



MANAGEMENT

APM Project Management Qualification

Syllabus, learning outcomes and assessment criteria
aligned to the *APM Body of Knowledge 6th edition*

The syllabus is based upon the *APM Body of Knowledge 6th edition* and provides an overview of the coverage of the qualification. The expanded syllabus content is provided in the form of learning outcomes and assessment criteria. These are structured to reflect teaching approaches in Project Management rather than the sequential chapters of the *APM Body of Knowledge 6th edition*.

Where standard brackets are employed (concept, definition ...), these are used to indicate generic or specific topic coverage.

Where curly brackets are employed {WBS}, these are used to indicate use of acronyms.

Where *italics are used* – these are for clarification of syllabus rather than specific content.

Where the syllabus cites the term 'including', the information in brackets is topic coverage. All the cited terms are expected to be known by candidates taking the examination. For example '1.1 differentiate between types of organisation structures highlighting advantages and disadvantages of each (including functional, matrix, project)'.

Where the syllabus cites the term 'such as', the information in brackets provides general topic coverage. This means that the assessment criteria are expected to be understood by candidates and examined, but the content in brackets is purely indicative of the range of areas that candidates may respond with. Therefore, the candidate may answer more widely than these specified items in the examination. For example, '3.8 explain the importance of relevant legislation applicable to projects (such as health and safety, environmental, employment, contract, data protection, freedom of information)'.

Overview of syllabus coverage and *Body of Knowledge 6th edition* references

Coverage of Learning outcomes	Body of Knowledge reference
<p>1 Structure of organisations and projects</p> <ul style="list-style-type: none"> ■ distinguish between different types of organisational structure ■ Responsibility Assignment Matrix ■ roles and responsibilities of project sponsor, project manager, team members, project steering group, users ■ relationship between project sponsor and manager ■ functions and benefits of project office 	1.1.4, 1.1.8, 3.1.4
<p>2 Project life cycle</p> <ul style="list-style-type: none"> ■ project life cycle phases ■ difference between project life cycle and extended life cycle ■ sharing knowledge ■ benefits of conducting reviews 	1.1.6
<p>3 Project contexts and environments</p> <ul style="list-style-type: none"> ■ project context, environmental factors ■ use of PESTLE, SWOT ■ difference between project and business as usual ■ characteristics of programme management ■ challenges of programme management ■ situations where portfolio management is used ■ distinguish between project management and portfolio and programme management ■ health safety and environmental legislation 	1.2.1, 1.2.2, 1.1.2, 1.1.3
<p>4 Governance and structured methodologies</p> <ul style="list-style-type: none"> ■ principles of governance of project management ■ methods and procedures to support governance ■ advantages of using structured methodologies 	1.1, 1.1.1
<p>5 Communication</p> <ul style="list-style-type: none"> ■ communication plan, barriers to communication ■ importance of effective communication ■ conflict management ■ negotiation 	2.1.1, 2.1.2, 2.1.6
<p>6 Leadership and teamwork</p> <ul style="list-style-type: none"> ■ impact of leadership ■ situational leadership approach ■ creation and management of teams 	2.1.5, 2.1.7

<p>7 Planning for success</p> <ul style="list-style-type: none"> ■ business case, ownership, authorship ■ benefits management ■ information management ■ project management plan, authorship, approval ■ project management plan contents ■ estimating ■ earned value management ■ earned value calculations and interpret earned value data ■ stakeholder management ■ use of payback, internal rate of return and net present value ■ project reporting cycle 	<p>3.1.1, 3.1.3, 3.1.5, 3.1.6, 3.2.1, 3.4.3, 4.2, 4.4</p>
<p>8 Scope management</p> <ul style="list-style-type: none"> ■ Product Breakdown Structure {PBS}, Work Breakdown Structure {WBS} ■ configuration ■ requirements ■ change control, links with configuration 	<p>3.2, 3.2.2, 3.2.3, 3.2.5</p>
<p>9 Schedule and resource management</p> <ul style="list-style-type: none"> ■ project scheduling ■ categories and types of resources ■ resource smoothing and levelling ■ financial and cost management ■ budget and cost control 	<p>3.1.2, 3.3.1, 3.3.2, 3.4.1, 3.7.1, 3.7.4</p>
<p>10 Procurement</p> <ul style="list-style-type: none"> ■ supplier relationships ■ contracts ■ supplier selection 	<p>3.7.1, 3.7.3, 3.7.4</p>
<p>11 Project risk management and issue management</p> <ul style="list-style-type: none"> ■ risk management process ■ risk as threat and opportunity ■ benefits of risk management ■ distinguish between a risk and an issue ■ escalation 	<p>3.5, 3.5.1, 3.5.2, 2.1.3</p>
<p>12 Project quality management</p> <ul style="list-style-type: none"> ■ describe quality management ■ quality planning, assurance, control and continual improvement 	<p>3.6, 3.6.2</p>

