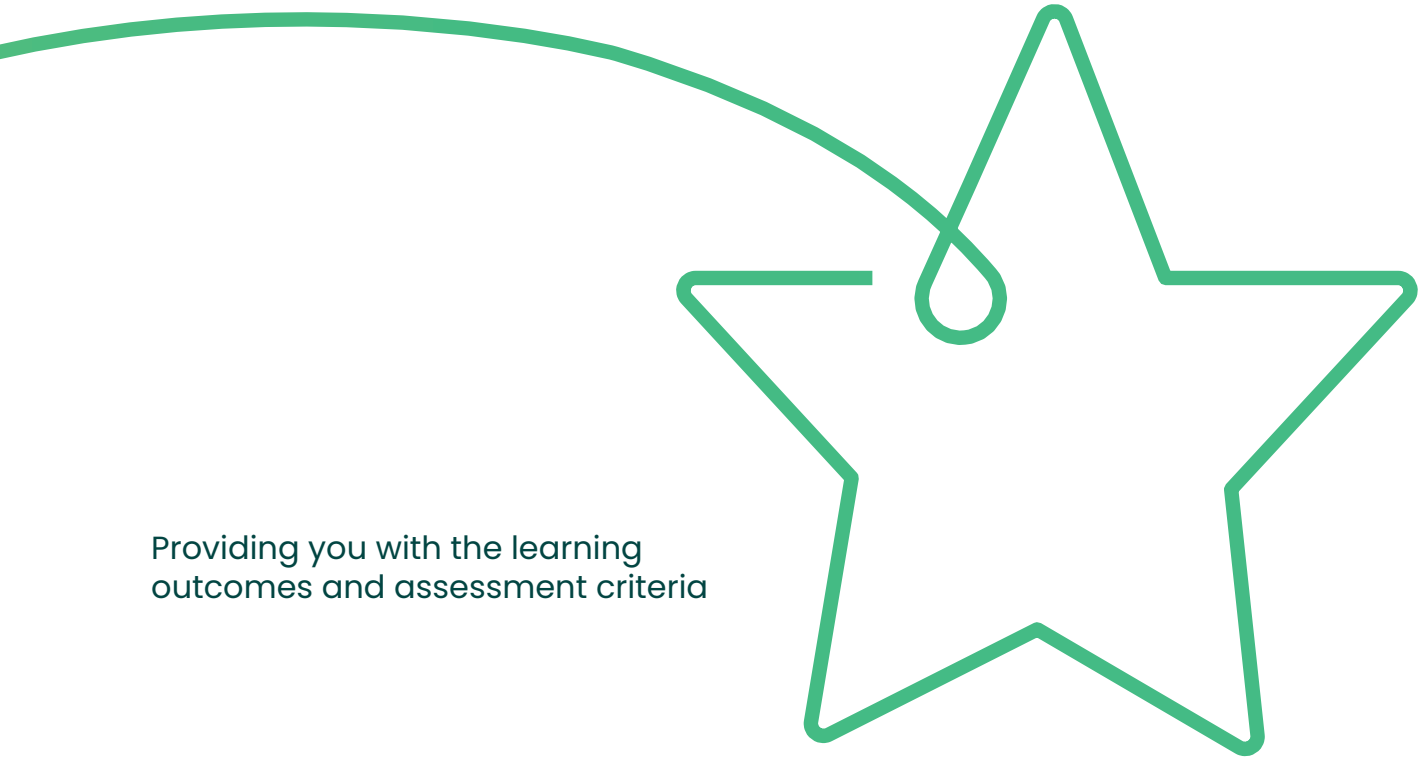
Syllabus

Association for Project Management

APM Project Management Qualification



Providing you with the learning outcomes and assessment criteria

Because when projects succeed, society benefits

This syllabus is based upon the *APM Body of Knowledge 7th edition*. It provides an overview of the qualification coverage and is broken down into learning outcomes and assessment criteria.

The learning outcomes are structured to reflect teaching approaches in project management rather than the sequential chapters of the *APM Body of Knowledge 7th edition*.

Within the assessment criteria where the term 'including' is used in brackets, this shows topic areas that will be included within the exam and are expected to be learnt. Where the term 'such as' is used in brackets, this gives examples of the topic coverage. In this case, answers in the exam may be wider than these examples.

Exam questions do not require calculations to be performed.

Command verbs

The command verbs used within the syllabus need to be fully understood, as these are also used in the exam questions. Answers need to reflect the command verbs to provide the required depth in response to a question.

A command verb is simply an instruction to do something. Below is a list of the command verbs used and their definitions:

Verb	Definition
Differentiate	Recognise or determine what makes something different.
Describe	Give an account, including all the relevant characteristics, qualities and events.
Explain	Give an account of the purpose(s) or reason(s).
Interpret	Translate information/data into another form to aid understanding, to demonstrate understanding or to inform a future action.
Outline/state	Set out the main points/characteristics.

