

Proposed structure: APM Body of Knowledge 7th edition

Chapter 1: Context
Section A. Project-based working in the organisational context
1. Strategy implementation
2. Delivering benefits
3. Systems thinking
4. Complexity and uncertainty
5. Culture and values
6. Knowledge
7. Sustainability
8. Organisational maturity for project-based working
Section B. Choosing the optimal delivery type and structure
9. Projects
10. Programmes
11. Portfolios
12. Mega-projects
Section C. Choosing the optimal delivery approach
13. Life cycle (project, programme, extended, product)
14. Procurement strategy
15. Agile approaches
Section D. Governance and decision-making
16. Temporary organisations
17. Governance principles

18. Sponsorship

19. Steering group (or alternative names e.g. project board)

20. Project decisions

21. Programme decisions

22. Portfolio decisions

Chapter 2: People

Section E. People in projects

23. Stakeholder analysis

24. Team roles and responsibilities (including roles that may be part of a PMO or project controls/services organisation)

25. Politics and power

26. Methods of communication

Section F. Being a professional

27. Diversity and inclusion

28. Ethics and standards

29. Regulatory compliance (including but not limited to health, safety, security and environment)

30. Continuing professional development

31. Communities of practice

Section G. Managing people in projects

32. Engaging stakeholders (including influencing)

33. Leading the team (including motivation and delegation)

34. Working in a team (including team development)

35. Negotiating solutions

36. Resolving conflicts

Chapter 3: Delivery	
Section H. Initiating projects	
37.	Initiating projects within programmes and portfolios
38.	Capturing requirements
39.	Developing solutions
40.	Considering the whole life of the asset
41.	Defining success and benefits
42.	Funding
43.	Feasibility analysis and investment appraisal
44.	Business case
Section I. Defining Projects	
45.	Defining scope
46.	Quality planning
47.	Estimating
48.	Scheduling
49.	Optimising resources
50.	Planning cost
51.	Analysing risks
52.	Agreeing financial contingency
53.	Defining the baseline
Section J. Delivering project outputs	
54.	Procurement and contract management
55.	Risk management

56. Quality assurance

57. Issue management

58. Change control

59. Configuration management

60. Information management

61. Progress reporting

62. Performance management

Section K. Closing projects

63. Handover

64. Administrative closure

65. Lessons learned

Section L. Realising benefits

66. Preparing for change

67. Change communications

68. Tracking benefits