

# APMP

## 3rd Edition – APMP Syllabus

All of the syllabus elements should be taken within the context of a project and project management.

This syllabus assumes that candidates are able to define what is meant by the topic definitions relevant to the APMP as defined in the *APM Body of Knowledge Definitions* publication.

The *APM Body of Knowledge 5th Edition* contains a glossary of project management terms and a list of project management acronyms that should be used in conjunction with this syllabus.

There is no prescribed reading list for the APMP. The *APM Body of Knowledge 5th Edition* contains a list of further reading for each topic.

In certain areas of the Topic Coverage column, specific examples are given, however these examples do not define what has to be taught but are offered as illustrations. Candidates or trainers who know of different models which can be applied to project management are welcome to use them. NO APMP question will directly ask for any explanation of a particular model. Nor will any model be favoured over others in the marking of questions, where the model chosen fully satisfies the criteria set in a question.

## 1. Project management in context

Title	Topic coverage	Learning outcomes
1.1 Project management	<ul style="list-style-type: none"> <li>• Compare and contrast projects versus business-as-usual type activities within an organisation.</li> <li>• The benefits of using project management.</li> <li>• The challenges of using project management within an organisation.</li> <li>• The difference between project management processes as used throughout the project (such as starting, defining, monitoring and learning) and the phases of the project life cycle.</li> </ul>	<ul style="list-style-type: none"> <li>A. Distinguish between project management and business-as-usual.</li> <li>B. Explain the benefits of project management.</li> <li>C. Explain the challenges that organisations face when using project management.</li> <li>D. Distinguish between project management processes and the phases of the project life cycle.</li> </ul>
1.2 Programme management	<ul style="list-style-type: none"> <li>• The characteristics of programme management.</li> <li>• The differences between project management and programme management.</li> <li>• Programme management and its links to strategic change.</li> <li>• The role and responsibilities of a programme manager.</li> <li>• The benefits of using programme management.</li> <li>• The challenges in using programme management within an organisation.</li> <li>• The differences between programme management and portfolio management.</li> </ul>	<ul style="list-style-type: none"> <li>A. Distinguish between programme management and project management.</li> <li>B. Describe the role and typical responsibilities of the programme manager.</li> <li>C. Explain the benefits of programme management.</li> <li>D. Explain the challenges that organisations face when using programme management.</li> </ul>
1.3 Portfolio management	<ul style="list-style-type: none"> <li>• How portfolio management assists in the prioritisation of projects.</li> <li>• The characteristics of portfolio management.</li> <li>• Risk versus return in relation to why projects are prioritised.</li> <li>• Recognise that the capacity of an organisation to undertake projects is linked to its available resources and how it forms part of portfolio management.</li> <li>• Situations where the use of portfolio management is appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>A. Distinguish between portfolio management and project management.</li> <li>B. Explain situations where portfolio management would be appropriate.</li> </ul>

## 1. Project management in context

Title	Topic coverage	Learning outcomes
1.4 Project context	<ul style="list-style-type: none"> <li>• The need to understand a project's context.</li> <li>• The need to consider the internal and external context (environment) of a project.</li> <li>• The use of tools and techniques such as PESTLE and SWOT.</li> </ul>	<ul style="list-style-type: none"> <li>A. Describe what is meant by a project's context.</li> <li>B. Explain a tool or technique for ascertaining a project's context.</li> </ul>
1.5 Project sponsorship	<ul style="list-style-type: none"> <li>• The role and responsibilities of the project sponsor (executive) and how it changes through the project life cycle.</li> <li>• Why effective project sponsorship is important to project management.</li> <li>• The relationship between the project sponsor (executive) and the project manager.</li> </ul>	<ul style="list-style-type: none"> <li>A. Describe the role and typical responsibilities of the project sponsor (executive) across a project life cycle.</li> <li>B. Explain the importance of project sponsorship in project management.</li> </ul>
1.6 Project office	<ul style="list-style-type: none"> <li>• The role of the project office.</li> <li>• Different types and functions of project office, some acronyms include project support office (PSO), project and programme support office (PPSO), programme management office (PMO), enterprise programme management office (EPMO).</li> <li>• The benefits of using a project office linked to its type and function such as PSO, PPSO, PMO, EPMO.</li> <li>• The role of project support in project management.</li> </ul>	<ul style="list-style-type: none"> <li>A. Describe functions that project offices often perform.</li> <li>B. Explain the benefits of a project office.</li> </ul>

