

## ***Appendix A to APM Academic and Professional Course Accreditation Application Guidance***

# **APM Body of Knowledge 7<sup>th</sup> edition Summary**

### **Chapter 1 Setting up for success**

#### **Section 1.1 Implementing strategy**

- 1.1.1 Organisational environment
- 1.1.2 Strategic implementation
- 1.1.3 Organisational change
- 1.1.4 Benefits to the organisation
- 1.1.5 Structural choices

#### **Section 1.2 Life cycle options and choices**

- 1.2.1 Life cycle philosophy
- 1.2.2 Linear life cycles
- 1.2.3 Iterative life cycles
- 1.2.4 Hybrid life cycles
- 1.2.5 Extended life cycles
- 1.2.6 Product life cycles

#### **Section 1.3 Establishing governance and oversight**

- 1.3.1 Governance principles
- 1.3.2 Assurance principles
- 1.3.3 Sustainability
- 1.3.4 Strategic sourcing
- 1.3.5 Sponsorship
- 1.3.6 Investment decisions
- 1.3.7 Business case
- 1.3.8 Temporary structures
- 1.3.9 Talent management
- 1.3.10 Governance boards

## **Chapter 2 Preparing for change**

### **Section 2.1 Shaping the early lifecycle**

- 2.1.1 Project shaping
- 2.1.2 Programme shaping
- 2.1.3 Portfolio shaping
- 2.1.4 Procurement strategy
- 2.1.5 Operational adjustments

### **Section 2.2 Assurance, learning and maturity**

- 2.2.1 The PMO
- 2.2.2 Decision gates
- 2.2.3 Information management
- 2.2.4 Audits and assurance
- 2.2.5 Knowledge management
- 2.2.6 Communities of practice
- 2.2.7 Maturity of practice

### **Section 2.3 Transition into use**

- 2.3.1 Business readiness
- 2.3.2 Transition of project outputs
- 2.3.3 Adoption and benefits realisation
- 2.3.4 Unplanned project endings
- 2.3.5 Administrative closure of projects
- 2.3.6 Closing programmes and portfolios

## **Chapter 3 People and behaviours**

### **Section 3.1 Engaging stakeholders**

- 3.1.1 Stakeholders
- 3.1.2 Social context
- 3.1.3 Engagement and influence

- 3.1.4 Facilitation
- 3.1.5 Conflict resolution

### **Section 3.2 Leading teams**

- 3.2.1 Teams
- 3.2.2 Virtual teams
- 3.2.3 Team development
- 3.2.4 Leadership
- 3.2.5 Organisational culture
- 3.2.6 Diversity and inclusion
- 3.2.7 Workplace stress

### **Section 3.3 Working professionally**

- 3.3.1 Communication
- 3.3.2 Negotiation
- 3.3.3 Time management
- 3.3.4 Regulatory environment
- 3.3.5 Ethics and standards
- 3.3.6 Continuing professional development (CPD)

## **Chapter 4 Planning and managing deployment**

### **Section 4.1 Defining outputs**

- 4.1.1 Success and benefits
- 4.1.2 Objectives and requirements
- 4.1.3 Options and solutions
- 4.1.4 Scope definition
- 4.1.5 Quality planning

### **Section 4.2 Integrated planning**

- 4.2.1 Contract award
- 4.2.2 Risk identification
- 4.2.3 Risk analysis
- 4.2.4 Estimation
- 4.2.5 Scheduling – critical path

- 4.2.6 Scheduling – critical chain
- 4.2.7 Resource optimisation
- 4.2.8 Cost planning
- 4.2.9 Contingency planning
- 4.2.10 Deployment baseline

### **Section 4.3 Controlling deployment**

- 4.3.1 Progress monitoring and reporting
- 4.3.2 Contract management
- 4.3.3 Risk management
- 4.3.4 Contingency management
- 4.3.5 Issue management
- 4.3.6 Change control
- 4.3.7 Configuration management
- 4.3.8 Quality control