

apmKNOWLEDGE

APM BODY OF KNOWLEDGE
DEFINITIONS



Introduction

The *APM Body of Knowledge* is a well-established collection of project management knowledge, now in its fifth edition. Divided into sections and topics it provides introductions and common guides to those areas considered essential to the discipline of managing projects. This information directly assists all those interested in project management in their work, studies and learning. The 5th Edition has a total of 52 topics divided amongst seven sections. The *APM Body of Knowledge 5th Edition - Definitions* is a subsection of the full document providing high level definitions for each topic area.

The complete *APM Body of Knowledge 5th Edition* provides more detailed definitions of each topic, suggested reading lists, a glossary, list of acronyms and an index, as well as cross-referencing, section-coding and a word search facility (in the digital version).

The full *APM Body of Knowledge 5th Edition* is available in book format from APM Publishing (www.apmpublishing.com) or as an exclusive APM members' benefit on CD-ROM. APM members can also download the *APM Body of Knowledge* in PDF format from the members area of the APM website (www.apm.org.uk)



The fold out definitions guide can be found on the inside back cover

The Structure

The APM Body of Knowledge

The primary structure of the text is well established in the following seven sections:

-  1 Project management in context
-  2 Planning the strategy
-  3 Executing the strategy
-  4 Techniques
-  5 Business and commercial
-  6 Organisation and governance
-  7 People and the profession

There is nothing absolutely fixed about this structure in its format or sequence; it does, however, have clarity and logic. Many of the topics addressed in each section are closely linked with others elsewhere, or are interdependent. However, they are treated separately due to their significance and to aid in simplicity of their presentation. In reality many topics may fit into more than one section - as they may be applicable to more than one phase of a project. For example, project risk management and project quality management are not to be treated as topics in isolation.



Fold out guide to contents

1	Project management in context	<ul style="list-style-type: none"> 1.1 Project management 1.2 Programme management 1.3 Portfolio management 1.4 Project context 	<ul style="list-style-type: none"> 1.5 Project sponsorship 1.6 Project office
2	Planning the strategy	<ul style="list-style-type: none"> 2.1 Project success and benefits management 2.2 Stakeholder management 2.3 Value management 2.4 Project management plan 	<ul style="list-style-type: none"> 2.5 Project risk management 2.6 Project quality management 2.7 Health, safety and environmental management
3	Executing the strategy	<ul style="list-style-type: none"> 3.1 Scope management 3.2 Scheduling 3.3 Resource management 3.4 Budgeting and cost management 3.5 Change control 	<ul style="list-style-type: none"> 3.6 Earned value management 3.7 Information management and reporting 3.8 Issue management
4	Techniques	<ul style="list-style-type: none"> 4.1 Requirements management 4.2 Development 4.3 Estimating 4.4 Technology management 4.5 Value engineering 	<ul style="list-style-type: none"> 4.6 Modelling and testing 4.7 Configuration management
5	Business and commercial	<ul style="list-style-type: none"> 5.1 Business case 5.2 Marketing and sales 5.3 Project financing and funding 5.4 Procurement 5.5 Legal awareness 	
6	Organisation and governance	<ul style="list-style-type: none"> 6.1 Project life cycles 6.2 Concept 6.3 Definition 6.4 Implementation 6.5 Handover and closeout 	<ul style="list-style-type: none"> 6.6 Project reviews 6.7 Organisation structure 6.8 Organisational roles 6.9 Methods and procedures 6.10 Governance of project management
7	People and the profession	<ul style="list-style-type: none"> 7.1 Communication 7.2 Teamwork 7.3 Leadership 7.4 Conflict management 7.5 Negotiation 	<ul style="list-style-type: none"> 7.6 Human resource management 7.7 Behavioural characteristics 7.8 Learning and development 7.9 Professionalism and ethics

Section 1

Project management in context

1.1 Project management

Project management is the process by which projects are defined, planned, monitored, controlled and delivered such that the agreed benefits are realised. Projects are unique, transient endeavours undertaken to achieve a desired outcome. Projects bring about change and project management is recognised as the most efficient way of managing such change.

1.2 Programme management

Programme management is the co-ordinated management of related projects, which may include related business-as-usual activities that together achieve a beneficial change of a strategic nature for an organisation. What constitutes a programme will vary across industries and business sectors but there are core programme management processes.

1.3 Portfolio management

Portfolio management is the selection and management of all of an organisation's projects, programmes and related business-as-usual activities taking into account resource constraints. A portfolio is a group of projects and programmes carried out under the sponsorship of an organisation. Portfolios can be managed at an organisational, programme or functional level.

1.4 Project context

Project context refers to the environment within which a project is undertaken. Projects do not exist in a vacuum and an appreciation of the context within which the project is being performed will assist those involved in project management to deliver a project.



1.5 Project sponsorship

Project sponsorship is an active senior management role, responsible for identifying the business need, problem or opportunity. The sponsor ensures the project remains a viable proposition and that benefits are realised, resolving any issues outside the control of the project manager.