## 2. Planning and strategy

Title	Topic coverage	Learning outcomes
2.1 Project success and benefits management	<ul style="list-style-type: none"> <li>• Success criteria and key performance indicators (KPIs) and their uses in defining and measuring project success.</li> <li>• The importance of success factors to project management.</li> <li>• Benefits management and how benefits should be realised.</li> </ul>	<ul style="list-style-type: none"> <li>A. Distinguish between success criteria and success factors.</li> <li>B. Explain the relationship between success criteria and KPIs.</li> <li>C. Describe benefits management.</li> </ul>
2.2 Stakeholder management	<ul style="list-style-type: none"> <li>• A stakeholder management process (such as identification, analysis, communications planning, ongoing management).</li> <li>• Tools and techniques that can be used in stakeholder analysis such as suitably labelled axes on a 2x2 or 4x2 grid.</li> <li>• Why stakeholder management should be undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>A. Describe a stakeholder management process.</li> <li>B. Explain the importance of stakeholder management.</li> </ul>
2.3 Value management	NOT INCLUDED IN THE APMP SYLLABUS	NOT INCLUDED IN THE APMP SYLLABUS
2.4 Project management plan	<ul style="list-style-type: none"> <li>• The typical contents of the Project Management Plan (PMP).</li> <li>• The PMP as the why, what, how, how much, who, when and where for a project.</li> <li>• Authorship, approval and audience for the PMP.               <ul style="list-style-type: none"> <li>• Who should develop the PMP.</li> <li>• Who should own and update the PMP.</li> <li>• Who needs to read and understand the PMP.</li> </ul> </li> <li>• The PMP as a baseline document.</li> <li>• The use of the PMP throughout the project life cycle.</li> </ul>	<ul style="list-style-type: none"> <li>A. Explain the purpose of a PMP.</li> <li>B. Describe typical contents of a PMP.</li> <li>C. Describe the authorship, ownership and audience of a PMP.</li> </ul>
2.5 Project risk management	<ul style="list-style-type: none"> <li>• A risk management process such as that described in the APM's PRAM Guide 2nd edition excluding quantitative analysis i.e. initiate, identify, assess, plan responses, implement responses and the overarching management process.</li> <li>• Risk as threat and opportunity.</li> </ul>	<ul style="list-style-type: none"> <li>A. Describe a project risk management process.</li> <li>B. Explain each stage of a project risk management process.</li> <li>C. Explain the benefits of project risk management.</li> </ul>

## 2. Planning and strategy

Title	Topic coverage	Learning outcomes
2.5 Project risk management cont...	<ul style="list-style-type: none"> <li>• Tools and techniques for risk identification such as brainstorming, SWOT analysis, assumptions analysis, constraints analysis, prompt lists, checklists, interviews.</li> <li>• The use of a probability and impact grid (matrix) to assess risks.</li> <li>• How risk ownership should be determined and managed.</li> <li>• Basic responses to threats i.e. avoid, reduce, transfer and accept.</li> <li>• Basic responses to opportunities i.e. exploit, enhance, share and accept.</li> <li>• The use of a risk log (register).</li> <li>• Benefits and costs of risk management.</li> </ul>	
2.6 Project quality management	<ul style="list-style-type: none"> <li>• Quality planning, quality assurance, quality control and continuous improvement.</li> <li>• The need to manage the quality of the deliverables (products) or service that a project delivers.</li> <li>• The need to manage the quality of the project management process.</li> <li>• Techniques used in quality planning and assurance such as quality plans, audit, procedures/checklists.</li> <li>• Techniques used in quality control and improvement such as inspection, Ishikawa diagrams, Pareto analysis, control charts.</li> <li>• The importance of acceptance criteria for each work package.</li> <li>• Benefits and costs of project quality management.</li> </ul>	<p>A. Describe project quality management.</p> <p>B. Explain the differences between quality planning, quality assurance the quality control and continuous improvement.</p> <p>C. Explain benefits of project quality management.</p>
2.7 Health safety and environmental management	<ul style="list-style-type: none"> <li>• Purpose of health, safety and environmental (HSE) regulations.</li> <li>• Examples of generally applicable health and safety regulation/guidance such as COSHH, Management standards for tackling stress at work, preventing slips and trips at work.</li> </ul>	<p>A. Explain the importance of project health and safety management.</p> <p>B. Explain the importance of project environmental management.</p>

