



Iran Management Consultants Association

CMC Certification Bylaw

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Introduction

The **International Council of Management Consulting Institutes (ICMCI)**, in cooperation with national certification bodies, is mandated to enhance the professional standards of management consultants worldwide and to ensure that certified management consultants provide the highest quality of service to their clients, upholding competence, professional ethics, and independence.

This bylaw has been developed in full conformity with the requirements of the **Certified Management Consultant (CMC)** Standard of the International Council of Management Consulting Institutes (ICMCI) and the international standard **ISO/IEC 17024:2012**.

Within this framework, the **Iran Management Consultants Association (IMCA)**, as the official representative of ICMCI in Iran, is responsible for developing and promoting professional standards of management consulting at the national level and, in collaboration with domestic and international institutions, ensuring that certified management consultants in Iran adhere to the highest ethical and professional standards and provide services consistent with global quality benchmarks.

Scope and Purpose

The objective of this bylaw is to ensure the quality and professional accreditation of the management consulting profession at both national and international levels, to strengthen public trust in the services of certified management consultants, and to facilitate the development of specialized networks and international cooperation among professional consultants.

This bylaw facilitates the process of application and certification for the **Certified Management Consultant (CMC)** designation and provides a framework for mutual recognition and international exchange of qualified professionals in the field of management consulting.

The purpose of this certification system is to ensure the continuous conformity of certified individuals with the global standards of the **Certified Management Consultant (CMC)** designation through initial assessments and periodic reviews of competencies.

A **Certified Management Consultant (CMC)** is an individual who has successfully met the rigorous requirements established by the Iran Management Consultants Association (IMCA). This designation signifies adherence to international standards of competence, professional ethics, and independence, and grants the holder mutual recognition among member institutes of the ICMCI.

Target Community of Management Consulting Applicants

Within the framework of this certification system, a **management consultant** is defined as a professional who assists organizations in solving problems, creating value, achieving growth, and improving performance. Such assistance is provided through the application of knowledge, methods, and specialized resources to deliver objective, skill-based, and expert consulting services that may not be available within the client organization.

This definition includes consultants operating independently, those working as partners or employees in consulting firms or organizations, and individuals serving as internal consultants within organizations or governmental entities whose primary function is not management consulting.

CMC Commission:

The **CMC Commission** is responsible for overseeing compliance with the standards related to the CMC certification and ensuring that all certification procedures are conducted in accordance with the international standards of the International Council of Management Consulting Institutes (**ICMCI**).

This Commission consists of at least three members who hold a valid CMC certificate and are appointed by the Board of Directors of the Iran Management Consultants Association (**IMCA**) for a term of three years. In the first official meeting of the Commission, the Chairperson shall be elected by a majority vote and formally introduced. The Chairperson of the CMC Commission submits reports directly to the Board of Directors.

CMC Certification Titles

The certification standard includes various **CMC certification titles**, each of which is awarded based on specific and corresponding assessment processes:

• Practicing CMC

Management consultants who are currently engaged in professional practice shall be evaluated in accordance with the “*CMC Certification Process Standard of the Iran Management Consultants Association (IMCA)*”, which aligns with the international standard of the **International Council of Management Consulting Institutes (ICMCI)**.

• Emeritus CMC

Member institutes of ICMCI may grant the “**Emeritus CMC**” title to consultants who have discontinued their professional practice—whether due to retirement or a change in career field.

The conditions and requirements for this title are as follows:

- This title is **not granted automatically** and is awarded only upon the consultant’s formal request and the institute’s decision.
- Retention of the title is conditional upon continued membership in the institute and payment of the applicable membership fees.
- The institute must maintain an official list of members holding this title.

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- It must be clearly stated (for example, on the institute's official website) that this title is distinct from the *Practicing CMC* and does **not represent current qualification** to provide professional consulting services.
 - If the individual wishes to return to active professional practice, they must notify the institute and successfully complete the requirements for the *Practicing CMC* title once again.
 - Subject to the above conditions, the **Emeritus CMC** title is granted permanently; however, holders of this title remain subject to the disciplinary regulations of the institute.

