

APM Project Management Qualification (PMQ) Exam Preparation – Course Brochure

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1. Course Description

Course name: APM Project Management Qualification (PMQ).

Dedicated training in a structured manner allows candidates to demonstrate understanding of all elements of project management. This qualification is an essential bedrock for project manager's progression, wishing to achieve a broad level of project management knowledge sufficient to participate in projects from individual assignments through to large capital projects.

2. Course Development

This course is mapped to the following standards or guides:

1. APM Body of Knowledge 6th edition
2. APM Project Fundamentals Qualification Study Guide
3. Additionally, Projcon has enhanced the course by including case studies, mock exams, evaluations, assessments and full exam. This approach brings realism in the course, develops competency and creates an environment that enables it to attract, develop and retain individuals who can contribute towards business objectives.
4. Recommended study material - The APM Project Fundamentals Qualification Study Guide

3. Certifications offered by professional bodies

- ▶ APM Project Management Qualification (PMQ)
- ▶ Career progression: upon successful completion of this certificate, candidates can apply for the APM Project Professional Qualification (PPQ)

4. Eligibility Requirements

- ▶ Applicants typically have some pre-existing project management knowledge.

5. Exam Format

There are two examination routes for the qualification:

- ▶ A three-hour paper where candidates must answer ten from sixteen questions, or
- ▶ For PRINCE2® Registered Practitioners a two-hour paper that recognises prior learning. In this paper candidates must answer six from ten questions.
- ▶ Passing marks – 55%

6. Competency Matrix

Module 1	Structure of Organisations and Projects
Syllabus	Learning Outcomes
<ul style="list-style-type: none"> ▶ Types of Organisation Structure ▶ Responsibility Assignment Matrix ▶ Roles and responsibilities of project team member ▶ Project Infrastructure 	<ul style="list-style-type: none"> ▶ Understanding various organization structures and the situations where they are most beneficial. ▶ Assigning responsibility from WBS to each authority level from OBS. ▶ Roles and Responsibilities of Project Sponsor, Project manager, Team Members, Project Steering Group and Users, relationship of Sponsor and project Manager. ▶ Constituents of project infrastructure and Functions and Benefits of Project Office.
Module 2	Project Life Cycle
Syllabus	Learning Outcomes
<ul style="list-style-type: none"> ▶ Difference between project life cycle and extended life cycle ▶ Knowledge management ▶ Various types of reviews and their benefits 	<ul style="list-style-type: none"> ▶ Project planning as per the type of projects. ▶ Sharing knowledge of works undertaken in previous projects based on which project planning can be done. ▶ Various types of reviews and their benefits.
Module 3	Project Contexts and Environments
Syllabus	Learning Outcomes
<ul style="list-style-type: none"> ▶ Tools of Project Environment ▶ P3 Environment 	<ul style="list-style-type: none"> ▶ Understanding of environmental tools to analyze business environment. The tools such as PESTLE, SWOT and its application is explained in detail. ▶ Project and business as usual, programme management, Portfolio Management and clear distinction between these three, Health Safety and Environmental Legislation.
Module 4	Governance and structured methodologies
Syllabus	Learning Outcomes
<ul style="list-style-type: none"> ▶ Principles of governance of project management ▶ Advantages of using structured methodologies 	<ul style="list-style-type: none"> ▶ Methods and procedures to support governance.

Module 5	Communication
Syllabus	Learning Outcomes
<ul style="list-style-type: none"> ▶ What is Communication? ▶ Conflict management ▶ What is negotiation? 	<ul style="list-style-type: none"> ▶ Communication plan, barriers to communication and Importance of Effective Communication. ▶ Sources of conflict management in Project Life cycle, various approaches to conflict Management i.e. Thomas-Kilmann Conflict Resolution Model. ▶ Definition of Negotiation, Negotiation process and various skills & tactics for negotiation.
Module 6	Leadership and Teamwork
Syllabus	Learning Outcomes
<ul style="list-style-type: none"> ▶ Impact of leadership ▶ Situational leadership approach ▶ Teamwork 	<ul style="list-style-type: none"> ▶ Definition of leadership, the roles of project leader and principles of motivation explained with various theories. ▶ Approaches of leadership i.e. Transactional Leadership and Transformational Leadership. ▶ Describing characteristics of effective team, benefits of teamwork and various models of forming and developing team.
Module 7	Planning for Success
Syllabus	Learning Outcomes
<ul style="list-style-type: none"> ▶ What is Business Case? ▶ What is benefits management? ▶ Information management system ▶ Project management plan ▶ Estimating method ▶ Stakeholder management process ▶ Earned value management ▶ Project reporting 	<ul style="list-style-type: none"> ▶ Purpose of business case, Major components in Business case and Roles of Project team in business case. ▶ Definition of Benefit management, success criteria and key performance indicators and their uses in measuring project success. ▶ Collection, analysis, storage, dissemination, archiving, destruction of information. ▶ Purpose of the project management plan and its importance throughout the project life cycle, the typical contents of a project management plan and the authorship, approval and audience of a project management plan. ▶ Various estimating techniques and explains the concept of the estimating funnel. ▶ Type of stakeholders internal and external, stakeholder management process and its benefit. ▶ The benefits of applying earned value management and earned value calculations. This further includes, the use of payback, Internal Rate of Return and Net Present Value as investment appraisal techniques.

	<ul style="list-style-type: none"> ▶ Typical project reporting cycle including the gathering of data and dissemination of reports and the principles of reporting by exception.
Module 8	Scope Management
Syllabus	Learning Outcomes
<ul style="list-style-type: none"> ▶ Scope of Work ▶ Requirements management ▶ Change control process 	<ul style="list-style-type: none"> ▶ Defining scope of work in terms of output, outcomes and benefits with the help of work breakdown structure, Organisational breakdown structure and Product breakdown structure. ▶ Managing scope duly understanding the requirements by way of Requirement Management process and Configuration Management Process. ▶ Managing scope due to changes in the Project. This also include source of change, controlling changes and change control process.
Module 9	Schedule and Resource Management
Syllabus	Learning Outcomes
<ul style="list-style-type: none"> ▶ Project scheduling ▶ Resources management ▶ Financial and cost management 	<ul style="list-style-type: none"> ▶ Concept, purpose and approaches for scheduling. This also include in detail of Network Analysis, Precedence diagram and baseline planning. ▶ Managing of resources, categories of resources and resource management plan. ▶ Budgets and cost control, types of cost and cost management.
Module 10	Procurement Management
Syllabus	Learning Outcomes
<ul style="list-style-type: none"> ▶ Contracts and Supplier Relationships ▶ Procurement Process 	<ul style="list-style-type: none"> ▶ Definition of contract, validity of contract, contents of contracts, Reimbursement Methods and how to maintain relationship with suppliers. ▶ Procurement process and strategy.
Module 11	Project Risk Management and Issue Management
Syllabus	Learning Outcomes
<ul style="list-style-type: none"> ▶ Risk management ▶ Issue management 	<ul style="list-style-type: none"> ▶ Defining risk, concept on Risk management and drivers of drivers of risk management plan and risk management process. ▶ Issue management, issue management process and states how issues are different from risks.

Module 12	Project Quality Management
Syllabus	Learning Outcomes
<ul style="list-style-type: none"> ▶ Quality management ▶ Components of Quality Management 	<ul style="list-style-type: none"> ▶ Defining quality and quality management. ▶ Components of quality management such as Quality Planning, Quality Assurance, Quality Control, Continual Improvement and Quality Control.