## 2. Planning and strategy

Title	Topic coverage	Learning outcomes
2.7 Health safety and environmental management cont...	<ul style="list-style-type: none"><li>• Duty of care for a project manager and team member in health and safety.</li><li>• Responsibilities of a project manager regarding health and safety.</li><li>• Health and safety risk assessment as applicable to project management.</li><li>• Environmental legislation as applicable to project management such as noise and statutory nuisance and waste including pollution.</li></ul>	

### 3. Executing the strategy

Title	Topic coverage	Learning outcomes
3.1 Scope management	<ul style="list-style-type: none"> <li>• The need for effective scope definition and management.</li> <li>• An example of:               <ul style="list-style-type: none"> <li>• Product Breakdown Structure (PBS).</li> <li>• Work Breakdown Structure (WBS).</li> <li>• Cost Breakdown Structure (CBS).</li> <li>• Organisational Breakdown Structure (OBS).</li> </ul> </li> <li>• Responsibility Assignment Matrix (RAM) and how it is constructed.</li> <li>• Features of a work package.</li> <li>• The scope baseline.</li> <li>• The link between the WBS and project scheduling.</li> </ul>	<ul style="list-style-type: none"> <li>A. Explain scope management.</li> <li>B. Describe Product Breakdown Structure (PBS).</li> <li>C. Describe Work Breakdown Structure (WBS).</li> <li>D. Describe Cost Breakdown Structure (CBS).</li> <li>E. Describe Organisational Breakdown Structure (OBS).</li> <li>F. Explain the reasons for using a Responsibility Assignment Matrix (RAM).</li> </ul>
3.2 Scheduling	<ul style="list-style-type: none"> <li>• The scheduling process and the use of project schedules.</li> <li>• The precedence (activity-on-node) diagramming technique including different types of logical dependencies (links) such as finish to start, start to start and finish to finish.</li> <li>• Basic critical path analysis (only using finish to start dependencies).</li> <li>• The use of total and free float in scheduling.</li> <li>• The use of Gantt (bar) charts.</li> <li>• Durations estimating (overview).</li> <li>• Updating project schedules.</li> <li>• Program Evaluation and Review Technique (PERT) as a method for estimating activity durations. The PERT formula should be understood but there is no need to calculate values.</li> <li>• Milestones and milestone progress charts.</li> <li>• Software tools used to create and manage schedules. No particular software tools need to be known.</li> </ul>	<ul style="list-style-type: none"> <li>A. Explain how a project schedule is created and maintained.</li> <li>B. Demonstrate the use of different techniques for scheduling projects.</li> <li>C. Explain advantages and disadvantages of using software tools for scheduling.</li> </ul>