• **Profession Leader CMC**

According to ICMCI standards, member institutes may grant the **Profession Leader CMC** title to highly experienced and recognized management consultants who are acknowledged as leaders within their professional community, under specific conditions and defined criteria.

The selection process for this group of consultants is based on the following **criteria and indicators**:

A. Primary Criteria

- Possession of a valid **CMC designation**
- Minimum age: **50 years**
- Minimum effective professional experience in management consulting: **15 years**, calculated from the date of the first consulting contract or engagement
- **Continuous presence** in the management consulting profession, demonstrated by completing **at least 10 management consulting projects within the past 5 years**
- **Professional reputation and national impact**, based on the consensus opinion of members present at the reference group meeting

It should be noted that fulfilling **all of the above criteria simultaneously** is mandatory for candidates in this category. If any of the listed criteria are not met, the candidate will not be eligible to receive this title.

B. Evaluation and Certification Process for the Profession Leader CMC

- Candidates for the **Profession Leader** pathway is introduced by the **Iran Management Consultants Association (IMCA)** through invitation or recommendation; however, self-nomination by candidates is also permitted.
- The certification process is based on a highly rigorous **peer-review evaluation**, conducted by the **Professional Leaders Reference Group**. This group represents a diverse and comprehensive combination of perspectives from senior members of the consulting community and client organizations.
- The reference group is responsible for identifying suitable candidates for the Profession Leader CMC certification, or confirming the eligibility of self-nominated applicants, based on collective knowledge and judgment, and, where necessary, by performing additional **due diligence**.

The approach of the reference group in assessing candidates prior to formal invitation or acceptance is **thorough and exacting**:

- Potential candidates are assessed by the reference group according to the main topics of the **Competence Framework**, relying on the members' professional judgment and, when necessary, additional evaluative investigations (**due diligence**).
- If any member of the group has doubts regarding a candidate's qualifications, further inquiry must be undertaken to resolve such doubts; otherwise, the candidate will not be approved for this pathway.
- No candidate shall be approved for this pathway unless there is **complete consensus and unanimity** among the reference group.
- Candidates who are not approved for this special pathway will be referred to the **standard certification process**.
- The required documentation includes an **application form**, a **detailed résumé**, and **contact information for two clients**. Case studies or academic/professional certificates are **not required**.
- References are obtained from the two clients listed. The clients' feedback serves as a valuable complement to the peer evaluation process.
- The next stage involves an **interview**, conducted by at least **two senior and experienced evaluators (CMC)**, approved by the reference group (these evaluators may or may not be members of the group).

This interview differs from the standard pathway interview due to the unique nature of the candidates:

- The interview is conducted as a **peer-level dialogue** in a relaxed environment, and no formal presentation by the candidate is required.
- The discussion is **in-depth and analytical**, lasting at least **one hour**. During the interview, the evaluators assess the candidate explicitly against the key sections of the **Competence Framework**, with the structure of the interview designed to facilitate this purpose.
- Upon completion, the evaluators prepare a **detailed report** analyzing the candidate's performance against the competence framework, along with an overall conclusion and recommendation regarding the granting of the CMC title.
- It is generally expected that candidates will succeed at this stage; however, failure is **not entirely excluded**.
- The evaluators' report is submitted to the **reference group**, which reviews the findings and makes the **final decision** regarding the awarding of the CMC certificate.
- Normally, the decision to grant the CMC title requires **full consensus** within the reference group.

Candidates selected through this pathway must complete **all procedures** outlined in this bylaw, similar to other applicants, except that the **examination on the Common Body of Knowledge (CBK)** and **Professional Ethics** is waived for them. During the interview process for these candidates, the focus is primarily on assessing their **national influence and distinguished contributions** to the management consulting profession.

Requirements for the Issuance of the CMC Certificate

Any individual applying for the **Certified Management Consultant (CMC)** designation through the **Iran Management Consultants Association (IMCA)** must comply with all requirements defined in the Association's **Competence Framework**.

This designation signifies that the consultant possesses a high level of professional skill, ethical commitment, and the independent capability to deliver management consulting services. It also enables the consultant to benefit from **mutual recognition (reciprocity)** among member institutes of the **International Council of Management Consulting Institutes (ICMCI)**.