Syllabus learning outcomes and assessment criteria

Learning outcomes When awarded credit for this unit, a learner will:	Assessment criteria Assessment of this learning outcome will require a learner to demonstrate that they can:
1 Understand how organisations and projects are structured	1.1 differentiate between types of organisation structures highlighting advantages and disadvantages of each (including functional, matrix, project) 1.2 explain the way in which an organisational breakdown structure is used to create a responsibility assignment matrix 1.3 explain the role and key responsibilities of the project manager 1.4 differentiate between the responsibilities of the project manager and project sponsor throughout the project life cycle 1.5 describe other roles within project management including users, project team members and the project steering group/board 1.6 describe the functions and benefits of different types of project office (including project support office {PSO}, enterprise project management office {EPMO}, project services or centres of excellence)
2 Understand project life cycles	2.1 define a project life cycle and project life cycle phases (including concept, definition, development, handover and closure and benefits realisation) 2.2 explain why projects are structured as phases (including the use of end of phase reviews, go/no-go decisions and high level planning) 2.3 explain the differences between a project life cycle and an extended life cycle 2.4 outline processes for sharing knowledge and lessons learned throughout projects 2.5 explain the benefits of conducting reviews throughout the project life cycle (including project evaluation reviews, gate reviews, post project reviews, peer reviews, benefits reviews and audits)

<p>3 Understand contexts and environments in which projects can be delivered</p>	<p>3.1 distinguish between projects and business as usual {BAU}</p> <p>3.2 differentiate between project management and portfolio and programme management</p> <p>3.3 outline the characteristics of programme management and its relationship with strategic change</p> <p>3.4 explain the challenges a project manager may face working within a programme</p> <p>3.5 describe where the use of portfolio management may be appropriate</p> <p>3.6 describe how environmental factors affect projects (including the sector, geography and regulation)</p> <p>3.7 explain tools and techniques used to assess a project's context (including PESTLE, SWOT)</p> <p>3.8 explain the importance of relevant legislation applicable to projects (such as health and safety, environmental, employment, contract, data protection, freedom of information)</p>
<p>4 Understand governance of project management and the use of structured methodologies</p>	<p>4.1 describe the principles of governance of project management (such as policies, regulations, functions, processes, procedures and responsibilities)</p> <p>4.2 explain how project management methodologies can be used to support the governance structure</p> <p>4.3 explain the advantages of using standard project management methodologies across an organisation</p>
<p>5 Understand communication within project management</p>	<p>5.1 describe the key contents of a project communication plan</p> <p>5.2 explain the benefits of a project communication plan</p> <p>5.3 explain the importance of effective communication in managing different stakeholders</p> <p>5.4 identify factors which can positively or negatively affect communication</p> <p>5.5 identify sources of conflict within the project life cycle and ways in which it can be addressed (such as Blake and Mouton, Thomas/Kilmann and Pruitt)</p> <p>5.6 explain how to plan and conduct different negotiations (including formal, informal, competitive and collaborative)</p>