### 3. Executing the strategy

Title	Topic coverage	Learning outcomes
3.3 Resource management	<ul style="list-style-type: none"> <li>• Types of resources such as replensihable and re-usable.</li> <li>• Resource estimating (overview).</li> <li>• Resource allocation.</li> <li>• Resource smoothing (time-limited scheduling) and resource levelling (resource-limited scheduling).</li> <li>• The concept of splitting activities to assist in resource smoothing and levelling.</li> <li>• Resource histograms and cumulative S curves.</li> <li>• Software tools used to manage resources. No particular software tools need to be known.</li> </ul>	<ul style="list-style-type: none"> <li>A. Describe resource management.</li> <li>B. Distinguish between resource smoothing (time-limited scheduling) and resource levelling (resource-limited scheduling).</li> <li>C. Demonstrate the use of difference resource management techniques.</li> </ul>
3.4 Budgeting and cost management	<ul style="list-style-type: none"> <li>• The link between cost estimating and budgeting and cost management (overview).</li> <li>• Planned expenditure.</li> <li>• Commitments and accruals.</li> <li>• Actual expenditure.</li> <li>• Cash flow forecasts.</li> <li>• Forecast out-turn cost.</li> <li>• Cost monitoring and control and cost reporting.</li> </ul>	<ul style="list-style-type: none"> <li>A. Explain budgeting and cost management.</li> <li>B. Explain the benefits of budgeting and cost management.</li> </ul>
3.5 Change control	<ul style="list-style-type: none"> <li>• A change control process.</li> <li>• Change requests and change request forms.</li> <li>• The use of a change log (register).</li> <li>• The importance of change control in preventing scope creep or requirements creep.</li> <li>• Why does change occur and what are the different types of change.</li> </ul>	<ul style="list-style-type: none"> <li>A. Describe a change control process.</li> <li>B. Explain each stage of a change control process.</li> <li>C. Explain reasons for requiring change control on a project.</li> </ul>

### 3. Executing the strategy

Title	Topic coverage	Learning outcomes
3.5 Change control cont..	<ul style="list-style-type: none"> <li>• The increasing cost of making changes through the project life cycle.</li> <li>• The concept of a change freeze.</li> <li>• Responsibilities in change control such as project sponsor (executive), project manager, change control board.</li> <li>• Links between change control and configuration management.</li> </ul>	
3.6 Earned value management	<ul style="list-style-type: none"> <li>• The principles of Earned Value Management (EVM).</li> <li>• Planned Costs (Budgeted Cost of Work Scheduled – BCWS).</li> <li>• Actual Costs (Actual Cost of Work Performed – ACWP).</li> <li>• Earned Value (Budgeted Cost of Work Performed – BCWP).</li> <li>• Cost Variances (CV) and Schedule Variance (cost) (SV). As defined in BS6079-1:2002</li> <li>• Trends and Indices; Cost Performance Index (CPI) and Schedule Performance Index (cost) (SPI). As defined in BS6079-1:2002</li> <li>• CPI as a measure of efficiency.</li> <li>• Derive earned value curves from basic data.</li> <li>• Using earned value analysis to forecast out-turn costs and durations.</li> <li>• Why use EVM and what are its advantages and disadvantages.</li> <li>• The link between cumulative resource S curves and planned costs.</li> </ul> <p>Note: examination candidates will not be required to provide definitions of earned value terms. Only the wording, Planned Costs, Actual Costs and Earned Value will be used in examinations.</p>	<ul style="list-style-type: none"> <li>A. Describe Earned Value Management (EVM).</li> <li>B. Explain the advantages and disadvantages of EVM.</li> <li>C. Perform earned value calculations and interpret earned value data.</li> </ul>
3.7 Information management and reporting	<ul style="list-style-type: none"> <li>• An information management system (such as collection, storage, dissemination, archiving and appropriate destruction of information).</li> <li>• Project reporting and reporting requirements.</li> </ul>	<ul style="list-style-type: none"> <li>A. Explain information management.</li> <li>B. Explain project reporting.</li> </ul>

### 3. Executing the strategy

Title	Topic coverage	Learning outcomes
3.7 Information management and reporting cont...	<ul style="list-style-type: none"><li>• A typical project reporting cycle including the gathering of data and dissemination of reports.</li><li>• The principles of reporting by exception.</li></ul>	
3.8 Issue management	<ul style="list-style-type: none"><li>• An issue management process (such as identification, escalation, monitoring/reporting, resolution).</li><li>• The use of an issue log (register).</li><li>• The importance of issue management.</li></ul>	<ul style="list-style-type: none"><li>A. Describe issue management.</li><li>B. Explain the importance of issue management.</li></ul>

