



PROFESSIONAL

APM Project Professional Qualification Module 5: Programme 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 identify, define, evaluate, plan, track and realise the business benefits of change initiatives	1.1 identify the intended benefits of a change initiative, and assess whether they are tangible or intangible, financial or non-financial, or whether they relate to economy, effectiveness or efficiency 1.2 assess the contribution to strategic objectives from the trade-off between intended benefits and associated disbenefits, and define both in terms meaningful to stakeholders that will provide for consistent measurement 1.3 clarify dependencies between the intended benefits and the outputs, outcomes and business changes associated with the change initiative 1.4 specify the priorities, timescales and responsibilities for realisation of the intended benefits 1.5 set out how benefits realisation will be funded, monitored, tracked and assessed, using leading and lagging indicators as required, and including appropriate milestones and reporting schedules 1.6 recommend amendments to a programme and/or benefits realisation, taking account of new risks, issues, changes to internal and/or external business environments, so as to optimise the intended benefits	27 Benefits management
2 plan the integration of the outputs of a project or outcomes of a programme into business-as-usual, addressing the readiness of users, compatibility of work systems and the realisation of benefits	2.1 determine staffing requirements to support the transition process, at all relevant levels 2.2 determine logistical requirements to support the transition process, including the acquisition and/or development of additional systems and/or resources 2.3 determine the knowledge transfer requirements for the transition process, including the full range of participants and stakeholders 2.4 devise strategies and a schedule for the transition process, taking into account priorities and the potential for disruption, and identify when ownership for project outputs or programme outcomes realisation are transferred to business-as-usual 2.5 create a benefit review process to monitor benefits realisation and sustainability	15 Transition 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 plan and control the finances of related projects and business as usual activities in a programme, as a means of driving performance and as part of the organisation's overall financial management	3.1 ensure the financial metrics used for related projects are comparable 3.2 create a financial plan showing profiled capital and revenue expenditure for the related projects, for periods aligned to the organisation's overall financial management cycle 3.3 define financial reporting requirements and schedules for milestones and reviews for the related projects 3.4 define arrangements and control limits for reporting budget variances and for release of additional funding linked to stage or phase gates 3.5 create overall financial progress reports using financial information from the related projects 3.6 refine the financial plan as appropriate, on the basis of progress, taking account of external factors	16 Financial management
4 prepare and maintain an overall schedule for resource use across projects in a programme, which avoids bottlenecks and conflicting demands, and which sequences outcomes in order to enable the efficient realisation of benefits	4.1 devise strategies to phase the related projects to make full use of the total resource capacity, balancing <ul style="list-style-type: none"> ■ demands, ■ dependencies, ■ opportunities for shared infrastructures and/or procurement, ■ the need to allow for contingency ■ realisation of benefits 4.2 create a schedule of major tranches, milestones and review points for all of the related projects, sufficient to inform the direction of work and the monitoring of progress 4.3 refine the overall schedule as appropriate, on the basis of progress in each of the related projects, and take account of external factors 4.4 communicate overall progress, in formats suitable for different stakeholders, based on milestone reports from the related projects	17 Resource capacity planning

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 evaluate frameworks and methodologies used to ensure that the management of programmes will be comprehensive and will be consistent across different projects	5.1 determine the characteristics and limitations of different frameworks and/or methodologies 5.2 explain the benefits and costs of applying the same frameworks and methodologies to different aspects of the programme	20 Frameworks and methodologies
6 ensure that information from related projects is valid through independent assurance, and that the programme is likely to achieve its aims	6.1 explain the importance of ensuring the independence, rigour and timeliness of the assurance activities 6.2 assess the scope of independent assurance activities, ensuring that the total assurance burden does not become onerous 6.3 assess the risks associated with the programme and prioritise independent assurance activities accordingly 6.4 develop recommendations, based on the outcomes of independent assurance activities, aimed at addressing any failings in the management of the programme and instil confidence in stakeholders 6.5 communicate the outcomes of independent assurance activities to all relevant stakeholders, and respond promptly to any queries or concerns 6.6 determine advice, guidance and support needed in the implementation of recommendations	23 Independent assurance

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