

APM published resources



 Denotes recommended reading from APM Body of Knowledge 7th edition.

About APM

The award-winning Association for Project Management (APM) is a registered educational charity with 30,000 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.
- **Volunteering** – There are a number of regular opportunities to be involved with voluntary work through Branches, Specific Interest Groups (SIGs) and education outreach programmes.



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 or available on request as a print version. Please contact 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.

The Agile Portfolio: Fact or fiction? 2019
Based on the conversation held at the APM's Portfolio Management SIG Director's Dinner. 

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

APM Code of Professional Conduct
All leading professional bodies have a code of conduct to set standards to guide professionals and raise the level of trust and confidence of the public in the profession. 

Guide to Life Cycles and Life Cycle Models 2017
A joint working group was formed by INCOSE UK and APM as a result of a recognition by both organisations that closer integration of the two disciplines of systems engineering and project management integration should increase the probability of project success. 

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.

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.

Agile and Earned Value: A white paper 2013
There are numerous articles about earned value and agile. The purpose of this paper is to synthesise this information by giving worked examples and drawing on the author's personal experience. 

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.

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.

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

Research

Commissioned research

APM commissioned research aims to address emergent themes and knowledge gaps, as well as attempting to answer some of the big questions in project management.

The Golden Thread: The contribution of projects and project management to the UK economy 2019

Working in partnership with PwC UK's research division to conduct a new ground-breaking study seeking to explore and highlight how deeply the contribution of the project profession is woven into the fabric of society.

NEW!

How does project management relate to productivity? 2018

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?



Conditions for Project Success 2015

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.

Research fund series

The APM Research Fund has been established to provide funding for small-scale research projects or to provide seed funding for larger research projects based around APM's annual research themes.

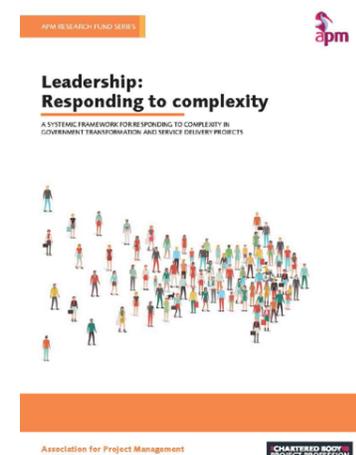
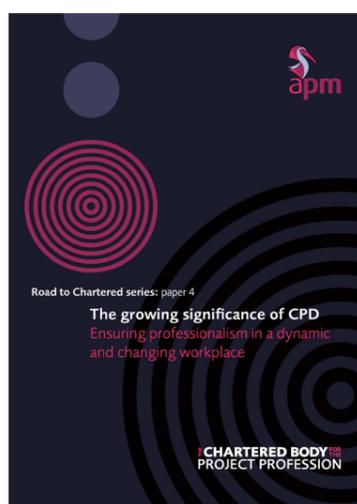
Leadership: responding to complexity 2019 (Full report, abridged & summary)

The research aims to advance understandings of individual, team and organisation-wide leadership capabilities for responding to complexity in transformation and service delivery projects.

NEW!

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.



RESEARCHING SERIES



**Systems thinking:
How is it used in project management?**



Association for Project Management
April 2018

CHARTERED BODY
PROJECT PROFESSION

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.

Collaborative research

APM Collaborative studies include research based content by APM and like-minded organisations and individuals. The aim is to develop and generate innovative studies that help promote a profession built around learning and collaboration.

COLLABORATIVE RESEARCH



Project management for large, complex projects

AN EXPERT REPORT BY PROFESSOR ANDREW DAVIES



Association for Project Management
February 2019

CHARTERED BODY
PROJECT PROFESSION

Project management for large, complex projects 2019

This report builds a picture of modern project management and offers an insight into the changing approaches to large-scale, complex projects. The result is a fascinating insight into the profession – where it's been, where it is, and where it's going.

NEW!

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.

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.

Research summary series

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

Organisational design for managing multiple projects

This paper looks at how organisational design supports the effective management of multiple competing projects, comparing theory with practice.

NEW!

RESEARCH: SUMMARY SERIES



Florence Duomo project (1420–1436): Learning best project management practice from history



Mark Kozak-Pollard, Chris Proctor, International Journal of Project Management 32:4 (2014) p. 242-250

KEYWORDS
 • Technical innovation
 • Knowledge transfer
 • Supply chain
 • Critical path

Article highlight:
 This paper recounts the project managed by Filippo Brunelleschi in 1420-36 to construct a dome for the newly built cathedral in Florence, Italy – an immense technical challenge. Through their practice in a range of areas Brunelleschi brought the dome to completion without the aid of modern engineering. The authors examine the factors contributing to the project's success and identify knowledge that is transferable to the present day.

What does the paper cover?
 The authors are interested in the process of knowledge transfer from an historical project to contemporary practice. They have looked at the role of Brunelleschi's project and have identified a number of factors that led to success. These include the role of APM (such as technical innovation, digital engineering, multi-disciplinary planning and team management) together with soft skills, such as persuasion and diplomacy, effective communication and the ability to manage and motivate workers.

CHARTERED BODY
PROJECT PROFESSION

Florence Duomo project (1420–1436): Learning best project management practice from history

NEW!

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Supplier ranking by multi-alternative proposal analysis for agile projects

NEW!

This paper presents a way of analysing bids following tenders where the bidders can each submit several proposals with different trade-offs in cost-benefit potentials; so-called multi-alternative proposals.

