**APPENDIX A – Evidence Matrices**

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**APPENDIX A (i)**

***Please indicate where in your course material evidence can be found of coverage of the learning outcomes and assessment criteria for each qualification you intend delivering***

# Evidence Matrix – APM Project Fundamentals Qualification

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| --- | --- | --- |
| **Syllabus learning outcomes and assessment criteria** | **Evidence*****Eg PMQ slide 1/Course Handbook, page 3*** | **Assessor comment*****Not to be completed by Applicant*** |
| 1. **Understand project management and the operating environment**
 |  |  |
| * 1. define the term ‘project’
 |  |  |
| * 1. state the differences between a project and business as usual
 |  |  |
| * 1. define the term ‘project management’
 |  |  |
| * 1. state the key purpose of project management
 |  |  |
| * 1. define the terms ‘programme management’ and ‘portfolio management’ and their relationship with project management
 |  |  |
| * 1. describe why PESTLE analysis might be used by a project manager
 |  |  |
| 1. **Understand project life cycles**
 |  |  |
| * 1. state the phases of a typical linear project life cycle
 |  |  |
| * 1. state the phases of a typical iterative project life cycle
 |  |  |
| * 1. define the term ‘hybrid life cycle’
 |  |  |
| * 1. define the term ‘extended project life cycle’
 |  |  |
| **3.**  **Understand the roles and responsibilities within projects** |  |  |
| 3.1 outline project management roles and responsibilities (including the project sponsor, project manager, project governance, project team members, end users, product owner and the project management office) |  |  |
| 1. **Understand project management planning**
 |  |  |
| * 1. define the term ‘deployment baseline’
 |  |  |
| * 1. state how deployment baselines differ between linear and iterative life cycles
 |  |  |
| * 1. outline the stakeholders of a project management plan
 |  |  |
| * 1. outline the purpose and typical content of a business case
 |  |  |
| * 1. explain the role of a project sponsor and project manager in relation to developing a business case
 |  |  |
| * 1. explain how a stakeholder analysis supports effective stakeholder engagement
 |  |  |
| * 1. define the term ‘benefits management’
 |  |  |
| * 1. state typical estimating methods (including analytical, comparative, parametric)
 |  |  |
| * 1. outline the purpose of the estimating funnel
 |  |  |
| * 1. explain why establishing success criteria is important at the start, during, and at the handover of a project
 |  |  |
| * 1. outline the purpose and benefits of project progress reporting
 |  |  |
| 1. **Understand project scope management**
 |  |  |
| * 1. define the term ‘scope management’
 |  |  |
| * 1. differentiate between scope management within linear projects and scope management within iterative projects
 |  |  |
| * 1. describe how product breakdown structures (PBS) and work breakdown structures (WBS) are used to illustrate the required scope of work
 |  |  |
| * 1. outline how a project manager would use cost breakdown structures (CBS), organisational breakdown structures (OBS) and the responsibility assignment matrix (RAM)
 |  |  |
| * 1. define the terms ‘configuration management’ and ‘change control’ in the context of scope management
 |  |  |
| * 1. explain the relationship between change control and configuration management
 |  |  |
| * 1. outline the stages in a typical change control process
 |  |  |
| * 1. outline the activities in a typical configuration management process (including planning, identification, control, status accounting and verification audit)
 |  |  |
| 1. **Understand resource, scheduling and optimisation in a project**
 |  |  |
| * 1. state the purpose of scheduling
 |  |  |
| * 1. state the purpose of critical path analysis
 |  |  |
| * 1. state the purpose of milestones
 |  |  |
| * 1. define the term ‘time boxing’
 |  |  |
| * 1. outline options for resource optimisation (including resource levelling and resource smoothing)
 |  |  |
| * 1. define the term ‘procurement strategy’
 |  |  |
| 1. **Understand project risk and issue management in the context of a project**
 |  |  |
| * 1. define the term ‘risk’
 |  |  |
| * 1. explain the purpose of risk management
 |  |  |
| * 1. outline the stages of a typical risk management process (including identification, analysis, response and closure)
 |  |  |
| * 1. describe the use of risk registers
 |  |  |
| * 1. define the term ‘issue’
 |  |  |
| * 1. outline the purpose of ‘issue management’
 |  |  |
| * 1. differentiate between an issue and a risk
 |  |  |
| * 1. state the stages of an issue resolution process
 |  |  |
| 1. **Understand** **quality in the context of a project**
 |  |  |
| * 1. define the term ‘quality’
 |  |  |
| * 1. outline the purpose of ‘quality management’
 |  |  |
| * 1. define the term ‘quality planning’
 |  |  |
| * 1. define the term ‘quality control’
 |  |  |
| * 1. outline the purpose of ‘quality assurance’
 |  |  |
| * 1. state the purpose of; decision gates, post project reviews, benefit reviews and project audits
 |  |  |
| 1. **Understand communication in the context of a project**
 |  |  |
| * 1. define the term ‘communication’
 |  |  |
| * 1. outline the advantages of different communication methods (including face to face, physical and virtual)
 |  |  |
| * 1. outline the disadvantages of different communication methods (including face to face, physical and virtual)
 |  |  |
| * 1. outline the contents of a communication plan
 |  |  |
| * 1. explain the benefits, to a project manager, of a communication plan
 |  |  |
| 1. **Understand leadership and teamwork within a project**
 |  |  |
| * 1. define the term ‘leadership’
 |  |  |
| * 1. explain how a project team leader can influence team performance
 |  |  |
| * 1. outline the challenges to a project manager when developing and leading a project team
 |  |  |
| * 1. outline how a project manager can use models to assist team development (including Belbin and Tuckman)
 |  |  |

