



**The community framework for projects,
programmes and portfolios**

Syllabus
2017

1. Introduction

The Praxis Framework provides guidance on the knowledge, processes, competencies and capability maturity required to manage projects, programmes and portfolios in any environment.

This syllabus is based on the www.Praxisframework.org site launched in May 2014 by Praxis Framework Limited. It is also supported by the Praxis Framework publication from the Association for Project Management. It reflects both the Foundation and Practitioner levels of examination.

The primary purpose of the syllabus is to provide a basis for certification of people involved with Praxis. It documents the learning outcomes related to use of Praxis and describes the requirements a candidate is expected to meet to demonstrate that these learning outcomes have been achieved at each qualification level.

The target audience for this document is:

- Exam Board
- Exam Panel
- Accredited Training Organisations.

This syllabus informs the design of the exams and provides accredited training organisations with a more detailed breakdown of what the exams will assess. Details of the exam structure and content are documented in the Praxis Foundation and Practitioner Exam Designs.

2. Foundation Qualification

2.1 Purpose of the Foundation Qualification

The purpose of the Foundation qualification is to confirm that a candidate has sufficient knowledge and understanding of the procedures, tools and techniques within the management functions of the Praxis framework to be able to work effectively with, or as a member of, a project or programme management team working within a Praxis environment. The Foundation qualification is also a pre-requisite for the Practitioner qualification.

2.2 Target Audience

This qualification is aimed at current and aspiring project and programme managers. It is also relevant to other key staff involved in the design, development and delivery of projects, programmes and portfolios including: Project Board members (e.g. Senior Responsible Owners), Programme Sponsors, Business Change Managers, Team Managers (e.g. Product Delivery Managers), Project and Programme Assurance (e.g. Business Change Analysts), Administrative Support (e.g. Project and Programme Office personnel) and operational line managers/staff.

2.3 High Level Performance Definition of a Successful Candidate

A candidate should understand the principles and terminology of the Praxis approach to P3 management. Specifically the candidate should understand the:-

- Characteristics and context of a project and a programme and the benefits of effective P3 management
- Purpose of the Praxis framework, the P3 roles, documents and functions, and their use in the Praxis process models
- Goals and activities within the Praxis process models and how they interface
- Importance and goals of interpersonal skills in the P3 environment, and their recognised models

3. Practitioner Qualification

3.1 Purpose of the Practitioner Qualification

The purpose of the Practitioner qualification is to confirm whether the candidate has achieved sufficient understanding of how to apply and tailor Praxis in a scenario situation. A successful Practitioner candidate should, with suitable direction, be able to start applying the framework to a real project or programme, but may not be sufficiently skilled to do this appropriately for all situations. Their individual P3M expertise, complexity of the project or programme and the support provided for the use of Praxis in their work environment will all be factors that impact what the Practitioner can achieve.

3.2 Target Audience

This qualification is aimed at current and aspiring project and programme managers. It is also relevant to other key staff involved in the design, development and delivery of projects, programmes and portfolios including: Project Board members (e.g. Senior Responsible Owners), Programme Sponsors, Business Change Managers, Team Managers (e.g. Product Delivery Managers), Project and Programme Assurance (e.g. Business Change Analysts), Administrative Support (e.g. Project and Programme Office personnel) and operational line managers/staff.

3.3 High Level Performance Definition of a Successful Candidate

Candidates should be able to apply and understand how to tailor Praxis effectively to a project or programme within an organisational environment based on Praxis. Specifically candidates should:-

- Understand the relationships between the roles, documents, functions, techniques and processes
- Be able to apply the roles, functions, techniques and processes to a P3 scenario
- Be able to create and assess P3 documents for a given scenario

4. Learning Outcomes Assessment Model

A classification widely used when designing assessments for certification and education is the Bloom's Taxonomy of Educational Objectives. This classifies learning objectives into six ascending learning levels, each defining a higher degree of competency and skill. (Bloom et al, 1956, Taxonomy of Educational Objectives).

APMG have adapted this into a four-step variation of the Bloom's model – The APMG Learning Outcomes Assessment Model which defines the standard for each qualification's Learning Outcome Assessment Model. The Model is used as a basis for classifying learning outcomes when developing exam qualification schemes and syllabi.

This structured approach helps to ensure:

- There is a clear delineation in learning level content between different qualification levels
- Learning outcomes are documented consistently across different areas of the framework
- Exam questions and papers are pitched appropriately and consistently for each of the learning levels.

4.1 Praxis Learning Outcome Assessment Model

For Praxis the four levels of learning outcomes are shown below. These learning outcomes are independent of the method used to assess whether a qualification level has been achieved.