## 4. Techniques

Title	Topic coverage	Learning outcomes
4.1 Requirements management	<ul style="list-style-type: none"> <li>• A requirements management process (such as capture, analysis &amp; prioritisation, testing).</li> <li>• Factors used to structure requirements.</li> <li>• The importance of requirements management and links to scope management and project quality management.</li> </ul>	<p>A. Describe requirements management.</p> <p>B. Explain the importance of requirements management.</p>
4.2 Development	NOT INCLUDED IN THE APMP SYLLABUS	NOT INCLUDED IN THE APMP SYLLABUS
4.3 Estimating	<ul style="list-style-type: none"> <li>• Estimating through the project life cycle.</li> <li>• The changing accuracy of estimates through the project life cycle and the concept of the estimating funnel.</li> <li>• Estimating methods such as bottom up, comparative, parametric.</li> <li>• Estimating durations, resources and costs.</li> <li>• The importance and practical difficulties of estimating.</li> <li>• Three-point estimating and its links to PERT (see scheduling).</li> </ul>	<p>A. Describe practical problems of estimating across the project life cycle.</p> <p>B. Explain bottom-up estimating.</p> <p>C. Explain comparative estimating.</p> <p>D. Explain parametric estimating.</p> <p>E. Explain three-point estimating.</p>
4.4 Technology management	NOT INCLUDED IN THE APMP SYLLABUS	NOT INCLUDED IN THE APMP SYLLABUS
4.5 Value engineering	NOT INCLUDED IN THE APMP SYLLABUS	NOT INCLUDED IN THE APMP SYLLABUS
4.6 Modelling and testing	NOT INCLUDED IN THE APMP SYLLABUS	NOT INCLUDED IN THE APMP SYLLABUS
4.7 Configuration management	<ul style="list-style-type: none"> <li>• A configuration management process (such as planning, identification, control, status accounting, audit, close-out)</li> <li>• The principle of a configuration item.</li> <li>• Similarities between configuration management and version control.</li> <li>• Links to change control.</li> </ul>	<p>A. Describe a configuration management process.</p> <p>B. Explain reasons for requiring configuration management on a project.</p>

## 5. Business and commercial

Title	Topic coverage	Learning outcomes
5.1 Business case	<ul style="list-style-type: none"> <li>• The purpose of the business case.</li> <li>• The typical contents of the business case.</li> <li>• The business case as the 'why' for the project.</li> <li>• Authorship and ownership of the business case.</li> <li>• Importance and use of a business case during the project life cycle.</li> <li>• The use of investment appraisal techniques such as payback (using non-discounted figures), Internal Rate of Return (IRR), Net Present Value (NPV). Excluding the need to explain formulae or to calculate values.</li> </ul>	<ul style="list-style-type: none"> <li>A. Explain the purpose of a business case.</li> <li>B. Describe typical contents of a business case.</li> <li>C. Describe the authorship and ownership of a business case.</li> <li>D. Explain the use of payback, Internal Rate of Return (IRR) and Net Present Value (NPV) as investment appraisal techniques.</li> </ul>
5.2 Marketing and sales	NOT INCLUDED IN THE APMP SYLLABUS	NOT INCLUDED IN THE APMP SYLLABUS
5.3 Project financing and funding	NOT INCLUDED IN THE APMP SYLLABUS	NOT INCLUDED IN THE APMP SYLLABUS
5.4 Procurement	<ul style="list-style-type: none"> <li>• Procurement in project management.</li> <li>• The purpose and content of a procurement strategy.</li> <li>• Processes for supplier selection.</li> <li>• Different methods of supplier reimbursement, such as firm fixed price contract, contract target cost, contract target price, cost plus fixed fee contract, cost reimbursement type contract, cost plus incentive fee contract.</li> <li>• Types of contractual relationship such as partnering, alliancing, turnkey contract.</li> </ul>	<ul style="list-style-type: none"> <li>A. Describe procurement.</li> <li>B. Explain the typical contents of a procurement strategy.</li> <li>C. Explain a supplier selection process.</li> <li>D. Distinguish between different methods for supplier reimbursement.</li> <li>E. Distinguish between different contractual relationships.</li> </ul>
5.5 Legal awareness	NOT INCLUDED IN THE APMP SYLLABUS	NOT INCLUDED IN THE APMP SYLLABUS

