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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.

Context

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.

People

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.

Delivery

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.

Delivery

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.

Delivery

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.