The agility construct on project management theory

NEW!

Whilst agile project management is becoming more accepted in mainstream literature, there is no agreed definition of the term agility, resulting in varying application and interpretation.

Factors associated with the software development agility of successful projects

NEW!

The study addresses the need for project managers to exercise leadership skills and business acumen that transcend specific methodologies and process designs.

Managing legitimacy: The Christchurch post-disaster reconstruction

NEW!

This paper looks at the management of large scale, post-disaster reconstruction in Christchurch, New Zealand, following a major earthquake.

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.

Human resource management and project based organising: Fertile ground, missed opportunities and prospects for closer connections

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

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

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

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

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

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

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.

RESEARCH: SUMMARY SERIES



Managing legitimacy: The Christchurch post-disaster reconstruction



Bonnie Hibberd, Hubert P. Wu, Venkatesan Hibberd, International Journal of Project Management 33:5 (2015) p. 813-823

KEYWORDS
 • Stakeholder engagement
 • Participatory project management
 • Alliance structures
 • Legitimacy issues
 • Legitimacy strategies

Article highlight:
 This paper looks at the management of large scale, post-disaster reconstruction in Christchurch, New Zealand, following major earthquake. It examines how innovative organisational and operational structures were used to effectively manage and implement a complex project and identifies the critical elements that right to successful comparable projects.

What does the paper cover?
 The authors examine the structure and operation of the Strategic Christchurch Reconstruction Authority (SCRA) established to meet the challenge of restoring the city's infrastructure following major earthquake. This was the largest of five vibrant project teams created to help and support the recovery of the city. Drawing on literature about the management of post-disaster reconstruction projects in general, the authors evaluate SCRA's system of four collaborative structures, whether collaboration versus competition, and, crucially, the legitimacy it requires for this type of programme to be effective.

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PROJECT PROFESSION

Project capabilities for operational outcomes in inter-organisational settings: The case of London Heathrow Terminal 2
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
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
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
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?
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
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
This paper tests and confirms a common assumption that projectification is increasing in companies, economic sectors and whole economies in the western world.

Project studies: What it is, where it is going?
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
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
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'
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
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
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)
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
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
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
This article looks at the challenges of developing project management as an academic discipline.

Explicating the dynamics of project capabilities
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
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
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!
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.



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 2019 NEW!
- 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

RESEARCH: SUMMARY SERIES

Occupational stress and job demand, control and support factors among construction project consultants

Paul Bowen, Peter Edwards, Helen Lingard, Keith Cattell, International Journal of Project Management, 32.7 (2014) p. 1275-1288

KEYWORDS
 Occupational stress
 Stressors

Article Highlight:
 This article investigates the relationship between job demands, job control, workplace support factors and occupational stress among South African construction project consultants.

What does the paper cover?
 The construction industry is well-known for work-related stress. The causes are due to the project driven nature of the industry and the work pressures, including long working hours that this entails. The conclusion is that occupational stress is getting worse.
 Previous studies have focused mainly on single professional groups in industrialised countries. This study extends these studies by investigating occupational stress among multi-disciplinary professionals in a developing economy, South Africa.

CHARTERED BODY OF PROJECT PROFESSION

Employer research report



Taking a seat at the table

The value of chartered to employers



Association for Project Management
November 2018

CHARTERED BODY
PROJECT PROFESSION

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

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

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

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 boasts a heritage dating back 300 years, to the reign of Henry VII. Today, it has the UK's largest letters and parcels delivery company. Royal Mail delivers letters and parcels from over 200,000 collection points at post offices, post boxes and business. It delivers to more than 20 million addresses (a day) a week and is the second largest employer in the UK, with over 450,000 employees. In 2015, Royal Mail made the UK's largest contribution to the water economy of Great Britain.

In that same year, the group handed approximately 14 billion letters and approximately three billion parcels. In October 2015 it successfully raised on the London Stock Exchange. For the past five years, the company has undergone major transformation involving several operational challenges, substantial logistics and delivery – and efficiency overhauls of the workforce. The scale and complexity of this business change has been recognised as one of the largest in government of Great Britain.



Introduction

Swansea University has been making a difference since its founding in 1920. Through its commitment to high quality education, today there are 14,000 students and 2,500 staff across the campus and the wider world of Wales. The research-led university is ranked among the top 100 in the UK. It is a member of the Association of Commonwealth Universities, with research-led, world-leading, globally collaborative and internationally recognised. With students and staff from around the world, the multicultural community provides global perspectives, enabling those who join to develop the skills and knowledge to set them on successful international careers.

Swansea University also offers a wide range of growth, leadership and innovation opportunities and a culture of excellence. In 2014, it was ranked Swansea University of the Year for the second time in a row and was named the Times Higher Education Award UK University of the Year. It is also ranked in the top 100 research-led universities in the world in the top 10 research-led universities in the Times Higher Education Award 2014. Swansea has also achieved the highest gold rating in the national Teaching Excellence and Student Outcomes Framework (TEF) and is ranked in the top five for student satisfaction in the 2014 National Student Survey.

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 - Heathrow Airport Limited

Case study - Shell

Case study - BAE Systems

Case study - Gleeds

Case study - Royal Mail

Case study - City of Westminster

Case study - DWP

Case study - Sellafield

Case study - Arup

Case study - BGL Group

Case study - MOD (DE&S)

Case study - Cobham

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 - Swansea University

Case study - Saïd 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!

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

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