



# PROFESSIONAL

## **APM Project Professional Qualification** Module 6: Portfolio management

Syllabus, learning outcomes and assessment criteria

## **APM Project Professional Qualification**

### **Syllabus, learning outcomes and assessment criteria**

The syllabuses provide the details of the learning outcomes and assessment criteria for each module. The syllabuses are aligned to the *APM Competence Framework 2nd edition* and are based on the role profiles for Project Manager Intermediate, Programme Manager Intermediate, and Portfolio Manager Intermediate, but the presentation of the content better reflects teaching approaches than the functional breakdown of the *APM Competence Framework 2nd edition* structure.

## Syllabus, learning outcomes and assessment criteria

<b>Learning outcomes</b> When awarded credit for this unit, a learner will have developed a capability to:	<b>Assessment Criteria</b> Assessment of this learning outcome may require a learner to demonstrate that they can:	<b>Competence Framework 2nd edition topic area</b>
<b>1 recommend how financial and other resources should be allocated amongst projects, programmes and business as usual activities in a portfolio</b>	1.1 determine how change initiatives (current and/or proposed) address an organisation's strategic objectives by <ul style="list-style-type: none"> <li>■ categorising the change initiatives to aid in their comparison and evaluation</li> <li>■ mapping intended outputs, outcomes and benefits of the change initiatives to the strategic objectives</li> <li>■ identifying the change initiatives' governance arrangements and states of progress</li> </ul> 1.2 identify gaps where changes required by the strategic objectives are not yet addressed within the portfolio, and outline proposals to address these gaps                     1.3 determine and calculate appropriate measures to compare the likely value of the different change initiatives (current and proposed), including as appropriate <ul style="list-style-type: none"> <li>■ financial metrics</li> <li>■ other return metrics</li> <li>■ risk (threats and opportunities) analyses</li> </ul> 1.4 select, by reference to these measures, projects and programmes to balance the portfolio better towards the strategic objectives, taking account of the availability of finance and other resources, and risk                     1.5 communicate recommendations for the initiation, continuation, adaptation, deferral and/or closure of projects, programmes and business as usual activities to implement this balanced portfolio, in formats suitable for different stakeholders, including sponsors	<b>25 Asset allocation</b>

<b>Learning outcomes</b> When awarded credit for this unit, a learner will have developed a capability to:	<b>Assessment Criteria</b> Assessment of this learning outcome may require a learner to demonstrate that they can:	<b>Competence Framework 2nd edition topic area</b>
<b>2</b> ensure that information from related projects, programmes and business as usual activities in a portfolio is valid through independent assurance, and that the portfolio is likely to achieve its aims	2.1 explain the importance of ensuring the independence, rigour and timeliness of the assurance activities 2.2 assess the scope of independent assurance activities, ensuring that the total assurance burden does not become onerous 2.3 assess the risks associated with the portfolio and prioritise independent assurance activities accordingly 2.4 develop recommendations, based on the outcomes of independent assurance activities, aimed at addressing any failings in the management of the portfolio and instil confidence in stakeholders 2.5 communicate the outcomes of independent assurance activities to all relevant stakeholders, and respond promptly to any queries or concerns 2.6 determine advice, guidance and support needed in the implementation of recommendations	<b>23</b> Independent assurance
<b>3</b> plan and control the finances of projects, programmes and business as usual activities in a portfolio as a means of driving performance and as part of the organisation's overall financial management	3.1 ensure the financial metrics used for the portfolio are comparable 3.2 create a financial plan showing profiled capital and revenue expenditure for the portfolio, for periods aligned to the organisation's overall financial management cycle 3.3 define financial reporting requirements and schedules for milestones and reviews for the portfolio 3.4 define arrangements and control limits for reporting budget variances and for release of additional funding linked to stage or phase gates 3.5 create overall financial progress reports using financial information from the portfolio 3.6 refine the financial plan as appropriate, on the basis of progress, taking account of external factors	<b>16</b> Financial management

<b>Learning outcomes</b> When awarded credit for this unit, a learner will have developed a capability to:	<b>Assessment Criteria</b> Assessment of this learning outcome may require a learner to demonstrate that they can:	<b>Competence Framework 2nd edition topic area</b>
<b>4</b> prepare and maintain an overall schedule for resource use in related change initiatives in a portfolio	4.1 devise strategies to phase the related change initiatives to make full use of the total resource capacity, balancing <ul style="list-style-type: none"> <li>■ demands</li> <li>■ dependencies</li> <li>■ opportunities for shared infrastructures and/or procurement</li> <li>■ the need to allow for contingency</li> <li>■ realisation of benefits</li> </ul> 4.2 create a schedule of review points for the portfolio sufficient to inform the direction of work and the monitoring of progress 4.3 refine the overall schedule as appropriate, on the basis of progress in each of the related change initiatives, and take account of external factors 4.4 communicate overall progress, in formats suitable for different stakeholders, based on milestone reports from the related change initiatives	<b>17</b> Resource capacity planning
<b>5</b> evaluate frameworks and methodologies used to ensure that the management of change initiatives will be comprehensive and will be consistent across a portfolio	5.1 determine the characteristics and limitations of different frameworks and/or methodologies 5.2 explain the benefits and costs of applying the same frameworks and methodologies to different aspects of the portfolio	<b>20</b> Frameworks and methodologies

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