



FUNDAMENTALS

APM Project Fundamentals Qualification

Syllabus, learning outcomes and assessment criteria
aligned to the *APM Body of Knowledge 6th edition*

The syllabus provides a summary of the coverage of the qualification, the details are then found in the learning outcomes and assessment criteria. Both the syllabus and the learning outcomes and assessment criteria are aligned to the *APM Body of Knowledge 6th edition*, but the presentation of the content better reflects teaching approaches than the functional breakdown of the *APM Body of Knowledge 6th edition* structure.

Where curly brackets are employed {WBS}, these are used to indicate acronyms.

Where standard brackets are employed (concept, definition ...), these are used to indicate generic or specific topic coverage.

Where italics are used – these are for clarification of syllabus rather than specific content.

Overview of syllabus coverage and *Body of Knowledge 6th edition* references

| Coverage of Learning outcomes | Body of Knowledge reference |
|--|--|
| <p>1 Project management and the operating environment</p> <ul style="list-style-type: none"> ■ definition – project, project management ■ key purpose of project management ■ definition – programme management and portfolio management ■ relationship of programme management and portfolio management to project management ■ differences between project and business as usual ■ benefits of effective project management ■ project environment ■ PESTLE as a tool | 1.1.1, 1.1.2, 1.1.3, 1.2.2, 1.2.1 |
| <p>2 Project life cycle</p> <ul style="list-style-type: none"> ■ definition ■ phases ■ reasons for structuring projects into phases ■ handover and closureSection 2.2.3 | 1.1.6 |
| <p>3 Management structures by which projects operate</p> <ul style="list-style-type: none"> ■ roles and responsibilities ■ project manager ■ project sponsor ■ project steering group/board ■ project team members ■ PMO ■ end user | 1.1.1, 1.1.8, 3.1.4 |
| <p>4 Project management planning</p> <ul style="list-style-type: none"> ■ project management plan - purpose of, benefits ■ ownership and approval of project management plan ■ purpose of a business case ■ role of the sponsor and project manager in relation to the business case ■ purpose of benefits management ■ use of KPIs ■ stakeholder management, stakeholder analysis ■ estimating & estimating funnel ■ project success criteria ■ success factors ■ project reporting | 1.1.7, 3.1.1, 3.1.3, 3.1.5, 3.1.6, 3.2.1 |

