

To become an Associate Project Manager you will need to be able to understand and have knowledge of:

Project governance

Different types of organisational structures and responsibilities, functions and project phases on different types of project. How governance can control and manage the successful delivery of projects. The significance of the project management plan (PMP).

Project stakeholder management

Stakeholders: their perspectives, different interests and levels of influence upon project outcomes.

Project communication

Key contexts of a project communication plan, its effectiveness in managing different stakeholders. Factors which can affect communications such as cultural and physical barriers.

Project leadership

The vision and values of the project and its links to objectives; the ways in which these can be effectively communicated and reinforced to team members and stakeholders. Leadership styles, qualities and the importance of motivation on team performance. Characteristics of the working environment which encourage and sustain high performance.

Consolidated planning

Purpose and formats for consolidated plans to support overall management, taking account of lessons learnt and how the plans balance fundamental components of scope, schedule, resources, budgets, risks and quality requirements.

Budgeting and cost control

Funding, estimating, overheads; direct costs, indirect costs, fixed costs, variable costs and an overall budget for a project; tracking systems for actual costs, accruals and committed costs; alternative cost breakdowns to provide for graphical representations, and performance management.

Business case and benefits management

Preparation and/or maintenance of business cases, including benefits management.

Project scope Requirements management

Evaluation of alternative methods to learn from the past to improve delivery. Project scope change control, baseline change management, configuration management.

Project schedule

Scheduling and estimating for project activities including how they can be quality assessed. Progress monitoring and metrics to assess work performed against the schedule. Schedule management methods to evaluate and revise activities to improve confidence in delivery.

Resource management

Resource analysis, resource allocation and resource acceptance.

Project risk and issue management

The need for and implementation of a risk management plan. Risk management methods and techniques to identify and prioritise threats or opportunities. Mitigation actions to minimise risk impacts and to optimise benefits by managing opportunities.

Contract management and procurement

The nature of contracts, and their implications for contracting organisations. Procurement processes. Legal and ethical means for managing contracts.

Project quality

Quality management processes, assurance and improvements. Outcomes of a quality management plan, metrics for processes and quality standards.

Project context

The different contexts in which projects can be delivered, including health, safety, and environment management. The interdependencies between project(s), programme(s) and portfolio management.
