



APM Research Fund

Call for applications for funding

2018

About the APM Research Fund

1. The Association for Project Management (APM), the Chartered body for the project profession research programme aims to advance new and existing knowledge in the delivery of projects, programmes and portfolios. By developing innovative research and sharing its results and findings, APM helps to develop and promote a profession built around learning and collaboration. In this way, research helps to fulfil APM's chartered objectives whilst providing funding, dissemination and promotional opportunities.
2. The APM Research Fund has been setup within the Research Programme to provide funding for small-scale research projects or to provide seed funding for larger research projects.
3. APM welcomes applications to the Research Fund from APM members and the wider project management community to fund research proposals that seek to address key issues that are either directly involved in or related to, the management of projects, programmes and portfolios.

How much funding is available?

4. Proposals will be typically funded at £5,000 each although submissions of a larger scale, ambition and impact will also be considered. APM is happy to consider match-funding or co-funded submissions.

How can APM and the APM Sponsored Research Fund help me?

5. In addition to funding, APM can help provide access to data and research participants who wish to be involved in cutting edge research activities (for example, through access to its corporate partners). APM also aids researchers by providing a dissemination platform for research at its events including its annual conference, publications, journals and media activities.

Eligibility Criteria

6. Applications and proposals are open to UK-residents including: academics and researchers, students, the APM volunteer community and practitioners amongst others
7. Both individual and collaborative proposals are welcomed.

What should the research proposal contain?

8. APM's research themes and priorities for 2018 are:
 - a) **New emergent themes or knowledge gaps that directly impact project delivery.**
These might include: Temporary Multi-Organisations (TMO's), the role of agile within the wider world of project management, delivering digital transformation, the use of data and analytics in improving project delivery particularly in the use of project controls and planning, Future Project Management skills and competences and PM in the Boardroom – governance and accountability at the C-suite and amongst senior management for example.
 - b) **Project management markets or sectors** – this includes cross-sectorial comparisons and differences, exploratory studies of new and emerging project management markets or sectors and deeper dives of project management within more traditional project management sectors or markets.
 - c) **External issues which may affect project management delivery** indirectly these might include: Virtual teams, cross cultural issues, supply chain management, Project Management in the context of government policy for example Brexit or UK Industrial Strategy and Climate change and sustainability.
9. The above themes directly support the APM strategy and a detailed breakdown of these themes can be found in the 'Detailed Appendix' in 26. For more on the strategy please visit: <https://www.apm.org.uk/about-us/apm-strategy>
10. Other themes will also be considered but those addressing the above themes and priorities will be given preference. All proposals must be of practical benefit to the project management community. The research should outline the key question or issue it is trying to address.
11. Proposals should be succinct (no more than 1500 words) in MS Word or PDF formats.
12. Research proposals should include:
 - a) A statement addressing the following points:
 - *The research question you seek to answer*
 - *Past research or previous work related to this subject area*
 - *The practical benefits of the research to APM and the project management community and how these will be measured or evaluated to measure the impact of the research*
 - *Relevance of the research to APM's research themes and priorities for 2018*

- *Predicted timescales of key activities*
 - *Proposed budget and the request for how much funding is required* – will any funding be coming from other sources such as Research Councils, private companies, professional bodies or other organisations? How will the monies be used?
 - *What support will be required from APM?*
 - *Target audience(s)* – preference will be given to those who already have identified targeted populations and/or contacts for their research activities
 - *The research outputs and how the research will be disseminated* - applicants should read the next section **Outputs and conditions on achieving the funding**.
- b) Basic contact information such as NAME, COURSE TITLE (if applicable), WHERE STUDYING (if applicable or otherwise employer information) EMAIL/TELEPHONE/ADDRESS.
- c) A copy of your CV(s).

Outputs and Conditions on achieving the funding

13. Outputs or materials arising from the APM Research Fund could take many formats from reports and white papers, to presentations at events or in publications such as academic journals or magazines. Consideration should be given to the longevity of the outputs and how they can be best utilised by members of the project management community.
14. Conditions on achieving the funding could include some of the following although the most appropriate outputs from each project will be discussed with the APM Research Manager upon attaining funding:
- A research report for practitioners (mandatory)
 - Talks or presentations by the researchers/authors at APM events or relevant external events/conferences
 - Promotion in the press and/or other media
 - Regular updates on activities and progress during the period of APM sponsorship.
15. Please visit <https://www.apm.org.uk/Research/fund> for examples of current APM Research Fund studies.

