

## The Provek APMP Book

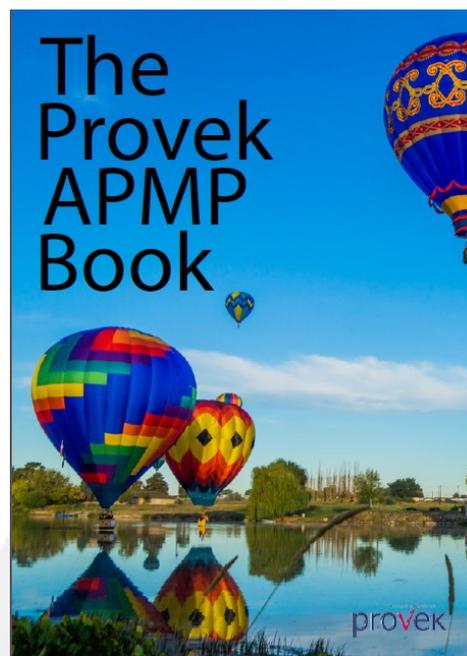
The essential companion book for everyone studying for the APMP. Over 240 pages of concise narrative presented in sequential 15 units. The Provek APMP Book comprehensively covers the Association for Project Management's APMP syllabus 12 learning outcomes and 73 assessment criteria, based on the APMP Body of Knowledge 6<sup>th</sup> edition. Written by Provek's experienced training consultants the book also includes project management process templates and tips to help application of the principles, tools and techniques in the workplace.

### Content headings

The 15 units provide a natural flow through the APMP syllabus:

- Projects, programmes and the portfolio
- Project environment
- Project life cycle
- Governance and structured methodologies
- Structure of organisations and projects
- Business case and stakeholders
- Plans, information and reporting
- Estimating and earned value management
- Scope management
- Schedule and resource management
- Procurement
- Risk and issue management
- Project quality management
- Communication
- Leadership and teamwork

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### Content

- 15 chapters matching the 15 units of Provek's APMP course
- 75 practise questions in total with full sample answers for every unit
- Additional 16 question practise 3h paper with full sample answers
- Example templates
- Hints and tips for practical application in the workplace
- How to pass the APMP Exam guidance

### Who should use the APMP Book?

- Anyone studying, or planning to study, for the APMP qualification
- Project staff within organisations who want to review and apply best-practice project management
- Decision makers and L&D professionals wishing to evaluate the benefits of APMP.

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**Unit 3 - Project life cycle**

**ASSESSMENT CRITERIA**

- 2.1 define a project life cycle and project life cycle phases (including concept development, handover and closure and benefits realisation)
- 2.2 explain why projects are structured as phases (including the use of end go/no-go decisions and high level planning)
- 2.3 explain the differences between a project life cycle and an extended life cycle
- 2.4 outline processes for sharing knowledge and lessons learned throughout the project life cycle
- 2.5 explain the benefits of conducting reviews throughout the project life cycle (evaluation reviews, gate reviews, post project reviews, peer reviews, be audits)

**PROJECT LIFE CYCLE**

A life cycle defines the inter-related phases of a project and provides a sequence of the progression of the work (BoK6 definition).

A project may be likened to a journey through time and as such, will include:

- A starting point
- A clear and agreed destination (an end point)
- A route that will be taken and is planned out
- Activities that will happen on the journey
- Milestones that will be achieved and passed
- Resources that will be used on the journey
- Unplanned events
- Confirmation of reaching the final destination

The project life cycle covers the journey from the initial idea or need through to being handed over to those who will use it and the closing down of the project. The project's output is used to generate and realise the benefits set out in the business life cycle together with this period of benefits realisation is called the extended output may continue to be used beyond this period to a point where it is no longer the final output may be scrapped, sold or simply shutdown. From the initial idea, the final termination point is known as the **product life cycle**.

The diagram below shows these three life cycles along with the project life cycle

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- Creates the environment for continuous improvement
- Avoids individuals re-inventing the same processes, suits
- Provides a common language

**Example**

This is the summary of an actual project management methodology. Each step of the life cycle will be expanded to show detailed processes, procedures, templates and roles and responsibilities.

