APM Project
**Professional**
Qualification 2nd edition

**Syllabus: learning outcomes
and assessment criteria aligned
to the *APM Body of Knowledge
7th edition* and Chartered Project
Professional (ChPP) standard**

The syllabus provides a summary of the coverage of the qualification; the details are then found in the learning outcomes and assessment criteria.

The majority of the syllabus and the learning outcomes and assessment criteria are aligned to the *APM Body of Knowledge 7th edition* and the Chartered Project Professional (ChPP) standard technical knowledge criteria. However there are some criteria that are specific to the APM Project Professional Qualification 2nd edition and this represents the design of the qualification and the requirement to apply skills to a given situation.

## Command Verbs

Below candidates can find the definitions of the Command Verbs which are found throughout the syllabus, to help them understand the breadth and level of knowledge required of them throughout the syllabus.

| Verb | Definition |
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| *Critically evaluate* | To form a judgement backed by a range of reliable and valid sources of information and supporting analysis. A critical evaluation must use this backing to reach an informed suggestion, recommendation or finding. |
| *Critically analyse* | To examine in methodical detail a range of reliable and valid sources of information to interpret or analyse a given subject. A critical analysis does not require any form of judgement (e.g. a recommendation or proposal). |
| *Demonstrate* | Exhibit by practical means. (Please note that all demonstrate assessment criteria will be assessed via means of the scenario assessment) |

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## Unit 1 – Delivering projects through effective leadership and management

| Learning Outcomes When awarded credit for this unit, a learner will have developed a capability to: | Assessment Criteria Assessment of this learning outcome may require a learner to demonstrate that they can: | *APM Body of Knowledge 7th edition* reference | ChPP criteria reference | Assessment Method |
|---|---|---|---|---|
| 1. Provide visionary leadership for a project. | 1.1 critically evaluate ethical, flexible, inspirational and collaborative approaches to the leadership of others in evolving situations. | 3.2.2 (Virtual teams) 3.2.4 (Leadership) | 6 - TK1.1 (Leadership) | Oral |
| | 1.2 critically analyse ways in which to engage with a diverse range of individuals and teams to agree aims and objectives which are aligned to a project's strategic goals. | 3.2.2 (Virtual teams) 3.2.4 (Leadership) | NA | |
| | 1.3 critically evaluate environments which encourage and sustain empowered and high-performance teams. | 3.2.3 (Team development) | 6 - TK1.3 (Leadership) | |
| 2. Establish and develop teams to achieve project aims and objectives. | 2.1 critically evaluate the tools, techniques and leadership behaviours which can establish and sustain trust, confidence and collaboration to maintain change momentum within a project. | 3.2.3 (Team development) | 6 - TK1.2 (Leadership) | Oral |
| | 2.2 critically analyse how to respond to changes in a project's environment to help ensure individual and team requirements and interests are maintained and supported. | 3.2.3 (Team development) | 10 - TK2.1 (Team management) | |
| | 2.3 critically analyse tools and techniques which are used to develop and maintain an effective team. | 3.2.4 (Leadership) | 10 - TK1.1 10 - TK2.1 (Team management) | |
| | 2.4 critically evaluate the role of monitoring and feedback to recognise and discuss individual contributions. | 3.2.3 (Team development) 3.2.4 (Leadership) 3.3.1 (Communication) | 10 - TK1.3 (Team management) | |
| | 2.5 critically evaluate the relationship between performance management, the team development cycle and motivation to the success of a project. | 3.2.3 (Team development) 3.2.4 (Leadership) | 10 - TK1.2 10 - TK2.3 (Team management) | |
| | 2.6 critically evaluate the extent to which conflict could be used to improve individual and team performance. | 3.2.3 (Team development) | 3 - TK1.4 (Conflict management) | |

