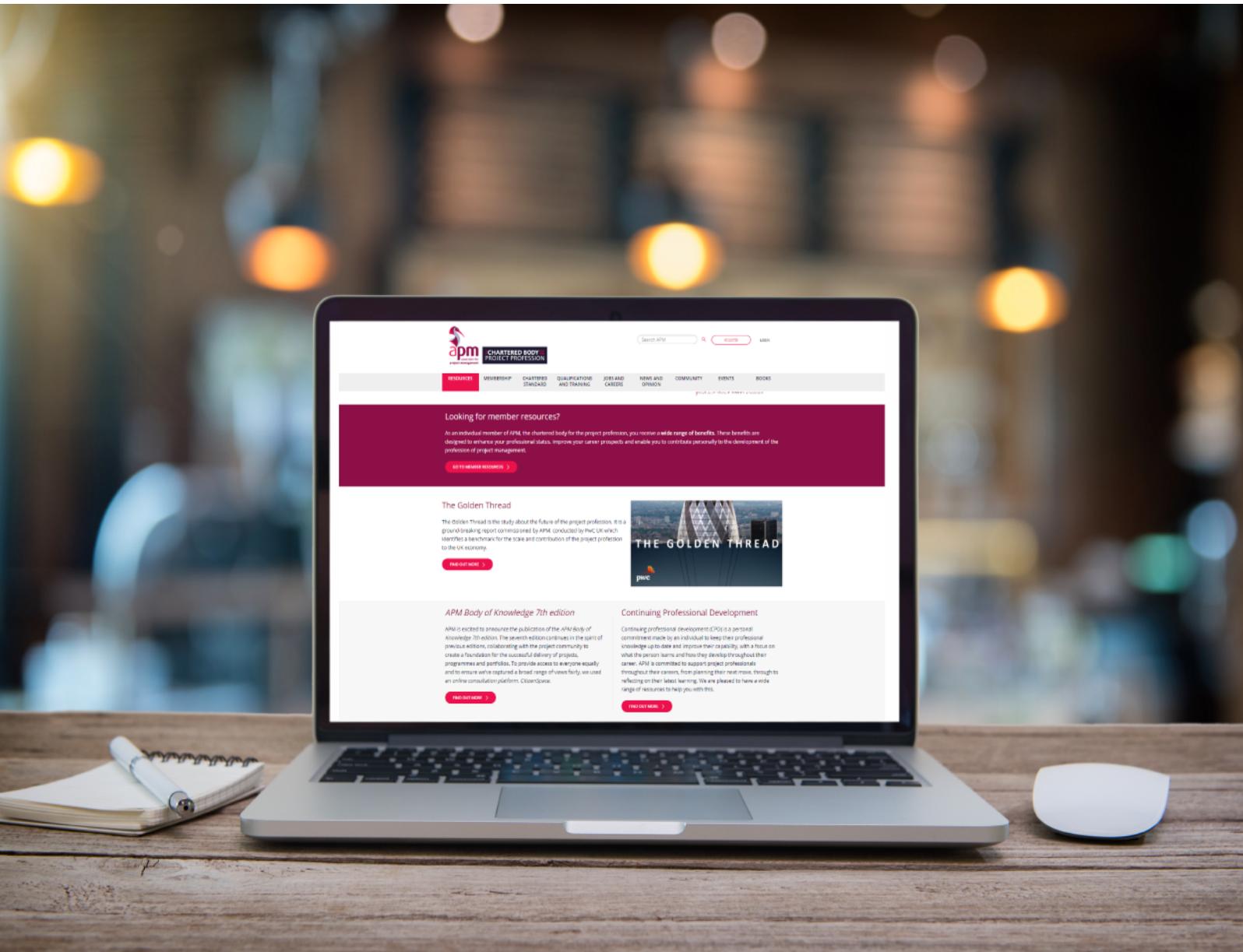


APM published resources





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 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 in print. 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
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
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
The second of six papers 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
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.

Challenge paper 4. The Future of mobility and transport 2020 NEW!
With a focus on these fast-changing fields, where new technologies promise to transform both how people travel and how goods are transported, and the significant economic implications.

Challenge paper 5. Smart cities, urbanisation and connectivity 2020 NEW!
This paper examines the emergence of smart cities, the ongoing trend of urbanisation, and the drive to improve connectivity – in urban areas and beyond.

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

Procuring for agile 2020

APM's Contracts and Procurement SIG outline how approaches can be developed to facilitate a more agile approach in any sector where there is need for a commercial arrangement to deliver an unknown or changing outcome.

NEW!