1.6 Project office

A project office serves the organisation's project management needs. A project office can range from simple support functions for the project manager to being responsible for linking corporate strategy to project execution.

Section 2

Planning the strategy

2.1 Project success and benefits management

Project success is the satisfaction of stakeholder needs and is measured by the success criteria as identified and agreed at the start of the project. Benefits management is the identification of the benefits at an organisational level and the monitoring and realisation of those benefits.

2.2 Stakeholder management

Stakeholder management is the systematic identification, analysis and planning of actions to communicate with, negotiate with and influence stakeholders. Stakeholders are all those who have an interest or role in the project or are impacted by the project.

2.3 Value management

Value management is a structured approach to defining what value means to the organisation and the project. It is a framework that allows needs, problems or opportunities to be defined and then enables review of whether the initial project objectives can be improved to determine the optimal approach and solution.

2.4 Project management plan

The project management plan brings together all the plans for a project. The purpose of the project management plan (PMP) is to document the outcomes of the planning process and to provide the reference document for managing the project. The project management plan is owned by the project manager.

2.5 Project risk management

Project risk management is a structured process that allows individual risk events and overall project risk to be understood and managed proactively, optimising project success by minimising threats and maximising opportunities.



2.6 Project quality management

Project quality management is the discipline that is applied to ensure that both the outputs of the project and the processes by which the outputs are delivered meet the required needs of stakeholders. Quality is broadly defined as fitness for purpose or more narrowly as the degree of conformance of the outputs and process.

2.7 Health, safety and environmental management

Health, safety and environmental management is the process of determining and applying appropriate standards and methods to minimise the likelihood of accidents, injuries or environmental impact both during the project and during the operation of its deliverables.

Section 3

Executing the strategy

3.1 Scope management

Scope management is the process by which the deliverables and work to produce them are identified and defined. Identification and definition of the scope must describe what the project will include and what it will not include, i.e. what is in and out of scope.

3.2 Scheduling

Scheduling is the process used to determine the overall project duration and when activities and events are planned to happen. This includes identification of activities and their logical dependencies, and estimation of activity durations, taking into account requirements and availability of resources.

3.3 Resource management

Resource management identifies and assigns resources to activities so that the project is undertaken using appropriate levels of resources and within an acceptable duration. Resource allocation, smoothing, levelling and scheduling are techniques used to determine and manage appropriate levels of resources.

3.4 Budgeting and cost management

Budgeting and cost management is the estimating of costs and the setting of an agreed budget, and the management of actual and forecast costs against that budget.

3.5 Change control

Change control is the process that ensures that all changes made to a project's baselined scope, time, cost and quality objectives or agreed benefits are identified, evaluated, approved, rejected or deferred.

3.6 Earned value management

Earned value management (EVM) is a project control process based on a structured approach to planning, cost collection and performance measurement. It facilitates the integration of project scope, time and cost objectives and the establishment of a baseline plan for performance measurement.

3.7 Information management and reporting

Information management is the collection, storage, dissemination, archiving and appropriate destruction of project information. Information reporting takes information and presents it in an appropriate format which includes the formal communication of project information to stakeholders.

3.8 Issue management

Issue management is the process by which concerns that threaten the project objectives and cannot be resolved by the project manager are identified and addressed to remove the threats they pose.

Section 4

Techniques

4.1 Requirements management

Requirements management is the process of capturing, analysing and testing the documented statement of stakeholder and user wants and needs. Requirements are a statement of the need that a project has to satisfy, and should be comprehensive, clear, well structured, traceable and testable.

4.2 Development

Development is the progressive working up of a preferred solution to an optimised solution during the definition and implementation phases. The optimised solution is refined with the stakeholders against the requirements.

4.3 Estimating

Estimating uses a range of tools and techniques to produce estimates. An estimate is an approximation of project time and cost targets that is refined throughout the project life cycle.

4.4 Technology management

Technology management is the management of the relationship between available and emerging technologies, the organisation and the project. It also includes management of the enabling technologies used to deliver the project, technologies used to manage the project and the technology of the project deliverables.

4.5 Value engineering

Value engineering is concerned with optimising the conceptual, technical and operational aspects of a project's deliverables. Value engineering utilises a series of proven techniques during the implementation phase of a project.

4.6 Modelling and testing

Modelling and testing are used to provide a representation and assurance of whether the project objectives can be achieved. Modelling is the process of creating and using a device that duplicates the physical or operational aspects of a deliverable. Testing is the process of determining how aspects of a deliverable perform when subjected to specified conditions.

4.7 Configuration management

Configuration management comprises the technical and administrative activities concerned with the creation, maintenance and controlled change of the configuration throughout the project life cycle.

Section 5

Business and commercial

5.1 Business case

The business case provides justification for undertaking a project, in terms of evaluating the benefit, cost and risk of alternative options and rationale for the preferred solution. Its purpose is to obtain management commitment and approval for investment in the project. The business case is owned by the sponsor.

5.2 Marketing and sales

Marketing involves anticipating the demands of users and identifying and satisfying their needs by providing the right project at the right time, cost and quality. Sales is a marketing technique used to promote a project. Marketing and sales needs to be undertaken internally and possibly externally to an organisation.

