APM Project
Management
Qualification *(PMQ)*

Syllabus: learning outcomes and assessment criteria aligned to the APM Body of Knowledge 7th edition

The syllabus is based upon the *APM Body of Knowledge 7th edition* and provides an overview of the coverage of the qualification. The expanded syllabus content is provided in the form of learning outcomes and assessment criteria. These are structured to reflect teaching approaches in Project Management rather than the sequential chapters of the *APM Body of Knowledge 7th edition*.

Where the syllabus cites the term 'including', the information in brackets is topic coverage. All the cited terms within the brackets and after the term 'including' are expected to be known by candidates taking the examination. Where the syllabus cites the term 'such as', the information in brackets provides general topic coverage. This means that the assessment criteria are expected to be understood by candidates and examined, but the content in brackets is purely indicative of the range of areas that candidates may respond with. Therefore, the candidate may answer more widely than these specified items in the examination.

The examination questions will not require calculations to be performed.

Command Verbs

Candidates must become familiar with the definition of different command verbs, which will be used in the syllabus and assessments. A command verb itself is simply an instruction to do something. It is suggested that candidates are familiar with these words if they are to provide the required depth of response to an assessment.

Verb	Definition
Differentiate	Recognise or determine what makes something different.
Describe	Give an account, including all the relevant characteristics, qualities and events.
Explain	Give an account of the purpose(s) or reason(s).
Interpret	Translate information/data into another form to aid understanding, to demonstrate understanding or to inform a future action.
Outline	Set out the main points/characteristics.
State	Express the details without elaboration.

All questions for the PMQ assessment will be formed using the relevant command verbs. Please note that some *differentiate* questions may be formed as 'explain the difference between...'

Learning Outcome	Assessment Criteria	APM Body of Knowledge 7th edition Reference
1. Understand how organisations and projects are structured	1.1 differentiate between types of permanent and temporary organisation structures (including functional, matrix, and project)	1.1.5 (Structural Choices)
	1.2 explain the way in which an organisational breakdown structure is used to create a responsibility assignment matrix	1.3.1 (Governance Principles)
	1.3 explain the role and key responsibilities of the project manager	1.3.5 (Sponsorship)
	1.4 differentiate between the responsibilities of the project manager and the project sponsor throughout the project	1.3.8 (Temporary Structures)
	1.5 describe other roles within project management (including users, project team members, the project steering group/board and the product owner)	1.3.10 (Governance Boards)
	1.6 describe the functions and benefits of different types of project office (including project/programme/portfolio management office (PMO), embedded PMO, central PMO and hub-and-spoke PMO)	2.2.1 (The PMO) 3.2.1 (Teams)
	1.7 explain why aspects of project management governance are required (such as the use of: policies, regulations, functions, processes, procedures and delegated responsibilities)	
2. Understand project life cycles	2.1 differentiate between linear, iterative and hybrid life cycles	1.2.1 (Life Cycle Philosophy)
	2.2 explain why projects are structured as phases in a linear life cycle	1.2.2 (Linear Life Cycles)
	2.3 differentiate between a project life cycle and an extended life cycle	1.2.3 (Iterative Life Cycles)
	2.4 outline the role of knowledge and information management to inform decision making	1.2.4 (Hybrid Life Cycles)
	2.5 explain the benefits of conducting reviews throughout the life cycle (including decision gates, benefits reviews and audits)	1.2.5 (Extended Life Cycles)
	2.6 explain why projects may close early	1.2.6 (Product Life Cycles)
		2.2.2 (Decision Gates)
		2.2.3 (Information Management)
		2.2.4 (Audits and Assurance)
		2.2.5 (Knowledge Management)
		2.3.4 (Unplanned Project Endings)
		2.3.5 (Administrative Closure of Projects)

3. Understand the situational context of projects	3.1 differentiate between projects and business as usual (BAU)	1.1.1 (Organisational Environment)
	3.2 differentiate between project management, portfolio management and programme management	1.1.3 (Organisational Change)
	3.3 outline the relationship between programmes, projects and strategic change	1.1.5 (Structural Choices)
	3.4 describe situations where the use of programme management may be appropriate	2.1.1 (Project Shaping)
	3.5 describe situations where the use of portfolio management may be appropriate	2.1.2 (Programme Shaping)
	3.6 explain tools and techniques used to determine factors which influence and impact projects (including PESTLE, SWOT and VUCA)	2.1.3 (Portfolio Shaping)
	3.7 explain the impact of the legal and regulatory environment on projects (such as the impact on working conditions, risk management, governance and sustainability)	3.3.4 (Regulatory Environment)
4. Understand communication within project management	4.1 explain the benefits, to a project, of a communication plan	3.1.1 (Stakeholders)
	4.2 explain the relationship between stakeholder analysis and an effective communication management plan	3.1.3 (Engagement and Influence)
	4.3 state factors which can positively or negatively affect communication	3.1.5 (Conflict Resolution)
	4.4 state sources of conflict within a project	
	4.5 explain ways in which conflict can be addressed (such as Thomas Kilmann Conflict Mode Instrument)	3.3.1 (Communication)
	4.6 explain how to plan and conduct negotiations (including ZOPA, BATNA and 'Win Win')	3.3.2 (Negotiation)
5. Understand the principles of leadership and teamwork	5.1 explain how leadership impacts on team performance and motivation (using models such as Maslow, Herzberg and McGregor)	3.1.3 (Engagement and Influence)
	5.2 explain why it may be necessary to change leadership styles to effectively support the management of a project	3.2 (Leading Teams)
	5.3 describe the characteristics and benefits of effective teams and teamwork	3.2.1 (Teams)
	5.4 explain factors which impact on the leadership of virtual teams	3.2.2 (Virtual Teams)
	5.5 explain factors which influence the creation, development and leadership of teams (using models such as Belbin, Margerison- McCann, Myers-Briggs, Hackman, Tuckman, Katzenbach and Smith)	3.2.3 (Team Development) 3.2.4 (Leadership)

