

APM Project Management Qualification for PRINCE2® Practitioners

Providing you with the
learning outcomes and
assessment criteria



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*.

APM have agreed recognition of prior achievement for the PRINCE2® Practitioners course. The assessment criteria in underlined text **will not** be assessed in the 2 hour APM Project Management Qualification examination as these areas are covered by the PRINCE2® Practitioners course.

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 within 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 command verbs used and their definitions.

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

All questions used within the APM Project Management Qualification for PRINCE2® Practitioners exam use the same command verbs 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
<p>1. Understand how organisations and projects are structured</p>	1.1 differentiate between types of permanent and temporary organisation structures (including functional, matrix, and project)	1.1.5 (Structural Choices)
	1.2 explain the way in which an organisational breakdown structure is used to create a responsibility assignment matrix	1.3.1 (Governance Principles)
	1.3 explain the role and key responsibilities of the project manager	1.3.5 (Sponsorship)
	1.4 differentiate between the responsibilities of the project manager and the project sponsor throughout the project	1.3.8 (Temporary Structures)
	1.5 describe other roles within project management (including users, project team members, the project steering group/board and the product owner)	1.3.10 (Governance Boards)
	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)	2.2.1 (The PMO) 3.2.1 (Teams)
	1.7 explain why aspects of project management governance are required (such as the use of: policies, regulations, functions, processes, procedures and delegated responsibilities)	
<p>2. Understand project life cycles</p>	2.1 differentiate between linear, iterative and hybrid life cycles	1.2.1 (Life Cycle Philosophy)
	2.2 explain why projects are structured as phases in a linear life cycle	1.2.2 (Linear Life Cycles)
	2.3 explain the differences between a project life cycle and an extended life cycle	1.2.3 (Iterative Life Cycles)
	2.4 outline the role of knowledge and information management to inform decision making	1.2.4 (Hybrid Life Cycles)
	2.5 explain the benefits of conducting reviews throughout the life cycle (including decision gates, benefits reviews and audits)	1.2.5 (Extended Life Cycles)
	2.6 explain why projects may close early	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)

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)
	3.2 differentiate between project management, portfolio management and programme management	1.1.3 (Organisational Change)
	3.3 outline the relationship between programmes, projects and strategic change	1.1.5 (Structural Choices)
	3.4 describe situations where the use of programme management may be appropriate	2.1.1 (Project Shaping)
	3.5 describe situations where the use of portfolio management may be appropriate	2.1.2 (Programme Shaping)
	3.6 explain tools and techniques used to determine factors which influence and impact projects (including PESTLE, SWOT and VUCA)	2.1.3 (Portfolio Shaping)
	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)	3.3.4 (Regulatory Environment)
4. Understand communication within project management	4.1 explain the benefits, to a project, of a communication plan	3.1.1 (Stakeholders)
	4.2 explain the relationship between stakeholder analysis and an effective communication management plan	3.1.3 (Engagement and Influencing)
	4.3 state factors which can positively or negatively affect communication	3.1.5 (Conflict Resolution)
	4.4 state sources of conflict within a project	3.3.1 (Communication)
	4.5 explain ways in which conflict can be addressed (such as Thomas Kilmann Conflict Mode Instrument)	3.3.2 (Negotiation)
	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 Influencing)
	5.2 explain why it may be necessary to change leadership styles to effectively support the management of a project	3.2 (Leading Teams)
	5.3 describe the characteristics and benefits of effective teams and teamwork	3.2.1 (Teams)
	5.4 explain factors which impact on the leadership of virtual teams	3.2.2 (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)	3.2.3 (Team Development) 3.2.4 (Leadership)

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

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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)
	7.2 explain how to establish scope through requirements management processes (such as gather, analysis, justifying requirements, and baseline needs)	4.1.3 (Options and Solutions)
	7.3 explain how to manage scope through configuration management processes (such as planning, identification, control, status accounting, and verification audit)	4.1.4 (Scope Definition)
	7.4 <u>explain different stages of a typical change control process (such as request, initial evaluation, detailed evaluation, recommendation, update plans, and implement)</u>	4.3.6 (Change Control)
8. Understand schedule and resource optimisation	8.1 describe ways to create and maintain a schedule (including critical path, and Gantt charts)	4.3.7 (Configuration Management)
	8.2 differentiate between critical path and critical chain as scheduling techniques	4.2.5 (Scheduling – Critical Path)
	8.3 describe how resources are categorised and allocated to a linear life cycle schedule	4.2.6 (Scheduling – Critical Chain)
	8.4 describe how resources are categorised and allocated to an iterative life cycle schedule	4.2.7 (Resource Optimising)
	8.5 differentiate between resource smoothing and resource levelling	4.2.8 (Cost Planning)
	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)
	9.2 differentiate between different methods of supplier reimbursement (including fixed price, cost plus fee, per unit quantity, and target cost)	4.2.1 (Contract Award)
	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 <u>explain each stage in a risk management process (such as identification, analysis, response, and closure)</u>	4.2.2 (Risk Identification)
	10.2 <u>explain proactive and reactive responses to risk (such as avoid, reduce, transfer or accept and exploit, enhance, share and reject)</u>	4.2.3 (Risk Analysis)
	10.3 <u>explain the benefits of risk management</u>	4.3.3 (Risk Management)
	10.4 <u>explain the key aspects of issue management</u>	4.3.5 (Issue Management)
11. Understand quality in the context of a project	11.1 explain what is meant by quality planning	4.1.5 (Quality Planning)
	11.2 differentiate between quality control and quality assurance	4.3.8 (Quality Control)

Notes



**We are the only chartered membership
organisation for the project profession**

