FUNDAMENTALS

APM Project
Fundamentals
Qualification *(PFQ)*

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

The syllabus provides a summary of the coverage of the qualification; the details are then found in the learning outcomes and assessment criteria. Both the syllabus and the learning outcomes and assessment criteria are aligned to the *APM Body of Knowledge 7th edition*, but the presentation of the content better reflects teaching approaches than the functional breakdown of the *APM Body of Knowledge 7th edition* structure.

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.

The examination questions will not require calculations to be performed.

Command Verbs

Below candidates can find the definitions of the Command Verbs which are found throughout the syllabus, to help them understand the breadth and level of knowledge required of them 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 Reference
1. Understand project management and the operating environment	1.1 define the term 'project' 1.2 state the differences between a project and business as usual 1.3 define the term 'project management' 1.4 state the key purpose of project management 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	Glossary 1.1.1 (Organisational Environment) 1.1.5 (Structural Choices)
2. Understand project life cycles	2.1 state the phases of a typical linear project life cycle 2.2 state the phases of a typical iterative project life cycle 2.3 define the term 'hybrid life cycle' 2.4 define the term 'extended project life cycle'	Glossary 1.2.2 (Linear Life Cycles) 1.2.3 (Iterative Life Cycles) 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)

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)	
	4.9 outline the purpose of the estimating funnel	2.3.3 (Adoption and Benefits Realisation)
	4.10 explain why establishing success criteria is important at the start, during, and at the handover of a project	3.1 (Engaging Stakeholders)
	4.11 outline the purpose and benefits of project progress reporting	3.1.1 (Stakeholders)
		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)

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)
	5.5 define the terms 'configuration management' and 'change control' in the context of scope management	4.1.4 (Scope Definition)
	5.6 explain the relationship between change control and configuration management	4.3.6 (Change Control)
	5.7 outline the stages in a typical change control process	4.3.7 (Configuration Management)
	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)	
	7.4 describe the use of risk registers	4.2.3 (Risk Analysis)
	7.5 define the term 'issue'	
	7.6 outline the purpose of 'issue management'	4.3.3 (Risk Management)
	7.7 differentiate between an issue and a risk	
	7.8 state the stages of an issue resolution process	4.3.5 (Issue Management)

8. Understand quality in the context of a project	8.1 define the term 'quality'	Glossary
	8.2 outline the purpose of 'quality management'	2.2.2 (Decision Gates)
	8.3 define the term 'quality planning'	
	8.4 define the term 'quality control'	2.2.4 (Audits and Assurance)
	8.5 outline the purpose of 'quality assurance'	
	8.6 state the purpose of: decision gates, post project reviews, benefit reviews and project audits	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'	Glossary
	9.2 outline the advantages of different communication methods (including face to face, physical and virtual)	3.3.1 (Communication)
	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	
10. Understand leadership and teamwork within a project	10.1 define the term 'leadership'	Glossary
	10.2 explain how a project team leader can influence team performance	3.1.3 (Stakeholders)
	10.3 outline the challenges to a project manager when developing and leading a project team	3.2.1 (Teams)
	10.4 outline how a project manager can use models to assist team development (including Belbin and Tuckman)	3.2.3 (Team Development)
		3.2.4 (Leadership)

Notes