

# APM published resources



## About APM

The award-winning Association for Project Management (APM) is a registered educational charity with over 27,000 individual members and 500 corporate partners, making it the largest professional body of its kind in Europe. As the chartered body for the project profession we are committed to developing and promoting the value of project management to deliver improved project outcomes for societal benefit.

### What we offer

There are a number of ways in which individuals and organisations can benefit from what we do, including:

- **Membership** – Professional membership for both individuals and organisations.
- **Qualifications** – Project management qualifications with accredited training courses for project professionals.
- **Chartered Project Professional (ChPP)** – A recognised benchmark for those who have achieved the highest level within the profession.
- **Publications** – A range of books, reports and guides.
- **Resources** – A suite of materials designed to help people become a project professional and develop their career.
- **Research** – An innovative research programme designed to advance project management thinking.
- **Events** – Project management subject-related events, excellence awards and conferences for project professionals.
- **Online learning** – An in-depth library of tools and resources to broaden knowledge and skills.
- **Apprenticeships and careers advice** – Assisting the development and growth of project management talent.



APM publishes a range of materials designed to help promote the wider understanding of professional project management. The range of research studies, thought leadership papers and case studies covers a breadth of project management topics, with contributions from APM specific interest groups, academics and practitioners. All our resources are free to download from [apm.org.uk/resources](http://apm.org.uk/resources) or available on request as a print version. Please contact [info@apm.org.uk](mailto:info@apm.org.uk) for more information.

## Thought leadership & opinion

*Producing a range of publications to challenge, inform and inspire across the project management sphere.*

**Building Sponsors: Future project leadership 2018**  
*We encourage all those interested in how sponsorship might impact their work and business to use this document to help inform debate within their organisations and networks.*

**APM Agile Summit report 2017**  
*APM held an Agile Summit with its corporate partners, government bodies and key stakeholders to start the process of shaping the APM's position on agile project management.*

**Future of Project Management (Partnership publication with ARUP) 2017**  
*A partnership and collaboration between Arup, APM and The Bartlett School of Construction and Project Management at UCL, as well as crowd-sourced inputs from the global project management community, examines global drivers shaping the long-term future of project management.*

**Conditions for Project Success 2017**  
*APM ran an extensive research project investigating the Conditions for Project Success. The 12 conditions provide a conceptual framework against which real project delivery could be assessed.*

**Practical Adoption of Agile Methodologies: APM Volunteer Research Report 2015**  
*The objective of this study was to understand the extent to which agile tools, techniques and roles are practically put in place in corporate project management methodologies.*

**Stakeholder engagement 1st edition (Partnership publication with RICS) 2014 Online only**  
*The '10 Key Principles' structure is based on the Royal Institute for Chartered Surveyors Guidance Note "Stakeholder Engagement" 1st edition, which was commissioned jointly with the APM.*



## How to guides

**Project Risk Analysis and Management mini guide 2018**  
*This mini-guide is a short form of the APM publication, Project Risk Analysis and Management (PRAM) Guide 2nd edition.*

**APM Measures for Assuring Projects: APM toolkit 2016**  
*APM's Assurance Specific Interest Group (SIG) has produced a toolkit to help project professionals deliver assurance in a more consistent way.*

**Social Return on Investment (SROI): Benefits Realisation 2016**  
*This SROI report describes a framework for evaluating services and projects where it isn't immediately obvious how to quantify the financial return.*

**Coaching in the Project Environment 2014**  
*Written by members of the APM People Specific Interest Group (SIG) and covering the growing phenomenon of coaching project individuals and project teams to achieve better results.*

## Introduction to Gamification 2014

Gamification encompasses many elements that could be utilised within a project management environment to create fun, motivate staff and increase productivity within project teams.

## Managing the portfolio series

This series challenges existing thinking on what makes portfolio management successful in delivering corporate strategy. It provides meaningful insights into the practical issues facing leaders of change across all sectors.

