



PROFESSIONAL

APM Project Professional Qualification Module 3: Governance

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 establish and maintain structures that define clear roles, responsibilities and accountabilities for the governance and delivery of change initiatives, and that align with organisational practice	1.1 analyse the roles, responsibilities, interfaces, reporting lines and levels of authority within the governance structures for a change initiative 1.2 evaluate the implications of decision making and reporting hierarchies used to direct a change initiative, and how these hierarchies relate to stakeholder organisations' overarching governance structures 1.3 evaluate the implications of the organisational structures used to manage a change initiative, taking into account the initiative's context and complexity 1.4 apply the techniques and standards used to ensure that responsibilities and accountabilities associated with different roles within governance structures are understood and accepted by the relevant individuals 1.5 monitor the effectiveness of governance structures and recommend their amendment where appropriate	18 Governance arrangements
2 manage stakeholders, taking account of their differing levels of influence and of their particular interests	2.1 identify all stakeholders, analyse their interests and requirements, and evaluate their levels of influence 2.2 devise stakeholder engagement, management and communications plans that will address stakeholders' needs and the objectives of the change initiative 2.3 apply the techniques and standards required to provide stakeholders with clear, timely and relevant information in accordance with the communications plan 2.4 apply the techniques and standards required to seek and assess information and feedback from stakeholders that may impact on the change initiative 2.5 monitor the effectiveness of the communications, and amend the plans as necessary	19 Stakeholder and communications management

<p>Learning outcomes When awarded credit for this unit, a learner will have developed a capability to:</p>	<p>Assessment Criteria Assessment of this learning outcome may require a learner to demonstrate that they can:</p>	<p>Competence Framework 2nd edition topic area</p>
<p>3 establish and manage reviews, during and after change initiatives, which will inform governance of the change initiatives, by providing evaluations of progress, methodologies and continuing relevance</p>	<p>3.1 plan and schedule reviews at key milestones during and after change initiatives to evaluate:</p> <ul style="list-style-type: none"> ■ alignment with the business case ■ management processes ■ overall progress towards outputs in terms of time, cost and quality ■ stakeholder relationships and perceptions ■ final outcomes and lessons ■ benefits plans and realisation <p>3.2 evaluate the relevance, accuracy and reliability of the information provided for the reviews</p> <p>3.3 analyse the information to assess deviations from the original plans, identify reasons for the deviations, and recommend remedial actions as appropriate</p> <p>3.4 communicate the analysis and recommendations in formats suitable for different stakeholders, including the sponsor</p> <p>3.5 identify lessons learned to inform the design and/or delivery of future change initiatives</p>	<p>21 Reviews</p>
<p>4 establish protocols to alter change initiatives, implementing the protocols when necessary, and updating configuration documentation</p>	<p>4.1 specify a change control process of appropriate rigour for a change initiative</p> <p>4.2 determine the impact of proposed changes, identifying the need for further information or clarification where necessary</p> <p>4.3 develop recommendations based on the impact assessments about whether to approve, reject, defer or escalate the proposed changes, or to request further information</p> <p>4.4 update relevant plans, schedules, budgets and communications to reflect approved changes, in accordance with the change control process</p> <p>4.5 analyse patterns of change to identify trends and to inform the design and/or delivery of future change initiatives</p>	<p>22 Change control</p>

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
5 prepare, gain approval of, refine and update business cases that justify the initiation and/or continuation of change initiatives	5.1 identify and analyse the factors that affect the business case for a change initiative, including as appropriate <ul style="list-style-type: none"> ■ strategic alignment ■ options appraisal ■ benefits and disbenefits ■ commercial aspects (including investment appraisal) ■ risk ■ timescales ■ success criteria 5.2 evaluate the relevant factors for adoption (or rejection) of the change initiative 5.3 communicate the justification for the business case in formats suitable for different stakeholders, including the sponsor 5.4 monitor internal and external factors during implementation of the change initiative, assess their impact on the business case, and evaluate the business case's continuing relevance	24 Business case

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