



**APM Introductory Certificate**  
in Project Management

**Syllabus**

# Syllabus – APM Introductory Certificate in Project Management

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## First Edition

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## Detailed Syllabus – Subjects and Learning Objectives

The table below identifies the categories from the APM Body of Knowledge that are examinable as part of the APM Introductory Certificate in Project Management. These categories are expanded to identify the subjects to be assessed and their associated learning objectives. Those categories that are not examinable are explicitly stated.

### Notes for Candidates

The learning objectives column contains the key information to assist candidates in preparation for the examination. The publications found in Appendix 1 are offered as suggested sources of information to assist candidates in their preparation. This is not a list of required reading or specific references.

### Notes for Training Providers

The detailed syllabus column shows the relationship between the examinable areas of the APM Introductory Certificate in Project Management and the APMP Syllabus. Some areas of the APMP Syllabus are not featured in the Introductory Certificate. These are stated below. This should help avoid any unnecessary course content being included in a course supporting the learning required for the APM Introductory Certificate in Project Management.

Item	Section Title	Detailed Syllabus	Learning Objectives
1	General	<i>An overview of project and programme management</i>	
1.0	Project Management	<ul style="list-style-type: none"> <li>• Definition of what a project is</li> <li>• Definition of project management</li> <li>• Identification of project management processes</li> <li>• The reason for the employment of project management in order to introduce change; the importance of time, cost and performance/quality</li> </ul>	<ul style="list-style-type: none"> <li>• Define what a project is</li> <li>• Define project management</li> <li>• Identify project management processes</li> <li>• Describe the relationship between time, cost and performance/quality (project management triangle)</li> </ul>
1.1	Programme Management	<ul style="list-style-type: none"> <li>• The definition of programme management</li> <li>• The definition of portfolio management</li> <li>• Benefits of programme and portfolio management</li> </ul>	<ul style="list-style-type: none"> <li>• Define what a programme is</li> <li>• Define what a portfolio is</li> <li>• Describe the benefits of managing groups of projects within an organisation</li> </ul>
1.2	Project Environment (Context)	<ul style="list-style-type: none"> <li>• The context in which a project is formulated, assessed and realised – internal and external</li> <li>• The need to manage peers, superiors and other stakeholders in a project context</li> </ul>	<ul style="list-style-type: none"> <li>• Define the important factors of a project's context</li> <li>• Understand the need for stakeholder management</li> </ul>
2	Strategic	<i>The project's strategic framework and an organisation's crucial systems and procedures</i>	
2.0	Project Success Criteria	<ul style="list-style-type: none"> <li>• Project success criteria (both specific and contextual)</li> </ul>	<ul style="list-style-type: none"> <li>• Describe project success criteria and success factors</li> </ul>

*continued overleaf*

## Detailed Syllabus – Subjects and Learning Objectives continued

Item	Section Title	Detailed Syllabus	Learning Objectives
2.1	Strategy/Project Management Plan	<ul style="list-style-type: none"> <li>• The project manager’s interpretation of ‘why’ the change is needed and ‘what’ is required from the business case</li> <li>• Statement of Requirements, Project Brief, Project Objectives, Terms of Reference, Scope of Work</li> <li>• ‘When’, ‘Where’ and ‘Who’ with Terms of Reference for the project manager and his/her project team</li> <li>• Key dates</li> <li>• Priorities between time, cost and quality objectives</li> <li>• The Project Management Plan (or PMP) as a reference tool for managing a project</li> <li>• Its purpose, ownership by the project manager, authorship and readership</li> </ul>	<ul style="list-style-type: none"> <li>• Define the purpose, benefits and content of a Project Management Plan</li> <li>• Understand the issues related to managing the relative priorities of time, cost and quality objectives</li> <li>• Define the ownership, authorship and readership of the Project Management Plan</li> </ul>
2.2	Value Management	<b>Not included in the Introductory Certificate Syllabus</b>	
2.3	Risk Management	<ul style="list-style-type: none"> <li>• Risk definition (both threat and opportunity)</li> <li>• Risk process</li> <li>• Assignment of risk ownership and the risk log/risk register</li> <li>• Benefits and cost of Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>• Define project risk</li> <li>• Describe the Risk Management process</li> <li>• Understand the importance of risk ownership and the use of the risk log/risk register</li> <li>• Understand the importance of Risk Management and the relationship between costs and benefits of applying risk management</li> </ul>
2.4	Quality Management	<ul style="list-style-type: none"> <li>• Definitions</li> <li>• Quality Planning, Quality Assurance and Quality Control in a project environment</li> <li>• The costs and benefits of quality</li> </ul>	<ul style="list-style-type: none"> <li>• Define Project Quality Management</li> <li>• Understand the differences between Quality Planning, Quality Assurance and Quality Control</li> <li>• Understand the importance of quality management and the relationship between costs and benefits of applying quality management</li> </ul>
2.5	Health, Safety and Environment	<ul style="list-style-type: none"> <li>• The Employer’s General Duty of Care</li> <li>• The responsibilities of project personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Understand the relevance of Health, Safety and Environmental standards to project management</li> <li>• Define the responsibilities of project personnel</li> </ul>
3	Control	<i>Planning, measuring and monitoring performance and taking effective remedial actions</i>	<i>continued opposite</i>