Praxis Learning Outcomes Assessment Model				
	1. Knowledge	2. Comprehension	3. Application	4. Analysis
Generic Definition from APMG Learning Outcomes Assessment Model	Know key facts, terms and concepts from the manual/guidance	Understand key concepts from the manual/guidance	Be able to apply key concepts relating to the syllabus area for a given scenario	Be able to identify, analyse and distinguish between appropriate and inappropriate use of the method/guidance for a given scenario situation
Praxis Learning Outcome Assessment Model	Know facts, including terms, concepts, principles, processes, and responsibilities from the framework.	Understand the processes, documentation, roles procedures, tools and techniques, and can explain how these are applied on/are involved with a project or programme.	Be able to: (i) Use the procedures, tools and techniques appropriately; (ii) Create the documentation; (iii) Tailor the processes appropriately for a given scenario.	Be able identify, analyse and distinguish between appropriate and inappropriate use of the framework through appraisal of completed products and planned or completed events for a given scenario.

5. Syllabus Presentation

For each of the above learning levels, the syllabus defines the individual learning outcomes required for the qualification. Each learning outcome is then supported by a description of the requirements that a candidate is expected to meet to demonstrate that the learning outcome has been achieved at the qualification level indicated. These are shown as syllabus topics.

All Foundation level requirements are assumed to have been met for Practitioner level and are not directly assessed again, although Foundation level knowledge and understanding will be used when demonstrating Practitioner application and analysis learning outcomes.

Each of the subject areas is presented in a similar format as follows:

Syllabus Area Code PG [2]		Syllabus Area: <i>QUAL Syllabus Area (XX) Theme</i> [1]	Foundation	Practitioner	Primary References
Level	Topic				
Know fact, terms and concepts relating to the <i>syllabus area</i>. [3] Specifically to recall:					
01 [4]	01 [5]	[6]	[7]		[8]
01	02				

Key to the Syllabus Area table:

- | | | |
|---|--|--|
| 1 | Syllabus Area | Unit of learning, e.g. chapter of the reference guide. |
| 2 | Syllabus Area Code | A unique 2-character code identifying the syllabus area. |
| 3 | Learning Outcome
(topic header shown in bold) | A statement of what a candidate will be expected to know, understand or do. |
| 4 | Level | Classification of the learning outcome against the APMG OTE Learning Outcomes Assessment Model. |
| 5 | Topic Reference | Number of the topic within the learning level. |
| 6 | Topic Description | Description of what is required of the candidate to demonstrate that a learning outcome has been achieved at the qualification level indicated |
| 7 | Foundation/Practitioner | Shows at which qualification level the topic is assessed.
N.B. A topic is only assessed at one qualification level. |
| 8 | Primary Reference | The main reference supporting the topic. |

6. Syllabus Areas

Syllabus Area Code	Syllabus Area Title
CX	Overview and Context of Praxis
IM	Integrative Management Functions
MS	Manage scope
SC	Manage the schedule
MF	Manage finance
RK	Manage risk
MC	Manage change
MR	Manage resources
PP	Processes – Programmes and Projects
IP	Interpersonal Skills

7. Important Points

The following points about the use of the syllabus should be noted.

7.1 Praxis Guide References

The Praxis guide references provided should be considered to be indicative rather than comprehensive, i.e. there may be other valid references within the guidance.

In practice, at Practitioner level, questions based on a syllabus topic may require knowledge of material from other sections of the Praxis guidance. This will be clear from the context of the question and the scenario.

Section references have been taken from the Praxisframework.org website and the Praxis Framework publication from the Association for Project Management. In the absence of section references in the Praxis Framework publication, page numbers have been used.

8. Syllabus Exclusions

Questions will not be based on the 'Competence framework' or the 'Capability Maturity framework' of the guidance.

Syllabus Area Code		Syllabus Area: Overview and Context	Foundation	Practitioner	APM Book Pg	Primary Website Reference
Level	Topic					
		Know facts, terms and concepts relating to the Overview and Context of Praxis. Specifically to recall the:				
01	01	Three factors that make up the Praxis context	✓		3	knowledge/context
		Understand terms and concepts relating to the Overview and Context of Praxis, and explain how these are applied on/are involved with a project, programme or portfolio. Specifically to identify the:				
02	01	Underlying concepts of Praxis: - Value of free - Continuum of complexity - Implicit nature of quality	✓			resource-pages/the-value-of-free resource-pages/projects-programmes-portfolios-and-the-discontinuous-mind resource-pages/time-to-drop-quality-from-project-management
02	02	Benefits of using Praxis	✓		xv	Introduction
02	03	Goals of P3 management	✓		11	knowledge/project-programme-and-portfolio-management
02	04	Characteristics and core elements of project and programme management	✓		12	knowledge/project-programme-and-portfolio-management
02	05	Commonly identified areas of complexity for project and programmes	✓		7	knowledge/complexity
02	06	Expansion of the triple constraint within Praxis	✓			library/triple-constraint
02	07	Goals of life cycle management	✓		15	knowledge/life-cycle
02	08	P3 life cycle phases and governance mechanisms	✓		17	knowledge/life-cycle
02	09	Difference between a typical serial project life cycle and a parallel project life cycle	✓		18	knowledge/life-cycle library/development-life-cycles
02	10	Characteristics of an Agile project and its relationship with the triple constraint	✓			library/agile library/triple-constraint
02	11	Typical programme life cycle phases	✓		20	knowledge/life-cycle
02	12	Goals of Sponsorship	✓		23	knowledge/sponsorship
02	13	Characteristics of a Sponsor	✓		24	knowledge/sponsorship
02	14	Goals of knowledge management	✓		28	knowledge/knowledge-management
02	15	Steps involved in knowledge management within the P3 management organisation	✓		29	knowledge/knowledge-management
02	16	Goals of capability and maturity management	✓		30	knowledge/capability-maturity
02	17	Two scales of CMMI capability and maturity levels and how they overlap	✓		31	knowledge/capability-maturity