All questions used within the APM Project Management Qualification exam use the same command verb from the assessment criteria. Please note, some 'differentiate' questions may be formed as 'explain the difference between…'

Learning Outcome	Assessment Criteria	*APM Body of Knowledge 7th edition references*
1. Understand how organisations and projects are structured	1.1 differentiate between types of permanent and temporary organisation structures (including functional, matrix, and project).	1.1.5 (Structural Choices) 1.3.1 (Governance Principles) 1.3.5 (Sponsorship) 1.3.8 (Temporary Structures) 1.3.10 (Governance Boards) 2.2.1 (The PMO) 3.2.1 (Teams)
	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 the project sponsor throughout the project.	
	1.5 describe other roles within project management (including users, project team members, the project steering group/board and the product owner).	
	1.6 describe the functions and benefits of different types of project office (including project/programme/portfolio management office (PMO), embedded PMO, central PMO and hub-and-spoke PMO).	
	1.7 explain why aspects of project management governance are required (such as the use of: policies, regulations, functions, processes, procedures and delegated responsibilities).	
2. Understand project life cycles	2.1 differentiate between linear, iterative and hybrid life cycles.	1.2.1 (Life Cycle Philosophy) 1.2.2 (Linear Life Cycles) 1.2.3 (Iterative Life Cycles) 1.2.4 (Hybrid Life Cycles) 1.2.5 (Extended Life Cycles) 1.2.6 (Product Life Cycles) 2.2.2 (Decision Gates) 2.2.3 (Information Management) 2.2.4 (Audits and Assurance) 2.2.5 (Knowledge Management) 2.3.4 (Unplanned Project Endings) 2.3.5 (Administrative Closure of Projects)
	2.2 explain why projects are structured as phases in a linear life cycle.	
	2.3 differentiate between a project life cycle and an extended life cycle.	
	2.4 outline the role of knowledge and information management to inform decision making.	
	2.5 explain the benefits of conducting reviews throughout the life cycle (including decision gates, benefits reviews and audits).	
	2.6 explain why projects may close early.	

Learning Outcome	Assessment Criteria	*APM Body of Knowledge 7th edition references*
3. Understand the situational context of projects	3.1 differentiate between projects and business as usual (BAU).	1.1.1 (Organisational Environment) 1.1.3 (Organisational Change) 1.1.5 (Structural Choices) 2.1.1 (Project Shaping) 2.1.2 (Programme Shaping) 2.1.3 (Portfolio Shaping) 3.3.4 (Regulatory Environment)
	3.2 differentiate between project management, portfolio management and programme management.	
	3.3 outline the relationship between programmes, projects and strategic change.	
	3.4 describe situations where the use of programme management may be appropriate.	
	3.5 describe situations where the use of portfolio management may be appropriate.	
	3.6 explain tools and techniques used to determine factors which influence and impact projects (including PESTLE, SWOT and VUCA).	
	3.7 explain the impact of the legal and regulatory environment on projects (such as the impact on working conditions, risk management, governance and sustainability).	
4. Understand communication within project management	4.1 explain the benefits to a project of a communication plan.	3.1.1 (Stakeholders) 3.1.3 (Engagement and Influence) 3.1.5 (Conflict Resolution) 3.3.1 (Communication) 3.3.2 (Negotiation)
	4.2 explain the relationship between stakeholder analysis and an effective communication management plan.	
	4.3 state factors which can positively or negatively affect communication.	
	4.4 state sources of conflict within a project.	
	4.5 explain ways in which conflict can be addressed (such as Thomas Kilmann Conflict Mode Instrument).	
	4.6 explain how to plan and conduct negotiations (including ZOPA, BATNA and 'Win Win').	
5. Understand the principles of leadership and teamwork	5.1 explain how leadership impacts on team performance and motivation (using models such as Maslow, Herzberg and McGregor).	3.1.3 (Engagement and Influence) 3.2 (Leading Teams) 3.2.1 (Teams) 3.2.2 (Virtual Teams) 3.2.3 (Team Development) 3.2.4 (Leadership)
	5.2 explain why it may be necessary to change leadership styles to effectively support the management of a project.	
	5.3 describe the characteristics and benefits of effective teams and teamwork.	
	5.4 explain factors which impact on the leadership of virtual teams.	
	5.5 explain factors which influence the creation, development and leadership of teams (using models such as Belbin, Margerison-McCann, Myers-Briggs, Hackman, Tuckman, Katzenbach and Smith).	