In accordance with the global **CMC Standard**, each applicant must demonstrate that:

- They have met all the requirements of the Association's professional **Competence Framework**;
- They hold relevant **academic qualifications** in accepted fields;
- They possess sufficient **practical experience** in management consulting projects;
- They are capable of performing consulting projects **independently**, without the need for continuous supervision;
- They provide at least **two valid references (letters of client satisfaction)** from previous clients confirming their professional performance;
- They have submitted a **written declaration of commitment** to comply with the Association's **Code of Professional Conduct**.

Principle of Reciprocity

Holders of the **CMC certificate** may have their certification recognized in other member countries within the framework of the global "**Reciprocity System**" established by the **ICMCI**, provided that:

- The original certificate was issued by a **recognized member institute** of ICMCI;
- A member institute of ICMCI exists in the destination country, and no legal restrictions prevent reciprocal recognition;
- The applicant has either **permanently relocated** to the destination country or **regularly conducts consulting projects** there.

When these conditions are met, the member institute in the second country is obligated to **recognize the CMC certificate** without requiring the consultant to repeat the certification process from the beginning.

This **Reciprocity System** is designed to enhance the **international credibility** of management consultants and facilitate **professional mobility and practice** in the global marketplace.

Clause 1 – CMC Standard in Accordance with Clause 8.2 of ISO/IEC 17024:2012

The **CMC Standard** serves as the principal basis for the evaluation and certification of professional management consultants and has been formulated in accordance with the requirements set out in **Clause 8.2 of the international standard ISO/IEC 17024:2012**.

This standard comprises a set of core documents and components that collectively define and assess the professional competence of management consultants in an integrated manner.

1.1 – Competence Framework

The **CMC Competence Framework**, developed in alignment with the **Competence Framework of the International Council of Management Consulting Institutes (ICMCI)**, is a key instrument designed to ensure the highest standards within the management consulting profession — a global profession that plays a significant role in advancing economic and social success.

This framework embodies the fundamental values of the ICMCI, including **professionalism, transparency, and integrity**, while emphasizing **Continuous professional development**, enabling management consultants to assist organizations in achieving growth, transformation, and the effective utilization of emerging opportunities.

The **CMC Competence Framework** is structured as a set of defined levels of competence that serve as reference points for evaluating management consultants. These levels of competence are based on the **abilities, principles, commitments, knowledge, skills, and experience** that a competent management consultant must demonstrate in practice to complete consulting assignments independently and without supervision.

Furthermore, the framework defines the **progressive levels of professional maturity** in management consulting across three stages:

- the **Foundation Level**,
- the **Certified Management Consultant (CMC) Level**, and
- the **Profession Leader Level**.

A consultant must attain the **CMC level** to be eligible for certification. The **Profession Leader level** builds upon and extends the **CMC level**, meaning that meeting the requirements of the CMC level is a **prerequisite** for qualifying as a Profession Leader. To achieve the Profession Leader level, a consultant must not only hold a valid CMC certificate but also demonstrate **recognized leadership** within the management consulting profession.

The complete version of the **CMC Competence Framework**, serving as the official basis for evaluating consultants' competence, is provided in **Appendix 1 of this Bylaw (Code: CMC-B-01-A1)**.

1.2 – Common Body of Knowledge (CBK)

(Clause 8.2b of ISO/IEC 17024:2012)

The **ICMCI Common Body of Knowledge (CBK)** encompasses a broad range of subjects that define the scope of work and areas of expertise of a management consultant.

This shared foundational knowledge applies to **all management consultants**. In addition, consultants are expected to possess **specialized knowledge** relevant to their functional and sectoral areas of practice. Such specialized knowledge lies **outside the scope of the CBK summary**, as it pertains to the manner in which expertise is applied for the benefit of the client.

The summary of the **Common Body of Knowledge for Management Consulting** is provided in **Appendix 2 of this Bylaw (Code: CMC-B-01-A2)**.