## Detailed Syllabus – Subjects and Learning Objectives continued

Item	Section Title	Detailed Syllabus	Learning Objectives
3.0	Work Content and Scope Management	<ul style="list-style-type: none"> <li>• High level definition of project scope</li> <li>• Project objectives</li> <li>• The definition of project deliverables via the Product Breakdown Structure</li> <li>• The detailed definition of manageable pieces of work via the Work Breakdown Structure</li> <li>• The correlation between the Work Breakdown Structure to who is responsible and where work is carried out via the Organisational Breakdown Structure</li> <li>• The responsibility matrix (or responsibility assignment matrix)</li> </ul>	<ul style="list-style-type: none"> <li>• Define project scope and the relationship between scope and project objectives</li> <li>• Describe the main breakdown structures used on projects (PBS, WBS, OBS)</li> <li>• Describe the purpose and use of the responsibility matrix</li> </ul>
3.1	Time Scheduling/ Phasing	<ul style="list-style-type: none"> <li>• Milestone planning technique</li> <li>• Gantt/bar-chart: reporting</li> <li>• Critical Path Analysis/Method (CPA/CPM)</li> <li>• Total and free floats</li> <li>• Understanding and use of the critical path as a management tool</li> </ul>	<ul style="list-style-type: none"> <li>• Describe the role of milestone planning</li> <li>• Describe the role of the Gantt/bar chart</li> <li>• Describe the purpose of understanding the critical path</li> <li>• Describe the purpose of understanding the concept of total and free float</li> <li>• Understand how to interpret a time schedule to manage the project</li> </ul>
3.2	Resource Management	<ul style="list-style-type: none"> <li>• Planning, allocating and scheduling resources to tasks</li> </ul>	<ul style="list-style-type: none"> <li>• Understand how to allocate and optimise resources in both time and resource limited situations</li> </ul>
3.3	Budgeting and Cost Management	<b>Not included in the Introductory Certificate Syllabus</b>	
3.4	Change Control	<ul style="list-style-type: none"> <li>• What is a change</li> <li>• What is a project issue</li> <li>• Management of change, why is it necessary</li> <li>• Impact assessment of changes on projects</li> <li>• Formal change control procedures</li> <li>• Change log/change register</li> </ul>	<ul style="list-style-type: none"> <li>• Define a project change</li> <li>• Define a project issue and the relationship between issues and change control</li> <li>• Understand the purpose of formal change control on projects</li> <li>• Understand the scope and purpose of change impact assessment on projects</li> <li>• Describe a change control procedure</li> <li>• Understand the use and importance of the change log/change register</li> </ul>
3.5	Earned Value Management	<b>Not included in the Introductory Certificate Syllabus</b>	
3.6	Information Management	<b>Not included in the Introductory Certificate Syllabus</b>	
4	<b>Technical</b>	<i>Managing the technical aspects of projects</i>	
4.0	Design, Implementation and Hand-over Management	<b>Not included in the Introductory Certificate Syllabus</b>	

*continued opposite*

## Detailed Syllabus – Subjects and Learning Objectives *continued*

Item	Section Title	Detailed Syllabus	Learning Objectives
4.1	Requirements Management	<b>Not included in the Introductory Certificate Syllabus</b>	
4.2	Estimating	<ul style="list-style-type: none"> <li>Types of estimate, estimates at different stages of the project lifecycle</li> <li>Estimating methods such as parametric, comparative and analytical (bottom-up)</li> </ul>	<ul style="list-style-type: none"> <li>Understand the accuracy of estimates required and achievable at each stage of the project</li> <li>Describe different estimation methods</li> </ul>
4.3	Technology Management	<b>Not included in the Introductory Certificate Syllabus</b>	
4.4	Value Engineering	<b>Not included in the Introductory Certificate Syllabus</b>	
4.5	Modelling and Testing	<b>Not included in the Introductory Certificate Syllabus</b>	
4.6	Configuration Management	<ul style="list-style-type: none"> <li>The identification and specification of the configuration items of the final product</li> <li>Managing the documentation of the developing product/service – administrative systems</li> </ul>	<ul style="list-style-type: none"> <li>Understand the concept of a configuration item and the need to control status</li> <li>Describe features of suitable documentation for managing configuration item status</li> </ul>
<b>5</b>	<b>Commercial</b>	<i>The aspects of project management</i>	
5.0	Business Case	<ul style="list-style-type: none"> <li>What is a business case</li> <li>Content and purpose of a business case</li> <li>Stakeholder Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Define business case as related to projects</li> <li>Describe the content and purpose of a business case</li> <li>Understand the purpose of Stakeholder Analysis when preparing a business case</li> </ul>
5.1	Marketing and Sales	<b>Not included in the Introductory Certificate Syllabus</b>	
5.2	Financial Management	<b>Not included in the Introductory Certificate Syllabus</b>	
5.3	Procurement	<ul style="list-style-type: none"> <li>What is procurement</li> <li>Selecting and managing contractors and suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Define project procurement</li> <li>Describe the key principles when selecting and managing contractors and suppliers</li> </ul>
5.4	Legal Awareness	<b>Not included in the Introductory Certificate Syllabus</b>	
<b>6</b>	<b>Organisational</b>	<i>Organising the management of the project</i>	
6.0	Life Cycle Design and Management	<ul style="list-style-type: none"> <li>The need to break the project into a life cycle of phases or stages</li> <li>Phase review and approval – go/no-go decisions</li> </ul>	<ul style="list-style-type: none"> <li>Define the reasons for managing projects in life cycles</li> <li>Understand the need for phase review and approval and a process for making go/no-go decisions</li> </ul>
6.1	Opportunity	<b>Not included in the Introductory Certificate Syllabus</b>	
6.2	Design and Development	<b>Not included in the Introductory Certificate Syllabus</b>	
6.3	Implementation	<b>Not included in the Introductory Certificate Syllabus</b>	<i>continued opposite</i>