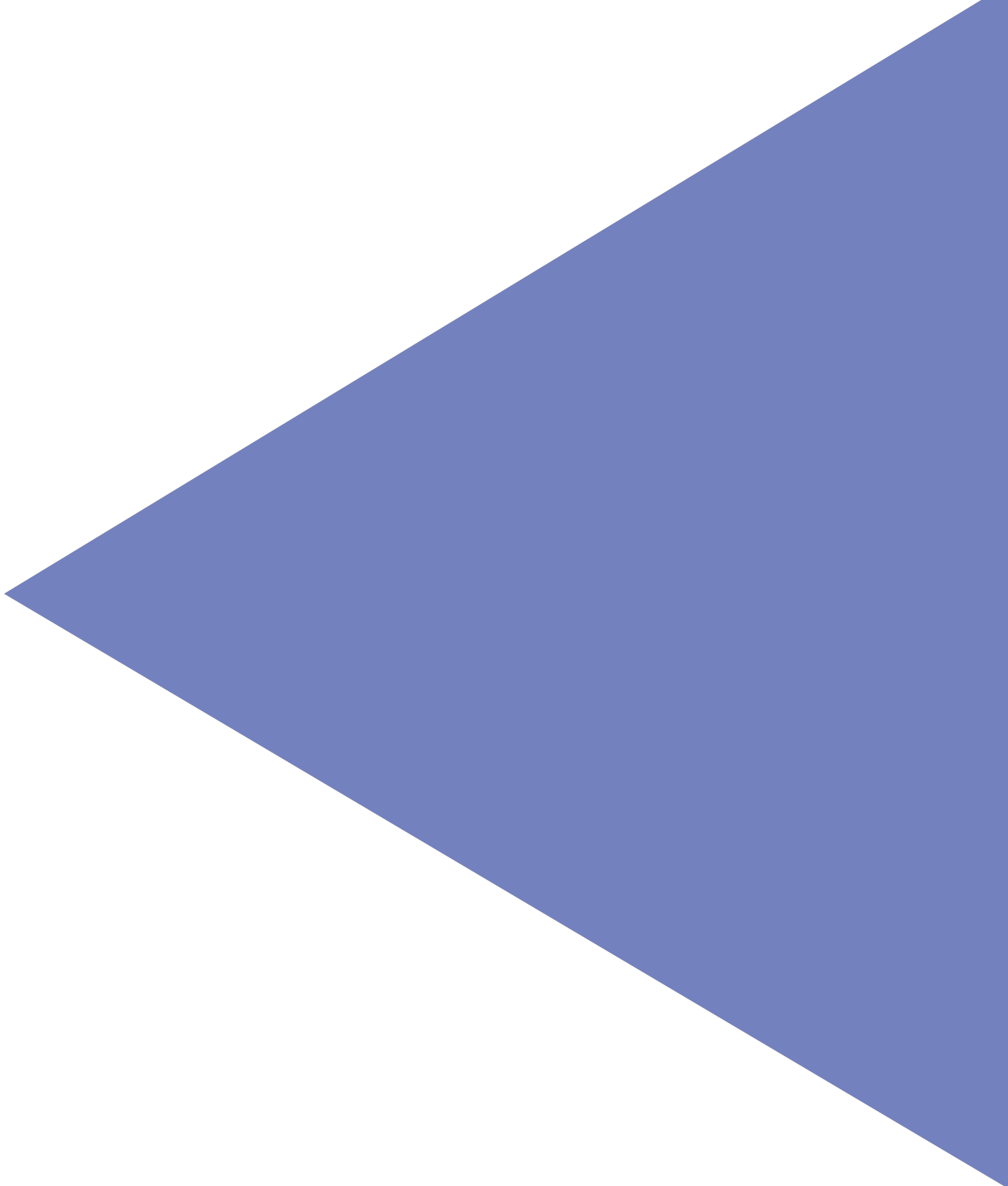
| Coverage of Learning outcomes | Body of Knowledge reference |
|--|-----------------------------|
| 5 Scope management <ul style="list-style-type: none"> ■ definition scope management ■ product Breakdown Structure {PBS}, Work Breakdown Structure {WBS} ■ definitions configuration ■ definition change control ■ links between configuration and change control ■ change control process ■ configuration management process | 3.2, 3.2.2, 3.2.3 |
| 6 Scheduling and resource management <ul style="list-style-type: none"> ■ total float, critical path, Gantt chart, baseline, milestone ■ definition – resource management ■ types of resources ■ resource smoothing/resource levelling ■ procurement | 3.3.1,3.3.2,3.3,3.7.3 |
| 7 Risk management and issue management <ul style="list-style-type: none"> ■ definition – project risk and risk management ■ project risk management process ■ use of risk register ■ definition – issue and issue management ■ use of issue log ■ escalation process | 3.5, 3.5.1, 3.5.2, |
| 8 Project quality management <ul style="list-style-type: none"> ■ definition – quality and quality management ■ definition – quality planning, quality assurance, quality control, continual improvement ■ differences between quality assurance and quality control ■ project reviews – gate post, benefit, peer reviews | 3.6, 3.6.2 |
| 9 Communication <ul style="list-style-type: none"> ■ definition – communication ■ methods of communication ■ barriers to communication ■ effective communication ■ communication plan | 2.1.1 |
| 10 Leadership and teamwork <ul style="list-style-type: none"> ■ definition – leadership ■ role of project team leader ■ definition – project team ■ teamwork models | 2.1.5, 2.1.7 |