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

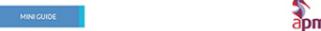
The ability to respond rapidly to change is dependent on good organisational governance, a mature capability in portfolio management and having the right team to successfully navigate the politics. It requires emotional intelligence, commitment, resilience and a desire to get to the end result quickly.

4. Leading and optimising the change: six pathways to success May 2019

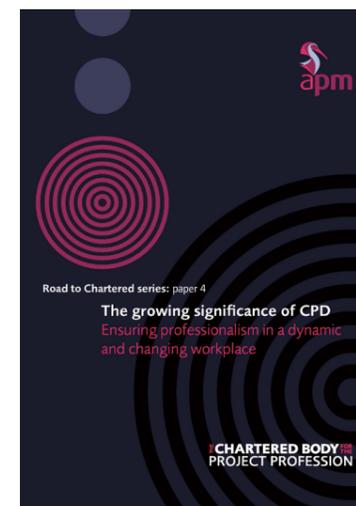
This report provides insight into what it takes to establish a business-as-usual operating rhythm for the organisation's change portfolio.



Procuring for agile projects



Project risk analysis and management



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

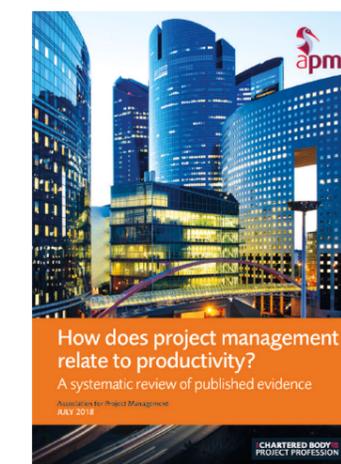
Working in partnership with PwC UK's research division to conduct a new ground-breaking study seeking to explore and highlight how deeply the contribution of the project profession is woven into the fabric of society.

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 benchmarked 183 APM members against a general working population 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 advances 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.

Developing the practice of governance 2019

The research focused on governance of large public-sector projects and is part of Project X, a broader research programme seeking to generate insights into major government projects.

Exploring how to design an effective survey on benefits management 2019 (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.

Collaborative Research Summary: Resolving agency issues in client-contractor relationships

A case study investigation and framework resolution looking at how relational risk is managed in projects delivered by external contractors for clients.

Research summary series

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

25 years of 'sustainable projects'. What we know and what the literature says

Sustainability imperatives and associated project performance requirements pose major challenges for project managers, not least in terms of stakeholder management.

Governance of institutional complexity in megaproject organizations

This paper examines a megaproject in East Asia, spanning three different regions and involving disparate stakeholders with differing agendas and institutional cultures.

Governance-as-practice for major public infrastructure projects: A case of multilevel project governing

Presenting a study of four major public infrastructure projects in Quebec, Canada. It shows how a common governance framework is translated into practice, from its institutional form to those involved in the projects.

The integration of project management and organizational change management is now a necessity

This paper advocates that organisational change management should be integrated into project management processes and covered in formal project management education.

Global virtual teams for value creation and project success: A case study

This case study has found that as workers become more accustomed to virtual team-working, many of the anticipated difficulties become increasingly unimportant for their performance.

Why cultural intelligence matters on global project teams

Results of this study show that the level of global project team members' CQ-motivation significantly moderates how role clarity mediates the relationship between communication norms and individual job performance and satisfaction.

The impact of women's representation on performance in project-based and non-project-based organisations

This paper presents pioneering insights into the impact of women's representation on organisational performance in project-based organisations.

Precursors to engaged team leaders in virtual project teams

Researchers set up four virtual project teams of graduates (in architecture, engineering and construction) based in two geographically distant universities, to work on a virtual project.

Sustainable project management through project control in infrastructure projects 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.

Agile portfolio management: An empirical perspective on the practice in use Qualitative data from 14 large European organisations in the financial, telecomms and government sectors was analysed with reference to existing theoretical frameworks, to identify the characteristics, challenges and benefits of an agile approach in practice.

Branding and governmentality for infrastructure megaprojects: The role of social media This paper explores the strategies that megaproject teams use to manage stakeholders through social media (Twitter and Facebook), using the branding of a metro rail project in India.



Association for Project Management April 2018

CHARTERED BODY PROJECT PROFESSION



Keywords: Sustainability, Project Management, Stakeholder, Business Process, Article highlight: The authors provide a common way to approach the concept of sustainable project management (SPM) and explore the literature. Sustainability is defined as the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs. The authors suggest that SPM is a holistic approach to project management that considers the social, environmental and economic impacts of a project. The authors also discuss the importance of stakeholder engagement in SPM and provide a framework for SPM. What does the paper cover? The paper covers the concept of SPM, the literature on SPM, the importance of stakeholder engagement in SPM, and a framework for SPM.