## Detailed Syllabus – Subjects and Learning Objectives continued

Item	Section Title	Detailed Syllabus	Learning Objectives
6.4	Handover	<ul style="list-style-type: none"> <li>Managing handover and close out</li> </ul>	<ul style="list-style-type: none"> <li>Describe the purpose and processes used for managing handover and project close out</li> </ul>
6.5	(Post) Project Evaluation Review	<ul style="list-style-type: none"> <li>The purpose and content of the post-project review</li> <li>The need to learn from experience</li> </ul>	<ul style="list-style-type: none"> <li>Describe the purpose and content of the post-project review</li> <li>Understand the benefits of learning from experience on projects</li> </ul>
6.6	Organisation Structure	<b>Not included in the Introductory Certificate Syllabus</b>	
6.7	Organisational Roles	<ul style="list-style-type: none"> <li>Roles, duties and responsibilities commonly found in project organisations</li> </ul>	<ul style="list-style-type: none"> <li>Define the different roles required in the management of projects</li> </ul>
<b>7</b>	<b>People</b>	<i>The human aspects of project management</i>	
7.0	Communications	<ul style="list-style-type: none"> <li>Communication, a fundamental in project management – methods and communications media</li> </ul>	<ul style="list-style-type: none"> <li>Describe the different methods of communicating on projects and the importance of developing appropriate communication methods/media</li> </ul>
7.1	Teamwork	<ul style="list-style-type: none"> <li>Characteristics of teams</li> <li>Stages of team development</li> </ul>	<ul style="list-style-type: none"> <li>Define the characteristics of a typical project team</li> <li>Understand the stages of team development and the potential impact on the project</li> </ul>
7.2	Leadership	<b>Not included in the Introductory Certificate Syllabus</b>	
7.3	Conflict Management	<ul style="list-style-type: none"> <li>The nature and impact of conflict</li> </ul>	<ul style="list-style-type: none"> <li>Define conflict and where it may be found in projects</li> </ul>
7.4	Negotiation	<b>Not included in the Introductory Certificate Syllabus</b>	
7.5	Personnel Management	<b>Not included in the Introductory Certificate Syllabus</b>	

## Suggested Reading List – APM Introductory Certificate

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### Appendix 1

Students seeking further information about topics covered in the APM Introductory Certificate in Project Management Syllabus will find the following range of publications useful. **Please note this is not a required reading list or an index of references.**

Author	Title/Sub-title	Reference
APM	<a href="#">Body of Knowledge</a> Association for Project Management Issue 4, January 2000	ISBN 1-90394-00-1
British Standards Institution (BSI)	<a href="#">Guide to Project Management</a>	BS6079-1: 2000
Kerzner H	<a href="#">Project Management, a Systems Approach to Planning, Scheduling and Controlling.</a> 8th Edition Van Nostrand Reinhold, 2003	ISBN 0 471 225 77 0 8th EDITION
Stranks J	<a href="#">Health and Safety in Practice – Health and Safety Law</a> Pitman Publishing, 1994	ISBN 0 273 6542 7 4TH EDITION
Field M & Keller L	<a href="#">Project Management</a> The Open University, 1998	ISBN 1-86152-274-6
CCTA	<a href="#">PRINCE 2</a> The Stationery Office, 1996	ISBN 011-3308914 2002 EDITION
Simon P, Hillson D and Newland K (ed)	<a href="#">Project Risk Analysis and Management Guide</a> Association for Project Management, 1997	ISBN 09531 15 90 0 0
Turner JR	<a href="#">The Handbook of Project Based Management – Second Edition</a> McGraw Hill Book Company, 1999	ISBN 0-07-709161-2 2ND EDITION
APM	<a href="#">Contract Strategy for Successful Project Management</a> Association for Project Management, Specific Interest Group on Contracts and Procurement, 1998	ISBN 0953 1590 1 9
APM	<a href="#">Project Management Pathways</a> Association for Project Management	ISBN 1-903494-01-X



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