02	18	Relationship between Praxis and other guidance: • PRINCE2 • MSP • APM BoK • PMBoK Guide • DSDM Agile	✓			resource-pages/praxis-prince2-and-msp resource-pages/praxis-and-the-apm-bok resource-pages/praxis-and-DSDM-Agile
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Syllabus Area Code		Syllabus Area:	Foundation	Practitioner	APM Book Pg	Primary Website Reference
IM		Integrative Management Functions				
Level	Topic					
		Understand the principles and goals of Integrative Management Functions; the approach to their treatment; how they are applied throughout the P3M life cycle and the responsibilities involved. Specifically to identify the:				knowledge/integrative-management
02	01	Principles, goals, responsibilities and procedure for Organisation Management	✓		64	knowledge/organisation-management
02	02	Four main levels within the standard organisational structure for individual projects and programmes	✓		66	knowledge/organisation-management
02	03	Purpose and content of an Organisation Management Plan	✓		207	method/organisation-management-plan
02	04	Principles, goals, responsibilities and procedure for Stakeholder Management	✓		70	knowledge/stakeholder-management
02	05	Purpose and content of stakeholder management documentation 1. Stakeholder Map 2. Stakeholder Register 3. Stakeholder Management Plan	✓		238 219	library/stakeholder-mapping method/stakeholder-register method/stakeholder-management-plan
02	06	Principles, goals and responsibilities for Business Case Management	✓		73	knowledge/business-case-management
02	07	Structure, content and evolution of the business case document	✓		73 217	knowledge/business-case-management method/business-case knowledge/investment-appraisal knowledge/funding knowledge/budgeting-and-cost-control
02	08	Principles, goals and responsibilities for delivery planning	✓		75	knowledge/planning
02	09	Purpose and content of a typical management plan and how they differ from delivery plans	✓		206 238	method/management-plans
02	10	Typical content of a delivery plan	✓		76 238	method/delivery-plan
02	11	Principles, goals and responsibilities for Control	✓		79	knowledge/control
02	12	Three broad categories of control techniques: cybernetic, go/no go and post	✓		79	knowledge/control library/cybernetic-control
02	13	Purpose and content of control documentation 1. Control Management Plan 2. RAG Reports	✓		211 80	knowledge/control method/control-management-plan library/rag-reports
02	14	Principles of tolerances	✓		79	knowledge/control
02	15	Purpose of Earned Value Management and how to predict future performance based on actual progress		✓		library/earned-value-management
02	16	Principles, goals, responsibilities and procedure for Information Management	✓		82	knowledge/information-management

02	17	Purpose and content of an Information Management Plan	✓		212	method/information-management-plan
02	18	Principles, goals and responsibilities for Assurance	✓		85	knowledge/assurance
02	19	Purpose and content of an Assurance Management Plan	✓		214	method/assurance-management-plan
Able to apply and tailor the relevant aspects of the Integrative Management Functions to a P3 scenario in any of the P3 processes. Specifically to:						knowledge/integrative-management
03	01	Identify an appropriate P3 management team structure and information for inclusion in an: 1. Organisation Management Plan 2. Assurance Management Plan		✓	64 85 207 214	knowledge/organisation-management knowledge/assurance method/organisation-management-plan method/assurance-management-plan
03	02	Identify appropriate stakeholders and information for inclusion in relevant stakeholder management documentation: 1. Stakeholder Map 2. Stakeholder Register 3. Stakeholder Management Plan		✓	70 238 219	knowledge/stakeholder-management library/stakeholder-mapping method/stakeholder-register method/stakeholder-management-plan
03	03	Identify appropriate information for inclusion in a Business Case		✓	73 217	knowledge/business-case-management method/business-case
03	04	Predict future performance based on actual progress and identify appropriate information for inclusion in control documentation: 1. Control Management Plan 2. RAG Reports		✓	79 211	library/earned-value-management knowledge/control method/control-management-plan library/rag-reports
03	05	Identify appropriate actions when applying an information management procedure and information for inclusion in an Information Management Plan		✓	82 212	knowledge/information-management method/information-management-plan
Able to identify and analyse appropriate and inappropriate application of the Integrative Management Functions throughout the life cycle of a P3 scenario. Specifically to analyse:						knowledge/integrative-management
04	01	Whether the documentation listed in 03 above are fit for purpose, with reasons, and whether the correct roles have been involved in their development and maintenance throughout the P3 lifecycle		✓	207 214 219 238 217 79 211 212	method/organisation-management-plan method/assurance-management-plan method/stakeholder-management-plan method/stakeholder-register method/business-case method/control-management-plan library/rag-reports method/information-management-plan