Syllabus learning outcomes and assessment criteria

| Learning outcomes When awarded credit for this unit, a learner will: | Assessment criteria Assessment of this learning outcome will require a learner to demonstrate that they can: |
|--|--|
| 1 Understand project management and the operating environment | 1.1 define a project 1.2 identify the differences between a project and business as usual 1.3 define project management 1.4 state the key purpose of project management 1.5 list the core components of project management 1.6 list the benefits to an organisation of effective project management 1.7 define programme and portfolio management and their relationship with project management 1.8 define the term project environment 1.9 define the components of the PESTLE acronym |
| 2 Understand the project lifecycle | 2.1 define the term project life cycle 2.2 state the phases of a typical project life cycle 2.3 identify reasons for structuring projects into phases |
| 3 Understand the management structure by which projects operate | 3.1 define the roles and responsibilities of <ul style="list-style-type: none"> ■ project manager ■ project sponsor ■ project steering group/ board ■ project team members ■ project office ■ end users |

| | |
|---|---|
| <p>4 Understand project management planning</p> | <p>4.1 state the main purpose of a project management plan</p> <p>4.2 define who is involved in the creation of the project management plan</p> <p>4.3 explain why the project management plan needs to be approved, owned and shared</p> <p>4.4 identify the purpose and the typical content of a business case</p> <p>4.5 define the role of the sponsor and project manager in relation to the business case</p> <p>4.6 define stakeholders and stakeholder management and explain why stakeholder analysis is important.</p> <p>4.7 define benefits management</p> <p>4.8 define the use of KPIs</p> <p>4.9 identify typical estimating methods (including analytical, comparative, parametric)</p> <p>4.10 describe the estimating funnel</p> <p>4.11 define success criteria in the context of managing projects</p> <p>4.12 identify typical success factors that may contribute to successful projects</p> <p>4.13 define the purpose and benefits of project reporting</p> |
| <p>5 Understand project scope management</p> | <p>5.1 define project scope management</p> <p>5.2 describe how product breakdown structure {PBS} and work breakdown structure {WBS} are used to illustrate the scope of work required</p> <p>5.3 define the uses of</p> <ul style="list-style-type: none"> ■ Cost Breakdown Structure {CBS} ■ Organisational Breakdown Structure {OBS} ■ Responsibility Assignment Matrix {RAM} <p>5.4 define the following in relation to scope management</p> <ul style="list-style-type: none"> ■ configuration management ■ change control <p>5.5 explain the relationship between change control and configuration management</p> <p>5.6 list the steps involved in a typical change control process</p> <p>5.7 list the activities in a typical configuration management process</p> |
| <p>6 Understand scheduling and resource management</p> | <p>6.1 identify the purpose of scheduling</p> <p>6.2 outline different approaches to scheduling (including critical path analysis, total float, Gantt(bar)charts, baseline, milestone)</p> <p>6.3 define resource management</p> <p>6.4 define procurement within the context of project management</p> <p>6.5 list different categories and types of resources needed for projects</p> |

| | |
|---|---|
| <p>7 Understand risk management and issue management</p> | <p>7.1 define risk 7.2 define risk management 7.3 explain the purpose of risk management 7.4 outline a high level risk management process 7.5 describe the use of a risk register 7.6 define an issue 7.7 define issue management 7.8 explain the difference between an issue and a risk 7.9 describe the use of an issue log</p> |
| <p>8 Understand project quality management</p> | <p>8.1 define quality 8.2 define quality management 8.3 define the following: quality planning, quality assurance, quality control and continual improvement 8.4 outline the difference between quality control and quality assurance 8.5 identify the purpose of: <ul style="list-style-type: none"> ■ gate reviews ■ post project reviews ■ benefit reviews ■ peer reviews ■ project audits </p> |
| <p>9 Understand communication in the project environment</p> | <p>9.1 define communication 9.2 outline different media for communication 9.3 identify barriers to effective communication 9.4 identify ways to facilitate effective communication 9.5 define the contents of a communication plan 9.6 explain the benefits of a communication plan</p> |
| <p>10 Understand principles of leadership and teamwork</p> | <p>10.1 define leadership 10.2 outline how a project team leader can influence team performance 10.3 define what is meant by the term project team 10.4 outline the advantages and disadvantages of team models such as Belbin and Margerison McCann</p> |



Association for Project Management

Ibis House, Regent Park
Summerleys Road
Princes Risborough
Buckinghamshire HP27 9LE

Telephone +44 (0) 845 458 1944
Facsimile +44 (0) 845 458 8807
Email qualifications@apm.org.uk
Web apm.org.uk