**APPENDIX A (ii)**

# Evidence Matrix – APM Project Management Qualification (3 hour and 2 hour exams)

**Those areas that appear in green will not be examined in the 2 hour exam (PRINCE2 2017)**

|  |  |  |
| --- | --- | --- |
| **Syllabus learning outcomes and****assessment criteria** | **Evidence** | **Assessor comment** |
| 1. **Understand how organisations and projects are structured**
 |  |  |
| * 1. differentiate between types of permanent and temporary organisation structures (including functional, matrix, and project)
 |  |  |
| * 1. explain the way in which an organisational breakdown structure is used to create a responsibility assignment matrix
 |  |  |
| * 1. explain the role and key responsibilities of the project manager
 |  |  |
| * 1. differentiate between the responsibilities of the project manager and the project sponsor throughout the project
 |  |  |
| * 1. describe other roles within project management (including users, project team members, the project steering group/board and the product owner)
 |  |  |
| * 1. describe the functions and benefits of different types of project office (including project/programme/portfolio management office (PMO), embedded PMO, central PMO and hub-and-spoke PMO)
 |  |  |
| * 1. explain why aspects of project management governance are required (such as the use of; policies, regulations, functions, processes, procedures and delegated responsibilities)
 |  |  |
| 1. **Understand project life cycles**
 |  |  |
| * 1. differentiate between linear, iterative and hybrid life cycles
 |  |  |
| * 1. explain why projects are structured as phases in a linear life cycle
 |  |  |
| * 1. explain the differences between a project life cycle and an extended life cycle
 |  |  |
| * 1. outline the role of knowledge and information management to inform decision making
 |  |  |
| * 1. explain the benefits of conducting reviews throughout the life cycle (including decision gates, benefits reviews and audits)
 |  |  |
| * 1. explain why projects may close early
 |  |  |
| 1. **Understand the situational context of projects**
 |  |  |
| * 1. differentiate between projects and business as usual (BAU)
 |  |  |
| * 1. differentiate between project management, portfolio management and programme management
 |  |  |
| * 1. outline the relationship between programmes, projects and strategic change
 |  |  |
| * 1. describe situations where the use of programme management may be appropriate
 |  |  |
| * 1. describe situations where the use of portfolio management may be appropriate
 |  |  |
| * 1. explain tools and techniques used to determine factors which influence and impact projects (including PESTLE, SWOT and VUCA)
 |  |  |
| * 1. explain the impact of the legal and regulatory environment on projects (such as the impact on working conditions, risk management, governance and sustainability)
 |  |  |
| 1. **Understand communication within project management**
 |  |  |
| * 1. explain the benefits, to a project, of a communication plan
 |  |  |
| * 1. explain the relationship between stakeholder analysis and an effective communication management plan
 |  |  |
| * 1. state factors which can positively or negatively affect communication
 |  |  |
| * 1. state sources of conflict within a project
 |  |  |
| * 1. explain ways in which conflict can be addressed (such as Thomas Kilmann Conflict Mode Instrument)
 |  |  |
| * 1. explain how to plan and conduct negotiations (including ZOPA, BATNA and ‘Win Win’)
 |  |  |
| 1. **Understand the principles of leadership and teamwork**
 |  |  |
| * 1. explain how leadership impacts on team performance and motivation (using models such as Maslow, Herzberg and McGregor)
 |  |  |
| * 1. explain why it may be necessary to change leadership styles to effectively support the management of a project
 |  |  |
| * 1. describe the characteristics and benefits of effective teams and teamwork
 |  |  |
| * 1. explain factors which impact on the leadership of virtual teams
 |  |  |
| * 1. explain factors which influence the creation, development and leadership of teams (using models such as Belbin, Margerison- McCann, Myers-Briggs, Hackman, Tuckman, Katzenbach and Smith)
 |  |  |