## 6. Organisation and governance

Title	Topic coverage	Learning outcomes
6.1 Project life cycles	<ul style="list-style-type: none"> <li>• The project life cycle.</li> <li>• Project phases such as concept, definition, implementation, handover and closeout.</li> <li>• The relationship between phases and stages.</li> <li>• Why split projects into phases, e.g. end of phase reviews, go/no go decisions, high level planning.</li> <li>• The extended life cycle.</li> </ul>	<ul style="list-style-type: none"> <li>A. Describe a project life cycle.</li> <li>B. Explain why projects are split into life cycle phases.</li> <li>C. Explain the differences between a project life cycle and an extended life cycle.</li> </ul>
6.2 Concept	NOT INCLUDED IN THE APMP SYLLABUS	NOT INCLUDED IN THE APMP SYLLABUS
6.3 Definition	NOT INCLUDED IN THE APMP SYLLABUS	NOT INCLUDED IN THE APMP SYLLABUS
6.4 Implementation	NOT INCLUDED IN THE APMP SYLLABUS	NOT INCLUDED IN THE APMP SYLLABUS
6.5 Handover and closeout	<ul style="list-style-type: none"> <li>• Typical activities involved in handover and closeout such as preparation, testing and acceptance of deliverables</li> <li>• Handover to the client, customer, operations, business user.</li> <li>• Formally closing the project.</li> <li>• The importance of handover.</li> <li>• The importance of closeout.</li> </ul>	<ul style="list-style-type: none"> <li>A. Describe activities involved in handover and closeout.</li> <li>B. Explain the importance of project handover.</li> <li>C. Explain the importance of project closeout.</li> </ul>

## 6. Organisation and governance

Title	Topic coverage	Learning outcomes
6.6 Project reviews	<ul style="list-style-type: none"> <li>• Different types of reviews, including project evaluation reviews, gate reviews, audits, post-project reviews, benefits realisation reviews.</li> <li>• Importance of project reviews.</li> <li>• The need to learn lessons throughout the project.</li> <li>• Benefits of performing reviews.</li> </ul>	<ul style="list-style-type: none"> <li>A. Describe project evaluation reviews.</li> <li>B. Describe gate reviews.</li> <li>C. Describe audits.</li> <li>D. Describe post-project reviews.</li> <li>E. Describe benefit realisation reviews.</li> <li>F. Explain the benefits of project reviews.</li> </ul>
6.7 Organisation structure	<ul style="list-style-type: none"> <li>• Different types of organisation structure (functional, matrix, project).</li> <li>• The advantages and disadvantages of different types of organisational structure.</li> <li>• The types of projects suited to each type of organisation.</li> <li>• Links between organisation structure, the Organisational Breakdown Structure (OBS) and the Responsibility Assignment Matrix (RAM).</li> </ul>	<ul style="list-style-type: none"> <li>A. Distinguish between functional, matrix and project organisation structures.</li> <li>B. Explain the advantages and disadvantages of a functional organisation structures.</li> <li>C. Explain the advantages and disadvantages of a matrix organisation structures.</li> <li>D. Explain the advantages and disadvantages of a project organisation structures.</li> </ul>
6.8 Organisational roles	<ul style="list-style-type: none"> <li>• Roles and responsibilities of the project manager, project sponsor (executive), users, project team members and the project steering group (project board).</li> <li>• The relationship between the different roles.</li> </ul>	<ul style="list-style-type: none"> <li>A. Explain the role and typical responsibilities of the project manager.</li> <li>B. Explain the differences between the role and typical responsibilities of the project manager and the project sponsor (executive).</li> <li>C. Describe the role of users.</li> <li>D. Describe the role of project team members.</li> <li>E. Describe the role of the project steering group (project board).</li> </ul>

