APM BODY OF KNOWLEDGE
DEFINITIONS
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Introduction

The APM Body of Knowledge is a well-established collection of knowledge related to the professions of project, programme and portfolio management, now in its sixth edition. Divided into sections and topics it provides introductions and common guides to those areas considered essential to the discipline of managing projects, programmes and portfolios. This information directly assists all those interested in project management in their work, studies and learning. The 6th Edition has a total of 69 topics divided amongst four sections. The APM Body of Knowledge 6th Edition – Definitions is a subsection of the full document providing high level definitions for each topic area.

The complete APM Body of Knowledge 6th 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 6th Edition is available in book format from apm.org.uk. APM members can also download the APM Body of Knowledge in PDF format from the members’ area of apm.org.uk.

The book is supported by the APM Body of Knowledge+ a revolutionary online knowledge resource that allows its users to contribute to the organic growth of the APM Body of Knowledge. This constantly evolving resource builds on the standard taxonomy within the 6th edition to provide greater depth, reflect emerging practice and more specialist developments. To explore the new online resource and for more information visit bok.apm.org.uk.
The Structure

The APM Body of Knowledge
The primary structure of the text is well established in the following four sections:

- Context
- People
- Delivery
- Interfaces

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, risk management and quality management are not to be treated as topics in isolation.
Section 1

Context

1.1 Governance
Governance refers to the set of policies, regulations, functions, processes, procedures and responsibilities that define the establishment, management and control of projects, programmes and portfolios.

1.1.1 Project management
Project management is the application of processes, methods, knowledge, skills and experience to achieve the project objectives.

1.1.2 Programme management
Programme management is the coordinated management of projects and change management activities to achieve beneficial change.

1.1.3 Portfolio management
Portfolio management is the selection, prioritisation and control of an organisation’s projects and programmes in line with its strategic objectives and capacity to deliver. The goal is to balance change initiatives and business-as-usual while optimising return on investment.

1.1.4 Infrastructure
Infrastructure provides support for projects, programmes and portfolios, and is the focal point for the development and maintenance of P3 management within an organisation.

1.1.5 Knowledge management
Knowledge management is the systematic management of information and learning. It turns personal information and experience into collective knowledge that can be widely shared throughout an organisation and a profession.
1.1.6 **Life cycle**
A life cycle defines the inter-related phases of a project, programme or portfolio and provides a structure for governing the progression of the work.

1.1.7 **Success factors and maturity**
Success factors are management practices that, when implemented, will increase the likelihood of success of a project, programme or portfolio. The degree to which these practices are established and embedded within an organisation indicates its level of maturity.

1.1.8 **Sponsorship**
Sponsorship of a project, programme or portfolio is an important senior management role. The sponsor is accountable for ensuring that the work is governed effectively and delivers the objectives that meet identified needs.

1.2 **Setting**
The relationship of the project, programme or portfolio with its host organisation.

1.2.1 **Environment**
The circumstances and conditions within which the project, programme or portfolio must operate.

1.2.2 **Operations management**
Operations management relates to the management of those activities that create the core services or products provided by an organisation.

1.2.3 **Strategic management**
Strategic management is the identification, selection and implementation of an organisation's long-term goals and objectives.
Section 2

People

2.1 Interpersonal skills
Interpersonal skills are the means by which people relate to, and interact with, other people.

2.1.1 Communication
Communication is the means by which information or instructions are exchanged. Successful communication occurs when the received message is the same as the transmitted message.

2.1.2 Conflict management
Conflict can be defined as different objectives and attitudes between two or more parties. Conflict management is the process of identifying and addressing differences that, if left unresolved, could affect objectives.

2.1.3 Delegation
Delegation is the practice of giving a person or group the authority to perform the responsibilities of, or act on behalf of, another.

2.1.4 Influencing
Influencing is the act of affecting the behaviours and actions of others.

2.1.5 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 success.
2.1.6 **Negotiation**
Negotiation is a discussion between two or more parties aimed at reaching agreement.

2.1.7 **Teamwork**
Teamwork is a group of people working in collaboration or by cooperation towards a common goal.

2.2 **Professionalism**
Professionalism is the application of expert and specialised knowledge within a specific field and the acceptance of standards relating to that profession.

2.2.1 **Communities of practice**
Communities of practice are groups of people who share a concern or passion for an aspect of P3 management and develop expertise through regular interaction.

2.2.2 **Competence**
Competence is the combined knowledge, skill and behaviour that a person needs to perform properly in a job or work role.

2.2.3 **Ethics frameworks**
An ethics framework sets recognised standards of conduct and behaviour within the P3 profession.

2.2.4 **Learning and development**
Learning and development encompass the continual improvement of competence at all levels of an organisation.
Section 3

Delivery

3.1 Integrative management
The application of management processes that integrate some or all fundamental components of scope, schedule, cost, risk, quality and resources.