### 1. Recognising the need to change: six telling signs – May 2017

The first in a series of thought-leadership reports from APM's Portfolio Management SIG. It provides practical insight into the ability to balance organisational change priorities with operational activity to ensure that the overall strategy delivers.

### 2. Making sense of change and gaining visibility: six signals of success – May 2018

Organisations are too often challenged to get accurate, timely and accessible information on their change portfolio. This report provides practical insight into the journey drawing directly on the experience of the author as a leader of change.

### 3. Prioritising and compromising: shaping the pathway – September 2018

The ability to respond rapidly to change is dependent on good organisational governance, a mature capability in portfolio management and having the right team to successfully navigate the politics. It requires emotional intelligence, commitment, resilience and a desire to get to the end result quickly.



### 9. Joining the dance? Creating an inclusive profession

Looks at progress so far and sets out suggested approaches and ideas for developing diversity and inclusion initiatives as the profession develops.

### 10. Supporting the journey of chartered professionals

A summary of the Road to Chartered reports.

### 11. Relate, Democratise, Transform

Opening doors to project management for young people

NEW!

## Research

### Research fund series

The APM Research Fund has been set up to provide funding for research projects surrounding themes in the project environment

### Project leadership: skills, behaviours, knowledge and values 2018

Interviewees talk through their own 'lived experience' and personal perspective and in doing so the report highlights skills, behaviours, knowledge and values that project leaders believe they need in order to deliver major, complex projects successfully.

NEW!



### Where are the women in major projects leadership? 2018

The aim for this research was to bring together different schools of thought on the topic of gender and leadership, applying it to the context of project management and megaproject leadership in the UK. Full report and summary available.

### How is Systems Thinking used in projects? 2018

Interviews and two surveys were conducted to explore the use of systems thinking in project management.

### The importance of conventions: a critical evaluation of current practice in social cost-benefit analysis 2017

This research project comprises of a critical evaluation of current methods used by project planners and evaluators in the public and third sectors to quantify social benefits and costs.

### How can we handover projects better? 2016

How do we improve the transition of a project from the project team to the end users' business-as-usual activities to ensure the realisation of the benefits the project set out to achieve?

### Scaled Agile Project Management 2016

The objective of the study is to understand the extent to which scaled agile tools, techniques and roles are practically in place to determine the level of corporate commitment to scaled agile.

### Strategies for dealing with difficult stakeholders 2018

Examining three different perspectives on this topic: identify which factors create difficult situations; how these situations impact the project; and how project managers should effectively deal with the difficult situations they encounter.

### Research summary series

The APM research summary series provides practitioner-friendly summaries drawn from published articles from the International Journal of Project Management (IJPM)

### The influence of local community stakeholders in megaprojects: Rethinking their inclusiveness to improve project performance

This paper seeks to identify connections and assumptions on the influence of stakeholders in major public infrastructure and construction projects at the local community level.

NEW!

## Chartered papers - issues for professionalism

What does it mean to be chartered for individuals and the profession at large? This central question is the subject of a series of thought-leadership papers aimed at exploring the opportunities and obligations facing the newly-chartered APM.

### 1. 21st-century professionalism: The importance of being chartered

The history of chartered and the change to a chartered body is set out in more detail, including importantly, the obligations of a modern project professional.

### 2. For the public good? Volunteering in the chartered profession

Focuses on a theme that APM has always had at its heart: volunteering.

### 3. Demonstrating integrity in a complex world: The importance of ethics in professional life

Created in collaboration with the Institute of Business Ethics, the paper explores different aspects of ethical behaviour and seeks to engage individuals across the profession.

### 4. The growing significance of CPD: Ensuring professionalism

Continuing professional development plays a key part in the journey of a professional.

### 5. The robot professional? The role of project professionals in the digital future

Focuses on the importance of technology and big data, and the advent of AI and how it might impact our profession, work, society and the economy.