1.3 – Code of Professional Conduct

(Clause 8.2f of ISO/IEC 17024:2012)

The **Codes of Professional Conduct**, developed in alignment with the **ICMCI Code of Conduct** and in accordance with **Clause 8.2f of ISO/IEC 17024:2012**, comprise the **principles and values** that every management consultant must observe and uphold in interactions with clients, colleagues, their organization, the management consulting profession, and society at large.

The **Code of Professional Conduct** is provided in **Appendix 3 (Code: CMC-B-01-A3)**.

Clause 2 – Scope and Requirements for the Issuance of the CMC Certificate

Management consultants seeking to participate in the **Certified Management Consultant (CMC) certification process** through the **Iran Management Consultants Association (IMCA)** must meet at least the following minimum criteria as initial eligibility requirements. In addition to these prerequisites, applicants must also submit all required documentation — including the **application form**, a **detailed résumé**, and other relevant supporting materials listed below — as part of the evaluation process.

Note 1: All documents submitted by the applicant will be **verified and validated** by IMCA through appropriate verification methods.

2.1 – Membership Requirements

2.1.1 – The applicant must hold **valid and active membership** in the **national institute** of an ICMCI member country where the consultant applies for CMC certification (normally the country of citizenship or permanent residence). Alternatively, if no ICMCI member institute exists in the applicant’s country of citizenship or residence, the applicant may hold **direct membership with ICMCI Global**.

Note 2: This requirement is not intended to restrict access to the CMC certification. Its purpose is to ensure that consultants remain **bound by the ethical codes** of a recognized institute and can be held accountable for any breaches of conduct. Without such membership, the enforcement of ethical standards and disciplinary measures would not be possible.

2.2 – Functional Expertise

2.2.1 – Possession of **professional credentials** in the fields of claimed expertise (e.g., management, accounting, engineering, information technology, etc.)

2.2.2 – Possession of at least a **bachelor’s degree (four-year program)** from a university or institution accredited by the **Ministry of Science, Research, and Technology** or the **Ministry of Health and Medical Education of Iran**.

2.3 – Sectoral (Industry) Expertise

2.3.1 – Demonstrated **current and relevant professional experience** in the industry in which the consultant claims to practice.

2.4 – Relevant Work Experience

2.4.1 – A **minimum of three years of practical experience** in management consulting.

Note 3: Participation in the **CMC preparatory training program** conducted by IMCA may substitute for **one year of professional experience**.

2.5 – Current Consulting Activity

2.5.1 – The applicant must demonstrate that, during the **past three years**, management consulting has represented a significant portion of their professional activity. This may include:

- Providing external consulting services to clients or performing internal consulting,
- Selling, managing, or supporting consulting activities,

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- Preparing to teach or train in consulting,
 - Publishing or writing materials related to management consulting.

2.6 – Independence

2.6.1 – The applicant must either be the **owner or employee** of an organization engaged in independent consulting activity, or be an **internal consultant** who meets the **independence criteria** established by the member institute.

2.7 – Client References and Endorsements

Applicants are required to submit **two letters of client reference or satisfaction**, issued by the managers or authorized representatives of client organizations who have signed the consulting contracts.

Note 4: Each reference letter must be **addressed to the applicant personally** as project manager or project consultant. If a letter is issued to the consulting firm, the applicant's participation in that project (as project manager or project consultant) must be **substantiated through supporting documentation**.

Note 5: Following receipt of the reference letters, IMCA will conduct **independent verification** of at least two of the cited client organizations, either in writing or through follow-up phone confirmation.

2.8 – Participation in Consulting Projects

The applicant must submit a **detailed written description** of at least **three consulting projects** in which they have participated, with at least one project under their **direct management responsibility**.

Each project description must include:

- Activity schedule and any delays encountered,
- The applicant's level of responsibility and type of involvement,
- The number of individuals engaged in the project,
- Problems and challenges faced during the project,
- Defined options and rationale for recommended actions,
- Solutions implemented and the results achieved.

Note 6: Each project report must **not exceed four pages (approximately 1,000 words)**.

2.9 – Sponsors

Applicants must be formally **sponsored in writing** by **two Certified Management Consultants (CMC)** using the **Sponsorship Form (Code: CMC-F-05-B01)**.