Assessment process

16. All applications will be reviewed and evaluated by a panel appointed by APM and its Research Advisory Group (RAG). Submitted proposals will be assessed on the following criteria:
- a) the quality of the research question and what the research is seeking to achieve
 - b) any knowledge gaps or emergent themes the research is seeking to address
 - c) practical value to APM, its members and the wider project management community

- d) value for money
- e) Relevance of the research to APM's research themes and priorities for 2018
- f) timescales – preference will be given to proposals which can be delivered fully within 1 year of being awarded research fund monies
- g) whether the APM's funding is decisive to the research being produced
- h) the merit of the application submitted including its originality and innovation and the points raised in 12a

17. Individuals will be contacted if any further information or clarification around their submission is required. The decision of the Research Advisory Group will be final and feedback cannot be guaranteed.

Intellectual Property and Acknowledge Practice

18. Whereby APM are the sole funder the following position will generally be adopted. Applicants will licence to APM the right to use, modify, edit, manipulate and/or distribute, on an irrevocable, perpetual, worldwide and royalty free basis, any and all IP rights in the Work (including the right to grant sub-licenses and including the right to use any of the Recipient's existing background IP rights comprised on which the Work is based or on which the Work is incorporated) for any or all of the following purposes:

- 19.1. for non-commercial purposes such as submissions to academic journals, research dissemination and for the public benefit;
- 19.2. to inform APM products and services including the Body of Knowledge, Competence Framework, APM guides and qualifications; and
- 19.3 for APM content generation such as blogs, articles, research summaries and interactive media

19. The applicant warrants to APM that (1) the material created is original; (2) that the applicant is the first owner of copyright in such material; and (3) that all third party IP rights that are comprised in the Work have been cleared and all consents, permissions or licences that are required from such third parties have been granted.

20. Applicants receiving funding must acknowledge this in all publications. The following text should be included in the funding or acknowledgement section in any published work (including any conference papers or posters) based on or incorporating part or all of the research outputs and works produced as part of this project: "This work was supported by the Association for Project Management (APM) Research Fund." If more than one funder or grant was involved, the text should include the names of all funders in order of contribution.

How do I apply?

21. All research proposals should be sent with the subject line FAO APM Research Fund to research@apm.org.uk

22. Please contact APM research on the above email if you have any questions or would like to discuss your concept ahead of submitting your proposal.

Timetable and payments

23. The following timetable will be used:

W/C 23 October 2017	Applications for proposals open
5 February 2018	Applications deadline
By 2 March 2018	Evaluation of proposals by the APM Research Advisory Group Judging panel
9 March 2018	Feedback provided for proposals with successful recipients notified
19 March - 13 April 2018	Meetings with successful research leads to take place
1 May 2018	Successful research projects publicised

24. Funding will be distributed on an individual basis once research outputs have been agreed following a meeting with the APM Research Manager.

Further information and contact

25. For more information about APM Research or the APM Research Fund please visit: www.apm.org.uk/research

Detailed appendix

26. Below is a more detailed list of APM's Research themes and priorities for 2018

1. New emergent themes or knowledge gaps

These might include:

- Temporary Multi-Organisations (TMO's)
- The role of agile within the wider world of project management
- Delivering digital transformation
- The use of data and analytics in improving project delivery particularly in the use of project controls and planning
- The role and impact of insourcing on project delivery
- PM in the Boardroom – governance and accountability at the C-suite and amongst senior management for example
- Future Project Management skills and competences and exploration of any of the 7 mega trends identified in the [Future of Project Management](#) initiative
- The Infrastructure and Project's (IPA) [Project X 6 themes](#)

2. Project management markets or sectors

- a) Cross-sectorial comparisons and differences

- b) This might include exploration of non-traditional project management industries or sectors such as
- Health and social care
 - Life Sciences
 - Creative industries
 - Retail and Fast Moving Consumer Goods
 - Legal
 - Cultural and heritage
 - Higher Education (the delivery and application of Project Management rather than PM as an academic discipline)
 - Financial Services
 - Energy
 - Local government
- c) Deeper dives of traditional project markets or sectors. This may include exploring:
- Learning from major projects and the role of learning legacies
 - Knowledge Asset Management
 - Sponsorship
 - Role of professionalism

3. External issues which may affect project management delivery

These might include:

- Virtual teams
- Cross cultural issues
- Supply chains management
- Project Management in the context of government policy for example Brexit or UK Industrial Strategy
- Climate change and sustainability