**Project life cycle**

**Key Management Products**

- Mandate
- Initial Business Case
- Final Business Case
- Project Management Plan (PMP)
- Detailed solution design
- Progress reports
- Project review
- Solution delivery

**Gate reviews (go / no-go)**

Gate 1	Gate 2	Gate 3
<ul style="list-style-type: none"> <li>• Is it a project?</li> <li>• Is it a project?</li> <li>• Investigating further?</li> <li>• Fill strategy?</li> <li>• Who will be the Project Sponsor?</li> </ul>	<ul style="list-style-type: none"> <li>• Business Case justified?</li> <li>• Control resources to at least end of next phase?</li> <li>• Who will be the Project Manager?</li> <li>• Additional gate (1) to check initial Business Case, before developing final Business Case</li> </ul>	<ul style="list-style-type: none"> <li>• Agree Project Management Plan?</li> <li>• Updated Business Case still justified?</li> <li>• Control resources to at least end of next stage / phase?</li> <li>• Fill budget and authorise funding?</li> </ul>

**TEMPLATES AND TIPS**

**Lesson learned**

Lesson learned log – example template

ID No	Date recorded	Lesson Title / Category	EFFECT Observed on project	CAUSE of the effect	Recommended actions (what Lesson has been learned)	Contact Name / Details	Owner to implement	Priority Rating (Low to High)
						For more information as required	Particular important for lessons which have broader impact across the organisation	To aid prioritisation according to benefits of applying lesson learned

**Tips**

- Capture and share lessons learned regularly through the project and not just at the end
- Involve all of the project team in identifying lessons
- Consider 'what went well' (positives) as well as 'what went wrong' for source of lessons
- Prioritise lessons learned to aid management focus on those with wider organisation impacts
- Agree ground rules for lessons learned capture and analysis e.g. no blame culture

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**Unit 3 - Project life cycle**

**Exam practise questions and answers**

1. Explain five benefits of a project life cycle structure. (50 marks)

**Sample Answer:**

1. Provides management control. Dividing the project up into phases facilitates the use of going go decision points at the end of each phase. These approval 'gates' allow the sponsor and senior management to review the results of the previous phase and the plans for the next phase and decide whether the project is ready to proceed. This provides an important control for the organisation in ensuring that only viable projects continue.
2. Makes a project easier to manage. Each phase can be treated as a 'mini project' and accordingly planned and managed as such. The outputs from each phase can be defined beforehand as well as the processes that will be used. This ensures clarity and clear phase objectives to the team and the stakeholders. Reporting on the progress of each phase assists in maintaining focus on the project and getting continued stakeholder buy-in.
3. Facilitates resource and financial planning. Each phase will require different types and levels of resources and therefore by breaking the project down it is easier to not only plan resources ahead but also to identify potential resource conflicts both within the project and with other projects e.g. conflict in availability of specialist / scarce people resources. Financial resources can also be allocated and committed in a manageable way e.g. budget planned and agreed on a phase by phase basis.
4. Assists in learning lessons. Breaking the project down into phases allows valuable lessons to be captured and learnt from one phase to another ensuring that there is continuous improvement. Examples may include:
  - i) estimating - where a review of a previous phase has identified a lack of contingency and recommends a subsequent increase for the next phase; or
  - ii) a lack of experience in the use of project tools has identified the use of relevant experts and / or training for specific project team members before the next phase/stage starts.
5. Gives consistency across an organisation. The use of a common structured lifecycle across an organisation will increase efficiency and effectiveness of the organisation to deliver projects. People can be trained more easily around a common lifecycle, establish the use of a common language and move between projects more easily. It also supports and facilitates portfolio management as all the projects can be viewed 'from above' as to which phase they are currently in, which in turn facilitates global resource planning.

2. List and describe five activities that would take place during handover and closure. (50 marks)

1. Handover of products.
2. Closing down the project
3. Revisiting the project
4. Lessons learned
5. Prepare for benefits review

1. The products must be handed over to the users (operations) in a structured way. The customer must sign off and accept the project's deliverables along with the users. There may be a level of support and training involved during this activity. All relevant documentation must also be part of this handover including as-built documents.

2. The project manager must close down the project for the hosting organisation. This involves

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**Unit 1 - Projects, programmes and the portfolio**

**Exam practise questions**

1. List five characteristics of projects and describe how each is different from business-as-usual activities. (50 marks)
2. Explain five distinct benefits to be gained from managing groups of projects as a programme, rather than as individual, unconnected projects. Ensure that for each benefit you identify at least one beneficiary/recipient. (50 marks)
3. List and describe five responsibilities of a programme manager throughout the programme life cycle. (60 marks)
4. This question has two parts. Answer both parts.
  - a. Explain three key activities of portfolio management. 30 marks (10 marks each)
  - b. Explain two ways that Project Managers contribute to portfolio management activities. 20 marks (10 marks each)

## Formats and prices

The Provek APMP Book is priced at £39 for a bound hard copy, including postage and packaging. It is available free of charge for pre-course study to delegates on Provek's APMP classroom courses. For delegates studying on The PM Channel under the Qualifications subscription package it is offered at the discounted price of £25, including postage and packaging.

**Further information:** For prices on public or in-house events, more information or to discuss the most appropriate Provek learning format to suit your needs, please contact Erica Gassor on 01635 524610 or [erica.gassor@provek.co.uk](mailto:erica.gassor@provek.co.uk) or visit our website at: [www.provek.co.uk](http://www.provek.co.uk)