6. Understand planning for success	6.1 explain the importance of a business case throughout the project life cycle	1.2.6 (Product Life Cycle)
	6.2 explain what is meant by benefits management (including identification, definition, planning, tracking and realisation)	1.3 (Establishing Governance and Oversight)
	6.3 explain investment appraisal techniques used by a project manager (including Internal Rate of Return (IRR) and Net Present Value (NPV))	1.3.6 (Investment Decisions)
	6.4 explain an information management process (including collection, storage, curation, dissemination, archiving and the destruction of information)	1.3.7 (Business Case) 2.2.3 (Information Management)
	6.5 explain factors which would typically be reported on to help ensure successful project outcomes	2.3 (Transition into Use)
	6.6 explain the relationship between the deployment baseline and the development of a project management plan in linear and iterative life cycles	2.3.1 (Business Readiness)
	6.7 explain the importance of producing a project management plan	2.3.2 (Transition of Project Outputs)
	6.8 describe the typical contents of a project management plan	2.3.3 (Adoption and Benefits Realisation)
	6.9 explain approaches to producing estimates (including parametric, analogous, analytical and Delphi)	
	6.10 explain the reasons for and benefits of re-estimating throughout the project life cycle	3.1 (Engaging Stakeholders)
	6.11 explain the relationship between stakeholder analysis, influence and engagement	3.1.1 (Stakeholders)
	6.12 explain the importance of managing stakeholder expectations to the success of the project	3.1.3 (Engagement and Influence)
	6.13 explain why a project manager would use earned value management	4.1.1 (Success and Benefits)
	6.14 interpret earned value data (including variances and performance indexes)	4.2 (Integrated Planning)
	6.15 explain the benefits of using the interpretation of earned value data	4.2.4 (Estimation)
	6.16 explain the role of contingency planning in projects	4.2.9 (Contingency Planning)
		4.2.10 (Deployment Baseline)
		4.3 (Controlling Deployment)
		4.3.1 (Progress Monitoring and Reporting)
		4.3.4 (Contingency Management)

7. Understand project scope management	7.1 explain how to define scope in terms of outputs, outcomes and benefits (including use of product, cost and work breakdown structures)	4.1.2 (Objectives and Requirements)
	7.2 explain how to establish scope through requirements management processes (such as gather, analysis, justifying requirements, and baseline needs)	4.1.3 (Options and Solutions)
	7.3 explain how to manage scope through configuration management processes (such as planning, identification, control, status accounting, and verification audit)	4.1.4 (Scope Definition) 4.3.6 (Change Control)
	7.4 explain different stages of a typical change control process (such as request, initial evaluation, detailed evaluation, recommendation, update plans, and implement)	4.3.7 (Configuration Management)
8. Understand schedule and resource optimisation	8.1 describe ways to create and maintain a schedule (including critical path, and Gantt charts)	4.2.5 (Scheduling – Critical Path)
	8.2 differentiate between critical path and critical chain as scheduling techniques	4.2.6 (Scheduling – Critical Chain)
	8.3 describe how resources are categorised and allocated to a linear life cycle schedule	4.2.7 (Resource Optimising)
	8.4 describe how resources are categorised and allocated to an iterative life cycle schedule	4.2.8 (Cost Planning)
	8.5 differentiate between resource smoothing and resource levelling	
	8.6 differentiate between cost planning for iterative life cycles and cost planning for linear life cycles	
9. Understand project procurement	9.1 explain the purpose, typical content and importance of a procurement strategy	2.1.4 (Procurement Strategy)
	9.2 differentiate between different methods of supplier reimbursement (including fixed price, cost plus fee, per unit quantity, and target cost)	4.2.1 (Contract Award)
	9.3 differentiate between different contractual relationships	
	9.4 explain a supplier selection process	
10. Understand risk and issue management in the context of project management	10.1 explain each stage in a risk management process (such as identification, analysis, response, and closure)	4.2.2 (Risk Identification)
	10.2 explain proactive and reactive responses to risk (such as avoid, reduce, transfer or accept and exploit, enhance, share and reject)	4.2.3 (Risk Analysis)
	10.3 explain the benefits of risk management	4.3.3 (Risk Management)
	10.4 explain the key aspects of issue management	4.3.5 (Issue Management)
11. Understand quality in the context of a project	11.1 explain what is meant by quality planning	4.1.5 (Quality Planning)
	11.2 differentiate between quality control and quality assurance	4.3.8 (Quality Control)

Notes

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