5.3 Project financing and funding

Project financing and funding is the means by which the capital to undertake a project is initially secured and then made available at the appropriate time. Projects may be financed externally, funded internally or a combination of both.

5.4 Procurement

Procurement is the process by which the resources (goods and services) required by a project are acquired. It includes development of the procurement strategy, preparation of contracts, selection and acquisition of suppliers, and management of the contracts.

5.5 Legal awareness

Legal awareness provides project management professionals with an understanding of the relevant legal duties, rights and processes that should be applied to projects.



Section 6

Organisational and governance

6.1 Project life cycles

Project life cycles consist of a number of distinct phases. All projects follow a life cycle and life cycles will differ across industries and business sectors. A life cycle allows the project to be considered as a sequence of phases which provides the structure and approach for progressively delivering the required outputs.

6.2 Concept

Concept is the first phase in the project life cycle. During this phase the need, opportunity or problem is confirmed, the overall feasibility of the project is considered and a preferred solution identified. The business case for the project will be produced in this phase.

6.3 Definition

Definition is the second phase of the project life cycle. During this phase the preferred solution is further evaluated and optimised. Often an iterative process, definition can affect requirements and the project's scope, time, cost and quality objectives. As part of this phase the project management plan (PMP) is produced and the resources required during the implementation phase will be identified.

6.4 Implementation

Implementation is the third phase of the project life cycle, during which the project management plan (PMP) is executed, monitored and controlled. In this phase the design is finalised and used to build the deliverables.

6.5 Handover and closeout

Handover and closeout is the fourth and final phase in the project life cycle. During this phase final project deliverables are handed over to the sponsor and users. Closeout is the process of finalising all project matters, carrying out final project reviews, archiving project information and redeploying the project team.

6.6 Project reviews

Project reviews take place throughout the project life cycle to check the likely or actual achievement of the objectives specified in the project management plan (PMP) and the benefits detailed in the business case. Additional reviews will take place following handover and closeout to ensure that the benefits are being realised by the organisation.

6.7 Organisation structure

The organisation structure is the organisational environment within which the project takes place. The organisation structure defines the reporting and decision making hierarchy of an organisation and how project management operates within it.

6.8 Organisational roles

Organisational roles are the roles performed by individuals or groups in a project. Both roles and responsibilities within projects must be defined to address the transient and unique nature of projects and to ensure that clear accountabilities can be assigned.

6.9 Methods and procedures

Methods and procedures detail the standard practices to be used for managing projects throughout a life cycle. Methods provide a consistent framework within which project management is performed. Procedures cover individual aspects of project management practice and form an integral part of a method.

6.10 Governance of project management

Governance of project management (GoPM) concerns those areas of corporate governance that are specifically related to project activities. Effective governance of project management ensures that an organisation's project portfolio is aligned to the organisation's objectives, is delivered efficiently and is sustainable.

Section 7

People and the profession

7.1 Communication

Communication is the giving, receiving, processing and interpretation of information. Information can be conveyed verbally, non-verbally, actively, passively, formally, informally, consciously or unconsciously.

7.2 Teamwork

Teamwork is when people work collaboratively towards a common goal as distinct from other ways that individuals can work within a group.

7.3 Leadership

Leadership is the ability to establish vision and direction, to influence and align others towards a common purpose, and to empower and inspire people to achieve project success. It enables the project to proceed in an environment of change and uncertainty.

7.4 Conflict management

Conflict management is the process of identifying and addressing differences that if unmanaged would affect project objectives. Effective conflict management prevents differences becoming destructive elements in a project.

7.5 Negotiation

Negotiation is a search for agreement, seeking acceptance, consensus and alignment of views. Negotiation in a project can take place on an informal basis throughout the project life cycle, or on a formal basis such as during procurement, and between signatories to a contract.

7.6 Human resource management

Human resource management (HRM) is the understanding and application of the policy and procedures that directly affect the people working within the project team and working group. These policies include recruitment, retention, reward, personal development, training and career development.

7.7 Behavioural characteristics

Behavioural characteristics are the elements that separate and describe a person's preferred way of acting, interacting and reacting in a variety of situations. Behaviours complement knowledge and experience and are a function of values, beliefs and identity. They can be used in assessment, engagement and career advice.

7.8 Learning and development

Learning and development involves the continual improvement of competencies in the organisation. The identification and application of learning within projects develops the organisation's capability to undertake current and future projects.

7.9 Professionalism and ethics

Professionalism and ethics both relate to proper conduct. Professionalism is demonstrable awareness and application of qualities and competencies covering knowledge, appropriate skills and behaviours. Ethics covers the conduct and moral principles recognised as appropriate within the project management profession.

Association for Project Management

150 West Wycombe Road
High Wycombe
Buckinghamshire HP12 3AE

Telephone 0845 458 1944
International +44 (0) 1494 440 090
Facsimile 01494 528 937

Email info@apm.org.uk
Web www.apm.org.uk

