BQF Academy

Project Management Body of Knowledge

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Introduction

This document contains the Project Management Body of Knowledge for all four levels of certification.

- Project Management Associate and Specialist Practitioner
- Project Management Practitioner
- Project Management Advanced Practitioner
- Project and Programme Management Master Practitioner

Each section contains

- A description of the audience
- An overview of the certification process
- Expectations for the practical assessment

This document should be used as a basis when preparing for certification

If you have been trained in Project and Programme Management with another organisation you can still apply for BQF certification.
Each certification level will be assessed against the required body of knowledge for

- Knowledge and Understanding
- Application of principles and concepts
- Tools and techniques

The candidates must present a portfolio to be assessed in interview format and PPM Master Practitioner will require testimonial reviews as well as the portfolio review.

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Please get in touch with bqfacademy@bqf.org.uk if you have any questions

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Project Management Associate Practitioner

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Project Management Associate Practitioner Certification Criteria

BQF Project Management Associate & Specialist Practitioner

Certification Audience

Associate is aimed at junior or trainee PM's whereas the specialist is aimed at individuals who bring a specific skill such as finance, business analyst, subject matter expert etc. They must demonstrate support as a project team member to the project manager in the delivery of a project using a range of recognised project management tools, techniques and processes.

Evidence

Presentation and Q&A of a completed project to demonstrate application and understanding of the principles, concepts, tools and techniques and personal learning.

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Project Management Associate Practitioner Certification Criteria

Principles, concepts, tools and techniques

Project Set Up
Identify and evidence the key documentation and agreements to successfully set up and launch a project. As a minimum this should include – business case with clear scope, project goal and cost, benefit, risk assessment. Charter (sponsor contract), work package agreements, work breakdown structure
Benefits Management
Evidence the benefit type, the critical success factors and the Key Performance Indicators and a plan of where and when the benefit will be realised
Change Management
Demonstrate understanding of Change Management methods. Evidence a change management plan that includes how you delivered sustainable change
Project Planning
Evidence of planning and scheduling activities using the right types of plans for the project. Identifying the critical path, evidence that the plan has been kept up to date
Financial Planning
Demonstrate estimating, budgeting and forecasting, evidence of cost control and an understanding of break even and return on investment
Project Governance and Progress Reporting
Evidence project governance structure and meeting schedules, status reporting process, change control process and post implementation review with lessons learnt
Risk Management
Evidence a log that lists the risks, issues, dependencies, constraints and assumptions and how you are managing and mitigating them

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Project Management Practitioner

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Project Management Practitioner Certification Criteria

BQF Project Management Practitioner - Demonstrating delivery of a project using a range of recognised project management tools, techniques and processes.

Certification Audience

Aimed at individuals who lead a project and demonstrate delivery of an E2E project using a range of the recognised project management tools, techniques and processes to successfully deliver. Support and coach team members within the organisation to be part of the project.

Evidence

Presentation and Q&A of a completed project to demonstrate application and understanding of the principles, concepts, tools and techniques and personal learning.

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Project Management Practitioner Certification Evidence

Principles, concepts, tools and techniques

Project Set Up
Identify and evidence the key documentation and agreements to successfully set up and launch a project. As a minimum this should include – business case with clear scope, project goal and cost, benefit, risk assessment. Charter (sponsor contract), work package agreements, work breakdown structure
Benefits Management
Evidence the benefit type, the critical success factors and the Key Performance Indicators and a plan of where and when the benefit will be realised
Change Management
Demonstrate understanding of Change Management methods. Evidence a change management plan that includes how you delivered sustainable change
Project Planning
Evidence of planning and scheduling activities using the right types of plans for the project. Identifying the critical path, evidence that the plan has been kept up to date
Financial Planning
Demonstrate estimating, budgeting and forecasting, evidence of cost control and an understanding of break even and return on investment
Project Governance and Progress Reporting
Evidence project governance structure and meeting schedules, status reporting process, change control process and post implementation review with lessons learnt
Risk Management
Evidence a log that lists the risks, issues, dependencies, constraints and assumptions and how you are managing and mitigating them

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Project Management Advanced Practitioner

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Project Management Advanced Practitioner Certification Criteria

BQF Project Management Advanced Practitioner - Demonstrating delivery of an E2E project that cover multiple dimensions of an organisation and multiple stakeholders. Demonstrate the use of a range of the recognised project management tools, techniques and processes to successfully deliver.