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| 3. Maintain an engaged and constructive team through a positive approach to conflict management. | 3.1 critically evaluate why and how to act with objectivity, impartiality and honesty when determining the cause of conflict. | 3.1.3 (Engagement and influence) 3.1.5 (Conflict resolution) | 3 - TK1.2 3 - TK2.2 (Conflict management) | Oral/Report |
| | 3.2 critically analyse appropriate actions to take which help ensure conflict is managed and resolved giving respect to each party and with the support of others where required. | 3.1.3 (Engagement and influence) 3.1.5 (Conflict resolution) | 3 - TK1.3 3 - TK2.1 (Conflict management) | |
| | 3.3 critically evaluate ways in which to address challenges, issues and conflict to reduce any negative impact on a project. | 3.1.3 (Engagement and influence) 3.1.5 (Conflict resolution) | 3 - TK1.3 (Conflict management) 6 - TK2.2 (Leadership) | |
| | 3.4 critically analyse ways in which to maintain an awareness of challenges, issues and conflict within a project team. | 3.1.3 (Engagement and influence) 3.1.5 (Conflict resolution) | 3 - TK2.1 (Conflict management) | |
| 4. Resolve problems taking a logical approach to the problem-solving process. | 4.1 demonstrate an awareness of the impact of problems on the achievement of a project's objectives. | 2.1.2 (Programme shaping) 3.1.3 (Engagement and influence) | NA | Scenario |
| | 4.2 demonstrate how to obtain valid, reliable and timely information to resolve problems. | 2.2.1 (The PMO) 2.2.5 (Knowledge management) | NA | |
| | 4.3 demonstrate a logical and recognised approach to problem-solving. | NA | NA | |
| | 4.4 demonstrate an awareness of the relationship between problem-solving and decision-making. | NA | NA | |
| 5. Make decisions which support the objectives of a project. | 5.1 demonstrate how to maintain decision-making hierarchies within a project. | Throughout *APM Body of Knowledge 7th edition* | 5 - TK2.2 (Governance arrangements) | Scenario |
| | 5.2 demonstrate an understanding of how decision-making in a project relates to the organisation's governance structure. | Throughout *APM Body of Knowledge 7th edition* | 5 - TK1.2 (Governance arrangements) | |
| | 5.3 demonstrate a logical and recognised approach to decision making. | NA | NA | |

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| 6. Communicate effectively with stakeholders to achieve a project's objectives. | 6.1 critically analyse ways in which to effectively and appropriately communicate so that the relationship between a project's vision, values and objectives, and organisational strategic objectives are understood by stakeholders. | 3.1.1 (Stakeholders) 3.3.1 (Communication) | 6 - TK2.1 (Leadership) | Scenario |
| | 6.2 critically evaluate ways in which to communicate throughout a project where interaction with the project team and wider environment is necessary to deliver a project's objectives. | 3.3.1 (Communication) | 10 - TK1.4 (Team management) | |
| | 6.3 demonstrate effective verbal communication to provide information to, and gain information from, stakeholders. | 1.2.2 (Linear life cycles) 1.2.3 (Iterative life cycles) 1.2.4 (Hybrid life cycles) 3.3.1 (Communication) | 7 - TK1.3 (Reviews) | |
| 7. Negotiate effectively with stakeholders to achieve a project's objectives. | 7.1 demonstrate how to effectively negotiate with internal stakeholders. | 3.3.2 (Negotiation) | 18 - TK2.1 (Procurement) | Scenario |
| | 7.2 demonstrate how to effectively negotiate with external stakeholders. | 3.3.2 (Negotiation) | 18 - TK2.2 (Procurement) 20 - TK2.1 (Requirements management) 25 - TK2.1 25 - TK2.2 (Transition management) | |

# Unit 2 – Delivering projects through effective governance and oversight

| Learning Outcomes<br>When awarded credit for this unit, a learner will have developed a capability to: | Assessment Criteria<br>Assessment of this learning outcome may require a learner to demonstrate that they can: | APM Body of Knowledge 7th edition reference | ChPP criteria reference | Assessment Method |
|---|---|---|---|---|
| 1. Establish and maintain the governance structure of a project to ensure alignment to organisational practice. | 1.1 critically evaluate appropriate structures and hierarchies for a project which ensure alignment with the organisation's structure and are based on the life cycle to be employed. | 1.1.5 (Structural choices)<br>1.3.8 (Temporary structures)<br>1.3.10 (Governance boards)<br>1.2.2 (Linear life cycles)<br>1.2.3 (Iterative life cycles)<br>1.2.4 (Hybrid life cycles) | 5 - TK1.1<br>5 - TK1.2 (Governance arrangements) | Report |
| | 1.2 critically evaluate why and how to establish roles, responsibilities and relationships within a project ensuring levels of authority and accountability are accepted by individuals within the project team. | 1.3.1 (Governance principles) | 5 - TK2.1<br>5 - TK2.2 (Governance arrangements) | |
| | 1.3 critically evaluate ways in which to establish and maintain the reporting hierarchies and structure during the life of a project. | 1.1.5 (Structural choices)<br>4.2.7 (Resource optimisation) | 5 - TK1.3 (Governance arrangements) | |