This sponsorship represents an **endorsement of the applicant's competence**, professional attributes, and ethical commitment. The sponsors, by signing, **recommend** the individual for participation in the CMC certification process.

2.10 – Application and Registration Procedure

2.10.1 – Completion and submission of the **Self-Assessment Form (Code: CMC-F-01-B01)** based on the criteria outlined in this bylaw, achieving a **minimum evaluation score of 65 points** as a prerequisite for entry into the CMC certification process.

2.10.2 – Completion and submission of the **CMC Application Form (Code: CMC-F-02-B01)** in **bilingual format (Persian and English)**.

2.11 – Payment of Fees

Applicants are required to pay all applicable fees associated with registration and participation in the **competency assessment process** leading to the issuance of the Certified Management Consultant (CMC) certificate, in accordance with IMCA's approved fee schedule.

Payments are made in **two stages**:

- **First Payment Stage:** At the time of initial registration, covering the costs of document and record review, participation in the **Knowledge and Professional Ethics Examination**, and, if successful in the earlier stages, participation in the **interview and project presentation session**.

Note 7: If an applicant is not approved at any stage of the process, continuation will require **repayment of the corresponding stage fees**.

- **Second Payment Stage:** Applicants who have successfully completed all stages of assessment and have received final confirmation of their competency are required to pay the **certificate issuance fee** for the CMC credential.

Clause 3 – Process for Competency Evaluation and CMC Certificate Issuance

The process for evaluating applicants' competencies and issuing the **Certified Management Consultant (CMC)** certificate generally includes the following stages:

3.1 – Review and Evaluation of Submitted Documents

After receiving the applicant's documentation, the **CMC Department** of IMCA reviews and evaluates the materials based on the **standard CMC certification process** and in accordance with the **Checklist for Evaluating the Competence of CMC Applicants (Code: CMC-C-01-B01)**. The evaluation results are then submitted to the **CMC Commission** for final approval.

Note 8: If the submitted documentation is not approved in the initial review, the applicant's file will be re-evaluated by an assessor appointed by the Chairperson of the CMC Commission. In the event of a disagreement regarding the evaluation outcome, the **CMC Commission** shall make the final decision.

3.2 – Knowledge and Professional Ethics Examination (CBK Test)

Upon approval of the applicant's documents in the first stage and payment of the corresponding fees, the **Knowledge and Professional Ethics Examination** is administered according to IMCA's announced schedule. The exam questions are developed based on the following reference documents:

- **Competence Framework for Management Consulting (Code: CMC-B-01-A1)**
- **Common Body of Knowledge for Management Consulting (Code: CMC-B-01-A2)**
- **Code of Professional Conduct (Code: CMC-B-01-A3)**

The exam consists of two sections:

A – General and Foundational Knowledge in Management Consulting

Main topics covered include:

- Management Consulting Processes (based on ISO 20700)
- Project Management
- Emotional Intelligence and Effective Communication
- Risk Management
- Business Model Development
- Organizational Culture
- Proposal Writing
- Problem Solving
- Management Consulting Requirements

- Personal Branding

B – Professional Ethics

This section consists of two types of questions:

- a) Multiple-choice questions
- b) True/False questions

The combined **Knowledge and Ethics Examination** includes **120 test questions (one point each)**, with a **time limit of 150 minutes**.

Applicants who do not pass this exam are not eligible to proceed to the interview or final evaluation stage and must retake the examination.

Note 9: The validity of the applicant’s initial approval (document review and written examination) is **two years**. If the applicant fails the written or interview stages within this period, the **self-assessment form, application form, and payment of related fees** must be resubmitted.

Note 10: This is a **closed-book exam**; no reference materials or notes may be used during the test.

Note 11: Applicants may use **draft paper** for outlining or developing their responses, but all drafts must be submitted to the exam proctor at the end of the test. If an applicant leaves the examination room during the session, **no test materials may be taken outside**.

Note 12: All test responses and scores are **subject to final review** by the CMC Commission, which will officially announce the result (Pass/Fail).

Note 13: The exam is **confidential and copyright-protected**. No questions may be copied, reproduced, or taken out of the examination room.

