

2nd Edition – Introductory Certificate Syllabus

# Introductory Certificate

## 2nd Edition – Introductory Certificate syllabus

All of the syllabus elements should be taken within the context of a project and project management.

The reading list for the Introductory Certificate contains only two books: the *APM Body of Knowledge 5th Edition* and *Starting Out in Project Management: A Study Guide for the APM Introductory Certificate in Project Management*.

## 1. Project management in context

Title	Topic coverage	Learning outcomes
1.1 Project management	<ul style="list-style-type: none"> <li>• Definitions – project, project management.</li> <li>• Projects versus business-as-usual.</li> <li>• Project management processes.</li> <li>• Time – cost – quality/performance.</li> <li>• Purpose of project management.</li> </ul>	<ul style="list-style-type: none"> <li>A. Define a project.</li> <li>B. Define project management.</li> <li>C. Define the differences between a project and business-as-usual.</li> <li>D. Define project management processes.</li> <li>E. Define the relationship between time – cost – quality/performance.</li> </ul>
1.2 Programme management	<ul style="list-style-type: none"> <li>• Definitions – programme, programme management.</li> </ul>	<ul style="list-style-type: none"> <li>A. Define a programme.</li> <li>B. Define programme management.</li> </ul>
1.3 Portfolio management	<ul style="list-style-type: none"> <li>• Definitions – portfolio, portfolio management.</li> </ul>	<ul style="list-style-type: none"> <li>A. Define a portfolio.</li> <li>B. Define portfolio management.</li> </ul>
1.4 Project context	<ul style="list-style-type: none"> <li>• The context and environment of a project.</li> <li>• PESTLE as a tool.</li> </ul>	<ul style="list-style-type: none"> <li>A. Define project context.</li> </ul>
1.5 Project sponsorship	<ul style="list-style-type: none"> <li>• Definitions – project sponsor (executive), project sponsorship.</li> </ul>	<ul style="list-style-type: none"> <li>A. Define project sponsorship.</li> </ul>
1.6 Project office	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS

## 2. Planning the strategy

Title	Topic coverage	Learning outcomes
2.1 Project success and benefits management	<ul style="list-style-type: none"> <li>Definitions – project success criteria, key performance indicators (KPIs), success factors, benefit.</li> <li>Purpose of benefits management.</li> </ul>	A. Define project success criteria. B. Define KPIs. C. Define success factors. D. Define benefit.
2.2 Stakeholder management	<ul style="list-style-type: none"> <li>Definitions – stakeholders, stakeholder management.</li> <li>Stakeholder analysis as a tool.</li> </ul>	A. Define stakeholder. B. Define stakeholder management. C. Define stakeholder analysis.
2.3 Value management	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS
2.4 Project management plan	<ul style="list-style-type: none"> <li>Contents and purpose of the Project Management Plan (PMP)</li> <li>Authorship, approval and audience for the PMP.</li> </ul>	A. Define PMP. B. Define the purpose of a PMP. C. Define the benefits of a PMP. D. Define the contents of a PMP. E. Define the ownership of a PMP.
2.5 Project risk management	<ul style="list-style-type: none"> <li>Definitions – risk, risk management.</li> <li>Risk management process.</li> <li>Risk owner.</li> <li>Use of a risk log (register).</li> <li>Purpose of risk management.</li> </ul>	A. Define project risk. B. Define project risk management. C. Define a project risk management process. D. Define the use of a risk log (register).

