- Hours
- Brief description (minimum of 200 characters)

Please note, if you get selected for a random audit, you will be required to submit a more detailed description of your volunteer activities.

Once you open the **Volunteer** section, click on **Add Activity**, and enter the required information.

As you add activities, note how the progress bar moves under Requirements.



Completing the Recertification Application

When you have completed entering all PMU activities, the Completing Application button at the bottom of the application will change to an orange Submit button. Click on Submit.

Follow the remaining prompts to verify your contact information, sign the Code of Ethics, and pay the \$100 USD recertification fee to submit the application.

In some cases, it may be necessary to request a 4-week extension to the 3-year recertification cycle. If that is necessary, please contact amacpm@amanet.org with supporting information detailing the reason for the request. The cost for late recertification is \$150 USD.

Past the 4-week extension, the credential will expire, and those who want the AMA-CPM credential will need to retest.

Application Review and Audit

All submitted applications will be reviewed after the non-refundable application fee has been received. Applicants should allow 10 – 15 business days to receive notification on the status of their recertification application once it has been submitted.

About 10% of all recertification applications will be audited. If your application is randomly selected, you will be required to submit additional information. If any information is not valid, the application will not be approved.



Appendix A: AMA Standard in Management

PROFESSIONAL EFFECTIVENESS

Professional effectiveness is the mastery of personal awareness and interpersonal skills, which enables individuals to manage themselves and communicate their brand and message.

Communication:

- Understand the elements of communication that transcend communication channels or situations
- Apply communication skills in managing team performance, member satisfaction and innovation
- Develop shared understanding of team's goals using various communication strategies
- Deliver clear messages related to team and organizational vision, goals and expectations
- Manage emotionally charged communications through the use of strategies and techniques to minimize defensiveness and resistance
- Identify verbal communication approaches to meet the needs and expectations of different audiences (for example, when delivering feedback to direct reports, contributing at meetings with the C-suite, etc.)
- Create clear and concise written communications in the form and manner best suited to the type of message and intended audience
- Facilitate open conversations among supervisors, peers and direct reports

Emotional Intelligence:

- Manage their own emotions as well as others'; handle emotionally charged situations effectively and with empathy
- Promote a clear message of expectations, goals and vision; approach situations with clarity and purpose; are able have critical conversations
- Confidently plan, develop and deliver clear and impactful presentations; demonstrate confidence; create an engaging environment for the audience
- Successfully manage relationships with other stakeholders
- Create a motivational climate through delegation and collaboration
- Influence others to support an idea, agenda or direction; understand the other party's perspective and address it
- Build trust and credibility to successfully negotiate for desired outcomes
- Foster a culture of teamwork and accountability; approach and resolve conflict in a direct and purposeful manner
- Monitor employee performance through ongoing feedback, coaching and goal-setting; lead team through change

Presentation Skills:

- Identify a clear purpose for a presentation
- Select the appropriate audience for a presentation
- Design and prepare a presentation flow, visuals and supporting materials that consider the audience needs, modality and intended outcomes
- Deliver an engaging presentation, using appropriate technology and tools, that achieves its intended purpose and enhances credibility
- Apply communication, emotional intelligence and influencing skills during a presentation to achieve the intended purpose



RELATIONSHIP MANAGEMENT

Relationship management is the ability to establish and maintain professional relationships in order to support strategic goals and a culture of trust and collaboration.

Conflict Management:

- Model how to manage conflict by establishing a learning environment that encourages discourse
- Encourage healthy debate among differing opinions
- Identify underlying causes of conflict and address any incivility and bullying at work
- Identify approaches for developing flexible responses to personal and professional conflicts
- Use various models, techniques, strategies and approaches to manage interpersonal communication behaviors in conflict situations
- Implement flexible strategies to improve communication and to effectively respond to conflict
- Create a productive relationship with human resources within the organization

Motivation:

- Identify internal and external motivators and their impacts on individuals, teams, and the organization
- Determine how to align individual's needs to their role
- Understand style differences, strengths, weaknesses and strategies around how to co-create a motivational plan with each employee
- Create and implement a communication plan for motivation
- Participate in employee engagement surveys and be invested in the results

Collaboration:

- Use the collaboration process in everyday work
- Identify roles and responsibilities that guide collaboration and where there can be ambiguity or conflict
- Create a foundation of collaboration that includes accountability and trust
- Find a balance between assertion and cooperation and know which situations to use them in
- Seek feedback from employees and teams as a key collaboration point

Influence:

- Identify and articulate a successful outcome and others' needs in order to create a shared vision and develop buy-in
- Understand what can be accomplished with the cooperation and support of all stakeholders
- Develop the credibility and trust required to leverage personal power and negotiate for desired outcomes
- Gain commitment from other parties and demonstrate willingness to incorporate input from others
- Influence strategies created by gathering data, identifying the people involved, and positioning rationale effectively
- Build relationships and partnerships that result in mutual cooperation through trust, credibility and communication



Delegation:

- Understand the function and purpose of delegation as well as the potential benefits and barriers of effective delegation
- Create a culture that supports delegation
- Determine what tasks can and can't be delegated
- Facilitate the process of conducting a delegation discussion
- Recognize the importance of tailoring methods and style to meet the needs of the employee
- Monitor the delegation process to maintain control and support without micro-managing the employee
- Debrief the delegation process with the employee and close out a completed assignment
- Identify the challenges of delegating with a virtual workforce or remote employees

Coaching for Performance:

- Assess employee performance and work with employees to develop clear criteria so they can objectively assess their own performance
- Work with employees to help them identify and commit to specific, measurable and realistic goals
- Present feedback to employees on behaviors and performance, empower them to collect and analyze feedback from their colleagues and other stakeholders, and use active listening techniques to empathize with and demonstrate understanding of their point of view
- Guide employees to develop a plan for their development and growth, aligning performance goals to organizational goals
- Manage emotions by keeping a calm tone and engaging in open discussion, and support employees in tolerating their own emotions even when challenging and unpleasant
- Hold employees accountable for achieving their performance goals, address performance problems in a timely and fair fashion, and encourage employees to hold themselves accountable and proactively seek help when at risk of falling short

Managing Change:

- Collect information about the change's drivers and anticipated value
- Identify the ways in which the change will affect your team, identifying benefits as well as technical and emotional barriers
- Share information about the change, including its impacts
- Express confidence and support in individuals' and the team's ability to be successful with the change
- Establish ongoing two-way communication, seeking and listening to team members' concerns and potential solutions and sharing new information and results
- Effectively apply communication, emotional intelligence, conflict management, motivation, collaboration and influencing skills to manage resistance and promote a successful change implementation



BUSINESS ACUMEN

Business acumen is the understanding of business operations at the financial, functional and strategic levels, while maintaining a customer-focused approach

Managing Projects:

- Understand the basic project management skills a business manager will need
- Plan the work required to complete a project
- Document many project artifacts to enable success, including project plans, budgets, risks and assumptions
- Identify, analyze and manage stakeholder expectations

Financial Acumen:

- Identify the key financial drivers of the business as well as the manager's contributions to the overall success of the business
- Identify financial conditions that impact the team's budget, operations and functions to create processes for budgeting and forecasting
- Analyze financial data to identify trends and issues that are important to the business and interpret the results to make decisions and/or recommendations
- Summarize financial data and present in a clear and comprehensible format
- Plan and develop a budget strategy to support organizational goals based on financial data, previous performance and forecasting

Customer Focus:

- Understand the purpose and practice of customer-focused decision making
- Identify methods to listen to customers' needs and feedback
- Recognize methods to design customer-centric experiences and reduce customer hassle
- Develop methods to address customer exceptions and personalization
- Develop ideas to inspire, coach and empower employees to own customer experiences and deliver superior experience in every interaction
- Recognize the importance and role of the internal customer as part of the external customer experience delivery

Talent Management:

- Identify and practice the steps involved in talent acquisition as well as the advantage of asking open-ended interview questions
- Understand what the S.T.A.R. method is and why it is important
- Recognize the importance of talent alignment and how to go about aligning employees to their roles and responsibilities
- Establish the most and least effective ways to share feedback with employees
- Understand how to create and implement a successful succession plan
- Recognized how to remain consistent when measuring talent and performance
- Identify the different kinds of workplace harassment and what the manager's role is in intervening



ANALYTICAL INTELLIGENCE

Analytical intelligence is the application of systematic thinking, analysis and data interpretation to support organizational objectives

Critical Thinking:

- Employ the 3 bundles of critical thinking skills: being alert to cognitive biases, assessing persuasion techniques, and recognizing faulty reasoning when drawing conclusions
- Recognize the importance of self-awareness for critical thinking
- Be familiar with techniques useful for identifying specific biases
- Identify specific patterns of weak arguments and persuasion techniques
- Correct faulty reasoning that leads to mistaken or irrelevant conclusions
- Craft scenarios to anticipate how critical thinking skills may inform specific work situations

Managing and Mastering Data:

- Understand how to frame a business question and what language to use to build it
- Identify the variables and data sources and extract and organize the data
- Analyze and interpret the results and communicate to the stakeholders and act on the results

08.23.2023