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| 2. Use information to inform reviews and help manage deviations from a project plan. | 2.1 critically evaluate reliable and valid information to review a range of factors at key stages in a project based on the life cycle employed. | 2.2.2 (Decision gates) 2.2.3 (Information management) 2.2.4 (Audits and assurance) 1.2.2 (Linear life cycles) 1.2.3 (Iterative life cycles) 1.2.4 (Hybrid life cycles) 4.3.1 (Progress monitoring and reporting) | 7 - TK1.1 (Reviews) | Oral |
|---|---|---|---|---|
| | 2.2 critically evaluate the importance of aligning reviews with organisational, legal and regulatory requirements. | 4.3.6 (Change control) | 7 - TK1.2 (Reviews) | |
| | 2.3 critically analyse situations, and how to resolve them, where deviations to a project plan may occur. | 2.2.4 (Audits and assurance) | 7 - TK2.1 (Reviews) | |
| | 2.4 critically analyse reasons for accurately documenting deviations from a project plan. | 2.2.4 (Audits and assurance) 4.3.5 (Issue management) 4.3.6 (Change control) 4.3.8 (Quality control) | 7 - TK2.3 (Reviews) | |

| 3. Manage change control processes and protocols. | 3.1 critically evaluate the benefits and features which support the implementation and maintenance of an effective change control process. | 4.3.6 (Change control) | 2 - TK1.1 (Change control) | Oral/Report |
|---|---|---|---|---|
| | 3.2 critically evaluate ways in which to capture, record and review proposed options for change to determine the impact on a project's scope and objectives. | 2.2.3 (Information management) 4.2.3 (Risk analysis) | 2 - TK1.2 (Change control) | |
| | 3.3 critically evaluate why and how to implement and manage approved changes to a project. | 4.2.3 (Risk analysis) 4.3.5 (Issue management) | 2 - TK2.1 (Change control) | |
| | 3.4 critically evaluate why and how a trends analysis is used to add value to the management of a project and to inform learning and knowledge management. | 2.2.5 (Knowledge management) 4.3.6 (Change control) | 2 - TK1.3 2 - TK2.2 2 - TK2.3 (Change control) | |

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| 4. Manage stakeholder influence, interest and engagement for the benefit of a project. | 4.1 critically analyse techniques to determine stakeholder power, influence and interest. | 3.1.1 (Stakeholders) | 9 - TK1.2 (Stakeholder and communications management) | Oral/Report |
|---|---|---|---|---|
| | 4.2 critically evaluate why and how to develop and implement a stakeholder engagement and communication plan(s) to engage and influence stakeholders. | 3.1.1 (Stakeholders) 3.3.1 (Communication) | 7 - TK2.2 (Reviews) 9 - TK1.1 9 - TK1.3 9 - TK2.1 (Stakeholder and communications management) | |
| | 4.3 critically analyse ways in which to monitor and amend a stakeholder engagement and communication plan(s) using valid and reliable information from a range of stakeholders. | 3.3.1 (Communication) | NA | |
| | 4.4 critically evaluate relevant feedback from stakeholders to determine the potential impact on a project based on the life cycle employed. | 1.2.2 (Linear life cycles) 1.2.3 (Iterative life cycles) 1.2.4 (Hybrid life cycles) 3.3.1 (Communication) | 9 - TK1.3 9 - TK2.2 (Stakeholder and communications management) | |
| | 4.5 critically evaluate why and how to provide relevant stakeholders with financial reports during and at closure of a project. | 4.3.1 (Progress monitoring and reporting) | NA | |

| 5. Deliver the intended benefits of a project. | 5.1 critically evaluate the importance of confirming the intended benefits are measurable, meaningful to stakeholders and relate to an organisation's strategic objectives. | 1.1.4 (Benefits to the organisation) | 12 - TK1.1 12 - TK1.2 12 - TK1.4 (Benefits management) | Report |
|---|---|---|---|---|
| | 5.2 critically evaluate ways in which to develop a benefits management strategy which records priorities, timescales and responsibilities. | 1.3.7 (Business case) 2.1.2 (Programme shaping) | 12 - TK2.1 (Benefits management) | |
| | 5.3 critically evaluate the importance of prioritising the achievement of benefits based on their level of contribution to an organisation's strategic objective. | 4.1.1 (Success and benefits) | 12 - TK1.3 (Benefits management) | |
| | 5.4 critically evaluate ways in which to create a benefits realisation plan considering funding, tracking, monitoring and appropriate indicators and scheduling. | 2.3.3 (Adoption and benefits realisation) | 12 - TK2.2 (Benefits management) | |
| | 5.5 critically evaluate ways in which to maximise achievement of the planned benefits. | Throughout *APM Body of Knowledge 7th edition* | 12 - TK2.1 12 - TK2.3 12 - TK2.4 (Benefits management) | |

