



# Associate Project Manager

Course Duration / 12 Months

Level 4 Apprenticeship Standard

Overview of the role: Managing project work and teams for businesses and other organisations.

## Course Overview

This occupation exists across small, medium, and large organisations in the public, private, and third sectors, including government, retail, infrastructure, education, charities, research, and banking. Work environments vary, including offices, sites, client or contractor locations, and remote settings.

The role focuses on supporting successful project delivery by ensuring scope and benefits are achieved. This involves planning, resourcing, scheduling, and monitoring activities, tracking milestones, and adapting plans as circumstances change.

Associate project managers help organisations meet business goals through projects of all sizes, from building infrastructure to implementing IT systems. They may work in-house or for external organisations delivering projects on behalf of clients.

They interact with internal teams (e.g. IT, finance, HR, operations, senior management) and external stakeholders such as customers, suppliers, regulators, and partners, typically reporting to a Project Manager.

Responsibilities include supporting project lifecycle stages, contributing to business cases, allocating tasks, monitoring progress, ensuring quality, and reporting outcomes. They apply relevant regulations and promote ethical practice, inclusion, and sustainability.

They work within budgets and resources, often independently, influencing decisions and escalating risks when needed. They also review performance, apply lessons learned, and maintain up-to-date project management skills while supporting overall project objectives and organisational goals.

## Typical job titles include

Assistant Project Manager, Junior Project Manager, Project Support



Education & Skills  
Funding Agency



## Contact Us

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# Associate Project Manager Course Content

## Knowledge:

- The differences between projects and business as usual.
- The importance of alignment between the project and organisational objectives.
- The interdependencies between project, programme, and portfolio management.
- Techniques used to understand the project context, such as PESTLE (political, economic, social, technological, legal, and environmental), SWOT (strength, weakness, opportunities, threats) or VUCA (velocity, uncertainty, complexity, ambiguity).
- The need and benefit of the project governance structure, requirements, and process and the impact on their role.
- The differences and comparative benefits between functional, matrix and project structures.
- Different roles and responsibilities within a project environment.
- The differences and comparative benefits between linear, iterative and hybrid life cycle approaches.
- Importance, content, and purpose of a business case.
- Approaches to the maintenance of a business case and the management of the benefits which will be achieved upon the successful delivery of the project.
- The purpose, format, and significance of the project management plan.
- Methods used to define, record, integrate, deliver, and manage scope.
- The identification, analysis, and management of stakeholders.
- Communication techniques and approaches to interact with stakeholders to meet their requirements.
- The use of information management.



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## Knowledge (continued):

- Techniques for managing conflict and negotiation.
- Techniques for working collaboratively within a team and with stakeholders.
- How and when to apply different estimating methods.
- Configuration management and change control.
- The principles of earned value management (EVM) and the interpretation of EVM information.
- Project scheduling and maintenance, including critical path analysis.
- Allocation and management of resources throughout the project life cycle.
- Principles of project risk and issue management.
- Procurement strategies and processes that are both ethical and sustainable.
- The role and purpose of quality requirements, planning and control in a project environment.
- Principles for evaluating project success, including how lessons learned are captured and can impact future project delivery.
- Relevant regulations and legislation such as data protection, and how they impact on their role.
- The impact of project objectives and how to respond to challenges around sustainability and the UK Government's policy to achieve net carbon zero.
- Principles of conducting project management activities which are ethical and inclusive.
- Technology and software used in the performance of project management activities.
- Presentation tools and techniques.



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## Skills:

- Use project monitoring and reporting techniques to track, interpret and report on performance.
- Manage and engage with stakeholders.
- Influence and negotiate with others to create a positive outcome for the project.
- Resolve conflict as and when required with stakeholders within limits of responsibility.
- Communicate and support the project vision, to ensure buy in to the project objectives.
- Collate and analyse information and provide input to support negotiations relating to project objectives.
- Monitor and analyse project budgets.
- Review and provide feedback on a project business case to ensure the project remains valid.
- Apply change control processes to support the management of project scope.
- Evaluate an integrated project management plan to provide recommendations on areas for improvement.
- Prepare, monitor, and schedule activities that contribute to the delivery of the overall project schedule and objectives.
- Evaluate and make recommendations on the risk management plan to threats to delivery and recommend solutions.
- Identify and monitor project risks and issues; and plan and implement responses to them.
- Deliver a Quality Management Plan which contributes to quality control processes.
- Use an organisation's continual improvement process including lessons learned to improve performance.
- Support the preparation or maintenance of a resource management plan for project activities.
- Work with stakeholders to deliver the project.
- Use digital tools and software to meet project objectives for example research, collaboration, presentations, and resolution of problems.
- Provide underpinning data to support the written submission through the governance process.
- Work within the approved project budget.
- Manages resources through the project lifecycle



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# Associate Project Manager Course Content

## Behaviours:

- Works flexibly and adapts to circumstances.
- Works collaboratively and builds strong relationships with others across the organisation and external stakeholders.
- Has accountability and ownership of their tasks and workload.
- Operates professionally with integrity and confidentiality.
- Seeks learning opportunities and continuous professional development.

## Professional recognition:

This apprenticeship aligns with Association for Project Management for Associate Membership  
Please contact the professional body for more details.



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