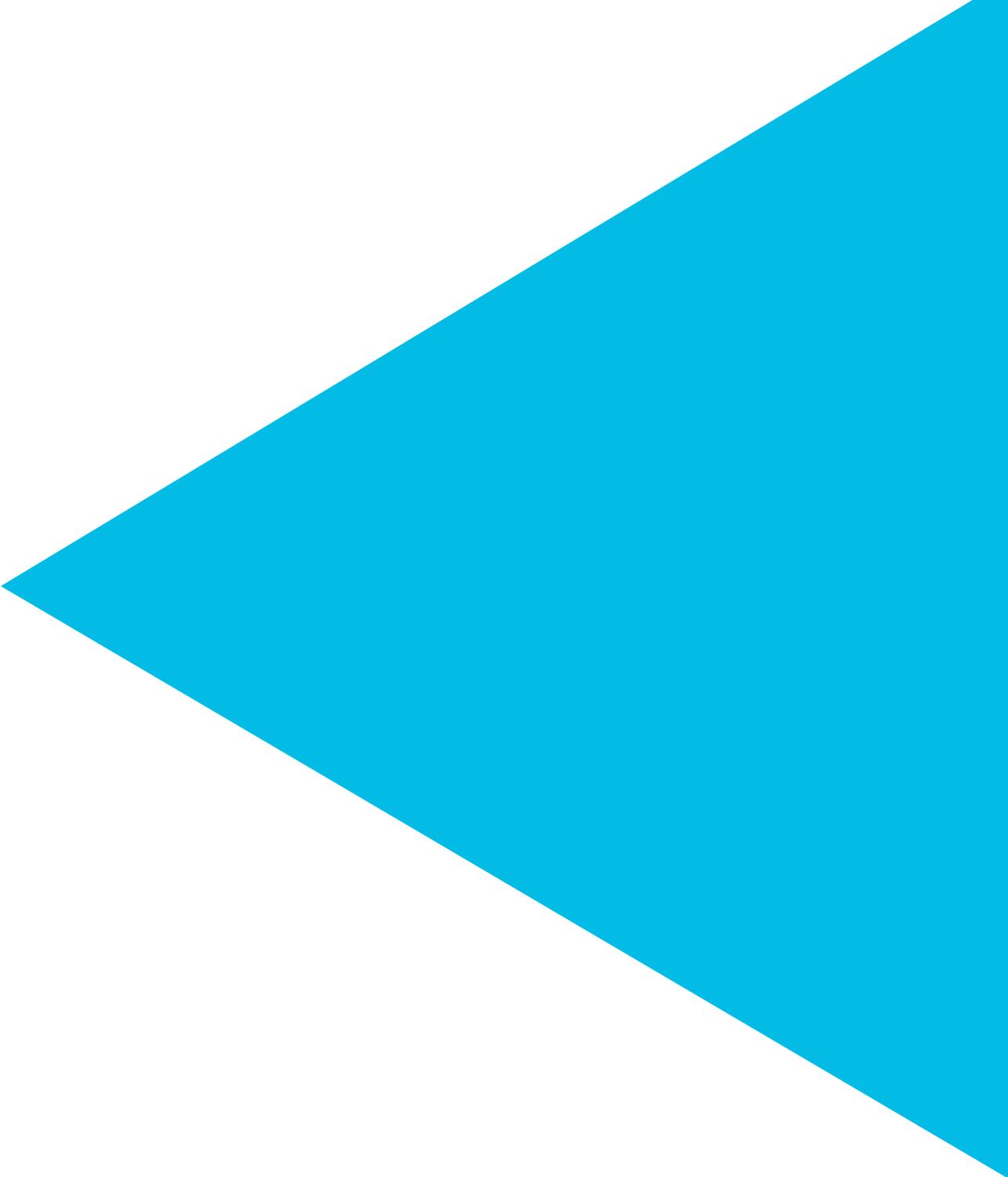
<p>6 Understand the principles of leadership and teamwork</p>	<p>6.1 describe typical leadership qualities</p> <p>6.2 explain the principles and importance of motivation</p> <p>6.3 explain the impact of leadership on team performance and motivation (using models such as Maslow, Herzberg and McGregor)</p> <p>6.4 explain the benefits of adapting styles of leadership within a project (such as situational leadership, action centred leadership)</p> <p>6.5 describe the characteristics and benefits of effective teams and teamwork</p> <p>6.6 explain factors involved in the creation, development and management of teams (models such as Belbin, Margerison-McCann, Myers-Briggs, Tuckman, Katzenbach and Smith)</p>
<p>7 Understand planning for success</p>	<p>7.1 explain the purpose of a business case and its importance during the project life cycle</p> <p>7.2 describe who has authorship and approval of the business case</p> <p>7.3 explain benefits management (including success criteria and key performance indicators and their uses in measuring project success)</p> <p>7.4 explain the use of payback, Internal Rate of Return and Net Present Value as investment appraisal techniques. <i>The examination questions will not require calculations to be performed</i></p> <p>7.5 explain an information management system (including collection, analysis, storage, dissemination, archiving, destruction of information)</p> <p>7.6 explain a typical project reporting cycle including the gathering of data and dissemination of reports and the principles of reporting by exception</p> <p>7.7 explain the purpose of the project management plan and its importance throughout the project life cycle</p> <p>7.8 describe the typical contents of a project management plan</p> <p>7.9 outline the authorship, approval and audience of a project management plan</p> <p>7.10 explain estimating techniques (including analytical, comparative, parametric, three-point, PERT formulae)</p> <p>7.11 explain the reasons for and benefits of re-estimating through the project life cycle and the concept of the estimating funnel</p> <p>7.12 describe stakeholder management processes</p> <p>7.13 explain the importance of managing stakeholder expectations</p> <p>7.14 describe advantages and disadvantages of earned value management</p> <p>7.15 perform earned value calculations and interpret earned value data</p>

