



# PROFESSIONAL

## **APM Project Professional Qualification** Module 2: Planning and control

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

<b>Learning outcomes</b> When awarded credit for this unit, a learner will have developed a capability to:	<b>Assessment Criteria</b> Assessment of this learning outcome may require a learner to demonstrate that they can:	<b>Competence Framework 2nd edition topic area</b>
<b>1 identify and monitor risks (threats and opportunities), plan and implement responses to them, and respond to other issues that affect change initiatives</b>	1.1 explain the hierarchies of risk (e.g. to a project, programme, portfolio, and organisation) 1.2 identify risks, issues and problems on an initial and ongoing basis using appropriate techniques 1.3 analyse the probabilities and impacts of the risks and opportunities using qualitative and quantitative methods, and develop suitable response plans 1.4 evaluate the implications of the combination of different risks 1.5 document the risks and responses within a risk management plan 1.6 analyse, plan and record issues, how they were resolved, and their implications to inform future planning	<b>12 Risk, opportunity and issue management</b>
<b>2 prepare and maintain schedules for activities and events for change initiatives, taking account of dependencies and resource requirements</b>	2.1 define, to appropriate levels of detail, the scope of activities, events and deliverables to be completed 2.2 analyse dependencies between activities and events and their implications for the organisation 2.3 estimate durations, using appropriate techniques based on information available, for the activities and identify critical dates relevant to events 2.4 create a schedule of major phases or tranches, using appropriate techniques, including milestones and review points sufficient to inform the direction of work and monitoring of progress 2.5 determine and apply techniques for the choice, capture and analysis of relevant data which is sufficient to monitor progress and control the direction of work 2.6 evaluate progress against the baseline schedule, and prepare appropriate reports for stakeholders	<b>9 Schedule management</b>

<b>Learning outcomes</b> When awarded credit for this unit, a learner will have developed a capability to:	<b>Assessment Criteria</b> Assessment of this learning outcome may require a learner to demonstrate that they can:	<b>Competence Framework 2nd edition topic area</b>
<b>3 develop, implement and update resource allocation plans (other than finance) for change initiatives, taking account of availabilities and scheduling</b>	3.1 explain the nature and deployment of tangible and non-tangible resources, including the capabilities and responsibilities of personnel 3.2 determine, using appropriate techniques, what resources will be needed to carry out activities and to deliver events required 3.3 analyse the availability of internal and external resources and dependencies between those availabilities 3.4 create a schedule for resource use, reconciling resource limits and time constraints by applying appropriate techniques including resource smoothing and/or levelling 3.5 determine techniques for the choice, capture and analysis of relevant data which is sufficient to monitor progress and allocation of resources 3.6 evaluate progress against the schedule, and refine the resource allocation to take account of variances as appropriate	<b>10 Resource management</b>
<b>4 develop and agree budgets for change initiatives, and control forecast and actual costs against budgets</b>	4.1 estimate, using appropriate techniques, the costs of activities, events, deliverables and overheads 4.2 develop a budget and cashflow forecast, using appropriate techniques, in accordance with a business case, and arrange funding 4.3 monitor and manage costs against budgets and prepare appropriate reports for stakeholders 4.4 refine budget allocations and cost management, where relevant 4.5 apply metrics to analyse cost trends and to update estimates of final costs	<b>11 Budgeting and cost control</b>

<b>Learning outcomes</b> When awarded credit for this unit, a learner will have developed a capability to:	<b>Assessment Criteria</b> Assessment of this learning outcome may require a learner to demonstrate that they can:	<b>Competence Framework 2nd edition topic area</b>
<b>5 consolidate and document the fundamental components for change initiatives: scope; schedule; resource requirements; budgets; risks, opportunities and issues; and quality requirements</b>	5.1 explain the purpose of a consolidated plan and its relationships to other plans including stakeholder management and communications, risk management, and quality management  5.2 evaluate how well a consolidated plan balances different components including scope, schedule, resource requirements, budgets, risks and issues, and how well it matches the requirements of the change initiative  5.3 determine how to amend a consolidated plan to take account of lack of balance or of developments within or external to the change initiative	<b>14 Consolidated planning</b>

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