Note 14: IMCA conducts **preparatory workshops and training programs** for the CMC examination, based on the requirements of the Competence Framework, the Common Body of Knowledge, and the Professional Code of Conduct. Participation in these programs is **recommended** for experienced consultants, although self-study is also acceptable. However, for applicants with limited management consulting experience (as stated in Note 3 of Clause 2.4.1), participation in these courses is **required** to fulfill eligibility conditions.

3.3 – In-Person Evaluation (Interview)

To demonstrate consulting capability, the applicant must participate in a **structured interview**, according to the schedule announced by IMCA, and present a **report on one of their recently**

completed consulting projects for which they had **management responsibility** and where the **results are clearly defined**.

The in-person evaluation is designed to verify that the consultant:

- Meets the requirements of the **Competence Framework**,
- Is knowledgeable in the **Common Body of Knowledge**,
- Understands and applies the **Professional Code of Conduct**,
- Is familiar with current technologies and best practices,
- Is up to date within their field of expertise,
- Demonstrates professional judgment and competence consistent with **CMC standards**.

Description of the In-Person Evaluation Process

The **criteria** considered during the in-person evaluation session are as follows:

- **Assessment of the applicant's professionalism**

Note 15: This evaluation is conducted according to the **Assessment Techniques Matrix** (*Appendix 4, Code: CMC-B-01-A4*) and based on the **CMC Core Competence Framework** outlined in *Appendix 1 of this Bylaw (Code: CMC-B-01-A1)*.

- **Methodology and process applied in project execution**
- **Experience gained and the scientific or intellectual value of the work performed**
- **The consultant's plan for future professional development and personal growth in the management consulting profession**
- **Evaluation of the consultant's potential to contribute to the advancement and development of the management consulting profession and the Association**
- **Presentation skills**
- **Ability to articulate and communicate ideas clearly and respond effectively to evaluators' questions**
- **Time management and appropriate allocation of presentation time**, among other aspects

Note 16: The total time allocated for each interview is **one hour**, divided as follows:

- **20 minutes** for the applicant's presentation
- **30 minutes** for evaluators' questions and discussion
- **10 minutes** for scoring, achieving consensus, and recording the final results

Applicants are required to manage their presentation time appropriately. The following suggested time allocation may serve as a reference:

Presentation Segment	Recommended Duration
Self-introduction and professional background	2 minutes
Project topic introduction	3 minutes
Explanation of solutions, methodology, and project implementation	12 minutes
Summary and conclusion	3 minutes

Note 17: The evaluators record their assessment results according to the criteria defined in the “**Scoring Table for the Competency Evaluation Criteria of CMC Applicants in the Interview Process**” (Code: CMC-F-07-B01).

If there is a **score discrepancy exceeding 25%** between evaluators, efforts are made to reconcile opinions during the **consensus meeting of evaluators**. Finally, the **average score** awarded to the interviewee, along with the evaluators’ detailed comments, is documented in the **Evaluation Meeting Report Form** (Code: CMC-F-08-B01).

Note 18: To pass the interview stage, each evaluator must assign the applicant **at least 50% of the total possible score**, and the **average of all evaluators’ scores must reach at least 70%** of the total points available. If the applicant fails the interview, they must participate in a new interview session and achieve the minimum required score to qualify.

At the end of the interview session, if the applicant is not successful, the evaluators must **record the reasons for rejection** in the official report (Code: CMC-F-08-B01) and communicate this to the **Executive Secretariat (CMC Department of IMCA)**, which will notify the applicant accordingly.

Note 19: The evaluation panel consists of **at least two CMC-certified evaluators**, appointed by the **CMC Department** for each CMC applicant.

Note 20: Each CMC applicant must review and acknowledge the **Code of Professional Conduct for Management Consultants**, published by the **Iran Management Consultants Association (IMCA)**.

Upon receiving the certificate, the applicant is required to **formally sign a declaration of commitment** confirming adherence to the professional code of conduct established by the member institute.

