

APM published resources





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

About APM

The award-winning Association for Project Management (APM), the chartered body for the project profession, is committed to developing and promoting the value of project management to deliver improved project outcomes for societal benefit.

APM is a registered educational charity with over 30,000 individual members and more than 500 organisations participating in the Corporate Partnership Programme, making it the largest professional body for project management in Europe.

What we offer

There are many ways in which individuals and organisations can benefit from what APM does, including:

- **Membership** – Professional membership for both individuals and organisations, to enhance reputation through alignment with the project profession’s leading source of knowledge and insights.
- **Qualifications** – Project management qualifications with accredited training courses for project professionals to enhance knowledge, expertise and support professional development.
- **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 that surface the latest insights, thought leadership and best practice for project managers.
- **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 that enable peers to network and celebrate achievements.
- **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 to safeguard the future of the profession and its valuable social and economic contribution.
- **Volunteering** – Opportunities for people to contribute and help develop the profession.



APM Code of Professional Conduct



APM is the leading source of knowledge and insights designed to facilitate discussion, inspire improvement and assist application. Its objective is to advance the art, science, theory and practice of project management and the profession, supported by an innovative knowledge and research programme.

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.

All titles are hyperlinked.

Thought leadership & opinion

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

Projecting the future: A big conversation about the future of the project profession 2019

NEW!

This discussion paper kicks off a conversation being led by APM. It sets out six key questions for the future of the profession, a vision for how the profession might change - and the questions that we want to explore with you.

Challenge paper 1. The fourth industrial revolution: Data, automation and artificial intelligence 2019

NEW!

This is the first of a series of short papers on the challenges shaping our profession's future.

Challenge paper 2. Climate change, clean growth and sustainability 2019

NEW!

The second of six paper asking a critical question: how does the project profession thrive in a changing world?

Challenge paper 3. Ageing and demographics: the 100-year life 2019

NEW!

The third paper notes the incredible progress in healthcare, in economic development and in the lifting of living standards globally – yet it is also a trend that raises complex issues.

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.



Project risk analysis and management



Association for Project Management January 2018

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.

4. Leading and optimising the change: six pathways to success – May 2019
This report provides insight into what it takes to establish a business-as-usual operating rhythm for the organisation's change portfolio.



Leading and optimising the change: six pathways to success

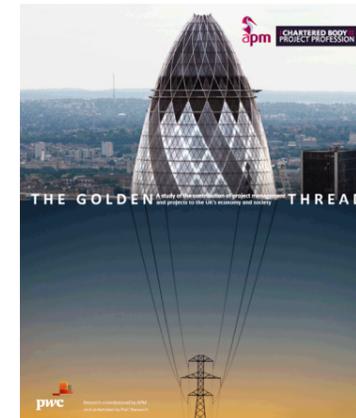
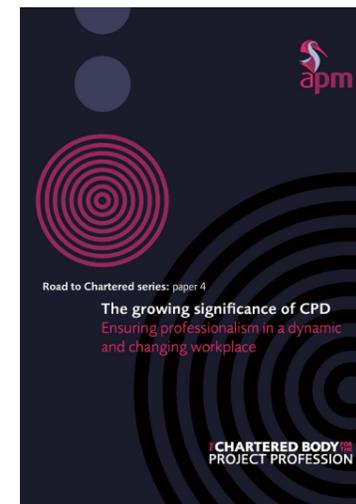


APM Portfolio Management Specific Interest Group May 2019

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.

- 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.
- 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.

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.

The Wellbeing of Project Professionals 2019
Research, conducted by Dr Clara Cheung, Lecturer in Project Management at the University of Manchester, benchmarked 183 APM members against a general working population (GWP) group that involved approximately 70,000 people from organisations in the private and public sectors.



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.

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.

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

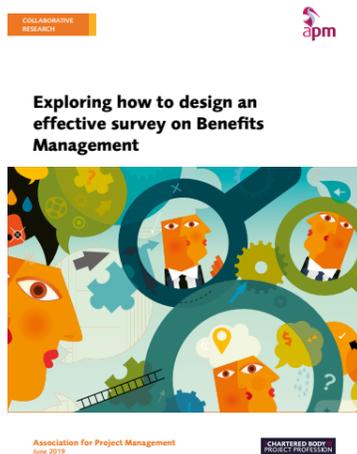
APM Collaborative studies include research based content by APM and like-minded organisations and individuals. The aim is to develop and generate innovative studies that help promote a profession built around learning and collaboration.

Exploring how to design an effective survey on Benefits Management 2019 **NEW!**
 (Online only)
The 10 questions asked at the beginning of the report are used to structure the conclusions into five meaningful clusters: goal of the survey research, identifying participants, type of questions, length and aesthetics of the survey, analysis and presentation.