3.1.1 Business case
The business case provides justification for undertaking a project or programme. It evaluates the benefit, cost and risk of alternative options and provides a rationale for the preferred solution.

3.1.2 Control
Control comprises tracking performance against agreed plans and taking the corrective action required to meet defined objectives.

3.1.3 Information management
Information management is the collection, storage, dissemination, archiving and destruction of information. It enables teams and stakeholders to use their time, resource and expertise effectively to make decisions and to fulfil their roles.

3.1.4 Organisation
Organisation is the management structure applicable to the project, programme or portfolio and the organisational environment within which it operates.

3.1.5 Planning
Planning determines what is to be delivered, how much it will cost, when it will be delivered, how it will be delivered and who will carry it out.
3.1.6 **Stakeholder management**

Stakeholder management is the systematic identification, analysis, planning and implementation of actions designed to engage with stakeholders.

3.2 **Scope management**

Scope management is the process whereby outputs, outcomes and benefits are identified, defined and controlled.

3.2.1 **Benefits management**

Benefits management is the identification, definition, planning, tracking and realisation of business benefits.

3.2.2 **Change control**

Change control is the process through which all requests to change the baseline scope of a project, programme or portfolio are captured, evaluated and then approved, rejected or deferred.

3.2.3 **Configuration management**

Configuration management encompasses the administrative activities concerned with the creation, maintenance, controlled change and quality control of the scope of work.

3.2.4 **Change management**

Change management is a structured approach to moving an organisation from the current state to the desired future state.

3.2.5 **Requirements management**

Requirements management is the process of capturing, assessing and justifying stakeholders' wants and needs.
3.2.6 **Solutions development**
Solutions development is the process of determining the best way of satisfying requirements.

3.3 **Schedule management**
Schedule management is the process of developing, maintaining and communicating schedules for time and resource.

3.3.1 **Resource scheduling**
Resource scheduling is a collection of techniques used to calculate the resources required to deliver the work and when they will be required.

3.3.2 **Time scheduling**
Time scheduling is a collection of techniques used to develop and present schedules that show when work will be performed.

3.4 **Financial and cost management**
Financial management is the process of estimating and justifying costs in order to secure funds, controlling expenditure and evaluating the outcomes.

3.4.1 **Budgeting and cost control**
Budgeting and cost control comprise the estimation of costs, the setting of an agreed budget, and management of actual and forecast costs against that budget.

3.4.2 **Funding**
Funding is the means by which the capital required to undertake a project, programme or portfolio is secured and then made available as required.
3.4.3 Investment appraisal
Investment appraisal is a collection of techniques used to identify the attractiveness of an investment.

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

3.5.1 Risk context
The risk context describes the institutional and individual environment, attitudes and behaviours that affect the way risk arises and the way it should be managed.

3.5.2 Risk techniques
Risk management techniques are used to identify, assess and plan responses to individual risks and overall risk.

3.6 Quality management
Quality management is a discipline for ensuring that outputs, benefits, and the processes by which they are delivered, meet stakeholder requirements and are fit for purpose.

3.6.1 P3 assurance
P3 assurance is the process of providing confidence to stakeholders that projects, programmes and portfolios will achieve their scope, time, cost and quality objectives, and realise their benefits.
3.6.2 Reviews
A review is a critical evaluation of a deliverable, business case or P3 management process.

3.7 Resource management
Resource management comprises the acquisition and deployment of the internal and external resources required to deliver the project, programme or portfolio.

3.7.1 Contract
A contract is an agreement made between two or more parties that creates legally binding obligations between them. The contract sets out those obligations and the actions that can be taken if they are not met.

3.7.2 Mobilisation
Mobilisation ensures that the project, programme or portfolio has appropriate organisational and technical infrastructures and mechanisms for putting resources in place.

3.7.3 Procurement
Procurement is the process by which products and services are acquired from an external provider for incorporation into the project, programme or portfolio.

3.7.4 Provider selection and management
Provider selection and management is the process of identifying, selecting, appointing and supervising providers through the P3 life cycle.
Section 4

Interfaces

4.1 Accounting
Accounting is the process of collecting and communicating financial information to meet legal requirements, business management requirements, plus internal and external stakeholders' needs.

4.2 Health and safety
Health and safety management is the process of identifying and minimising threats to works and those affected by the work throughout the project, programme and portfolio life cycle.

4.3 Human resource management
Human resource management (HRM) is about managing people-related activities within an organisation to meet its strategic goals.

4.4 Law
The relevant legal duties, rights and processes that should be applied to projects, programmes and portfolios.

4.5 Security
Security within projects, programmes and portfolios concerns the identification, assessment and mitigation of the risks posed to information, assets and people.

4.6 Sustainability
Sustainability describes an environmental, social and economically integrated approach to development that meet present needs without compromising the environment for future generations.