### 6. Professional responsibilities and obligations – the case of millennials

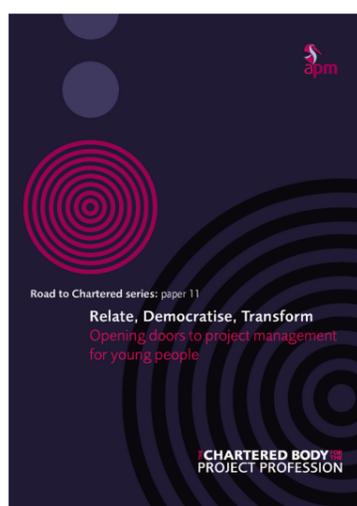
How millennials can be part of this drive to build a chartered profession.

### 7. Building influence as a chartered body, promoting APM thought leadership

How the APM research programme and wider thought-leadership activity is helping to support the development of a chartered profession.

### 8. Driving innovation in a chartered body – Building a sustainable professional body for the 21st century

Examines what a number of chartered bodies have done across different themes to support the development of a chartered profession and to advance professionalism in their sectors.



RESEARCH: SUMMARY SERIES

**Benefits realisation management and its influence on project success and on the execution of business strategies**



Carlos Eduardo Martins Sousa and Martin Kunc, International Journal of Project Management 33, 1 (2015) p. 53-66

**KEYWORDS**  
 • Benefits realisation management (BRM)  
 • Benefits  
 • Project portfolio  
 • Project success  
 • Strategic implementation

**Article highlight:**  
 This article looks at the success rates of projects using benefits realisation management (BRM) practices in organisations surveyed in Brazil, the UK and the USA. The aim of the paper is to test the relationship between BRM practices and perceptions of project success.

**What does the paper cover?**  
 Business strategies often imply organisational change and usually require the development of projects, for example in IT. It is seen when an organisation employs project, programme and portfolio management techniques, it often, in the end, fails to implement the strategy. Good business strategies deliver value to an organisation's stakeholders, which can mean financial value (for example increased shareholder dividends) and/or better public services.



Human resource management and project based organising: Fertile ground, missed opportunities and prospects for closer connections **NEW!**  
*This article reports on publishing trends at the intersection between human resource management and project based organising in key research-led journals.*

Social procurement in UK construction projects **NEW!**  
*This research is important for the many clients, firms and consultants operating in the construction industry and the communities in which they build.*

A project sponsor's impact on practice-based learning within projects **NEW!**  
*This paper seeks to advance a deeper understanding of a project sponsor's impact on practice-based learning activity within a project.*

Benefits realisation management and its influence on project success and on the execution of business strategies **NEW!**  
*The aim of the paper is to test the relationship between benefits realisation management practices and perceptions of project success in organisations in Brazil, the UK and the USA.*

Practices, projects and portfolios: Current research trends and new directions **NEW!**  
*The authors question the theoretical approach conventionally used in project portfolio management research and explore the benefits of practice-based research.*

Deconstructing project management: a gender analysis of project management guidelines **NEW!**  
*The authors investigate two contrasting types of language defined as 'masculine' and 'feminine' and look at what this vocabulary reveals about the mindsets and skillsets being applied.*

An exploration of the extent to which project management can be applied across creative industries **NEW!**  
*This paper investigates whether project management tools and techniques can be used effectively in the creative industries. It looks specifically at a study in the fashion industry.*

Project capabilities for operational outcomes in inter-organisational settings: The case of London Heathrow Terminal 2 **NEW!**  
*This article addresses the operational performance of projects upon their delivery and transition into 'business as usual'.*

PMO managers' self-determined participation in a purposeful virtual community-of-practice **NEW!**  
*This paper poses the question: Why would busy, dispersed, knowledgeable professionals want to join and participate in a deliberately organised CoP?*