3.4 – Decision-Making

The evaluators ensure that all information collected during the certification process is **complete and sufficient** to:

- Enable the **Association** to make an informed decision regarding the issuance of the certificate; and

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- Facilitate **traceability and review**, if necessary (for example, in cases of appeal or complaint).

The examination results are **communicated to the applicant** and recorded in the Association's archives.

The outcome of the evaluation process may fall into one of the following categories:

- **Successful:** The evaluation has been completed successfully, and the applicant is awarded the **CMC certificate**.
- **Conditional:** The evaluation is generally successful, but the granting of the CMC certificate is **subject to the submission of additional information or clarifications**. *(The certificate will not be issued until all additional requirements are fulfilled.)*
- **Unsuccessful:** The applicant has not met the required standards. Evaluators provide **specific feedback** identifying areas for improvement.

Note 21: The **CMC Certificate Award Process Flowchart** is presented in **Appendix 5 of this Bylaw (Code: CMC-B-01-A5)**.

3.5 – Appeals and Complaints in the Certification Process

The results of the document evaluation and final competency assessment of applicants are communicated **in writing** by the Association's Secretariat. If an applicant is deemed **not qualified** at any stage, the **CMC Department** must inform the applicant in writing and provide the **substantiated reasons** for the rejection as determined by the relevant evaluation team.

According to **Clauses 3.7 (Appeals) and 3.8 (Complaints)** of the "*CMC Certification Manual of the International Council of Management Consulting Institutes (ICMCI)*", applicants who are dissatisfied with the result or wish to file a complaint regarding the process may submit a **written request for review** to the **CMC Commission** within **15 working days** from the date of notification.

The detailed procedures for handling such cases are defined in the **Bylaw for Handling Appeals, Complaints, and Professional Misconduct in the CMC Certification Process (Code: CMC-B-02)**.

The **CMC Commission** is responsible for supervising and making decisions regarding all **appeals and complaints**. It ensures that individuals involved in handling such requests are **different from those who participated in the original decision**, thereby preserving **independence and impartiality** in decision-making.

The Commission also guarantees that **no discriminatory treatment** is exercised at any stage of the complaint review process, and that all complaints are addressed with **fairness, confidentiality, and respect** for the rights of all parties involved.

3.6 – Issuance of the CMC Certificate

If the applicant's **competencies are verified** in all three stages — (1) document review, (2) successful completion of the **Knowledge and Ethics Examination**, and (3) the **in-person evaluation**, the applicant's file is forwarded to the **CMC Commission** for validation of all documents and examination procedures.

After final approval by the Commission, the case is referred to the **CMC Department** for the necessary administrative steps toward certificate issuance.

The **CMC Department** coordinates with the **ICMCI Secretariat** for certificate issuance. Each **CMC certificate** bears the signatures of:

- the **Chairperson of the IMCA Board of Directors**,
- the **Chairperson of the CMC Commission**, and
- the **Chairperson of the Board of the International Council of Management Consulting Institutes (ICMCI)**.

Each certificate includes a **unique identification code**, **issue date**, and **expiration date**, and is formally issued and delivered by ICMCI upon **written request**.

Note 22: At the time of awarding the **CMC designation**, the certificate holder must formally sign the **Commitment Forms (Codes: CMC-F-03-B01 and CMC-F-04-B01)**, confirming adherence to the **IMCA Code of Professional Conduct**. These codes signify voluntary acceptance of high ethical standards and **self-discipline beyond legal obligations**.

3.7 – Suspension, Restriction, or Revocation of the Certificate

The **Iran Management Consultants Association (IMCA)** maintains an official **policy and procedure** for handling **professional misconduct** by holders of the CMC certificate. This policy includes provisions for **suspension, restriction, or revocation** of certification under specified circumstances.

The **CMC certificate** shall be **revoked** under the following conditions, and the matter shall be reported to the **International Council of Management Consulting Institutes (ICMCI)**, published on the **Association's website and journal**, and communicated to relevant domestic authorities. The certificate holder is obligated to return the original certificate to the Association **within one month**.