## 2. Planning the strategy

Title	Topic coverage	Learning outcomes
2.6 Project quality management	<ul style="list-style-type: none"><li>• Definitions – quality, quality management</li><li>• Quality planning, quality assurance, quality control and continuous improvement.</li><li>• Purpose of quality management.</li></ul>	A. Define quality. B. Define quality management. C. Define the differences between quality planning, quality assurance and quality control.
2.7 Health safety and environmental management	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS

### 3. Executing the strategy

Title	Topic coverage	Learning outcomes
3.1 Scope management	<ul style="list-style-type: none"> <li>• Definitions – project scope, scope management.</li> <li>• Product Breakdown Structure (PBS), Work Breakdown Structure (WBS), Cost Breakdown Structure (CBS) Organisational Breakdown Structure (OBS).</li> <li>• Responsibility Assignment Matrix (RAM).</li> </ul>	<ul style="list-style-type: none"> <li>A. Define project scope.</li> <li>B. Define project scope management.</li> <li>C. Define the uses of a Product Breakdown Structure (PBS).</li> <li>D. Define the uses of a Work Breakdown Structure (WBS).</li> <li>E. Define the uses of a Cost Breakdown Structure (CBS).</li> <li>F. Define the uses of an Organisational Breakdown Structure (OBS).</li> <li>G. Define the purpose of a Responsibility Assignment Matrix (RAM).</li> <li>H. Define the uses of a Responsibility Assignment Matrix (RAM).</li> </ul>
3.2 Scheduling	<ul style="list-style-type: none"> <li>• Definitions – scheduling, activities, network diagrams, Gantt (bar) charts, critical path &amp; total float, milestones, baseline.</li> <li>• Purpose of scheduling.</li> </ul>	<ul style="list-style-type: none"> <li>A. Define scheduling.</li> <li>B. Define total float.</li> <li>C. Define the term critical path.</li> <li>D. Define Gantt (bar) chart.</li> <li>E. Define baseline.</li> <li>F. Define milestone.</li> </ul>
3.3 Resource management	<ul style="list-style-type: none"> <li>• Definitions – types of resources, resource management, resource allocation, resource smoothing (time-limited scheduling) and resource levelling (resource-limited scheduling).</li> <li>• Purpose of resource management.</li> </ul>	<ul style="list-style-type: none"> <li>A. Define resource management.</li> <li>B. Define resource smoothing (time-limited scheduling).</li> <li>C. Define resource levelling (resource-limited scheduling).</li> </ul>
3.4 Budgeting and cost management	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS

### 3. Executing the strategy

Title	Topic coverage	Learning outcomes
3.5 Change control	<ul style="list-style-type: none"> <li>• Definitions – change, change control.</li> <li>• Change control activities.</li> <li>• Change requests.</li> <li>• Use of a change log (register).</li> <li>• Purpose of change control.</li> <li>• Links to configuration management.</li> </ul>	<ul style="list-style-type: none"> <li>A. Define project change.</li> <li>B. Define project change control.</li> <li>C. Define the activities involved in project change control.</li> <li>D. Define the use of a change request.</li> <li>E. Define the use of a change log (register).</li> </ul>
3.6 Earned value management	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS
3.7 Information management and reporting	<ul style="list-style-type: none"> <li>• Definition of project reporting.</li> <li>• Project reports (progress, quality, audit, project reviews, risk assessment and finances).</li> </ul>	<ul style="list-style-type: none"> <li>A. Define project reporting.</li> </ul>
3.8 Issue management	<ul style="list-style-type: none"> <li>• Definitions – issue, issue management.</li> <li>• Use of an issue log (register).</li> <li>• Ownership.</li> </ul>	<ul style="list-style-type: none"> <li>A. Define an issue.</li> <li>B. Define issue management.</li> <li>C. Define the use of an issue log (register).</li> </ul>

## 4. Techniques

Title	Topic coverage	Learning outcomes
4.1 Requirements management	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS
4.2 Development	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS
4.3 Estimating	<ul style="list-style-type: none"> <li>• Definitions – estimates.</li> <li>• Primary estimating methods (bottom up, comparative, parametric).</li> <li>• The concept of the estimating funnel.</li> </ul>	<ul style="list-style-type: none"> <li>A. Define an estimate.</li> <li>B. Define bottom up estimating.</li> <li>C. Define comparative estimating.</li> <li>D. Define parametric estimating.</li> </ul>
4.4 Technology management	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS
4.5 Value engineering	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS
4.6 Modelling and testing	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS
4.7 Configuration management	<ul style="list-style-type: none"> <li>• Definitions – configuration management.</li> <li>• Activities in configuration management.</li> <li>• Importance of configuration management.</li> <li>• Links to change control.</li> </ul>	<ul style="list-style-type: none"> <li>A. Define configuration management.</li> </ul>

