APM Project Management Qualification (PMQ) Training

Duration: **5 Day**

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- **Build the confidence to manage projects across schedule, budget, quality and risk.**
- **Designed for project professionals with approximately two to three years of practical experience.**
- **Exercises, case studies and learning activities are structured to support practical and engaging development.**

The Association for Project Management (APM) offers a progressive range of qualifications designed to support professionals at different stages of their project management careers.

The **APM Project Management Qualification (PMQ)** is one of APM's most widely recognised knowledge-based certifications. It enables participants to demonstrate a broad understanding of the main elements of project management and how those elements work together.

The course goes beyond treating project management tools and processes as isolated topics. It also explores how projects operate within wider strategic and commercial environments, helping learners understand how project decisions connect with organisational objectives.

PMQ develops the knowledge required to manage key areas such as schedule, cost, quality, risk, scope, resources and change in a structured and integrated way.

APM research has also shown that a large proportion of learners believe gaining an APM qualification adds value to their careers.

Benefits of Achieving PMQ

Successful PMQ candidates can benefit from:

- Learning a current mix of project management tools, techniques, processes and professional skills
- Strengthening their CV with an internationally recognised qualification
- Improving confidence and credibility in project management roles
- Developing a stronger understanding of how projects fit within strategic and commercial contexts

What's Included?

The pre-course learning includes official PMQ resources supplied in digital format.

Qualification Handbook

This resource contains key information about the qualification, including:

- The PMQ syllabus
- Examination structure
- Examination format
- Practical and logistical information

Learner Study Pack

The study pack supports learners as they work through the syllabus and uses a range of techniques to

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help develop and reinforce knowledge.

Supplementary Learning Materials

The training also uses additional materials and activities such as:

- Learner Guide
- Exercise Workbook
- Individual exercises
- Group activities
- Case-study applications
- Learning games

These resources are designed to make the programme interactive and to help participants apply PMQ concepts rather than simply memorising them.

Hard copies of the Learner Study Pack may be purchased separately.

Prerequisites

APM has positioned PMQ at **Regulated Qualifications Framework Level 4** or **Scottish Credit and Qualifications Framework Level 7**.

A total of approximately **72 hours of study** is recommended before taking the examination:

- **40 hours of personal directed study**
- **32 hours of guided learning**

The Learner Guide provides advice on how to make effective use of pre-course learning and examination revision time.

Who Should Attend

The PMQ qualification is particularly suitable for:

- Project management professionals with approximately **two to three years of experience**
- Learners undertaking a project management apprenticeship
- Students or professionals following a project management degree programme

Those who do not yet meet these criteria may find the **APM Project Fundamentals Qualification (PFQ)** a more suitable starting point.

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What You Will Learn

The PMQ syllabus is based on the **APM Competence Framework** and contains **24 learning objectives** organised across four key areas.

1. Setting Up for Success

This area examines how to select an appropriate delivery model and establish suitable governance across the project life cycle.

Participants explore:

- Project life cycles
- Governance arrangements
- Sustainability
- Business case development

2. Preparing for Change

This area considers how organisations determine whether a project provides value for money and how they prepare the business or customer for the resulting change.

Participants examine:

- Procurement
- Reviews
- Assurance
- Transition management
- Benefits management

3. People and Behaviours

Project managers need to engage professionally and ethically with internal and external stakeholders, including members of the project team.

This area covers:

- Stakeholder engagement
- Communication management
- Conflict resolution
- Leadership
- Team management
- Diversity and inclusion
- Ethics, compliance and professionalism

4. Planning and Managing Deployment

Regardless of the delivery model selected, projects must be planned and delivered while respecting constraints such as schedule, budget and quality.

This area also focuses on proactive management of risk, issues and scope change.

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Training Outline

Setting Up for Success

1. Life Cycles
2. Governance Arrangements
3. Sustainability
4. Business Case

Preparing for Change

5. Procurement
6. Reviews
7. Assurance
8. Transition Management
9. Benefits Management

People and Behaviours

10. Stakeholder Engagement and Communication Management
11. Conflict Resolution
12. Leadership
13. Team Management
14. Diversity and Inclusion
15. Ethics, Compliance and Professionalism

Planning and Managing Deployment

16. Requirements Management
17. Solutions Development
18. Quality Management
19. Integrated Planning
20. Schedule Management
21. Resource Management
22. Budgeting and Cost Control
23. Risk and Issue Management
24. Change Control

All 24 learning objectives are covered during the course. More detailed information on the content of each objective is available in the syllabus section of the PMQ Handbook.

Exams and Assessments

Participants sit the **online PMQ examination on the final afternoon of the course** .

No study materials may be used during the examination.

Examination Duration

- Total examination time: **2.5 hours**

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- The exam is completed in two parts.
- An optional break of up to **30 minutes** may be taken between Part 1 and Part 2.
- This break does not count towards the 2.5-hour exam duration.
- Once Part 1 has been submitted, candidates cannot return to it.

Question Structure

The examination contains **40 questions worth a total of 90 marks**.

- 20 multiple-response questions — 1 mark each
- 5 “select the missing words” questions — 2 marks each
- 5 short-response questions — 2 marks each
- 10 long-response questions — 5 marks each

Candidates are expected to attempt all questions.

Pass Mark

APM uses a **variable pass mark** rather than one fixed pass score for every paper. The required pass level is determined according to the difficulty of the specific examination paper assigned to the candidate.

The course is designed not only to support examination preparation, but also to help participants understand project management as an integrated discipline combining strategic, operational and people-focused responsibilities.