Revocation may occur in the following cases:

- Failure to renew membership in the **Iran Management Consultants Association (IMCA)**;
- **Violation** of the **Code of Professional Conduct** signed at the time of certification, or verified **complaints from clients** in accordance with the *Bylaw for Handling Appeals*,

Complaints, and Professional Misconduct in the CMC Certification Process (Code: CMC-B-02);

- Failure to maintain the required **professional competencies**;
- **Withdrawal from the management consulting profession**;
- Failure to meet the **renewal requirements** defined by the approved process.

Note 23: The **details of procedures, criteria, and disciplinary actions** are executed in accordance with the *Bylaw for Handling Appeals, Complaints, and Professional Misconduct in the CMC Certification Process (Code: CMC-B-02)*, which has been approved by the **IMCA Board of Directors** and is publicly available on the Association's **official website**.

3.8 – Renewal of the CMC Certificate and Continuous Professional Development (CPD)

The validity period of the **CMC certificate** is **three years**. Holders of this certificate who wish to continue their professional practice in management consulting and maintain their **CMC designation** must, **at least one month before expiration**, complete and submit the **Self-Assessment Form for Certificate Renewal (Code: CMC-F-06-B01)** in accordance with IMCA's renewal procedures.

Note 24: CMC holders have up to **three months after the certificate expiration date** to renew their certification. Failure to do so within this period will result in action according to the provisions of the **Bylaw for Handling Professional Misconduct and Disciplinary Actions**.

The renewal process must ensure that the consultant continues to:

- Maintain the required **professional competence**,
- Comply with the **current requirements** of the certification scheme, and
- Adhere to the **Code of Professional Conduct** of the Association.

The **themes and components of Continuous Professional Development (CPD)** are outlined in **Appendix 6 (Code: CMC-B-01-A6)**.

3.9 – Protection of the CMC Brand

To protect the integrity and reputation of the **CMC designation**, the **Iran Management Consultants Association (IMCA)** implements the following measures:

- Immediate referral of any **CMC holders** who violate the **Code of Professional Conduct** to the **Disciplinary Committee**, with possible certificate revocation in the case of repeated violations, along with **notification to ICMCI** and publication on IMCA's official website.
- The **validity of the CMC certificate** is conditional upon maintaining **active membership** in the Association.

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- Handling of any professional misconduct in accordance with the **Bylaw for Handling Appeals, Complaints, and Professional Misconduct in the CMC Certification Process (Code: CMC-B-02)**, and **removal from the official list** of certified CMCs in cases of major or repeated violations.
 - Establishment of **preventive and corrective mechanisms** to avoid misuse or misleading representation of the **CMC title or mark**.

Clause 4 – Appendices

The appendices to this bylaw are as follows:

- **Appendix 1:** Competence Framework
- **Appendix 2:** Common Body of Knowledge (CBK) for Management Consulting
- **Appendix 3:** Code of Professional Conduct
- **Appendix 4:** Assessment Techniques Matrix
- **Appendix 5:** CMC Certificate Award Process Flowchart
- **Appendix 6:** Continuous Professional Development (CPD) Guidelines

Clause 5 – Forms and Attachments

- **Self-Assessment Form** (Code: CMC-F-01-B01)
- **Application Form** (Code: CMC-F-02-B01)
- **Agreement Form** (Code: CMC-F-03-B01)
- **Commitment (Oath) Form** (Code: CMC-F-04-B01)
- **Sponsorship Form** (Code: CMC-F-05-B01)
- **Renewal Self-Assessment Form** (Code: CMC-F-06-B01)
- **Competency Evaluation Scoring Table for Interview Process** (Code: CMC-F-07-B01)
- **Interview Evaluation Meeting Report Form** (Code: CMC-F-08-B01)
- **Checklist for the Evaluation Process of CMC Applicants** (Code: CMC-C-01-B01)

Clause 6 – Reference Documents

The following documents have been used as sources and references in developing this bylaw:

- **ICMCI CMC001 Certification Scheme Manual – Version 2.0**
- **ISO 20700 – Guidelines for Management Consultancy Services**
- **Bylaw for Handling Appeals, Complaints, and Professional Misconduct in the CMC Certification Process (Code: CMC-B-02)**
- **Other internal regulations and bylaws related to the evaluation and certification process of CMC**