## 5. Business and commercial

Title	Topic coverage	Learning outcomes
5.1 Business case	<ul style="list-style-type: none"> <li>• Definitions – business case.</li> <li>• Content and purpose of a business case.</li> <li>• Ownership and audience of a business case.</li> </ul>	A. Define the purpose of a business case. B. Define the ownership of a business case.
5.2 Marketing and sales	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS
5.3 Project financing and funding	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS
5.4 Procurement	<ul style="list-style-type: none"> <li>• Definitions – procurement.</li> <li>• The purpose of a procurement strategy.</li> </ul>	A. Define procurement.
5.5 Legal awareness	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS

## 6. Organisation and governance

Title	Topic coverage	Learning outcomes
6.1 Project life cycles	<ul style="list-style-type: none"> <li>Definitions – project life cycle.</li> <li>Phases (concept, definition, implementation, handover and closeout).</li> <li>Reasons for splitting projects into phases.</li> </ul>	A. Define a project life cycle. B. Define the phases for a project life cycle. C. Define the reasons for splitting projects into phases.
6.2 Concept	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS
6.3 Definition	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS
6.4 Implementation	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS
6.5 Handover and closeout	<ul style="list-style-type: none"> <li>Definitions – handover, closeout.</li> <li>Activities of handover and closeout.</li> <li>Importance of handover and closeout.</li> </ul>	A. Define handover. B. Define closeout. C. Define the activities involved in handover and closeout.
6.6 Project reviews	<ul style="list-style-type: none"> <li>Definitions – project evaluation reviews, gate reviews, audits, post-project reviews, benefit realisation reviews.</li> <li>Importance of project reviews.</li> </ul>	A. Define gate reviews. B. Define post project reviews.
6.7 Organisation structure	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS
6.8 Organisational roles	<ul style="list-style-type: none"> <li>Definitions – project manager, project sponsor (executive), users, project team members and the project steering group (project board).</li> <li>Responsibilities of project manager, project sponsor (executive), users, project team members and the project steering group (project board).</li> </ul>	A. Define the responsibilities of the project manager. B. Define the responsibilities of the project sponsor (executive). C. Define the responsibilities of the users. D. Define the responsibilities of the project team members. E. Define the responsibilities of the project steering group (project board).

## 6. Organisation and governance

Title	Topic coverage	Learning outcomes
6.9 Methods and procedures	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS
6.10 Governance of project management	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS

## 7. People and the profession

Title	Topic coverage	Learning outcomes
7.1 Communication	<ul style="list-style-type: none"> <li>• Definition – communication.</li> <li>• Methods of communication.</li> <li>• Media used in communication.</li> <li>• Importance and contents of a communication plan.</li> </ul>	A. Define communication. B. Define the contents of a communication plan.
7.2 Teamwork	<ul style="list-style-type: none"> <li>• Definitions – project team, teamwork, team development models.</li> </ul>	A. Define project team. B. Define teamwork.
7.3 Leadership	<ul style="list-style-type: none"> <li>• Definitions – leadership.</li> <li>• Impact on team performance.</li> <li>• Role of a leader.</li> </ul>	A. Define leadership. B. Define the role of a leader.
7.4 Conflict management	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS
7.5 Negotiation	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS
7.6 Human resource management	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS
7.7 Behavioural characteristics	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS
7.8 Learning and development	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS
7.9 Professionalism and ethics	NOT INCLUDED IN THE IC SYLLABUS	NOT INCLUDED IN THE IC SYLLABUS

## Notes







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