APM

Association for
Project Management

APM Project Fundamentals Qualification

Providing you with the learning
outcomes and assessment criteria

Because when projects
succeed, society benefits

This syllabus is based on the *APM Body of Knowledge 7th edition*. It provides you with an overview of the qualification coverage and is broken down into learning outcomes and assessment criteria.

The learning outcomes are structured to reflect teaching approaches in project management rather than the sequential chapters of the *APM Body of Knowledge 7th edition*.

Within the assessment criteria where the term 'including' is used in brackets, this shows the topic areas that will be included within the exam and you are expected to be learn.

Exam questions do not require you to perform calculations.

Command verbs

Below is a list of the command verbs and their definitions, to help you understand the breadth and level of knowledge required throughout the syllabus.

Verb	Definition
Differentiate	Recognise or determine what makes something different.
Define	Give the nature, scope or meaning. This must come from the *APM Body of Knowledge 7th edition*.
Describe	Give an account, including all the relevant characteristics, qualities and events.
Explain	Give an account of the purpose(s) or reason(s).
Outline	Set out the main points/characteristics.
State	Express the details without elaboration.

Learning Outcome	Assessment Criteria	APM Body of Knowledge 7th edition references
1. Understand project management and the operating environment	1.1 define the term 'project'	Glossary
	1.2 state the differences between a project and business as usual	1.1.1 (Organisational environment)
	1.3 define the term 'project management'	
	1.4 state the key purpose of project management	1.1.5 (Structural choices)
	1.5 define the terms 'programme management' and 'portfolio management' and their relationship with project management	
	1.6 describe why PESTLE analysis might be used by a project manager	
2. Understand project life cycles	2.1 state the phases of a typical linear project life cycle	Glossary
	2.2 state the phases of a typical iterative project life cycle	1.2.2 (Linear life cycles)
	2.3 define the term 'hybrid life cycle'	1.2.3 (Iterative life cycles)
	2.4 define the term 'extended project life cycle'	1.2.4 (Hybrid life cycles)
		1.2.5 (Extended life cycles)
3. Understand the roles and responsibilities within projects	3.1 outline project management roles and responsibilities (including the project sponsor, project manager, project governance, project team members, end users, product owner and the project management office)	1.3.5 (Sponsorship)
		1.3.8 (Temporary structures)
		1.3.10 (Governance boards)
		2.2.1 (The PMO)
		3.3.1 (Communication)

Learning Outcome	Assessment Criteria	APM Body of Knowledge 7th edition references

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4. Understand project management planning	4.1 define the term 'deployment baseline'	1.2.2 (Linear life cycles)
	4.2 state how deployment baselines differ between linear and iterative life cycles	1.2.3 (Iterative life cycles)
	4.3 outline the stakeholders of a project management plan	1.3.5 (Sponsorship)
	4.4 outline the purpose and typical content of a business case	1.3.7 (Business case)
	4.5 explain the role of a project sponsor and project manager in relation to developing a business case	2.3 (Transition into use)
	4.6 explain how a stakeholder analysis supports effective stakeholder engagement	2.3.1 (Business readiness)
	4.7 define the term 'benefits management'	2.3.2 (Transition of project outputs)
	4.8 state typical estimating methods (including analytical, analogous, parametric)	2.3.3 (Adoption and benefits realisation)
	4.9 outline the purpose of the estimating funnel	3.1 (Engaging stakeholders)
	4.10 explain why establishing success criteria is important at the start, during, and at the handover of a project	3.1.1 (Stakeholders)
	4.11 outline the purpose and benefits of project progress reporting	3.1.2 (Social context)
		4. (Planning and managing deployment)
		4.1.1 (Success and benefits)
		4.2 (Integrated planning)
		4.2.4 (Estimation)
		4.2.10 (Deployment baseline)
		4.3 (Controlling deployment)
		4.3.1 (Progress monitoring and reporting)

Learning Outcome	Assessment Criteria	APM Body of Knowledge 7th edition references
5. Understand project scope management	5.1 define the term 'scope management'	Glossary
	5.2 differentiate between scope management within linear projects and scope management within iterative projects	1.2.2 (Linear life cycles)
	5.3 describe how product breakdown structures (PBS) and work breakdown structures (WBS) are used to illustrate the required scope of work	1.2.3 (Iterative life cycles)
	5.4 outline how a project manager would use cost breakdown structures (CBS), organisational breakdown structures (OBS) and the responsibility assignment matrix (RAM)	1.3.1 (Governance principles) 4.1.4 (Scope definition)
	5.5 define the terms 'configuration management' and 'change control' in the context of scope management	4.3.6 (Change control)
	5.6 explain the relationship between change control and configuration management	4.3.7 (Configuration management)
	5.7 outline the stages in a typical change control process	
	5.8 outline the activities in a typical configuration management process (including planning, identification, control, status accounting and verification audit)	
6. Understand resource, scheduling and optimisation in a project	6.1 state the purpose of scheduling	Glossary
	6.2 state the purpose of critical path analysis	1.2.2 (Linear life cycles)
	6.3 state the purpose of milestones	
	6.4 define the term 'time boxing'	2.1.4 (Procurement strategy)
	6.5 outline options for resource optimisation (including resource levelling and resource smoothing)	4.2.5 (Scheduling – critical path)
	6.6 define the term 'procurement strategy'	4.2.6 (Scheduling – critical chain) 4.2.7 (Resource optimisation)
7. Understand project risk and issue management in the context of a project	7.1 define the term 'risk'	Glossary
	7.2 explain the purpose of risk management	4.2.2 (Risk identification)
	7.3 outline the stages of a typical risk management process (including identification, analysis, response and closure)	4.2.3 (Risk analysis)
	7.4 describe the use of risk registers	4.3.3 (Risk management)
	7.5 define the term 'issue'	4.3.5 (Issue management)
	7.6 outline the purpose of 'issue management'	
	7.7 differentiate between an issue and a risk	
	7.8 state the stages of an issue resolution process	

Learning Outcome	Assessment Criteria	*APM Body of Knowledge 7th edition references*
8. Understand quality in the context of a project	8.1 define the term 'quality' 8.2 outline the purpose of 'quality management' 8.3 define the term 'quality planning' 8.4 define the term 'quality control' 8.5 outline the purpose of 'quality assurance' 8.6 state the purpose of: decision gates, post project reviews, benefit reviews and project audits	Glossary 2.2.2 (Decision gates) 2.2.4 (Audits and assurance) 2.3.5 Administrative closure of products) 3.3.4 (Regulatory environment) 4.1.5 (Quality planning) 4.3.8 (Quality control)
9. Understand communication in the context of a project	9.1 define the term 'communication' 9.2 outline the advantages of different communication methods (including face to face, physical and virtual) 9.3 outline the disadvantages of different communication methods (including face to face, physical and virtual) 9.4 outline the contents of a communication plan 9.5 explain the benefits, to a project manager, of a communication plan	Glossary 3.3.1 (Communication)
10. Understand leadership and teamwork within a project	10.1 define the term 'leadership' 10.2 explain how a project team leader can influence team performance 10.3 outline the challenges to a project manager when developing and leading a project team 10.4 outline how a project manager can use models to assist team development (including Belbin and Tuckman)	Glossary 3.1.3 (Stakeholders) 3.2.1 (Teams) 3.2.3 (Team development) 3.2.4 (Leadership)

Notes

We are the only chartered membership organisation for the project profession