Errors, lies and misunderstandings: Systematic review on behavioural decision making in projects **NEW!**  
*A literature review of behavioural decision making in projects: how decision making in projects happens (and why). It covers a summary of three schools of thought.*

"The aura of capability": Gender bias in selection for a project manager job **NEW!**  
*This paper reports on the results of a study that assessed attitudes toward male versus female candidates applying for a project manager position.*

Do classics exist in megaproject management? **NEW!**  
*This article gives an insight into classic texts in the field of project management and delivers the results of a study that aimed to define the Top 10 classic texts in the field.*

What practitioners consider to be the skills and behaviours of an effective people project manager **NEW!**  
*After the triangulation of the research data from the literature review and face-to-face meetings, there were eight people skills identified as ones that make an effective people project manager.*

Projectification in western economies **NEW!**  
*This paper tests and confirms a common assumption that projectification is increasing in companies, economic sectors and whole economies in the western world.*

RESEARCH: SUMMARY SERIES

**Social procurement in UK construction projects**



Martin Lockman, International Journal of Project Management 34 (2016) 133-144

**KEYWORDS**  
 • Procurement  
 • Social procurement  
 • Social enterprise

**Article highlight:**  
 Changing social expectations about the role of projects in building community resilience introduces an additional dimension to the importance of social procurement in an enterprise management tool. The challenge is to integrate new types of business, underpinned by what is perceived to be an inherently uncompetitive business model into a highly competitive industry underpinned by strong competition and established relationships with hard-headed industry incumbents.

**What does the paper cover?**  
 The aim of this paper is to address the paucity of research into social procurement in construction by exploring the current barriers to providing an increased proportion from a social enterprise perspective. Through case studies of social enterprise operating in the UK construction industry, this report explores the effects of social enterprise on the sector and the external and internal challenges which social enterprises experience in competing in the construction industry.



RESEARCH: SUMMARY SERIES

**Corruption in public projects and megaprojects: There is an elephant in the room!**



George Louafi, Kazem Marzi, Hassan Saleh, Mexico Garcia, International Journal of Project Management, 33, 3 (2015) p.202-208

**KEYWORDS**  
 • Corruption  
 • Project control  
 • Procurement  
 • Public projects  
 • Megaprojects  
 • Project performance

**Article Highlight:**  
 This article explores the impact of corruption in large, unique projects such as public projects and megaprojects, as well as the conditions and factors that favour such corruption.

**What does the paper cover?**  
 In project management, corruption is the 'elephant in the room' and this paper summarises the key aspects of such corruption while suggesting a research agenda to improve understanding of this highly controversial area. It also reviews the concept of 'fastest project control' and shows the impact of a corrupt control on megaprojects.



Project studies: What it is, where it is going? **NEW!**  
*This paper proposes a new framework for project research, the project studies framework, containing three levels of analysis and three types of research.*

The unsettling of 'settled science': The past and future of the management of projects **NEW!**  
*Professor Morris' management of projects perspective unsettles the norm of project management theory and practice because he criticises standard guidance as being too execution-focused.*

Three domains of project organising **NEW!**  
*This paper develops a conceptual framework, which defines three domains of project organising as its theoretical basis. It also identifies two important new areas for future research in project organising.*

Managing change in the delivery of complex projects: Configuration management, asset information and 'big data' **NEW!**  
*This article provides insight into how change is managed in three organisations delivering complex projects – Airbus, CERN and Crossrail – and how those methods are evolving in the era of 'big data'.*

Project portfolio management in practice and in context **NEW!**  
*This research advocates new approaches and perspectives on project portfolio management to deepen understanding of its application in the day-to-day business environment.*

Occupational stress and job demand, control and support factors among construction project consultants **NEW!**  
*This article investigates the relationship between job demands, job control, workplace support factors and occupational stress among South African construction project consultants.*

The project benefits of Building Information Modelling (BIM) **NEW!**  
*This article provides an outlook on the potential use and advantages of BIM in the construction sector for project managers.*

