



PROFESSIONAL

APM Project Professional Qualification Module 1: Professionalism and managing others

Syllabus, learning outcomes and assessment criteria

APM Project Professional Qualification Syllabus, learning outcomes and assessment criteria

The syllabuses provide the details of the learning outcomes and assessment criteria for each module. The syllabuses are aligned to the *APM Competence Framework 2nd edition* and are based on the role profiles for Project Manager Intermediate, Programme Manager Intermediate, and Portfolio Manager Intermediate, but the presentation of the content better reflects teaching approaches than the functional breakdown of the *APM Competence Framework 2nd edition* structure.

Syllabus, learning outcomes and assessment criteria

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:	Competence Framework 2nd edition topic area
1 promote the wider public good in all actions, and act in an ethically and legally appropriate manner in dealings with stakeholders and members of project teams and the organisation	1.1 identify legal, regulatory, ethical and social requirements, and assess the consequences of non-compliance 1.2 identify sources of advice and direction regarding compliance with legal, regulatory, ethical and social requirements 1.3 discriminate between behaviours that would be characterised as being ethically and legally acceptable and those that would not, taking account of different contexts over time 1.4 recognise ways in which the values, culture, behavioural norms, and transparency expectations of others may vary, and devise strategies to cater for these differences 1.5 identify ethical concerns relating to a change initiative or the wider working environment, and devise strategies to address such concerns 1.6 recognise the limits of own competence, identify opportunities to develop that competence, and/or draw on relevant sources of expertise as appropriate	1 Ethics, compliance and professionalism
2 develop and manage teams	2.1 determine ways of working consistent with the team's stage of development 2.2 align team and individual objectives with regard to the needs of the change initiative 2.3 apply the techniques and standards to maintain regular communication with the team and wider networks, delegating tasks, asking for support, and offering assistance as appropriate 2.4 apply the techniques and standards to encourage a culture of openness and honesty within the team 2.5 identify and negotiate opportunities for team development, including coaching and/or mentoring 2.6 monitor the performance of individual team members and the team as a whole, address any issues or concerns, provide regular, constructive feedback, and acknowledge the contributions of individuals	2 Team 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:	Competence Framework 2nd edition topic area
3 identify, address and resolve differences between individuals and/or interest groups	3.1 discriminate between healthy and negative conflicts and their effects on individuals, teams and the delivery of the change initiative 3.2 devise pre-emptive strategies to minimise or prevent negative conflicts 3.3 recognise indicators of negative conflicts, and apply the techniques and standards used for conflict resolution 3.4 determine requirements for help from colleagues or specialists when the conflict cannot be resolved within the team and/or requires additional expertise 3.5 monitor the success of measures used for conflict management and recognise indicators of additional need	3 Conflict management
4 empower and inspire others to deliver successful change initiatives	4.1 explain why a leader needs to accept being held personally accountable 4.2 communicate the vision, values and objectives of a change initiative in formats suitable for different stakeholders and team members 4.3 identify the features of working environments that will encourage high performance and empower team members to reach their full potential, and devise strategies to sustain such environments 4.4 determine appropriate leadership styles to gain and maintain the trust, confidence, commitment and collaboration of others throughout a change initiative and to ensure continued momentum 4.5 apply the techniques and standards used to encourage and facilitate open discussion in order that any difficulties or challenges are identified and addressed in a timely manner	4 Leadership

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