| 1. **Understand planning for success**
 |  |  |
| * 1. explain the importance of a business case throughout the project life cycle
 |  |  |
| * 1. explain what is meant by benefits management (including identification, definition, planning, tracking and realisation)
 |  |  |
| * 1. explain investment appraisal techniques used by a project manager (including Internal Rate of Return (IRR) and Net Present Value (NPV))
 |  |  |
| * 1. explain an information management process (including collection, storage, curation, dissemination, archiving and the destruction of information)
 |  |  |
| * 1. explain factors which would typically be reported on to help ensure successful project outcomes
 |  |  |
| * 1. explain the relationship between the deployment baseline and the development of a project management plan in linear and iterative life cycles
 |  |  |
| * 1. explain the importance of producing a project management plan
 |  |  |
| * 1. describe the typical contents of a project management plan
 |  |  |
| * 1. explain approaches to producing estimates (including parametric, analogous, analytical and Delphi)
 |  |  |
| * 1. explain the reasons for and benefits of re-estimating throughout the project life cycle
 |  |  |
| * 1. explain the relationship between stakeholder analysis, influence and engagement
 |  |  |
| * 1. explain the importance of managing stakeholder expectations to the success of the project
 |  |  |
| * 1. explain why a project manager would use earned value management
 |  |  |
| * 1. interpret earned value data (including variances and performance indexes)
 |  |  |
| * 1. explain the benefits of using the interpretation of earned value data
 |  |  |
| * 1. explain the role of contingency planning in projects
 |  |  |
| 1. **Understand project scope management**
 |  |  |
| * 1. define scope in terms of outputs, outcomes and benefits (including use of product, cost and work breakdown structures)
 |  |  |
| * 1. explain how to establish scope through requirements management processes (such as gather, analysis, justifying requirements, and baseline needs)
 |  |  |
| * 1. explain how to manage scope through configuration management processes (such as planning, identification, control, status accounting, and verification audit)
 |  |  |
| * 1. explain different stages of a typical change control process (such as request, initial evaluation, detailed evaluation, recommendation, update plans, and implement)
 |  |  |
| 1. **Understand schedule and resource optimisation**
 |  |  |
| * 1. describe ways to create and maintain a schedule (including critical path, and Gantt charts)
 |  |  |
| * 1. differentiate between critical path and critical chain as scheduling techniques
 |  |  |
| * 1. describe how resources are categorised and allocated to a linear life cycle schedule
 |  |  |
| * 1. describe how resources are categorised and allocated to an iterative life cycle schedule
 |  |  |
| * 1. differentiate between resource smoothing and resource levelling
 |  |  |
| * 1. differentiate between cost planning for iterative life cycles and cost planning for linear life cycles
 |  |  |
| 1. **Understand project procurement**
 |  |  |
| * 1. explain the purpose, typical content and importance of a procurement strategy
 |  |  |
| * 1. differentiate between different methods of supplier reimbursement (including fixed price, cost plus fee, per unit quantity, and target cost)
 |  |  |
| * 1. differentiate between different contractual relationships
 |  |  |
| * 1. explain a supplier selection process
 |  |  |
| 1. **Understand risk and issue management in the context of project management**
 |  |  |
| * 1. explain each stage in a risk management process (such as identification, analysis, response, and closure)
 |  |  |
| * 1. explain proactive and reactive responses to risk (such as avoid, reduce, transfer or accept and exploit, enhance, share and reject)
 |  |  |
| * 1. explain the benefits of risk management
 |  |  |
| * 1. explain the key aspects of issue management
 |  |  |
| 1. **Understand quality in the context of a project**
 |  |  |
| * 1. explain what is meant by quality planning
 |  |  |
| * 1. differentiate between quality control and quality assurance
 |  |  |