04	02	Whether actions undertaken during the execution of the Integrative Management procedures listed in 03 above are appropriate, with reasons, and whether appropriate roles have been involved. Including actions associated with: 1. Organisation Management 2. Assurance 3. Stakeholder Management 4. Business Case Management 5. Control 6. Information Management		✓	64 85 70 73 79 82	knowledge/organisation- management knowledge/assurance knowledge/stakeholder- management knowledge/business-case- management knowledge/control knowledge/information- management
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Syllabus Area Code MS		Syllabus Area: Manage Scope	Foundation	Practitioner	APM Book Pg	Primary Website Reference
Level	Topic					
Know facts, terms and concepts relating to Scope Management. Specifically to recall the:						
01	01	Definition of the terms: 1. Objective 2. Output 3. Outcome 4. Benefit 5. Work Package 6. Deliverable 7. Product 8. Configuration Item	✓		91	knowledge/scope-management
Understand the principles and goals of Scope Management; the approach to its treatment; how it is applied throughout the P3M life cycle and the responsibilities involved. Specifically to identify the:						
02	01	Principles, goals, responsibilities and procedure of Scope Management	✓		87	knowledge/scope-management
02	02	Purpose and content of a Scope Management Plan	✓		215	method/scope-management-plan
02	03	Purpose of scope documentation 1. Mandate 2. Vision Statement 3. Specification 4. Business Case 5. Blueprint 6. Benefits Map 7. Benefit Profile 8. Brief	✓		228 228 228 235 233 233 233 245	method/mandate method/vision-statement method/specification method/business-case method/blueprint method/benefits-map method/benefit-profile method/brief
02	04	Purpose of typical product documentation: 1. Product Description 2. Product Register 3. Quality Register 4. Configuration Item 5. Status Account	✓		229	method/product-documents
02	05	Product definition techniques: breakdown structures	✓		91	library/breakdown-structures
02	06	Principles, goals responsibilities and procedure of Requirements Management	✓		92	knowledge/requirements-management
02	07	Characteristics of a well specified requirement	✓		93	knowledge/requirements-management
02	08	Purpose of value management	✓		94	knowledge/requirements-management

02	09	Principles, goals, responsibilities and procedure of Solutions Development	✓		97	knowledge/solutions-development
02	10	Principles, goals, responsibilities and procedure of Benefits Management	✓		100	knowledge/benefits-management
02	11	Purpose and content of a Benefits Management Plan	✓		217	method/benefits-management-plan
02	12	Principles, goals, responsibilities and procedure of Change Control	✓		107	knowledge/change-control
02	13	Principles, goals, responsibilities and procedure of Configuration Management	✓		104	knowledge/configuration-management
Able to apply and tailor the relevant aspects of the Scope Management Function to a P3 scenario in any of the P3 processes. Specifically to:						knowledge/scope-management
03	01	Identify appropriate information for inclusion in the Scope Management documentation listed in 02 above.		✓	215 228 228 228 235 233 233 233 245 229 217	method/scope-management-plan method/mandate method/vision-statement method/specification method/business-case method/blueprint method/benefits-map method/benefit-profile method/brief method/product-documents method/benefits-management-plan
03	02	Identify appropriate actions when applying the Scope Management procedures, with reasons. Including actions associated with: 1. Requirements Management 2. Solutions Development 3. Benefits Management 4. Change Control 5. Configuration Management		✓	87 92 97 100 107 104	knowledge/scope-management knowledge/requirements-management knowledge/solutions-development knowledge/benefits-management knowledge/change-control knowledge/configuration-management
Able to identify and analyse appropriate and inappropriate application of the Scope Management Function throughout the life cycle of a P3 scenario. Specifically to analyse:						knowledge/scope-management
04	01	Whether the products listed in 02 above are fit for purpose, with reasons, and whether the correct roles have been involved in their development and maintenance throughout the P3 lifecycle.		✓	215 228 228 228 235 233 233 233 245 229 217	method/scope-management-plan method/mandate method/vision-statement method/specification method/business-case method/blueprint method/benefits-map method/benefit-profile method/brief method/product-documents method/benefits-management-plan