Does agile work? - A quantitative analysis of agile project success **NEW!**  
*Looks at the impact of using an agile approach, focusing on: People; Technology; Working with customers; and Adapting to change.*

Differences in decision-making criteria towards the return on marketing investment: a project business perspective **NEW!**  
*Marketing and finance are often treated in isolation, and decision-making at the interface between the two has been under-researched. The article addresses this research gap.*

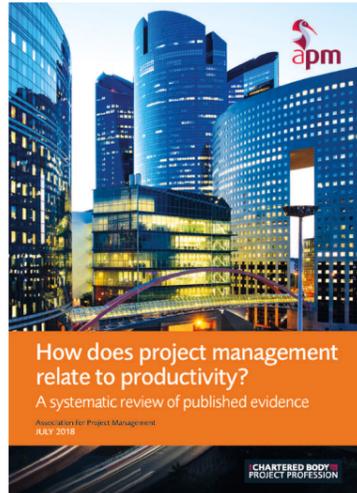
Institutional development, divergence and change in the discipline of project management **NEW!**  
*This article looks at the challenges of developing project management as an academic discipline.*

Explicating the dynamics of project capabilities **NEW!**  
*By looking at recent literature, the authors widen their original definition of project capabilities to include recent developments on how organisations adapt to uncertain and rapidly changing conditions.*

Benefits management: Lost or found in translation **NEW!**  
*The authors used translation theory to analyse the development of benefits management and to draw conclusions about its current use.*

Understanding the professional project manager: Cosmopolitans, locals and identity work **NEW!**  
*This paper explores the duality of 'local' knowledge (company; sector) and 'cosmopolitan' knowledge (specialist skills, often transferrable) that project managers have and rely on.*

Corruption in public projects and mega projects: There is an elephant in the room! **NEW!**  
*This article explores the impact of corruption in large, unique projects such as public projects and mega projects, as well as the conditions and features that favour such corruption.*



### Collaborative research

How does project management relate to productivity? 2018 **NEW!**  
*A systematic review to examine published evidence to establish quantitatively and qualitatively how project management contributes to productivity.*

Climate Change and what the project management profession should be doing about it (UCL) 2017

*Climate change is one of the biggest challenges facing mankind, but what is the profession of project management doing about it?*

Successful delivery of change within the public sector: getting it right 2017

*This study is targeted towards individuals and organisations involved in or with an interest in the delivery of change within the public sector.*

### Salary & Market Trends Survey

*APM's Salary and Market Trends Survey is the largest of its kind in the UK with insights from almost 5,000 project professionals across multiple sectors.*

Salary and Market Trends Survey 2018

Salary and Market Trends Survey 2017

Salary and Market Trends Survey 2016

Salary and Market Trends Survey 2015



### Policy briefings

*A concise and informative insight into policy developments from across government and the public policy environment.*

The National Infrastructure Commission 2018

Brexit briefing 2017

The UK's industrial strategy 2017

T-levels building on apprenticeships 2017

Post-election briefing 2017

APM policy briefing: Apprenticeships and the Apprenticeship Levy 2017

### Monthly Monitor

APM has developed a Monthly Monitor for members covering developments in project management research, politics and parliament, policy and research reports, as well as developments across the spectrum of think-tanks, research institutes, Chartered bodies and learned societies more generally.



### Education and careers

*Thinking about a career as a project professional but not sure where to begin? These reports are full of practical advice for different routes into the profession.*

Taking a seat 2018 **NEW!**

*This research examines employer attitudes towards the benefits of working with professional bodies and the recognition that chartered status confers on holders and employers.*

Making it happen 2018 **NEW!**

*This research explores students' attitudes towards careers influencers and how career choices are made, student aspirations and the relative popularity of project management as a first choice career.*

Project: You 2018 **NEW!**

*So, what does a project professional look like? They look like you. This short APM guide will help you understand more about a young and emerging profession.*

Apprenticeship guide for parents 2018

Apprenticeships: an employer's guide 2018

Considering a career in project controls?