Learning Outcome	Assessment Criteria	*APM Body of Knowledge 7th edition references*
6. Understand planning for success	6.1 explain the importance of a business case throughout the project life cycle.	1.2.6 (Product Life Cycle) 1.3 (Establishing Governance and Oversight) 1.3.6 (Investment Decisions) 1.3.7 (Business Case) 2.2.3 (Information Management) 2.3 (Transition into Use) 2.3.1 (Business Readiness) 2.3.2 (Transition of Project Outputs) 2.3.3 (Adoption and Benefits Realisation) 3.1 (Engaging Stakeholders) 3.1.1 (Stakeholders) 3.1.3 (Engagement and Influence) 4.1.1 (Success and Benefits) 4.2 (Integrated Planning) 4.2.4 (Estimation) 4.2.9 (Contingency Planning) 4.2.10 (Deployment Baseline) 4.3 (Controlling Deployment) 4.3.1 (Progress Monitoring and Reporting) 4.3.4 (Contingency Management)
	6.2 explain what's meant by benefits management (including identification, definition, planning, tracking and realisation).	
	6.3 explain investment appraisal techniques used by a project manager (including Internal Rate of Return (IRR) and Net Present Value (NPV)).	
	6.4 explain an information management process (including collection, storage, curation, dissemination, archiving and the destruction of information).	
	6.5 explain factors which would typically be reported on to help ensure successful project outcomes.	
	6.6 explain the relationship between the deployment baseline and the development of a project management plan in linear and iterative life cycles.	
	6.7 explain the importance of producing a project management plan.	
	6.8 describe the typical contents of a project management plan.	
	6.9 explain approaches to producing estimates (including parametric, analogous, analytical and Delphi).	
	6.10 explain the reasons for and benefits of re-estimating throughout the project life cycle.	
	6.11 explain the relationship between stakeholder analysis, influence and engagement.	
	6.12 explain the importance of managing stakeholder expectations to the success of the project.	
	6.13 explain why a project manager would use earned value management.	
	6.14 interpret earned value data (including variances and performance indexes).	
	6.15 explain the benefits of using the interpretation of earned value data.	
	6.16 explain the role of contingency planning in projects.	

Learning Outcome	Assessment Criteria	*APM Body of Knowledge 7th edition references*
7. Understand project scope management	7.1 explain how to define scope in terms of outputs, outcomes and benefits (including use of product, cost and work breakdown structures).	4.1.2 (Objectives and Requirements) 4.1.3 (Options and Solutions) 4.1.4 (Scope Definition) 4.3.6 (Change Control) 4.3.7 (Configuration Management)
	7.2 explain how to establish scope through requirements management processes (such as gather, analysis, justifying requirements and baseline needs).	
	7.3 explain how to manage scope through configuration management processes (such as planning, identification, control, status accounting and verification audit).	
	7.4 explain different stages of a typical change control process (such as request, initial evaluation, detailed evaluation, recommendation, update plans and implement).	
8. Understand schedule and resource optimisation	8.1 describe ways to create and maintain a schedule (including critical path and Gantt charts).	4.2.5 (Scheduling – Critical Path) 4.2.6 (Scheduling – Critical Chain) 4.2.7 (Resource Optimising) 4.2.8 (Cost Planning)
	8.2 differentiate between critical path and critical chain as scheduling techniques.	
	8.3 describe how resources are categorised and allocated to a linear life cycle schedule.	
	8.4 describe how resources are categorised and allocated to an iterative life cycle schedule.	
	8.5 differentiate between resource smoothing and resource levelling.	
	8.6 differentiate between cost planning for iterative life cycles and cost planning for linear life cycles.	
9. Understand project procurement	9.1 explain the purpose, typical content and importance of a procurement strategy.	2.1.4 (Procurement Strategy) 4.2.1 (Contract Award)
	9.2 differentiate between different methods of supplier reimbursement (including fixed price, cost plus fee, per unit quantity and target cost).	
	9.3 differentiate between different contractual relationships.	
	9.4 explain a supplier selection process.	
10. Understand risk and issue management in the context of project management	10.1 explain each stage in a risk management process (such as identification, analysis, response and closure).	4.2.2 (Risk Identification) 4.2.3 (Risk Analysis) 4.3.3 (Risk Management) 4.3.5 (Issue Management)
	10.2 explain proactive and reactive responses to risk (such as avoid, reduce, transfer or accept and exploit, enhance, share and reject).	
	10.3 explain the benefits of risk management.	
	10.4 explain the key aspects of issue management.	
11. Understand quality in the context of a project	11.1 explain what's meant by quality planning.	4.1.5 (Quality Planning) 4.3.8 (Quality Control)
	11.2 differentiate between quality control and quality assurance.	

Notes

We are the only chartered membership organisation for the project profession

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