04	02	Whether the actions undertaken during the execution of the Scope Management procedures are appropriate, with reasons, and whether appropriate roles have been involved. Including actions associated with: 1. Requirements Management 2. Solutions Development 3. Benefits Management 4. Change Control 5. Configuration Management		✓	87 92 97 100 107 104	knowledge/scope-management knowledge/requirements-management knowledge/solutions-development knowledge/benefits-management knowledge/change-control knowledge/configuration-management
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Syllabus Area Code SC		Syllabus Area: Manage the Schedule	Foundation	Practitioner	APM Book Pg	Primary Website Reference
Level	Topic					
		Understand the principles and goals of Schedule Management; the approach to its treatment; how it is applied throughout the P3M life cycle and the responsibilities involved. Specifically to identify the:				
02	01	Principles, goals, responsibilities and typical high level procedure of Schedule Management	✓		110	knowledge/schedule-management
02	02	Purpose and content of a Schedule Management Plan	✓		219	method/schedule-management-plan
02	03	Purpose and characteristics of a Gantt Chart	✓		112	knowledge/schedule-management library/gantt-chart library/rolling-wave-planning
02	04	Four fundamental approaches to estimating: • Parametric • Comparative • Analytical • Subjective and their application during the life cycle	✓			library/estimating-techniques
02	05	Purpose and characteristics of a Network Diagram	✓		114	knowledge/time-scheduling library/network-diagram
02	06	Purpose, characteristics and limitations of critical path analysis	✓		114	knowledge/time-scheduling library/critical-path-analysis library/imposed-dates library/milestone
02	07	Purpose, techniques and limitations of resource limited scheduling	✓		116	library/resource-limited-scheduling library/resource-histogram library/responsibility-assignment-matrix library/resource-allocation
02	08	Purpose and characteristics of Monte Carlo Analysis		✓		library/monte-carlo-analysis library/sensitivity-analysis
		Able to apply and tailor the relevant aspects of the Schedule Management Function to a P3 scenario in any of the P3 processes. Specifically to:				knowledge/schedule-management
03	01	Identify appropriate information for inclusion in a Schedule Management Plan and a Delivery Plan (including schedule)		✓	219 242	method/schedule-management-plan method/delivery-plan

03	02	Identify appropriate actions when applying the Schedule Management procedure, with reasons		✓	112	knowledge/schedule-management library/gantt-chart library/rolling-wave-planning library/estimating-techniques library/network-diagram knowledge/time-scheduling library/critical-path-analysis library/imposed-dates library/milestone library/resource-limited-scheduling library/resource-histogram library/responsibility-assignment-matrix library/resource-allocation library/monte-carlo-analysis library/sensitivity-analysis
Able to identify and analyse appropriate and inappropriate application of the Schedule Management Function throughout the life cycle of a P3 scenario. Specifically to analyse:						knowledge/schedule-management
04	01	Whether a Schedule Management Plan and a Delivery Plan (including schedule) are fit for purpose, with reasons, and whether the correct roles have been involved in their development and maintenance throughout the P3 lifecycle.		✓	219 242	method/schedule-management-plan method/delivery-plan
04	02	Whether the actions undertaken during the execution of the Schedule Management procedure are appropriate, with reasons, and whether appropriate roles have been involved.		✓	112	knowledge/schedule-management library/gantt-chart library/rolling-wave-planning library/estimating-techniques library/network-diagram knowledge/time-scheduling library/critical-path-analysis library/imposed-dates library/milestone library/resource-limited-scheduling library/resource-histogram library/responsibility-assignment-matrix library/resource-allocation library/monte-carlo-analysis library/sensitivity-analysis

Syllabus Area Code		Syllabus Area: Manage Finance	Foundation	Practitioner	APM Book Pg	Primary Website Reference
MF						
Level	Topic					
		Understand the principles and goals of Financial Management; the approach to its treatment; how it is applied throughout the P3M life cycle and the responsibilities involved. Specifically to identify the:				
02	01	Principles, goals, responsibilities and procedure of Financial Management	✓		118	knowledge/financial-management
02	02	Purpose and content of a Financial Management Plan	✓		220	method/financial-management-plan
02	03	Principles, goals and procedure of Investment Appraisal	✓		121	knowledge/investment-appraisal
02	04	Purpose of Investment Appraisal techniques: 1. Scoring method 2. Payback method 3. Discounted Cash Flow	✓		123	knowledge/investment-appraisal library/scoring-methods library/payback-method library/discounted-cash-flow
02	05	Principles, goals and procedure of Funding	✓		125	knowledge/funding
02	06	Principles, goals and procedure of Budgeting and Cost Control • Direct and indirect costs • Fixed and variable costs • Committed costs • Accruals • Actual costs	✓		128	knowledge/budgeting-and-cost-control
02	07	Three major components of a P3 budget: • Base cost estimate • Contingency reserve • Management reserve	✓		129	knowledge/budgeting-and-cost-control
		Able to apply and tailor the relevant aspects of the Financial Management Function to a P3 scenario in any of the P3 processes. Specifically to:				knowledge/financial-management
03	01	Identify appropriate information for inclusion in a Financial Management Plan		✓	220	method/financial-management-plan
03	02	Identify appropriate actions, with reasons, when undertaking Financial Management procedures: 1. Investment Appraisal 2. Funding 3. Budgeting and Cost Control		✓	118 121 125 128	knowledge/financial-management knowledge/investment-appraisal knowledge/funding knowledge/budgeting-and-cost-control
		Able to identify and analyse appropriate and inappropriate application of the Financial Management Function throughout the life cycle of a P3 scenario. Specifically to analyse:				knowledge/financial-management