*With multiple routes into the profession and a multitude of tasks making up the project controller's day job, there's no 'one-size-fits-all' career path through project controls.*

### Case studies

**APM Award-winner case studies**

*The APM Awards recognise the very best individuals, projects and programmes the profession has to offer. Below is a selection of winners from various years.*

Case study - Creating Change, Adam Smith International 2015

Case study - Heathrow Terminal 3 Integrated Baggage Facility, Heathrow Airport Ltd 2015

Case study - National Trust - Project Management Company of the Year 2015

Case study - Mass transformation, BAE Systems Munitions 2015

Innovation in Projects: Award finalists 2014

*The report features four finalists shortlisted for APM's 2014 Project of the Year, all judged to have found innovative solutions to managing projects.*

Case study - W1 Programme, BBC 2013

Case study - Construction Programme for the London 2012 Olympic and Paralympic Games, Olympic Delivery Authority

Case study - King Shaka International Airport, Turner & Townsend 2010



**Introduction**  
Royal Mail is celebrating its 150th anniversary in the year of King Henry VIII. Today, it is the UK's largest letter and parcel delivery company. Royal Mail collects letters and parcels from over 200 million customer points across the UK and delivers to more than 28 million addresses each day in a small parcel to the smallest village in the UK, with over 140,000 employees. In 2015, it is Royal Mail's 150th anniversary, its biggest contribution to the wider economy of all UK corporations.

In that same year, the great heraldic emblem of the letter and parcel delivery service was created. In October 2015, it was officially named the letter and parcel delivery service.

For the past few years, the company has undergone major transformation regarding every aspect of its operations: customer, technology and delivery – and placing every member of the workforce. The scale and complexity of this business change has been recognised as one of the largest programmes of its kind in Europe.

### Accreditation case studies

Corporate Accreditation by the chartered body for the project profession assesses an organisation's professional development scheme, providing confidence to all stakeholders of its dedication to developing project professionals.

Case study - Atos

Case study - DWP

Case study - Heathrow Airport Limited

Case study - Sellafield

Case study - Shell

Case study - Arup

Case study - BAE Systems

Case study - BGL Group

Case study - Gleeds

Case study - MOD (DE&S)

Case study - Royal Mail

Case study - Cobham

Case study - City of Westminster

Academic Accreditation by the chartered body for the project profession assesses programmes or modules to help students and professionals choose the best education in support of their project management careers.

Case study - Said Business School

Case study - Northumbria University

Case study - Anglia Ruskin University

Case study - Manchester Metropolitan University

Case study - Blackpool and the Fylde College

Case study - Reykjavik University

Case study - Coventry University

Case study - Warwick University

Case study - Cranfield University

Case study - University of Reading

Case study - Nottingham Trent University

Case study - University of Aberdeen

NEW!  
NEW!  
NEW!