Certification Audience

Aimed at individuals who lead an E2E project that covers multiple dimensions of an organisation and multiple stakeholders. In addition to Practitioner requirements, the candidate needs to demonstrate - Delivery of a range of projects and/or programmes that link to a defined business strategy and cross multiple disciplines or teams with evidence of Indepth use of recognised project management tools, techniques and processes.

Evidence

Presentation and Q&A of a completed project to demonstrate application and understanding of the principles, concepts, tools and techniques and personal learning.

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Project Management Advanced Practitioner - Certification Evidence

Principles, concepts, tools and techniques, to be evidenced in addition to Practitioner evidence requirements

Project/Programme Set Up
In addition evidence of strategic alignment, resource planning and onboarding and solution analysis.
Benefits Management
In addition evidence of cross functional benefit ownership, agreement and realisation plans
Change Management
In addition evidence of a change management plan that includes impact assessment, communication, capability and reinforcement plans
Project Planning
In addition evidence of planning in a matrix environment with use of network diagrams, Gantt Charts, dependencies map, test plan with test cases
Financial Planning
In addition evidence of types of financial outcomes eg RoI, IRR and NPV
Project Governance and Progress Reporting
In addition evidence of jeopardy management including risks, issues, cost v benefit and milestones. Demonstrate use of tools and techniques to maximise individual and team contribution to deliveries; coaching, facilitation, creativity, lateral thinking and innovation
Risk Management
In addition impact on customer experience/operational performance/costs/benefit realisation

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Project and Programme Management Master Practitioner

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Project and Programme Management Master Practitioner - Certification Criteria

BQF Project Management Master Practitioner - Delivery of multiple complex projects/programmes or a portfolio that link to a defined business strategy at strategic and/or enterprise level across multiple disciplines with evidence of in-depth use of recognised project management tools, techniques and processes.

Certification Audience

Aimed at individuals who lead the delivery of multiple complex projects or programmes or a portfolio that link to a defined business strategy

Evidence

Presentation and Q&A of a completed portfolio of programmes and/or projects at a strategic and/or enterprise level to demonstrate application and understanding of the principles, concepts, tools and techniques, feedback from a selection of stakeholders and team members and personal learning

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Project and Programme Management Master Practitioner - Certification Evidence

Principles, concepts, tools and techniques, to be evidenced in addition to Advanced Practitioner evidence requirements

Project/Programme Set Up
In addition evidence of set up and establishing large and highly complex programmes, gaining commitment and buy in from senior stakeholders and business leaders.
Benefits Management
In addition evidence of continued benefits realisation and effective BAU delivery post initiative closure, leadership of benefits reviews and management of any required changes to deliver the intended benefits, benefit management across a portfolio or programme
Change Management
In addition evidence of a change management plan that is consistent across the portfolio or programme that aligns with the enterprise wide values and engagement strategy
Project Planning
In addition evidence of planning and scheduling activities across highly complex and ambiguous initiatives; management of inter-dependencies, point of escalation for significant and highly complex resource, planning or benefit/outcome issues
Financial Planning
In addition evidence of leading robust financial estimating tools and techniques, budget management and cost control, deviation management. Demonstrate integration into BAU financial planning and budget setting processes through robust agreements

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Project and Programme Management Master Practitioner - Certification Evidence continued

Principles, concepts, tools and techniques, to be evidenced in addition to Advanced Practitioner evidence requirements

Project Governance and Reporting
In addition evidence of producing and/or managing production of complex mobilisation plans, define, recommend and set up appropriate governance structures with stakeholders representing interests of the busines. Lead others in creating and maintaining project controls and reporting requirements to fully understand and share insight into programme/project performance. Leadership of all aspects of reviewing initiative delivery progress. Define, develop and set up control and reporting methodologies to manage direction and prioritisation over a wide variety of initiatives, clear communication of the vision, values and objectives, maintain a working environment that encourages high performance, and builds trust, confidence and commitment
Risk Management
In addition evidence of establishing and communicating a clear framework for the project teams to follow which is fully integrated with the programme/portfolio log and organisation risk policy; scanning of the operational environment to proactively identify internal and external risks ,issues, dependencies constraints and assumptions. Demonstrate risks etc have a calculated financial value, are prioritised accordingly and support contingency measures including budget

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