Association for Project Management December 2019

CHARTERED BODY PROJECT PROFESSION



Keywords: Virtual Project Team, Team Leadership, Engagement, Communication, Article highlight: The authors explore the precursors to engaged team leaders in virtual project teams. The authors identify four precursors: communication, trust, shared goals, and shared responsibility. The authors also discuss the importance of these precursors in virtual project teams and provide a framework for developing engaged team leaders. What does the paper cover? The paper covers the concept of engaged team leaders, the precursors to engaged team leaders, the importance of these precursors in virtual project teams, and a framework for developing engaged team leaders.

Teargas, taboo and transformation: A neo-institutional study of community resistance and the struggle to legitimize subway projects in Amsterdam 1960–2018



Lourens van den Ende and Miriam van Marrewijk, International Journal of Project Management 37 (2019) p.331–346

Article highlight:
This research is a longitudinal study of two large-scale infrastructure projects in Amsterdam: the East line (1965–1980) and the North-South line (1995–2018). Both had projects as an important reason for urban renewal and development in Amsterdam. They were met with community resistance in protection of the historical city. This resistance, which prevented residential work by project access in their ongoing attempt to acquire legitimacy and embed these projects into the Amsterdam community over time.

CHARTERED BODY
PROJECT PROFESSION

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

The relationship between project governance and project success
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
Prof. 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.

A project sponsor's impact on practice-based learning within projects



Andrius L. Sivas, International Journal of Project Management 31, 2 (2013) p. 364-371

Article highlight:
Advancing a deeper understanding of project sponsor (PS) behavior requires studies on the interaction of the PS with other project stakeholders other than just a multi-project, multi-organisational or global context. Through exploring the links and interactions between them, one can better understand the underlying impact experienced and/or actions to be taken in organisational level to project.

What does the paper cover?
This paper seeks to advance a deeper understanding of a project sponsor's impact on practice-based learning activity within a project. Understanding the interaction of the PS with other project stakeholders other than just a multi-project, multi-organisational or global context. Through exploring the links and interactions between them, one can better understand the underlying impact experienced and/or actions to be taken in organisational level to project.

CHARTERED BODY
PROJECT PROFESSION

Institutional development, divergence and change in the discipline of project management

Examines 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

Salary and Market Trends Survey 2018

Salary and Market Trends Survey 2016

Salary and Market Trends Survey 2017

Salary and Market Trends Survey 2015

Policy briefings

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

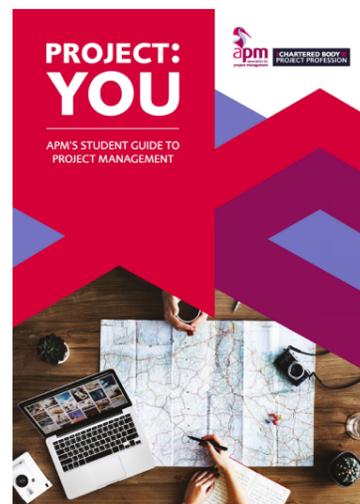
The National Infrastructure Commission 2018

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.

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.

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.

Creating Change, Adam Smith International 2015

Heathrow Terminal 3 Integrated Baggage Facility, Heathrow Airport Ltd 2015

National Trust - Project Management Company of the Year 2015

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.

W1 Programme, BBC 2013

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

King Shaka International Airport, Turner & Townsend 2010

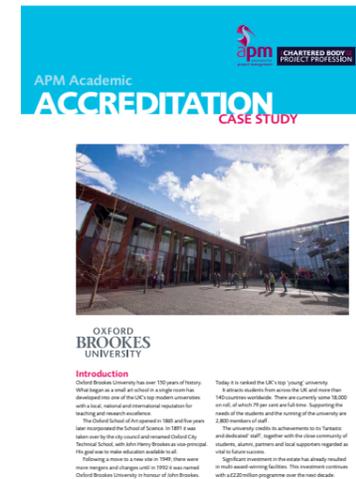
Accreditation case studies

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.

Atos	DWP	Sellafield
Shell	Arup	BAE Systems
BGL Group	Gleeds	MoD (DE&S)
Royal Mail	Cobham	City of Westminster
Heathrow Airport Limited		

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.

Oxford Brookes University	Swansea University
Saïd Business School	Northumbria University
Anglia Ruskin University	Manchester Metropolitan University
Blackpool and the Fylde College	Reykjavik University
Coventry University	Warwick University
Cranfield University	University of Reading
Nottingham Trent University	University of Aberdeen



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.

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Please visit apm.org.uk/resources for more information.