## 6. Organisation and governance

Title	Topic coverage	Learning outcomes
6.9 Methods and procedures	<ul style="list-style-type: none"> <li>• Methods and procedures as a means to maintain consistency of project management practice within an organisation.</li> <li>• Development and maintenance of methods and procedures.</li> <li>• Typical contents of a structured method.</li> <li>• The advantages of using a structured method.</li> <li>• Awareness of publicly available methods including PRINCE2.</li> <li>• Links to governance of project management.</li> </ul>	<ul style="list-style-type: none"> <li>A. Describe the typical contents of a structured method.</li> <li>B. Explain the advantages of adopting a structured method.</li> </ul>
6.10 Governance of project management	<ul style="list-style-type: none"> <li>• Use Directing Change, a Guide to Governance of Project Management as a guide to why governance of project management is important and what principles should be used.</li> <li>• The principles of the governance of project management.</li> </ul>	<ul style="list-style-type: none"> <li>A. Explain governance of project management.</li> <li>B. Describe the principles of governance of project management.</li> </ul>

## 7. People and profession

Title	Topic coverage	Learning outcomes
7.1 Communication	<ul style="list-style-type: none"> <li>• The contents of a communication plan.</li> <li>• The importance of effective communication.</li> <li>• Methods and media that can be used for communication within a project.</li> <li>• The need for two-way communication.</li> <li>• Barriers to communication.</li> <li>• Links between the communication plan and information management and reporting.</li> </ul>	<ul style="list-style-type: none"> <li>A. Describe the typical contents of a project communication plan.</li> <li>B. Explain the importance of effective communication in project management.</li> <li>C. Explain the typical barriers to communication and how they may be overcome.</li> </ul>
7.2 Teamwork	<ul style="list-style-type: none"> <li>• Differentiate between groups and teams.</li> <li>• The concept of teamwork.</li> <li>• Team development models such as Tuckman or Katzenbach and Smith.</li> <li>• Features of a high performing team.</li> <li>• Social roles in teams such as Belbin or Parker.</li> </ul>	<ul style="list-style-type: none"> <li>A. Describe a team development model.</li> <li>B. Explain the importance of team development.</li> <li>C. Describe a social roles model.</li> </ul>
7.3 Leadership	<ul style="list-style-type: none"> <li>• Impact of leadership on team performance.</li> <li>• Leadership qualities of a project manager.</li> <li>• Motivational theories such as Maslow or Herzberg.</li> <li>• A situational leadership model such as Hersey and Blanchard.</li> </ul>	<ul style="list-style-type: none"> <li>A. Describe typical leadership qualities.</li> <li>B. Explain the principles and importance of motivation.</li> <li>C. Describe a situational leadership model.</li> </ul>
7.4 Conflict management	<ul style="list-style-type: none"> <li>• Sources of conflict in the project life cycle.</li> <li>• Conflict resolution models such as Thomas Kilman or Russo and Eckler.</li> </ul>	<ul style="list-style-type: none"> <li>A. Describe sources of conflict in the project life cycle.</li> <li>B. Explain a conflict resolution model.</li> </ul>
7.5 Negotiation	<ul style="list-style-type: none"> <li>• The process and stages of negotiation such as preparation, face-to-face meeting, follow-up.</li> <li>• The importance of preparing for a negotiation.</li> </ul>	<ul style="list-style-type: none"> <li>A. Describe a negotiation process.</li> <li>B. Explain each stage of a negotiation process.</li> </ul>

## 7. People and profession

Title	Topic coverage	Learning outcomes
7.5 Negotiation cont...	<ul style="list-style-type: none"> <li>When will a project manager need to negotiate, including negotiations with suppliers or contractors, users, resource providers, team members and the project sponsor.</li> </ul>	
7.6 Human resource management	NOT INCLUDED IN THE APMP SYLLABUS	NOT INCLUDED IN THE APMP SYLLABUS
7.7 Behavioural characteristics	NOT INCLUDED IN THE APMP SYLLABUS	NOT INCLUDED IN THE APMP SYLLABUS
7.8 Learning and development	NOT INCLUDED IN THE APMP SYLLABUS	NOT INCLUDED IN THE APMP SYLLABUS
7.9 Professionalism and ethics	NOT INCLUDED IN THE APMP SYLLABUS	NOT INCLUDED IN THE APMP SYLLABUS

## Notes

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