**APPENDIX A (iii)**

# Evidence Matrix – Project Risk Management Certificate Level 1

|  |  |  |
| --- | --- | --- |
| ***Project Risk******Analysis and Management (PRAM) Guide 2nd edition*****section reference** | **Evidence** | **Assessor comment** |
| 1. **General**
 |  |  |
| a) Define project risk management |  |  |
| b) Define project risk |  |  |
| c) Define risk event |  |  |
| **2. Benefits** |  |  |
| a) List benefits of risk management |  |  |
| b) List possible threats to effective risk management |  |  |
| **3. Principles** |  |  |
|  a) Define threat and opportunity |  |  |
| **4. Process** |  |  |
|  a) Define the PRAM process |  |  |
| 4.1 Initiate a) Define project objectives |  |  |
|  b) Define scope |  |  |
|  c) Define success criteria |  |  |
|  d) Define stakeholder and stakeholder analysis |  |  |
| 4.2 Identify |  |  |
| * 1. Assess
 |  |  |
| 4.4 Plan responses |  |  |
| **5. Organisation and control** |  |  |
| a) Define the risk managementplan |  |  |
| b) Define roles and responsibilities of those involved in the risk management process |  |  |
| c) Define the contents of a risk register |  |  |
| d) Define the contents of a risk report |  |  |
| e) Define risk reviews |  |  |
| f) Define project contingency / management reserve |  |  |
| **6. Behaviour** |  |  |
| a) Define risk attitude |  |  |
| b) Define risk-averse |  |  |
| c) Define risk-tolerant |  |  |
| d) Define risk-neutral |  |  |
| e) Define risk-seeking |  |  |
| f) Define the triple strand |  |  |
| g) Define situational factors |  |  |
| h) Define the availability heuristic |  |  |
| i) Define the representativeness heuristic |  |  |
| j) Define the anchoring and adjustment heuristic |  |  |
| k) Define the confirmation trap |  |  |
| l) Define the affect heuristic |  |  |
| m) Define emotion |  |  |
| n) Define groupthink |  |  |
| o) Define the “Moses factor” |  |  |
| p) Define risky and cautious shift |  |  |
| q) Define cultural conformity |  |  |
| r) Define power distance |  |  |
| s) Define uncertainty avoidance |  |  |
| **7. Application** |  |  |
| a) List the main steps of introduction of risk management to an organisation |  |  |
| **8.**  |  |  |
| * 1. Risk identification techniques

a) Define risk identification techniques |  |  |
| 8.2 Qualitative risk assessmenta) Define:i. Probability / impact assessmentii. Structured risk descriptions, i.e. cause – risk - effectiii. Risk breakdown structures |  |  |
| * 1. Quantitative risk assessment

 a) Define quantitative risk assessment techniques |  |  |
| 8.4 Risk response a) Define risk response techniques |  |  |