04	01	Whether a Financial Management Plan is fit for purpose, with reasons, and whether the correct roles have been involved in its development and maintenance throughout the P3 lifecycle.		✓	220	method/financial-management-plan
04	02	Whether the actions undertaken during the execution of the Financial Management procedures are appropriate, with reasons, and whether appropriate roles have been involved. Including actions associated with: 1. Investment Appraisal 2. Funding 3. Budgeting and Cost Control		✓	118 121 125 128	knowledge/financial-management knowledge/investment-appraisal knowledge/funding knowledge/budgeting-and-cost-control

Syllabus Area Code RK		Syllabus Area: Manage Risk	Foundation	Practitioner	APM Book Pg	Primary Website Reference
Level	Topic					
		Understand the principles and goals of Risk Management; the approach to its treatment; how it is applied throughout the P3M life cycle and the responsibilities involved. Specifically to identify the:				
02	01	Principles, goals, responsibilities and procedure of Risk Management	✓		132	knowledge/risk-management
02	02	The purpose and content of Risk Management documentation: 1. Risk Management Plan 2. Risk Register	✓		222 239	method/risk-management-plan method/risk-register
02	03	Methods for identifying risk and appropriate sources of information: • Risks generated in other functions • Lessons learned and knowledge management	✓		137	knowledge/risk-techniques library/pestle-analysis
02	04	Qualitative and quantitative techniques for assessing threats and opportunities	✓		137	knowledge/risk-techniques library/probability-impact-assessment library/sensitivity-analysis
02	05	Types and appropriate use of risk response actions	✓		137	knowledge/risk-techniques library/risk-responses
02	06	Difference between risk attitude and risk appetite	✓		134	knowledge/risk-context
		Able to apply and tailor the relevant aspects of the Risk Management Function to a P3 scenario in any of the P3 processes. Specifically to:				knowledge/risk-management
03	01	Identify appropriate information for inclusion in Risk Management documentation: 1. Risk Management Plan 2. Risk Register		✓	222 239	method/risk-management-plan method/risk-register
03	02	Identify appropriate actions, with reasons, when undertaking the Risk Management procedure		✓	132	knowledge/risk-management knowledge/risk-techniques knowledge/risk-context
		Able to identify and analyse appropriate and inappropriate application of the Risk Management Function throughout the life cycle of a P3 scenario. Specifically to analyse:				knowledge/risk-management
04	01	Whether a Risk Management Plan and Risk Register are fit for purpose, with reasons, and whether the correct roles have been involved in their development and maintenance throughout the P3 lifecycle		✓	222 239	method/risk-management-plan method/risk-register

04	02	Whether the actions undertaken during the execution of the Risk Management procedures are appropriate, with reasons, and whether appropriate roles have been involved		✓	132	knowledge/risk-management knowledge/risk-techniques knowledge/risk-context
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Syllabus Area Code MC		Syllabus Area: Manage Change	Foundation	Practitioner	APM Book Pg	Primary Website Reference
Level	Topic					
		Understand the principles and goals of change management; the approach to its treatment; how it is applied throughout the P3M life cycle and the responsibilities involved. Specifically to identify the:				
02	01	Principles, goals, responsibilities and procedure of Change Management	✓		140	knowledge/change-management
02	02	Purpose and content of a Change Management Plan	✓		224	method/change-management-plan
02	03	Models for the management of change: 1. Lewin's three steps 2. Kotter's eight steps 3. Morgan's eight organisational metaphors	✓			library/lewin library/kotter library/morgan
		Able to apply and tailor the relevant aspects of the Change Management Function to a P3 scenario in any of the P3 processes. Specifically to:				knowledge/risk-management
03	01	Identify appropriate information for inclusion in a Change Management Plan		✓	224	method/change-management-plan
03	02	Identify appropriate actions, with reasons, when undertaking a Change Management procedure		✓	140	knowledge/change-management library/lewin library/kotter library/morgan library/carnall
		Able to identify and analyse appropriate and inappropriate application of the Change Management Function throughout the life cycle of a P3 scenario. Specifically to analyse:				knowledge/change-management
04	01	Whether a Change Management Plan is fit for purpose, with reasons, and whether the correct roles have been involved in its development and maintenance throughout the P3 lifecycle.		✓	224	method/change-management-plan
04	02	Whether the actions undertaken during the execution of a Change Management procedure are appropriate, with reasons, and whether appropriate roles have been involved.		✓	140	knowledge/change-management library/lewin library/kotter library/morgan library/carnall