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## Unit 3 – Delivering projects through effective planning and control

| Learning Outcomes When awarded credit for this unit, a learner will have developed a capability to: | Assessment Criteria Assessment of this learning outcome may require a learner to demonstrate that they can: | *APM Body of Knowledge 7th edition* reference | ChPP criteria reference | Assessment Method |
|---|---|---|---|---|
| 1. Manage project costs within agreed budgets which supports management of a project. | 1.1 critically evaluate cost tracking tools and techniques in order to manage a project's budget based on the business case and an understanding of cost estimates. | 4.2.4 (Estimation) 4.2.8 (Cost planning) | 1a - TK1.1 1a - TK1.2 (Budgeting and cost control) | Oral/Report |
| | 1.2 critically evaluate the importance of cashflow and cashflow forecasting for a project to ensure availability of funds when required and based on the life cycle employed. | 1.2.2 (Linear life cycles) 1.2.3 (Iterative life cycles) 1.2.4 (Hybrid life cycles) 4.2.8 (Cost planning) | 1a - TK2.1 (Budgeting and cost control) | |
| | 1.3 critically evaluate why and how to establish cost trends and monitor the financial performance of a project. | 4.2.2 (Risk identification) 4.3.1 (Progress monitoring and reporting) | 1a - TK2.2 (Budgeting and cost control) | |
| | 1.4 critically evaluate the importance of cost analysis and its role in adjusting cost management processes, budget allocations and updating final costs. | 2.1.5 (Operational adjustments) 4.2.8 (Cost planning) 4.3.4 (Contingency management) | 1a - TK1.3 (Budgeting and cost control) | |
| | 1.5 critically evaluate the importance of completing all financial transactions before project closure. | 2.3.5 (Administrative closure of projects) | NA | |

| 2. Respond to risks to minimise threats and increase opportunities. | 2.1 critically analyse qualitative and quantitative approaches to risk identification and analysis throughout a project and based on the life cycle employed. | 1.2.2 (Linear life cycles) 1.2.3 (Iterative life cycles) 1.2.4 Hybrid life cycles) 4.2.2 (Risk identification) 4.2.3 (Risk analysis) 4.3.3 (Risk management) | 8 - TK1.2 8 - TK1.3 (Risk and issue management) | Oral/Report |
|---|---|---|---|---|
| | 2.2 critically evaluate why and how to record and plan responses to risks. | 4.3.3 (Risk management) | 8 - TK1.1 8 - TK2.1 (Risk and issue management) | |
| | 2.3 critically evaluate why and how to implement appropriate responses to risks. | 4.3.3 (Risk management) 4.3.6 (Change control) | 8 - TK2.2 (Risk and issue management) | |
| | 2.4 critically evaluate the importance of reviewing how risks were managed during a project, the implications of these risks for future projects and managing all open risks at project closure. | 2.2.3 (Information management) 2.3.5 (Administrative closure of projects) | 8 - TK2.3 (Risk and issue management) | |
| 3. Respond to issues in a way that supports the management of a project. | 3.1 critically evaluate why and how to record, and plan responses to resolve issues. | 4.3.5 (Issue management) | 8 - TK1.2 8 - TK2.1 (Risk and issue management) | Oral/Report |
| | 3.2 critically evaluate how to implement appropriate responses to issues. | 4.3.5 (Issue management) | 8 - TK2.2 (Risk and issue management) | |
| | 3.3 critically evaluate the importance of reviewing how issues were resolved during a project, and the implications for future projects. | 2.2.3 (Information management) 2.3.5 (Administrative closure of projects) 4.3.5 (Issue management) 4.3.6 (Change control) | 8 - TK2.3 (Risk and issue management) | |

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| 4. Develop and implement an integrated plan to support the management of a project. | 4.1 critically analyse ways in which to document the outcomes of a project's planning process. | 2.3.2 (Transition of project outputs) 4.1.4 (Scope definition) 4.2.3 (Risk analysis) | 4 - TK1.2 (Consolidated planning) | Oral/Report |
| | 4.2 critically analyse ways in which to balance the fundamental components of scope, schedule, resource, budgets, risks and quality to meet project requirements. | 4.1.4 (Scope definition) 4.2.5 (Scheduling - critical path) 4.2.6 (Scheduling - critical chain) 4.2.8 (Cost planning) 4.3.3 (Risk management) 4.3.8 (Quality control) | NA | |
| | 4.3 critically evaluate the purpose of an integrated plan. | 4.2 (Integrated Planning) | 4 - TK1.1 (Consolidated planning) | |
| | 4.4 critically evaluate why and how to monitor the progress of a project against the integrated plan. | 4.3.1 (Progress monitoring and reporting) | 4 - TK2.1 (Consolidated planning) | |
| | 4.5 critically analyse why and how to adjust an integrated plan based on the progress of a project. | 4.3.5 (Issue management) 4.3.6 (Change control) | 4 - TK2.2 (Consolidated planning) | |

## Notes

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