**APPENDIX A (iv)**

# Evidence Matrix – Project Risk Management Certificate Level 2

|  |  |  |
| --- | --- | --- |
| ***Project Risk******Analysis and Management (PRAM) Guide 2nd edition*****section reference** | **Evidence** | **Assessor comment** |
| 1. **Introduction**
 |  |  |
| Not included. Covered in level 1. |  |  |
| 1. **Benefits**
 |  |  |
| a) Explain benefits of risk management and how they apply at different levels within an organisation |  |  |
| b) Explain possible threats to effective risk management  |  |  |
| **3. Principles** |  |  |
| a) Explain the concept of risk as threat and opportunity |  |  |
| b) Explain the differences between risk events and project risk |  |  |
| **4. Process** |  |  |
| a) Demonstrate understanding of the PRAM process and apply it to a case study |  |  |
| b) Demonstrate application of scaling project risk management to a case study |  |  |
| 4.1 Initiatea) Identify project objectives, scope and success criteria |  |  |
| b) Carry out stakeholder analysis |  |  |
| 4.2 Identifya) Identify risks from a case study, in the form cause - risk event - effect |  |  |
| 4.3 Assessa) Explain the difference between qualitative and quantitative risk assessment and when they should be applied |  |  |
| b) Assess risks qualitatively |  |  |
| c) Assess risks quantitatively |  |  |
| d) Explain the need to prioritise project risks |  |  |
| * 1. Plan responses

a) Suggest assignment of risk owners based on a case study |  |  |
| b) Plan response strategies for differing threats and opportunities identified from a case study |  |  |
| c) Calculate cost/benefit analysis of risk responses |  |  |
| **5. Organisation and control** |  |  |
| a) Produce a risk management plan |  |  |
| b) Explain, and distinguish between, the differing roles in project risk management |  |  |
| c) Create a risk register |  |  |
| d) Explain the importance of continued risk ownership and regular risk reviews |  |  |
| e) Explain methods for determining levels of contingency on projects |  |  |
| f) Explain the importance of post-project reviews, lessons learnt, and how to obtain information for future risk management |  |  |

|  |  |  |
| --- | --- | --- |
| **6. Behaviour** |  |  |
| a) Explain how human factors (individual and group risk attitudes) could generically have an effect on the stages of the PRAM process and the effectiveness of risk management |  |  |
| b) Explain how situational assessments, heuristics, feelings/emotions and/or group biases can have an effect on the risk management process and how they can be overcome. Apply to a case study |  |  |
| **7. Application of PRAM** |  |  |
| a) Describe ways to introduce risk management to a project, including getting buy-in from senior management |  |  |
| **8.**  |  |  |
| * 1. Risk identification techniques

a) Explain the different identification techniques, their advantages and disadvantages |  |  |
| b) Use the appropriate risk identification technique for the situation. |  |  |
| * 1. Qualitative risk assessment

a) Define project specific probability and impact scales |  |  |
| b) Use a 5x5 probability/impact grid to prioritise risks |  |  |
| * 1. Quantitative risk assessment

a) Explain Probability distribution functions and demonstrate their use |  |  |
| b) Explain the uses and benefits of risk assessment techniques |  |  |
| c) Explain the theory behind Monte Carlo Analysis and its application on projects  |  |  |
| d) Interpret data from a Monte Carlo analysis |  |  |
| e) Calculate mean, median, mode, variance |  |  |
| f) Explain criticality and cruciality |  |  |
| g) Explain net present value (NPV) and internal rate of return (IRR) in risk assessment |  |  |
| h) Use a decision tree to decide the best option |  |  |
| i) Use sensitivity analysis to determine key risk drivers |  |  |
| j) Calculate expected value of threats |  |  |
| * 1. Risk response

a) Suggest the most appropriate responses for a variety of threats and opportunities |  |  |