Syllabus Area Code MR		Syllabus Area: Manage Resources	Foundation	Practitioner	APM Book Pg	Primary Website Reference
Level	Topic					
		Understand the principles and goals of resource management; the approach to its treatment; how it is applied throughout the P3M life cycle and the responsibilities involved. Specifically to identify the:				
02	01	Principles, goals, responsibilities and procedure of Resource Management	✓		143	knowledge/resource-management
02	02	Purpose and content of Resource Management documentation: 1. Resource Management Plan 2. Contract	✓		226	method/resource-management-plan knowledge/contract-management method/contract
02	03	Principles, goals and procedure of Procurement	✓		146	knowledge/procurement
02	04	Principles, goals and procedure of Contract Management	✓		150	knowledge/contract-management
02	05	Principles, goals and procedure of Mobilisation	✓		153	knowledge/mobilisation
		Able to apply and tailor the relevant aspects of the Resource Management Function to a P3 scenario in any of the P3 processes. Specifically to:				knowledge/resource-management
03	01	Identify appropriate information for inclusion in a Resource Management documentation: 1. Resource Management Plan 2. Contract		✓	224	method/resource-management-plan knowledge/contract-management method/contract
03	02	Identify appropriate actions, with reasons, when undertaking a Resource Management procedure, including actions associated with: 1. Procurement 2. Contract Management 3. Mobilisation		✓	143 146 150 153	knowledge/resource-management knowledge/procurement knowledge/contract-management knowledge/mobilisation
		Able to identify and analyse appropriate and inappropriate application of the Resource Management Function throughout the life cycle of a P3 scenario. Specifically to analyse:				knowledge/resource-management
04	01	Whether a Resource Management Plan is fit for purpose, with reasons, and whether the correct roles have been involved in its development and maintenance throughout the P3 lifecycle		✓	224	method/resource-management-plan knowledge/contract-management method/contract
04	02	Whether the actions undertaken during the execution of a Resource Management procedure are appropriate, with reasons, and whether appropriate roles have been involved. Including actions associated with: 1. Procurement 2. Contract Management 3. Mobilisation		✓	143 146 150 153	knowledge/resource-management knowledge/procurement knowledge/contract-management knowledge/mobilisation

Syllabus Area Code PP		Syllabus Area: Project or Programme Processes	Foundation	Practitioner	APM Book Pg	Primary Website Reference
Level	Topic					
		Understand the Project and Programme Processes and how they can be applied and tailored. Specifically to identify the:				method/process
02	01	Goals, responsibilities and typical activities that make up the Identify a Project or Programme process	✓		160	method/identification-process
02	02	Goals, responsibilities and typical activities that make up the Sponsor a Project or Programme process	✓		165	method/sponsorship-process
02	03	Goals, responsibilities and typical activities that make up the Define a Project or Programme process	✓		169	method/definition-process
02	04	Goals, responsibilities and typical activities that make up the Deliver a Project or Programme process	✓		175	method/delivery-process
02	05	Goals, responsibilities and typical activities that make up the Manage Boundaries process	✓		180	method/boundaries-process
02	06	Goals, responsibilities and typical activities that make up the Develop Products process	✓		184	method/development-process
02	07	Goals, responsibilities and typical activities that make up the Close a Project or Programme process	✓		190	method/closure-process
02	08	Goals, responsibilities and typical activities that make up the Realise Benefits process	✓		187	method/benefits-realisation-process
02	09	Purpose of a: 1. Lessons Log 2. Daily Log 3. Brief 4. Definition Plan 5. An Issue Register	✓		244 245 236 238 243	method/identification-process method/lessons-log method/daily-log method/brief method/definition-plan method/issue-register
02	10	Purpose and content of: 1. A Progress Report 2. An Event Report 3. Follow-on Actions Report	✓		246 248 249	method/progress-report method/event-report method/follow-on-actions-report
		Able to apply the P3 Processes, tailoring actions where appropriate, to a P3 scenario. Specifically to:				
03	01	Identify appropriate information for inclusion in the documentation listed in 02 above		✓	244 245 236 238 243 246 248 249	method/identification-process method/lessons-log method/daily-log method/brief method/definition-plan method/issue-register method/progress-report method/event-report method/follow-on-actions-report