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.

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)

Sustainable project management through project control in infrastructure projects **NEW!**
Focusing on a single case study – a large-scale infrastructure project in Finland with multiple stakeholders and an alliance contract – the authors examine the 'triple bottom line' of economic, environmental and social sustainability.

Teargas, taboo and transformation: A neo-institutional study of community resistance and the struggle to legitimize subway projects in Amsterdam 1960-2018 **NEW!**
This research draws from a longitudinal study of two large-scale infrastructure projects in Amsterdam to build two subway lines: the East line (1965-1980) and the North-South line (1995-2018).

The relationship between project governance and project success **NEW!**
An exploratory analysis was done to analyse the nature of the relationship between governance orientation and project success.

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.

Florence Duomo project (1420-1436): Learning best project management practice from history
This paper recounts the project managed by Filippo Brunelleschi to construct a dome for the newly built cathedral in Florence, Italy. The authors are interested in the process of knowledge transfer from a historical project to contemporary practice.

Supplier ranking by multi-alternative proposal analysis for agile projects
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
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
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
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.

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.

RESEARCH: SUMMARY SERIES



Do classics exist in megaproject management?



Bent Flyvbjerg and J. Rodney Turner, International Journal of Project Management 36:2 (2018) p. 134-141

KEYWORDS
 • Megaprojects
 • Commercial classic
 • Academic classic
 • Chartist classic

Article Highlight:
 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, before delving deeper into whether the term 'classic' can actually be used in this relatively young area of research.

What does the paper cover?
 The paper comes from an invitation to Bent Flyvbjerg from a book publisher to edit a volume previously called *Classics in Megaproject Planning and Management*, which had the purpose of identifying and publishing the classic texts in the field. The author set out to gather potential articles for the book and, in doing so, discover whether classic texts actually existed in project management.

CHARTERED BODY
 PROJECT PROFESSION



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

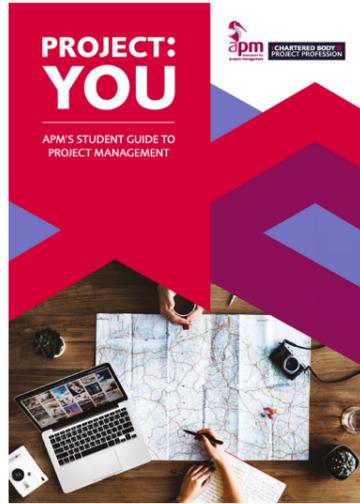
Policy briefings

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

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.



Project: You 2019

A student guide gives you insight to the project profession, as well as case studies, information on our free Student membership and 50+ examples of companies supporting the guide.

NEW!

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.

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.



OXFORD BROOKES UNIVERSITY

Introduction
Oxford Brookes University has over 150 years of history. What began as a small institution in a village has developed into one of the UK's top modern universities with a local, national and international reputation for teaching and research excellence.

The Oxford Brookes Group of Institutions in 1985, which later incorporated the School of Science in 1987, it was taken over by the City Council and renamed Oxford City Technical School, with John Henry Brookes as vice principal. The school was then renamed Oxford City Technical School.

Following a merger to create one in 1993, there were more mergers and changes until in 1995 it was renamed Oxford Brookes University in honour of John Brookes.

Today it is ranked the UK's top 'young' university. It attracts students from across the UK and throughout 140 countries worldwide. There are currently some 18,000 students of which 77 per cent are on distance learning. Supporting the needs of the students and the working of the university are 1,800 members of staff.

The university makes its achievements in its various and multifaceted ways, together with the close co-operation of students, alumni, partners and local supporters registered in the Oxford Brookes Register.

Significant investment in the estate has already resulted in high quality learning facilities. This investment continues with a £220 million programme over the next decade.

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.

NEW!

Case study - Oxford Brookes University

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

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

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



Introduction
Royal Mail has been a leading logistics provider for over 150 years, serving the UK and the world. It is the UK's largest and most visible delivery company.

Royal Mail delivers letters and parcels to over 200 million homes and businesses across the UK and the world, and is the main provider of postal services in the UK, with over 400,000 employees.

In 2015-16, Royal Mail made the 9th largest contribution to the wider economy of all UK corporations.

In that same year, the group handled approximately 14 billion letters and approximately three billion parcels.

In October 2015, it was named Project of the Year.

By 2016, Royal Mail's company has undergone a major transformation, moving from a traditional mail carrier to a modern logistics and delivery company, with a focus on customer service and operational excellence.

Royal Mail's commitment to operational excellence and its dedication to developing project professionals has been recognised as one of the largest programmes of its kind in Europe.

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

Association for Project Management

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