



PROFESSIONAL

APM Project Professional Qualification Module 4: Project management

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 prepare and maintain definitions of the requirements of a project	1.1 compare the advantages of one-off and iterative approaches to defining requirements 1.2 identify the different stakeholders for the project, and determine appropriate consultation and analysis methods to investigate their wants and needs 1.3 prioritise the stakeholders' wants and needs by using appropriate techniques and standards 1.4 assess the practicalities of addressing the stakeholders' wants and needs, by taking account of dependencies and constraints, and of other factors such as legal, financial, resource, safety and HR considerations 1.5 specify requirements for the project balancing the priorities and practicalities, making clear the relationships between outputs, acceptance criteria, benefits and success criteria	7 Requirements management
2 determine the most appropriate solution to satisfy requirements within the context of a project's objectives and constraints	2.1 evaluate different options to satisfy the requirements defined for the project 2.2 recommend and justify a solution, including the use of modelling, prototyping and/or testing if appropriate	8 Solutions development

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 secure the provision of resources needed for a project from internal and/or external providers	3.1 assess the type, quality and quantity of resources required 3.2 create specifications for procurement of the resources, drawing on specialist input where necessary 3.3 evaluate the technical and commercial options for fulfilling the requirements (including the use of internal and external suppliers), taking account of the implications of different procurement options 3.4 create strategies to liaise with internal suppliers and to resolve any difficulties with their availability or contribution 3.5 apply a tender process to select external suppliers best placed to meet the requirements of the project and the organisational context 3.6 create strategies for negotiations with preferred external suppliers to reach agreements that will be acceptable to both parties 3.7 review contracts and statements of work, including performance criteria, to confirm that they satisfy the requirements of the project and the organisational context	5 Procurement

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
4 agree contracts and statements of work for the provision of goods and/or services, monitor compliance, and manage variances	4.1 identify the forms and components of a contract, and assess the implications for the contracting parties 4.2 assess the performance of suppliers in terms of the quality, timeliness and reliability of goods and/or services against their obligations 4.3 assess the performance of the organisation in terms of meeting its own obligations to the suppliers 4.4 develop strategies to resolve any problems in accordance with the terms of the agreement, including negotiating and managing variances 4.5 apply techniques and standards that will help maintain productive relationships with the suppliers throughout the agreement 4.6 assess progress including delivery of goods and services, completion of financial arrangements, accounting for variances and making follow-on arrangements to determine when the agreement can be closed	6 Contract management
5 develop, maintain and apply quality management processes for project activities and outputs	5.1 evaluate the advantages and limitations of different quality metrics for activities and outputs, including the use of external standards 5.2 select quality metrics for the activities and outputs of the project by reference to the business case and stakeholder interests 5.3 create and document a quality management plan (including a quality log) for the project in accordance with the processes, culture and values of the organisation 5.4 assess whether the activities and outputs of the project meet quality requirements by reference to quality control and quality assurance data, and develop strategies to remedy failings 5.5 analyse lessons learned during the project to contribute to continual improvement	13 Quality management

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