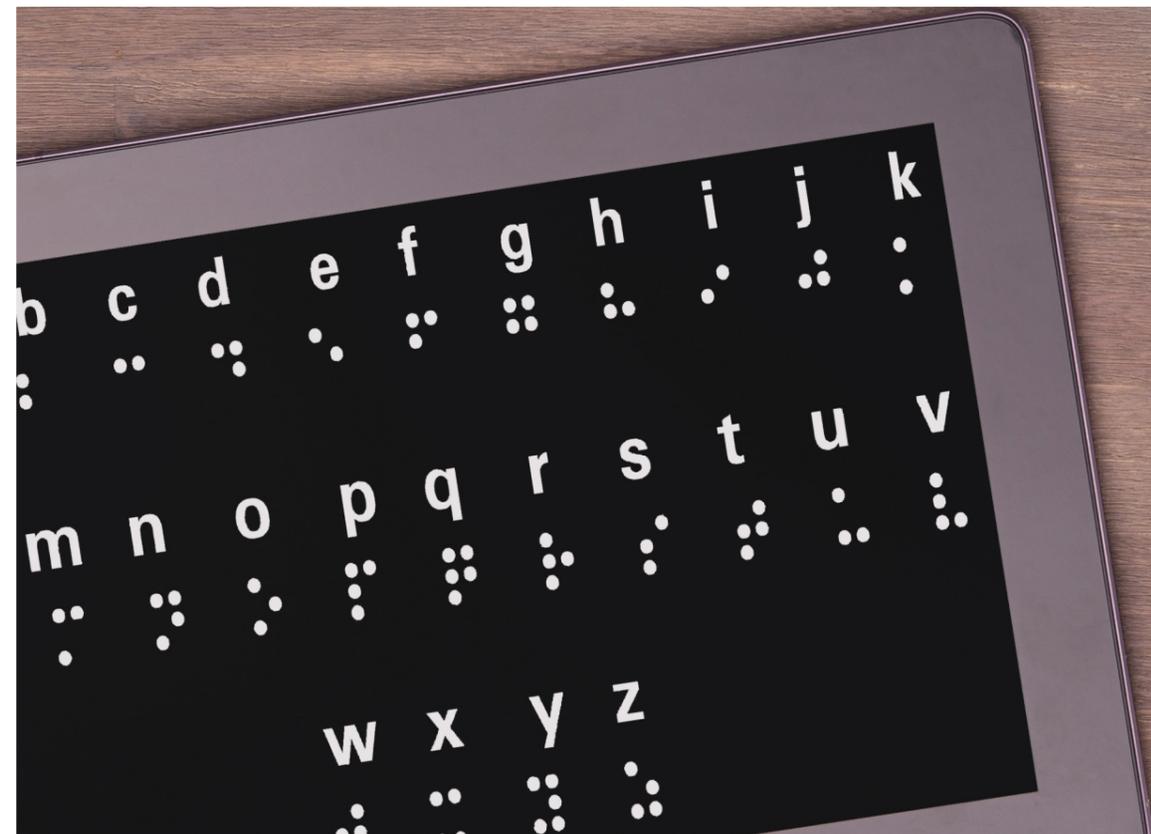
**Introduction**  
Northumbria University is a research-rich business-focused professional university with a global reputation for academic excellence. Formerly known as Polytechnic, it was founded in 1969 after the amalgamation of three regional colleges, which then came to merge the practice and vocational training needs of local industry to help the city prosper. Building on these foundations, it has developed university status in 1991. By 2010, it was the largest university in the North East of England.

Today, Northumbria University has campuses in Newcastle upon Tyne, London and Amsterdam, and works in partnership with other higher education institutions across the world and with major employers.

The university is a high performer in research, teaching and student-oriented outcomes. The Research Excellence Framework (REF) 2014 recognised Northumbria had the highest rise in research output of any university in the UK, moving from 4th to 4th (4th to 2nd in higher education), and in 2017, it received a Silver Award in the Teaching Excellence Framework (TEF) ranking. It also boasts a high employment rate for all graduates, with 98 per cent of our graduates going on to work or further education. Alumni include former Labour government minister and former general Clive Seligson, award-winning Olympic rower Steve Clark and Olympic Victoria medalist, water polo player, Gareth Jones. It is also a member of the AQA, the design-led applied products such as the



APM works with the RNIB Bookshare and all our publications – books, research, reports and papers – are available in a variety of display options for print-disabled learners.



## Association for Project Management

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

**Tel (UK)** 0845 458 1944  
**Tel (Int)** +44 1844 271 640  
**Email** [info@apm.org.uk](mailto:info@apm.org.uk)  
**Web** [apm.org.uk](http://apm.org.uk)



Please visit [apm.org.uk/resources](http://apm.org.uk/resources) for more information.