<p>8 Understand project scope management</p>	<p>8.1 define scope in terms of outputs, outcomes and benefits (including use of product breakdown and work breakdown structures)</p> <p>8.2 explain how to manage scope through</p> <ul style="list-style-type: none"> ■ requirements management processes (such as capture, analysis, justifying requirements, baseline needs) ■ configuration management processes (such as planning, identification, control, status accounting, audit and verification) <p>8.3 explain the different stages of change control (such as request, review, assessment, decision, implementation)</p> <p>8.4 explain the relationship between change control and configuration management, and the concept of change freeze</p> <p>8.5 explain the advantages and disadvantages of a change control process</p>
<p>9 Understand schedule and resource management</p>	<p>9.1 explain the process for creating and maintaining a schedule</p> <p>9.2 describe different techniques used for depicting a schedule (including network diagrams, critical path analysis, Gantt chart, milestone chart)</p> <p>9.3 state advantages and disadvantages of using software scheduling tools</p> <p>9.4 explain categories and types of resources (such as human resources, consumable and re-usable equipment, materials, space)</p> <p>9.5 describe how resources are allocated to a schedule</p> <p>9.6 differentiate between resource smoothing and resource levelling</p> <p>9.7 explain what is meant by budgeting and cost control</p>
<p>10 Understand project procurement</p>	<p>10.1 explain the purpose, typical content and importance of a procurement strategy</p> <p>10.2 distinguish between different methods of supplier reimbursement (including fixed price, cost plus fee, per unit quantity, target cost)</p> <p>10.3 distinguish between different contractual relationships</p> <p>10.4 explain a supplier selection process</p>

11 Understand risk management and issue management	11.1 explain each stage in a risk management process (such as initiate, identify, assess, plan and implement responses) 11.2 compare the responses to risk in terms of risk as a threat or opportunity (such as avoid, reduce, transfer or accept and exploit, enhance, share or reject) 11.3 explain the benefits of project risk management 11.4 distinguish between risks and issues 11.5 explain the advantages and disadvantages of risk and issue escalation
12 Understand project quality management	12.1 define quality management 12.2 define quality planning, quality assurance, quality control and continual improvement 12.3 describe the benefits of the quality management process

Notes

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Association for Project Management

Ibis House, Regent Park
Summerleys Road
Princes Risborough
Buckinghamshire HP27 9LE

Telephone +44 (0) 845 458 1944
Facsimile +44 (0) 845 458 8807
Email qualifications@apm.org.uk
Web apm.org.uk