03	02	Identify appropriate actions, with reasons, when carrying out the P3 processes: 1. Identify a Project or Programme 2. Sponsor a Project or Programme 3. Define a Project or Programme 4. Deliver a Project or Programme 5. Manage Boundaries 6. Develop Products 7. Close a Project or Programme 8. Realise Benefits	✓	160 165 169 175 180 184 190 187	method/identification-process method/sponsorship-process method/definition-process method/delivery-process method/boundaries-process method/development-process method/closure-process method/benefits-realisation-process
Able to identify and analyse appropriate and inappropriate application of the P3 Processes throughout the life cycle of a P3 scenario. Specifically to analyse:					
04	01	Whether the documentation listed in 02 above is fit for purpose, with reasons, and whether the appropriate roles have been involved in its development and maintenance throughout the P3 Processes	✓	244 245 236 238 243 246 248 249	method/identification-process method/lessons-log method/daily-log method/brief method/definition-plan method/issue-register method/progress-report method/event-report method/follow-on-actions-report
04	02	Whether the actions undertaken during the execution of the P3 Processes are appropriate, with reasons, and whether appropriate roles have been involved 1. Identify a Project or Programme 2. Sponsor a Project or Programme 3. Define a Project or Programme 4. Deliver a Project or Programme 5. Manage Boundaries 6. Develop Products 7. Close a Project or Programme 8. Realise Benefits	✓	160 165 169 175 180 184 190 187	method/identification-process method /sponsorship-process method /definition-process method /delivery-process method /boundaries-process method /development-process method /closure-process method /benefits-realisation-process

Syllabus Area Code IP		Syllabus Area: Interpersonal Skills	Foundation	Practitioner	APM Book Pg	Primary Website Reference
Level	Topic					
		Understand Interpersonal Skills and how they can be applied and tailored.				
		Specifically to identify the:				
02	01	Goals of interpersonal skills: 1. Communication 2. Conflict management 3. Delegation 4. Leadership 5. Influencing 6. Negotiation 7. Teamwork	✓		41	knowledge/communication knowledge/conflict-management knowledge/delegation knowledge/leadership knowledge/influencing knowledge/negotiation knowledge/teamwork
02	02	David Berlo model for the four components of communication	✓			library/berlo
02	03	Factors that affect the effectiveness of communication and potential barriers	✓		43	knowledge/communication
02	04	Use of conflict in team development	✓			library/tuckman
02	05	Typical causes and sources of conflict	✓		45	library/thamhain-and-wilemon
02	06	Models for Conflict Resolution: 1. Maccoby and Scudder 2. Thomas-Kilmann	✓		45	library/maccoby-scudder library/Thomas-kilmann
02	07	Elements of a SMART objective	✓			library/smart
02	08	MoSCow technique of prioritisation	✓			library/moscow-prioritisation
02	09	Difference between a transactional leader and a transformational leader	✓		53	knowledge/leadership
02	10	Models for Leadership: 1. Hersey and Blanchard's life cycle theory for leadership 2. Adair's action centered leadership model	✓			library/hersey-and-blanchard library/adair
02	11	Models for Motivation: 1. Maslow's hierarchy of needs and how they relate to the P3 environment 2. Herzberg's hygiene and motivational factors	✓			library/maslow library/herzberg
02	12	Principles of ethical and professional behaviour	✓		37	knowledge/ethics
02	13	Models for Influence: 1. Cialdini's six principles of influence 2. Cohen and Bradford's influence model 3. Montana and Charnov's seven forms of power	✓			library/cialdini library/cohen-and-bradford library/montana-and-charnov
02	14	Difference between competitive and collaborative negotiation	✓		56	knowledge/negotiation
02	15	Shell's five styles of negotiation	✓			library/shell

02	16	Models for Teamwork 1. Belbin team roles 2. Tuckman model of team development 3. Katzenbach and Smith five levels of teamwork	✓			library/belbin library/tuckman library/katzenbach-and-smith
Able to apply Interpersonal Skills, tailoring actions where appropriate, to a P3 scenario. Specifically to:						
03	01	Identify appropriate use of Interpersonal Skills: 1. Communication 2. Conflict management 3. Delegation 4. Leadership 5. Influencing 6. Negotiation 7. Teamwork		✓	41	knowledge/communication knowledge/conflict-management knowledge/delegation knowledge/leadership knowledge/influencing knowledge/negotiation knowledge/teamwork
Able to identify and analyse appropriate and inappropriate application of Interpersonal Skills throughout the life cycle of a P3 scenario. Specifically to analyse:						
04	01	Whether the Interpersonal Skills listed in 03 above have been applied appropriately, with reasons		✓	41	knowledge/communication knowledge/conflict-management knowledge/delegation knowledge/leadership knowledge/influencing knowledge/negotiation knowledge/teamwork